



Indian and Northern  
Affairs Canada

Affaires indiennes  
et du Nord Canada



## **Guide to Management Development Resources**

**Guide sur les ressources de  
perfectionnement en gestion**

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Canada

# **Guide to Management Development Resources**

**A directory of management development  
resources for Indian and Inuit leaders  
and managers**

**Indian/Inuit Management Development Program**



## **Guide sur les ressources de perfectionnement en gestion**

**Répertoire des ressources dont disposent les  
dirigeants et les gestionnaires indiens et inuit  
pour se perfectionner en gestion.**

**Programme de formation et de perfectionnement  
en gestion des Indiens et des Inuit**



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ministre des Affaires indiennes  
et du Nord canadien,  
Ottawa, 1984.

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## **Guide to Management Development Resources**

### **A directory of management development resources for Indian and Inuit leaders and managers**

**Indian/Inuit Management Development Program (I/IMDP)**

## **Guide sur les ressources de perfectionnement en gestion**

### **Répertoire des ressources dont disposent les dirigeants et les gestionnaires indiens et inuit pour se perfectionner en gestion.**

The Guide to Management Development Resources is prepared in bilingual format. Only those courses available in both French and English are described in both languages. English courses are described in the English language only.

*Le Guide sur les ressources de perfectionnement en gestion est rédigé dans les deux langues officielles. Cependant, seuls les cours offerts et en français et en anglais sont décrits dans les deux langues. Les cours unilingues sont décrits dans la langue dans laquelle les cours sont donnés.*

The preparation of this Guide was directed by Patricia Kelly of the Indian/Inuit Management Development Directorate of the Indian and Inuit Affairs Program, with the assistance of Nancy Thomas. We wish to acknowledge, with thanks, all those who contributed to the Guide to Management Development Resources.

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## INTRODUCTION

The ability of bands to manage successfully new roles, responsibilities and tasks resulting from Indian government activities is contingent upon the continued development of their management capacity.

To assist in the acquisition of skills and knowledge to meet this capacity, a Guide to Management Development Resources has been compiled as a reference for Indian and Inuit managers and leaders seeking alternative sources of management development training.

The Guide assembles a wide variety of alternative training sources ranging from those courses developed "in-house" by Headquarters and Regional offices, to degree and certificate programs offered by universities and colleges. While every attempt has been made to offer a comprehensive listing of as many resources as possible, some references may have been overlooked. Users of this Guide should consult further with the registrar of local institutions and/or the contact person referred to in this Guide.

For further information and assistance related to the management development training sources identified, communicate with the Indian/Inuit Management Development Coordinator in your region, listed on page 9.

## INTRODUCTION

*La mesure dans laquelle les bandes peuvent assumer avec succès de nouveaux rôles, de nouvelles responsabilités et de nouvelles tâches dans le cadre de l'administration locale dépend du développement continu de leurs capacités de gestion.*

*C'est précisément dans le but de faciliter l'acquisition des compétences et des connaissances nécessaires en gestion que nous avons publié le Guide sur les ressources de perfectionnement en gestion, un ouvrage de référence conçu à l'intention des dirigeants et des gestionnaires indiens et inuit désireux de connaître d'autres sources de formation et de perfectionnement en gestion.*

*Le Guide renferme une grande variété de sources de formation allant des cours "internes" mis au point par l'administration centrale et les bureaux régionaux aux programmes des collèges et des universités menant à l'obtention d'un diplôme ou d'un certificat. Bien que nous ayons tenté de dresser une liste des plus complètes qui soit des nombreuses ressources existantes, il se peut que certaines d'entre elles nous aient échappé. Nous recommandons donc aux utilisateurs de communiquer avec le secrétaire de leur institution locale ou avec la personne ressource mentionnée dans le Guide.*

*Pour obtenir de plus amples renseignements et de l'aide sur les sources de formation et de perfectionnement en gestion, nous vous prions de communiquer avec votre coordonnateur régional du perfectionnement en gestion des Indiens et des Inuit. On trouve à la page 9 du Guide une liste de tous les coordonnateurs régionaux.*

## REGIONAL COORDINATORS AND HEADQUARTERS POINTS OF CONTACT:

### INDIAN/INUIT MANAGEMENT DEVELOPMENT PROGRAM INDIAN & INUIT AFFAIRS

#### ATLANTIC

40 Havelock St.  
P.O. Box 160  
Amherst, Nova Scotia  
B4H 3Z3

Phone: (902) 667-3818

#### ONTARIO

55 St. Clair Avenue East  
5th Floor  
Toronto, Ontario  
M4T 1M2

Phone: (416) 966-8060

#### SASKATCHEWAN

4th level  
2221 Cornwall St.  
Executive Terrace  
Regina, Saskatchewan  
S4P 2G7

Phone: (306) 359-5955

#### BRITISH COLUMBIA

P.O. Box 1000  
800 Burrard St.  
Vancouver, B.C.  
V6J 2J3

Phone: (604) 544-5323

#### NORTHWEST TERRITORIES

4914-50th St.  
Bellanca Bldg.  
P.O. Box 2760  
Yellowknife, N.W.T.  
X1A 1R6

Phone: (403) 920-8288

#### QUEBEC

320 est, rue St. Joseph  
4ième étage  
C.P. 3725  
St. Roch, Québec  
G1K 7S2

Phone: (418) 694-3584

#### MANITOBA

1100-275 Portage Avenue  
Winnipeg, Manitoba  
R3B 3A3

Phone: (204) 949-2037

#### ALBERTA

9942-108th St.  
Edmonton, Alberta  
T5K 2J5

Phone: (403) 420-2879

#### YUKON

P.O. Box 4100  
Whitehorse, Y.T.  
Y1A 3S9

Phone: (403) 668-6474

#### HEADQUARTERS

17th Floor,  
10 Wellington Street  
Hull, Quebec  
K1A 0H4

Phone: (819) 994-4343

# **INDIAN MANAGEMENT DEVELOPMENT TRAINING MATERIALS**

DEVELOPED BY

HEADQUARTERS AND REGIONAL OFFICES OF  
DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN  
DEVELOPMENT

## INDIAN MANAGEMENT DEVELOPMENT TRAINING MATERIALS

This section contains descriptions of Indian management development course materials developed by the following Branches of the Department of Indian Affairs and Northern Development, both at Headquarters and Regions.

### Housing and Band Support Branch

- Indian/Inuit Management Development
- Housing

### Reserves and Trusts Branch

- Membership and Statutory Requirements

### Technical Services and Contracts Branch

- Technical Services

Many of these materials are available in French, and in such cases, descriptions are given in both French and English.

Copies of these materials are available through either the appropriate Region via the Resource Centre of the Indian/Inuit Management Development Program, or the contact person identified.

## INDIAN MANAGEMENT DEVELOPMENT TRAINING MATERIALS

## — INDIAN/INUIT MANAGEMENT DEVELOPMENT

### INDIAN/INUIT MANAGEMENT DEVELOPMENT DIRECTORATE

#### Administrative Role of Band Council, The

This course manual is aimed at band chief and council. It covers the following three areas: 1. The Authority of Band Council, 2. Administrative Responsibilities, 3. The Administrative Relationship with D.I.A.N.D. Available in French and English.

**Awareness of Band Roles, B.C. Region** "An Introductory course for Band Members, Band Employees, Councillors and Chiefs who wish to know what council could and should be doing for the Band", March 1979.

This introductory course to the Roles and Responsibilities of Band Councillors is designed mainly for councillors, chiefs, band employees and band members. It is an orientation program comprising of 6 workshops which focuses on the services and programs used by Indian Bands; the authorities of band councils and the duties and responsibilities of band councils.

#### Band Council Orientation Workshop Modules — Alberta Region

1. Band Councils and the Law
2. Developing Proposals to Funding Agencies
3. Introduction to Planning
- 4.5. Negotiating Skills
6. Introduction to Government and Band Programs
7. The Managerial Function of Band Councils
8. Financial Management for Indian Executives
9. Role of the Band Council in Initiating and Managing Economic Development
10. Working Skills for Indian Executives

**Band Education Committee Handbook, A** developed at the request of and with the Nipkish Band Education Committee, Alert Bay, British Columbia.

This handbook, designed for informal discussion workshops, gives a brief overview of the provincial education system and the relationship of Band Council and Band Committees in Band government. It offers a framework around which committee members can discuss the responsibilities, the structure and the organization of their committees to meet the education requirements of their communities.

**Band Expenditure Planning System, The** by Canadian Indian Management Services Inc., London, Ontario., 1981-1982.

The workshop will introduce the Zero Band Budgeting Approach, its operation, its benefits as opposed to the traditional methods of budgeting with their weaknesses. It will review the experience of the Paul Band with the process. A slide presentation is available to accompany this course for workshop format.

#### Community Planning

The purpose of this course manual is to enable band councils and band managers to comprehensively plan activities for the development of their communities. It covers a large range of topics from identifying sources of information, analyzing information and finally developing a community plan. Available in French and English.

**Community Resource Booklet, A** Indian/Inuit Management Development, 1984.

Describes the six components of the Indian/Inuit Management Development Program, the types of support that are available to obtain management development training, who is eligible for support and how to apply for financial assistance under the program. This booklet is to be used in conjunction with the "Guidelines for Preparation of a Management Development Plan — A Guidebook for Leaders and Managers of Indian and Inuit Communities".

#### *Cahier d'information : Guide à l'intention des dirigeants . . .*

*On trouvera dans cette brochure une description des six éléments du Programme de formation et de perfectionnement en gestion des Indiens et des Inuit; des types d'aide offerts à ceux qui souhaitent acquérir une formation en gestion; des critères d'admissibilité et, enfin, de la façon de solliciter l'aide financière accordée dans le cadre du Programme. Cette brochure doit être utilisée avec les Lignes directrices pour l'élaboration d'un plan de perfectionnement en gestion — Guide à l'intention des dirigeants et des gestionnaires des collectivités indiennes et inuit.*



**INDIAN/INUIT MANAGEMENT DEVELOPMENT DIRECTORATE**

**Education Committee Management**

This course manual has been designed for Bands and Tribal Councils that have already established education committees. The topics that are covered range from the management of education committees, clarifying committee members roles and responsibilities to policy making and implementation. Available in French and English.

**Financial Administration**

This course manual has been designed for band councils and band managers who require the necessary skills that will enable them to establish a higher standard of financial control of their band organization. The lessons range from the role of financial administration, preparing budgets, to implementing financial policy and procedures. Available in French and English.

**Food for my Children** (Band Social Assistance Administration Training), developed by Luke L. Batdorf of the Department of Adult Education, St. Francis Xavier University and the Department of Indian Affairs and Northern Development.

The course covers a wide range of government policies, regulations and guidelines necessary to provide social assistance at the band level. The course is a self-directed learning program consisting of a series of modules containing video tapes and exercises and is designed for self-paced home study.

**Guide to Management Development Resources — A directory of management development resources for Indian and Inuit leaders and managers**

This handbook is a resource guide for Indian and Inuit community leaders and managers. Some of the information provided in the handbook are: details of university degree programs that include management-related courses; executive development programs; management training institutes specializing in Indian band management courses; and management-related training materials available from regional and headquarters offices of Indian/Inuit Management Development.

**Guide sur les ressources de perfectionnement en gestion — Répertoire des ressources dont disposent les dirigeants et les gestionnaires indiens et inuit pour se perfectionner en gestion.**

*Le présent guide a été conçu à l'intention des dirigeants et des gestionnaires des collectivités indiennes et inuit. On y trouvera notamment des renseignements sur les programmes universitaires qui mènent à l'obtention d'un diplôme et qui comprennent des cours liés à la gestion; sur les programmes de perfectionnement des cadres de direction; sur les établissements de formation en gestion qui se spécialisent dans les cours de gestion offerts aux bandes indiennes ainsi que sur le matériel de formation en gestion dont disposent les bureaux des régions et de l'administration centrale qui sont chargés du perfectionnement en gestion des Indiens et des Inuit.*

**Guidelines for Preparation of a Management Development Plan — A Guidebook for Leaders and Managers of Indian and Inuit Communities, Indian/Inuit Management Development Program, 1984.**

Provides a suggested approach for the preparation of a Management Development Plan to be used specifically by leaders and managers of Indian and Inuit Communities. Sample forms are provided in the Guidelines that will ensure the plan submitted by a Band will contain the information required by the organization from which funding will be requested. To be used in conjunction with "A Community Resource Booklet".

**Lignes directrices pour l'élaboration d'un plan de perfectionnement en gestion — Guide à l'intention des dirigeants et des gestionnaires des collectivités indiennes et inuit.**

*Programme de formation et de perfectionnement en gestion des Indiens et des Inuit, 1984.*

*Dans ce document, on propose une façon d'établir un plan de perfectionnement en gestion réservé à l'usage des dirigeants et des gestionnaires des collectivités indiennes et inuit. Les modèles de formulaires fournis dans le document permettront de s'assurer que le plan fourni par la bande renfermera toutes les données nécessaires à l'organisme auprès duquel une aide financière sera sollicitée. Ce document doit être utilisé avec la brochure intitulée Cahier d'information : Guide à l'intention des dirigeants indiens et inuit, et des gestionnaires et représentants des Affaires indiennes et du Nord Canada, au sujet du Programme de formation et de perfectionnement en gestion des Indiens et des Inuit.*

**INDIAN/INUIT MANAGEMENT DEVELOPMENT DIRECTORATE**

**Legal Orientation** Band Training and Advisory Services, 2 vol. English, compiled by Allan Ross.

The two-volume manual consists of articles on legal concepts, cases, regulatory acts and issues pertaining to Indian people. The topics covered present a good introduction to the legal system and how this affects the Canadian Indian.

**Listen to the Past . . . Look to the Future: Band Planning by Indian Communities.** Developed for Indian/Inuit Management Development, 1983.

A series of eight poster sheets summarized from the Saskatchewan Band Planning Manual. They can be used to explain band planning to the Chief and council or to band members in training sessions.

**Modern Management Seminar — Alberta Region**

**1. Management Concepts**

Historical Development of The Management Concept  
Management: Its Nature and Role  
Managerial Leadership  
Discipline

**2. Planning, Organizing and Controlling**

Planning  
Organizing  
Six-Step Procedure for Reorganization  
Controlling

**3. Motivating and Coordinating**

Motivation and Motivators  
Employee Morale  
Individual-Organization Relationships  
Coordination

**4. Employee Relations**

Background Factors in the Management of Human Resources  
Labour Legislation and the Growth of Unionism  
The Manager's Responsibility for Worker Behaviour  
The Manager and Employee Development  
Fringe Benefits  
Labour-Management Relations

**5. Training and Communication**

The Learning Process  
Individual — Organization Development  
Communication in Modern Organizations  
Communication Channels in an Organization

**6. Controlling Costs and Simplify Work**

Controlling Costs  
Work Simplification  
Selecting the Problem  
Recording the Details  
Challenging the Details  
Developing the Improvement  
Installing the Improvement

**Personnel Administration**

This course manual is directed at band councils and band managers who would like to establish efficient and effective use of band staff members. This manual covers the topic areas of staff hiring and training and mobilizing existing staff to make effective use of their time thereby increasing the efficiency output of the band organization. Available in French and English.

**Preparing for Education Committees**

This course manual has been designed for bands and tribal councils who would like to participate in the education system of their children. It covers a broad range of topics from Traditional Indian Education to organizing an education committee. Available in French and English.



INDIAN/INUIT MANAGEMENT DEVELOPMENT DIRECTORATE

**Saskatchewan Band Planning Manual.** Saskatchewan Regional Office, 1981.

The manual will be useful to bands in directing their own growth and development through community based planning. The process of planning described in the manual is flexible and can be adapted to suit the individual Band requirements.

**Social Assistance Administration Training Program, B.C. Region, A**

"An Introductory Course for Indian Band Social Workers, Administering the DIA Social Assistance Program", November 1979.

Comprising of 7 workshops, the manual is designed for participants who should be able to administer the DIA Social Assistance Program at the end of the program (approx. 4-5 days). The manual contains an information base from which the facilitator can set up the course and it also includes handouts, flip charts and learning objectives and descriptions for each workshop.

**Status Indian Community-Based "Cooperative" Enterprises and Related Training Across Canada.** by Marsha Kaplansky, Brant Productions, Ottawa; September 1982.

The report documents the level of Indian interest and involvement in cooperative enterprises across Canada and it reveals the extent to which training programs and personnel exist to assist Indians launch on-reserve enterprises of their own. A list of available training programs is given as an appendix in the report.

**Entreprises coopératives communautaires des Indiens inscrits et formation connexe au Canada,** par Marsha Kaplansky, Brant Productions, Ottawa, septembre 1982.

*Ce rapport fait état de la mesure dans laquelle les Indiens s'intéressent et participent aux entreprises coopératives du Canada et révèle l'importance du personnel et des programmes de formation qui aident actuellement les Indiens à mettre sur pied leurs propres entreprises dans les réserves. Une liste des programmes de formation est publiée en annexe de ce rapport.*

The following six courses were originally developed by the Institute for the Development of Indian Government (I.D.I.G.) in 1978. When this organization closed in 1982, the Band Training and Advisory Services Directorate of the Department of Indian Affairs took control of their resources which included the responsibility to see the completion of these courses. The courses were completed and given national distribution in February 1984.

Each of these courses has been structured in a modular format whereby each lesson in a course manual can be delivered by itself and/or in conjunction with other related lessons. It is also important to note that a needs assessment should be conducted prior to delivery of a course and that a qualified facilitator is necessary to successful course delivery. All of these courses are available in French and English, and descriptions of these courses in French follow this section.

EDUCATION COURSES

**Preparing for Education Committees** — This course manual has been designed for bands and tribal councils who would like to participate in the education system of their children. It covers a broad range of topics from Traditional Indian Education to organizing an education committee.

**Education Committee Management** — This course manual has been designed for Bands and Tribal Councils that have already established education committees. The topics that are covered range from the management of education committees, clarifying committee members roles and responsibilities to policy making and implementation.

MANAGEMENT AND ADMINISTRATION

**Financial Administration** — This course manual has been designed for band councils and band managers who require the necessary skills that will enable them to establish a higher standard of financial control of their band organization. The lessons range from the role of financial administration, preparing budgets, to implementing financial policy and procedures.

**Personnel Administration** — This course manual is directed at band councils and band managers who would like to establish efficient and effective use of band staff members. This manual covers the topic areas of staff hiring and training and mobilizing existing staff to make effective use of their time thereby increasing the efficiency output of the band organization.

INDIAN/INUIT MANAGEMENT DEVELOPMENT DIRECTORATE

**Community Planning** — The purpose of this course manual is to enable band councils and band managers to comprehensively plan activities for the development of their communities. It covers a large range of topics from identifying sources of information, analyzing information and finally developing a community plan.

**The Administration Role of Band Council** — This course manual is aimed at band chief and council. It covers the following three topic areas: 1. The Authority of Band Council, 2. Administrative Responsibilities, 3. The Administrative Relationship with D.I.A.N.D.

*Les six cours suivants ont, à l'origine, été élaborés par l'Institut pour la promotion des gouvernements indiens (I.P.G.I.), en 1978. Lorsque cet organisme a fermé ses portes, en 1982, ses ressources ont été confiées à la Direction des services de formation et de consultation pour les bandes (MAINC), qui s'est alors chargée de l'achèvement des travaux liés aux cours. Ces derniers ont finalement été prêts et diffusés à l'échelle nationale en février 1984.*

*Comme chacun de ces cours a été conçu sous forme de module, on peut dispenser chaque leçon prévue dans les manuels séparément ou avec des leçons touchant des domaines semblables. Il importe également de noter qu'une évaluation des besoins devrait être faite avant que les cours soient donnés, et que la participation d'un animateur compétent est nécessaire pour assurer le succès de l'entreprise.*

COURS LIÉS À L'ÉDUCATION

**Préparation des comités de l'éducation** — Ce manuel a été conçu à l'intention des bandes et des conseils tribaux qui aimeraient participer à l'éducation de leurs enfants. Il porte sur un large éventail de sujets, allant de l'éducation indienne traditionnelle à l'organisation d'un comité de l'éducation.

**Gestion des comités de l'éducation** — Ce manuel a été conçu à l'intention des bandes et des conseils tribaux qui ont déjà formé des comités de l'éducation. Il y est notamment question de la gestion des comités de l'éducation, de l'explication des tâches et des responsabilités des membres du comité ainsi que de l'élaboration et de la mise en œuvre des lignes directrices.

GESTION ET ADMINISTRATION

**Administration financière** — Ce manuel est destiné aux conseils et aux gestionnaires de bande qui ont besoin d'acquiescer les compétences nécessaires pour exercer un plus grand contrôle financier sur leur organisation. Les leçons ont notamment pour thème le rôle de l'administration financière, l'établissement des budgets et la mise en application des lignes directrices et de la procédure financière.

**Administration du personnel** — Ce manuel est destiné aux conseils et aux gestionnaires de bande qui souhaitent utiliser efficacement le personnel de la bande. Ce manuel traite notamment de l'embauche et de la formation du personnel, de la façon d'utiliser au mieux les ressources humaines dont on dispose déjà et d'accroître ainsi le rendement de la bande à cet égard.

**Planification communautaire** — Ce manuel a pour but de permettre aux conseils et aux gestionnaires de bande de planifier globalement les activités de développement communautaire. De nombreux sujets y sont traités, notamment la recherche de sources de renseignements, l'analyse de l'information et l'établissement d'un plan communautaire.

**Rôle administratif du conseil de bande** — Ce manuel est destiné au chef et au conseil de bande. Il comporte les trois leçons suivantes : 1. Les pouvoirs du conseil de bande, 2. Ses responsabilités administratives, 3. Ses rapports administratifs avec le MAINC.

HOUSING DIRECTORATE

Courses Available from Native Training Institute:

Social Housing Administration Manual

This publication outlines the step by step processes in planning, implementing, constructing, and operating the CMHC section 56.1 (Social Housing) program on reserve.

RRAP On-Reserve in British Columbia

This special publication outlines the step by step process of utilizing the CMHC RRAP housing repair program to renovate and repair houses in the reserve community.

Available Slide Presentations

The Social Housing Program on Reserve  
R.R.A. Program on Reserve

Course Available from B.C. Region

Band Housing Training Program for On-Reserve Housing in British Columbia, A developed by the Department of Indian and Northern Affairs B.C. Region et al., July 1980.

This training manual, comprising of 6 workshops, is designed to provide bands, upon request, with a working knowledge of the administration and management of Band Housing Committees and Administrators. It contains an information base from which the facilitator can set up the course, and it includes handouts, flip charts and learning objectives and descriptions for each workshop.

Contact: Native Training Institute                      or Mr. Claude Bost,  
Box 1000    Housing Directorate  
Spence's Bay, British Columbia                      Housing and Band  
V0K 2L0    Support Branch  
Tel: (604) 458-2224    Tel: (819) 994-3131

or B.C. Region Indian/Inuit Management Development Coordinator

MEMBERSHIP AND STATUTORY REQUIREMENTS DIRECTORATE

Band Council By-laws

A minimum of one and a maximum of two and a half day in house seminar, as requested by the participants, respecting the preparation and processing of by-laws made under section 81 and 83 of the Indian Act. Basic headings include drafting, format, numbering, indexing and filing, review and amending, enforcement, disallowance, processing, general administration and questions, the Statutory Instruments Act as it relates to by-laws, and the drafting of sample by-laws.

Band Council Elections

A two and a half day in house seminar on the holding of elections, pursuant to the provisions of the Indian Act, for the offices of chief and council. The session involves a role-playing format and includes a general introduction, differences between "custom" and "elective" systems and how to change from one to the other, preparation for an election, nomination meetings, voting procedures, appeal processes, and general questions and answers.

Band Membership

The two-week course is designed to prepare Band Membership Administrators to accurately perform all duties related to the administration of the membership program. It therefore covers every aspect of membership, with detailed instructions and practice sessions in all cases.

For more information contact:

Mr. Steven Roberts	Mr. Les Smith
Statutory Requirements	Membership
Tel: (819) 997-9800	Tel: (819) 994-3902



TECHNICAL, CONTRACT AND FIRE AND  
SAFETY TRAINING FOR INDIAN BANDS

The Technical Services and Contracts (TS&C) Branch working in concert with Indian/Inuit Management Development and the regional Engineering and Architecture (E&A) and Contracts units are implementing a training program for Indian bands in support of Indian self-government.

The objectives of the program are to provide bands with the opportunity to acquire skills and knowledge that will assist them to:

- manage the design, construction, operation and maintenance of their physical assets;
- manage and administer consulting and construction contracts; and
- reduce the loss of life and property due to fire through raising awareness at all age levels in the community.

In response to needs expressed by bands to regional and district staff, as well as representations made by Indian associations such as the Ontario Indian Housing Council, TS&C Branch established the program and has, to date, produced 38 training initiatives in technical, contracting and fire and safety areas.

TS&C Branch develops the courses with regional and native involvement. Each course usually consists of an instructor's manual, a participants' manual and a slide-tape presentation. The courses are field-tested with native participants and modifications are made as required. Branch staff then deliver them directly to bands until regional and district staff are sufficiently familiar with the courses in order to take over delivery.

Regions and districts either then continue to deliver the courses or arrange for alternative delivery methods such as through Indian education organizations, associations, technical and/or community colleges or by TS&C Branch staff.

Training courses are available in French and English in the areas of:

A — Technical

- Project Management
- Housing
- Municipal Services
- Site Planning
- Energy Conservation
- Maintenance Management

B — Contracting

- Construction Contracts
- Consulting Contracts
- Non-professional Service Contracts

C — Fire and Safety

- Awareness training for adults and children

A — Formation technique

- Gestion de projets
- Logement
- Services municipaux
- Planification locale
- Économie de l'énergie
- Gestion de l'entretien

B — Formation en matière  
d'adjudication de marchés

- Marchés de construction
- Marchés — experts-conseils
- Marchés — services non professionnels

C — Formation en matière de prévention  
des incendies et de sécurité

- Programme de sensibilisation aux dangers  
du feu — adultes et enfants

Further information about the training program can be obtained from regional band technical training coordinators listed below and from Ms. Linda Barber, Head, Technical Training, Technical Services and Contracts Branch (819) 997-0156.

Regional Office	Name	Telephone Numbers
Atlantic Region	P. Gallagher	(902) 667-3818
Quebec Region	R. Gingras	(418) 694-4245
Ontario Region	L. Atkinson	(416) 966-5526
Manitoba Region	D. Davidson	(204) 949-6595
Saskatchewan Region	G. Pitzel	(306) 359-5989
Alberta Region	S. Lam	(403) 420-2922
B.C. Region	M. Holthuysen	(604) 666-5148
Yukon Region	C. Baker	(403) 668-6474
NWT Region	A. André	(403) 920-8288

**SHELF LIST  
OF  
TRAINING MATERIALS**

**INDIAN/INUIT MANAGEMENT DEVELOPMENT  
RESOURCE CENTRE  
(Headquarters)**



## SHELF LIST

The following section is a shelf list of acquisitions housed in the Indian/Inuit Management Development Resource Centre at Headquarters. In the collection are copies of training packages, workshops, etc. developed either at regional or headquarters' offices, that have been given to bands. Also included in this collection are materials acquired through a variety of other sources.

The shelf list is subdivided into ten subject groups:

- I Training Catalogues
- II Band Management
- III Housing
- IV Education
- V Government Structures
- VI Acts, Regulations & Policy (Legal)
- VII Human Resource Development
- VIII Measurement of Training Results (Evaluations)
- IX Social-Para-Professional
- X Miscellaneous

Contact the Regional Indian/Inuit Management Development Coordinator of Indian & Northern Affairs Canada in your Province for information on obtaining these materials.

## SHELF LIST

### INDIAN/INUIT MANAGEMENT DEVELOPMENT RESOURCE CENTRE

#### A. TRAINING MATERIALS

##### I TRAINING CATALOGUES (CURRICULA & EMPLOYMENT)

1. Status report indicating "course availability" in 1982/83, Indian and Northern Affairs, Canada, Technical Services and Contracts.
2. Band management training development: curriculum.
3. Frontier College — curricula, annual report, 1977-78.
4. Distance education, Ryerson Polytechnical Institute — Continuing education.
5. Faculty of Education, Univ. of Alberta, Publication Services, 1982.
6. Indian Training and Research Institute, Calendar, 1983/84.
7. Catalogue of training materials and programs, Intext, 1982.
8. Directory of training materials and programs, Intext, Spring 1982.
9. Native core program: curriculum guidelines, Northern College of Applied Arts and Technology, 1979.
10. Curriculum development: schools program, Native studies-Native languages, Indian and Northern Affairs.
11. *Cours aux adultes Amérindiens, Indian and Northern Affairs, 1976/77.*
12. Training program for Indian Bands and field staff — Master Plan, 1982.
13. DeltaVision Catalog — 1st. ed. 1983.
14. The Faculty of Environmental Studies, York University, The Native/Canadian Relations Theme Area: outline of programs.
15. Directory to the Native Studies Programs of universities in Canada and the United States, compiled by Charlene Martin, Roger Charles, Ontario Indian Education Council.
16. Band manager training program — Phase I, Curriculum and its objectives.
17. Proposed training program for Micmac social program staff, 1982.
18. National Training Program, Employment and Immigration Canada, 1982-1983. File includes pamphlets, press release, employment circular, skills growth fund, guide to applicants, etc.
19. The New National Training Act, Employment and Immigration Canada, 1982. File includes: Skills overview, source guide; press release; Canada's new national training program.
20. National Conference, Employment and Inter-Program Co-ordination, Sept. 8-10, 1982, Ottawa, Dept. of Indian Affairs and Northern Development. File includes: Local Economic Development Assistance Program: guide to interested communities; Canada community services projects; Skills: the new national training act, etc.
21. Pre-employment skills training program lesson plans, Prince Edward Island NewStart Inc.

##### II BAND MANAGEMENT

###### a. General

1. Policy, administrative and financial guidelines for Indian Band Councils.
2. Effective negotiating skills, Dept. of Indian Affairs and Northern Development, Alberta Region 1983.
3. Basic skills for Band management
  - Unit 1: Administrative and financial regulations (including sample)
  - Unit 2: Band council resolutions
  - Unit 3: Office management
  - Unit 4: Business communication
  - Unit 5: Committees, meetings and minutes
  - Unit 6: One-write system and audits
  - Unit 7: Band enterprises
  - Unit 8: Accountable contributions
  - Additional copies in cabinet.

4. Montreal Lake Indian Band pilot project, workshop #1 — includes 4 modules:  
#1: History of Indian Government  
#2: Roles, responsibilities and functions of a governing body  
#3: The meaning of development  
#4: How to negotiate  
SIMTI
5. Montreal Lake Indian Band pilot project, Workshop #2 — includes 2 modules:  
#5: Project and program management  
#6: Planning and implementing a program or a project  
SIMTI
6. Saskatchewan Indian Management Training Institute.  
SIMTI
7. Saskatchewan Indian Community College, 1983-1984 revenue plan and training schedule.
8. Saskatchewan Indian Community College training schedule 1983-1984.
9. Saskatchewan Indian Community College operational plan 1983-84.
10. Proposal for the establishment of the Saskatchewan Indian Management Training Institute.  
SIMTI
11. Funding proposal for the Saskatchewan Indian Management Training Institute.  
SIMTI
12. Montreal Lake Indian Band pilot project: executive summary, modular outlines.  
SIMTI
13. An assessment of the management and financial systems of the Montreal Lake Band.  
SIMTI
14. Saskatchewan Indian Training Institute Plan: Phase I.  
SITIP
15. Management effectiveness workshop, London District, March 13-16, 1979.
16. Management effectiveness program, Peterborough District, Oct. 22-26, 1978.
17. New economic and employment development policy initiative orientation sessions — agenda.
18. Historical information B.E.D.C. training program, Band Economic Development Committee, Indian and Eskimo Affairs.
19. Work effectiveness training workshop, Nipissing Band, April 22-23, 1980, Sturgeon Falls, Ontario.
20. How to plan metric conversion: 2 — the planning phase, Metric Commission Canada, 1979.
21. Proceedings of a workshop on: Indian demographic patterns and trends and their implications for policy and planning, sponsored jointly by Dept. of Indian Affairs and Northern Development and Statistics Canada, Government Conference Centre, Ottawa, June 20, 1980.
22. Band work process, Dept. of Indian Affairs and Northern Development.
23. Management Practices Workshop, Saddle Lake Tribal Administration.
24. Program Management, A Workshop, Indian Training & Research Institute, November, 1983.
25. Labour Relations Seminar, Design Development, Implementation, Evaluation, B.C. Regional Office.
26. Community as the focus of Development, University of Manitoba, 1983.
27. Guidelines for Preparation of a Management Development Plan, A guidebook for leaders and managers of Indian/Inuit communities, Indian and Northern Affairs Canada, 1984.  
*Lignes directrices pour l'élaboration d'un plan de perfectionnement des gestionnaires; Guide à l'intention des dirigeants et des gestionnaires des collectivités indiennes ou inuit, Affaires indiennes et du Nord Canada, 1984.*
28. A Community Resource Booklet, A guide for Indian and Inuit leaders, managers and officials of Indian and Northern Affairs Canada explaining the Indian/Inuit Management Development Program, Indian and Northern Affairs Canada, 1984.  
*Ressources Communautaires, Brochure expliquant aux dirigeants et aux gestionnaires indiens et inuit ainsi qu'aux fonctionnaires du ministère des Affaires indiennes et du Nord Canada en quoi consiste le Programme de perfectionnement des gestionnaires indiens et inuit, Affaires indiennes et du Nord Canada, 1984.*

29. Guide to Management Development Resources, A directory of management development resources for Indian and Inuit leaders and managers, Indian and Northern Affairs Canada, 1984.  
*Guide sur les ressources de perfectionnement en gestion. Répertoire des ressources dont disposent les dirigeants et les gestionnaires indiens et inuit pour se perfectionner en gestion, Affaires indiennes et du Nord Canada, 1984.*

#### b. Business and Finance

1. "Minding Your Own Business" series. Federal Business Development Bank. Doing Business in Canada.
2. Owner/manager courses: course catalogue, Federal Business Development Bank, 1979.
3. Bookkeeping & administration practices for Manitoba Indian Bands.
4. Band enterprise development workshop, presented by UNITED INDIAN DEVELOPMENT ASSOC.
5. Status Indian community-based "co-operative" enterprises and related training across Canada, researched and prepared by Marsha Kaplansky, Brant Prod.  
Additional copies available in Resource Centre.
6. *Entreprises, coopératives communautaires des indiens inscrits et formation connexe au Canada, recherches et rédaction par Marsha Kaplansky, Productions Brant.*  
Additional copies available in Resource Centre.
7. Keys to a business success (A workshop for prospective small business owners), by Small Business Administration.
8. Indian community economic development training materials, Dept. of Indian Affairs and Northern Development.
9. How to build a school: the process of capital funding by Roger Charles, Ontario Indian Education Council, 1982.
10. Program budgeting and financial management: a workshop prepared for the North Coast Tribal Council by Indian Training and Research Institute, Sept. 13-16, 1983.
11. Band financial management workshop, James Bay District, Jan. 11-13, 1983.
12. Northern retail management training proposal.
13. Adjusting the accounts and preparing the statements; Double entry accounting, Lesson III.
14. Retail management: course leaders guide.
15. Management accounting: course leaders guide.
16. Financial administration for Band government.
17. Manual for the preparation of community economic development projects, Ontario Metis and Non-Status Indian Association.
18. Zero-base budgeting, Educac Consultants Ltd.
19. How to start a business, prepared by Dept. of Manpower and Immigration, 1967.
20. Advising the small businessman, Dept. of Continuing Education, Law Society of Upper Canada.
21. BMAS Project: a selection of basic papers, The Ontario Co-operative Development Assoc.
22. Northern retail management program, Oo-Za-We-Kwun.
23. Manual for Indian co-operatives, Dept. of Indian Affairs and Northern Development.
24. Workshop materials for workshops for prospective small business owners.
25. Basic management training course, Oo-Za-We-Kwun Centre Inc.
26. Is ZBB effective in managing non-profit organizations?
27. Establishing convenience stores and supermarkets on Indian Reserves, Dept. of Indian Affairs and Northern Development.
28. Establishing beauty salons and barber shops on Indian Reserves, Dept. of Indian Affairs and Northern Development.
29. Financial management: topic overview & lesson outlines.
30. Small business management training course proposal, Oo-Za-We-Kwun Centre. Copy 1 includes: Overviews to lessons.
31. Native economic development and small business management: proposal for a training programme, 1981-1982, by Ontario Native Alliance Five.
32. Starting and managing a small business of your own, Volume 1, 3rd ed., U.S. Small Business Administration.



33. Co-operatives and socio-economic development, A. Sprudz, National Advisor, Co-operatives, 1979.
34. Technical assistance delivery to developing co-operatives, Aleksandr Sprudz.
35. Training course for service contracts, Indian and Inuit Affairs Program, Operational Support Branch.
36. Contracting guidelines for Band councils, Contracts and Capital Program Division, Indian and Northern Affairs, 1978.
37. Northern communities management course: basic planning for small business, Dept. of Indian Affairs and Northern Development, Education Branch.
38. Contract administration course — The Briars, Jackson Point, Ontario, 1979.
39. Contract administration for Indian Bands, training workshop, workplan, description and schedule.
40. Book One — Contribution arrangements, terms, conditions: course leaders guide and resources kit, Indian and Inuit Affairs Program, Operational Support Branch.  
Book Two — Contribution arrangements, terms and conditions: course leaders guide and overheads and slides, Indian and Inuit Affairs Program, Operational Support Branch.
41. Contributions arrangement — slides and tape.  
Contributions arrangement procedures and guides kit, Dept. of Indian Affairs and Northern Development, Ontario Region.  
For discussion purposes.
42. Contract management Indian Band training course participant's manual, written and compiled by A.B. Sainthill, B.M. Cook.
43. Contract management: Indian Band training course participant's workbook, written and compiled by A.B. Sainthill, B.M. Cook, 1979.
44. Contribution Arrangements: Terms and Conditions Users instructions contributions model I, general term and conditions (Master Agreement), Dept. of Indian Affairs and Northern Development.
45. Indian Business Management Seminar, National Indian Arts and Crafts Corporation.  
Information package #1: — Royal Bank Series: "Your Business Matters": a guide for independent businessmen.  
Information package #2: — "Minding Your Own Business", Federal Business Development Bank, Counselling Assistance to Small Enterprises (C.A.S.E.).
46. Information package #3: — Reports prepared by the National Indian Arts & Crafts Corp.  
Information package #4: — Cooperative Union of Canada Federal Reserve Bank of Boston.
47. Information package #5: — Native Awareness Workshop Handbooks:  
V.I Handbook of Canada's Native peoples  
V.II Bibliography of Native peoples socio-economic development  
V.II Native peoples reader.  
Information package #6: — General Information on Starting an Export and Import Business, So You Want to Export, Small Business Bonds.  
Information package #7: — Export Development Corp.
48. *Guide de l'analyse avantages-coûts, Direction de la Planification, Secrétariat du Conseil du Trésor, 1976.*
49. Accounting guide on Indian Bands in Canada, Dept. of Indian and Northern Affairs, 1980.
50. Training for tourist outfitting: a proposal, Oo-Za-We-Kwun Centre, Inc., 1979.
51. The CEMAS file: Co-operative Education Materials Advisory Service of the International Co-operative Alliance.
52. Band analysis, correlated by the National Indian Training Center, Utah.
53. Program Budgeting and Financial Management, Part II, Indian Training and Research Institute.
54. Writing Funding Proposals to Government, A Handbook for Native Community Organizations, 1983, Alberta Region.
55. Successful Business Management — A Home Study Course for Business Owners and Managers, Vols. I and II, 1980.  
*Réussir en Affaires; un Programme de Formation conçu spécialement pour les dirigeants et propriétaires d'entreprises Vol. I et II, 1980.*
56. Indian Business Management Seminar October 9-15, 1983; Mont Ste. Marie, Quebec. Package of 24 pamphlets and flyers.

57. Financial Administration (L'administration financière), by the Department of Indian and Northern Affairs; Ottawa 1984. English and French editions.
58. Analyzing and Interpreting Band Financial Statements, "Instructor's Guide" for the Department of Indian and Northern Affairs Program Managers, Audit Review Committees by the Financial Administration Branch, 1983.
59. Financial Planning, Manitoba Region, 1983. 2 copies in English.
60. The Band Planning Expenditure System, for Band Training and Advisory Services, Department of Indian Affairs & Northern Development by Canadian Indian Management Services Inc., London, Ontario 1981.
61. Financial Management Course, Manitoba Region, Revised January 10, 1983.

#### c. Problem Solving and Decision Making

1. Techniques for organizational effectiveness, by Claire Fulcher and Mary Grefe.
2. Rational problem solving and decision making: participant manual, The Alamo Consulting Group, Inc., 1979.

#### d. Communications

1. Community communication: a one day workshop on improving communication in your community, prepared by the Indian Training and Research Institute, 1982.
2. Effective communication: a trainer's manual.
3. Folk media and mass media in population communication: population communication: technical documentation, Unesco, 1982. No. 8.
4. Developing Effective Communication and Presentation Skills, Alberta Region, 1983.
5. Better Business Letters, John Wood Lippert, Telstar Productions, 1978.

#### e. Administration

1. Manual for Indian Band administrators.
2. Personnel Administration (*Administration du Personnel*), Department of Indian and Northern Affairs; Ottawa 1984. English and French editions.
3. The Administrative Role of Band Councils (*Le Rôle Administratif du Conseil de Bande*), Department of Indian and Northern Affairs, Ottawa, English and French editions.
4. Awareness of Band Council Roles, B.C. Region, "An Introductory Course for Band Members, Band employees, Councillors and Chiefs who wish to know what Council could and should be doing for the Band", March 1979.

#### f. Leadership

1. Band economic development worker training program.

#### g. Monitoring and Control

1. Monitoring and control of work plans — K-2 Work planning in Indian and Inuit Affairs — K-1, prepared by Program Planning and Policy Coordination, 1983.

#### h. Organizational Development

1. A Band-administered organizational development process, Thorne Stevenson & Kellogg.
2. Organizational Development, University of Manitoba, 1983.

#### i. Management Systems

(No materials.)

#### j. Planning

1. PEMS — Program planning within the policy & expenditure management system: a practical guide for Band Councils and managers, Indian and Northern Affairs.
2. Comprehensive community planning workshop, District managers and District planners, Nepean Development Consultants, May 19-21, 1981.
3. Small area planning techniques, Ned Hill, Center for Community Economic Development.
4. Saskatchewan Band planning manual.

5. Band planning — shortened version  
Two videocassettes  
1) Stages — Introduction — 5  
2) Stages 6-7
6. Listen to the past, look to the future, Band Planning by Indian Communities.
7. Program Planning and Supervision, Indian Training and Research Institute.
8. Capital Planning Process Band Training Guide, Prepared for the Band Support Program, Ontario Region by Marilyn Hay, 1982.
9. Management Training, The Community and Development, Organization Development and Project Planning and Control with accompanying Project Planning and Control Course Material; by Continuing Education Division, The University of Manitoba and Keewatin Tribal Council, February 1984.
10. A Proposal to Meet Accelerating Band Planning and Training Requirements in Yukon Region; May 1983.

#### k. Program/Project Management

1. Capital Planning process script.
2. Capital management workshop, James Bay District, Nov. 2-4, 1982.
3. Project managers training course.

### III HOUSING

1. Building inspection course for Indian Reserves, 1982.
2. Band housing training handouts.
3. Indian housing: Band level component, ARA Consultants, 1977.
4. Counselling handbook: homeownership, Rural and Native Housing Program, Canada Mortgage and Housing Corp.
5. Home occupant's handbook, The Native Training Institute.
6. Care and maintenance of sanitation facilities, United States Dept. of Health, Education and Welfare.
7. Housing — training for Band leaders — facilitator's manual.  
Volume One — an introduction to the course.  
Section One — housing: an overview, IDIG.
8. Housing — training for Band leaders — facilitator's manual.  
Volume five — project management training for Band construction supervisors.
9. An introduction to the training modules, CIBER.
10. Social housing administration manual, Native Training Institute.
11. Housing Association operating manual, Northwest Territories Housing Corp.
12. Notes and suggestions on fire safety in the home — "Take time for home fire prevention".
13. Band housing training facilitator guide, developed by Dept. of Indian and Northern Affairs, B.C. Region, 1980.
14. Home counselling program: overview — notes. Master copy.
15. Band housing training flip charts.
16. Training in housing rehabilitation skills, Canada Mortgage and Housing Corporation, 1982.
17. Band housing training module, Indian Training and Research Institute. (Draft)
18. Band Housing Training Course, 1983, IDIG/Indian Management Development.
19. A Band Housing Training Program for On-Reserve Housing in British Columbia, developed by the Department of Indian and Northern Affairs, B.C. Region et al., July 1980.

### IV EDUCATION

1. Sioux Lookout District education workshop, Dec. 9-11, 1980.
2. Family & personal development in adult basic education, Edmonia W. Davidson.
3. Teacher's guide to resource materials in cross-cultural education: Part One: Indians, Eskimos and early explorers, by Indian and Northern Curriculum Resources Centre, University of Saskatchewan, 1970.
4. Remote learning orientation package, Indian and Inuit Affairs Program, Operational Support Branch.
5. Checklist of training topics for a local control of education program.
6. Needs — of people and their communities — and the adult educator, by Ernest E. McMahon.
7. Teacher training reading syllabus: Monograph One: Too old to learn? By Jack Botwinick, Husain Qazilbash, Appalachian Adult Education Centre, Morehead State University.

8. Cognitive style mapping and matching reading program alternatives, Henry J. Kalfas, Charles M. Long, Gerardo Franciosa.
9. Planning makes it work, F. Schotte for Ontario Indian Education Council, 1981.
10. School-teachers and the education of adults, A.S.M. Hely.
11. A strategy for assisting Indian people to improve the quality of Indian education: discussion paper for presentation to Departmental Management Committee, Indian and Inuit Affairs, Economic and Social Development, 1980.
12. Let's talk: a teacher's guide to oral communication, Dept. of Education of Saskatchewan, 1969.
13. Remote learning project, Indian and Northern Affairs, Training and Advisory Services.
14. Sioux Lookout District education workshop, Dryden, Ont., Dec. 9-11, 1980.
15. Speaking about adults . . . and the continuing educational process, edited by R. Phillip Carter and Verl M. Short, 1967.
16. Indian control of Indian education: policy paper presented to the Minister of Indian Affairs and Northern Development by the National Indian Brotherhood, 1972.
17. Sioux Lookout school committees workshop, Feb. 9-12, 1981.
18. Local education authority program: member's manual, Education Programs and Evaluation Division, Dept. of Education, Northwest Territories.
19. A package approach to distance teaching for developing countries, Teaching At A Distance, Volume 9, 1977.
20. On the importance of basic competency and the development of teachers and students, Dr. F. Schotte, 1979.
21. *Ensemble d'orientation pour l'éducation à distance, Band Training and Advisory Services Branch, Indian and Northern Affairs.*
22. Education tomorrow: a collation of articles from Mountain-Plains, edited and compiled by Michael C. Fenenbock.
23. Examples of tutor-student exchanges by correspondence, by Roger Lewis and Nora Tomlinson, Teaching at a Distance, Vol. 8, 1977.
24. Extract 'open learning', Norman MacKenzie, Richmond Portgate, John Scupham, Teaching at a Distance, Vol. 8, 1977.
25. The course tutor and project work, Jane Henry, Teaching at a Distance, Vol. 9, 1977.
26. Beyond the four walls, edited by Robert D. Boyd, University Extension, The University of Wisconsin, 1969.
27. Change in education — community development, prepared for the Ontario Indian Education Council by F. Schotte, 1980.
28. Education systems alternatives. Book II: support paper, G.H. Fotheringham.
29. Learning about the Indian Reserve: Indian Culture Supplement to Elementary Social Studies in the Province of Saskatchewan, Division 1, Year 2, compiled by Gail Bear, 1974.
30. An Information Forum on Indian Control of Indian Education, A Community Affair.
31. Education Committee Management (*Gestion des Comités d'éducation*); Department of Indian and Northern Affairs, Ottawa, 1984. English and French editions.
32. Preparing for Education Committees (*Préparation des Comités d'éducation*), Department of Indian and Northern Affairs, Ottawa, 1984. English and French editions.
33. A Band Education Committee Handbook developed at the request of and with the Nipkish Band Education Committee, Alert Bay, British Columbia.

### V

#### GOVERNMENT STRUCTURES

1. Course training standard for training of Indian special constables.
2. Awareness of Band Council roles.
3. Indian economic development handbook.
4. Policy manual — Dakota Ojibway Development Group Inc.
5. A handbook for Indian Band chiefs and councillors.
6. Guidelines for Band councils. Additional copies available.
7. Deskbook for Band staff, Institute for the Development of Indian Government.
8. Indian development issues: Post-patriation, W. Rudnicki.
9. Effective management for Band local government workshop, Georgian Bay Tribal Council, Nov. 23-25, 1982.
10. Inuit corporations and Indian Bands training and information program, J. Coster, 1974.



11. Effective management for Band local government workshop, Nov. 23-25, 1982, Barrie, Ont.
12. Cross Lake community planning study, prepared by Hilderman Feir Witty & Associates, 1980.
13. Instructor's manual: organization and function of government, prepared by Brian O'Regan, E.A.C. Amy & Sons Ltd., 1983, for Department of Fisheries and Oceans.
14. Organizational change in urban local governments: a perspective, Katherine A. Graham, 1978.
15. Self-determination in the 1980's: Local Band Government Development Project — Constance Lake — Garden River — Mattagami, Ontario, Wabimuko Consultants Inc., 1981.
16. Urban population growth and municipal organization, prepared by The Institute of Local Government, Queen's University, 1974.  
Local Government Reference Paper No. 1.
17. Key to community: organizing for co-ordinated effort in communities, by Vernon W. Larsen, Center for Community studies, 1962.
18. Southern Counsellors workshop, Toronto, Feb. 17-19, 1981.
19. Local government training seminar, Lakehead University, June 15-17, 1976.
20. Band Council training: "handouts for participants."
21. Training course for Band Chiefs and Band Councillors, Dept. of Indian Affairs and Northern Development, 1972.
22. Resource kit for discussion on the Canadian Government, prepared for the All-Chiefs Conference, April 18-May 3, 1980, Ottawa.
23. Effective management for Band local government Wikwemikong workshop, March 1-3, 1983, Ontario Region.
24. How Canadians govern themselves, Eugene A. Forsey, 1982.
25. Socio-economic planning and development of Indian communities, Institute for the Development of Indian Government, 1981.
26. Training for Band Self-Government: facilitator's manual:  
V.2 — The background of Band self-government (4c.)  
V.3 — Political process of Band government (2c.)  
V.4 — Administration for Band government (2c.)  
V.5 — Administration for Band government  
V.6 — Planning for Band government  
CENTRAD
27. Training for local Band government: a training proposal, 1976.
28. Conducting effective meetings workshop, Brantford District, Niagara Falls, Ont., May 24-27, 1981.
29. *La Municipalité: Un Vécu, un projet;*  
*livre 1 — Guide de participant*  
*livre 2 — Guide de l'étudiant*  
*livre 3 — Manuel d'apprentissage*  
*livre 4 — Dossier de presse*  
*livre 5 — Recueil de textes*  
Published by télé-université, Québec, 1984.
30. Community Planning (*La Planification communautaire*). Department of Indian and Northern Affairs, Ottawa, 1984. English and French editions.

## VI ACTS AND REGULATIONS (& POLICIES)

1. O.N.C./M.I.B. Entitlements workshop — Hecla Island, Man. 1979.
2. London District Bands and Department lands workshop June 25-26, 1980.
3. The Canadian constitution 1981: a resolution adopted by the Parliament of Canada, December 1981.
4. Outstanding business: a Native claims policy, Dept. of Indian Affairs and Northern Development, 1982.
5. The Financial Administration Act, Chapter F-10, Revised Statutes of Canada 1970. Authorities manual.
6. The Indian Act, Canada. Laws, Statutes, Etc.  
Includes: Indian Act: Office Consolidation, 1978 (6 copies)  
An Act respecting Indians, 1970 (4 copies)  
The Indian Act: a text prepared for the Band Management Programme.
7. Statement of the Government of Canada on Indian policy, 1969, Dept. of Indian Affairs and Northern Development.
8. Trusteeship and Canada's Indians, Treaty and Aboriginal Rights Research Association of Alberta.

9. "The unfinished tapestry — Indian policy in Canada", a speech by Hon. Jean Chrétien, Minister of Indian Affairs and Northern Development, 1971.
10. Index — The Criminal Code.
11. A consolidation of the British North America Acts, 1867-1975, Dept. of Justice, June 1, 1976.
12. Canadian Native Law Reporter, Native Law Centre, University of Saskatchewan, (1980) 1 C.N.L.R.
13. First Nations Constitutional Conference, "A future for our children", National Indian Brotherhood, April 28-May 1, 1980, Ottawa.
14. Legal Information Service reports, Native Law Centre, University of Saskatchewan.
15. The Treaty of Amity, Commerce and Navigation, 1794-1796 — Jay Treaty, Treaties and Historical Research Centre, 1979.
16. The training program of the Native Courtworker and Counselling Association of British Columbia.
17. Native law, David R. James.
18. Legal orientation reference materials: Band Training & Advisory Services, Dept. of Indian Affairs and Northern Development, 1983.  
Volumes I & II.

## VII HUMAN RESOURCES DEVELOPMENT

1. Human resources development seminar Sudbury and Lakehead Districts, 1978.
2. Planning, conducting and evaluating workshops, Larry Nolan Davis, Earl McCallon.  
Additional copies in cabinet.
3. Leadership and motivation, by J. Clayton Lafferty.
4. Training skills.  
Additional copies in cabinet.
5. Training for trainers: readings, compiled by H.R. Steel, J.M. Doherty, 1982.
6. London Bands and District Office selection process training workshop, Feb. 3-5, 1981.
7. Effective supervisory practices, International City Management Assoc.
8. Clerk training: dacum and related materials, Manitoba Dept. of Northern Affairs, Training Services Branch.
9. How to put together a training package, Training Methods, Training and Development Journal, 1979, University Associates, and Public Welfare, Winter 1979.
10. Communications, by Dr. Howard Wilson.
11. Changing behavior, by Dr. Howard Wilson.
12. Human relations, by Dr. Howard Wilson.
13. Counseling employees, by Dr. Howard Wilson.
14. Effective conference and discussion group techniques for training, by Dr. Howard Wilson.
15. Understanding people and getting along with them, by Dr. Howard Wilson.
16. Notes on supervision, by Dr. Howard Wilson.
17. Motivation, morale and what men want from their jobs, by Dr. Howard Wilson.
18. Supervisory skills, by Dr. Howard Wilson.
19. Training for trainers.
20. Band training guidelines, Indian and Inuit Affairs Program, Operational Support Branch.  
Additional copies in cabinet.
21. *Lignes directrices relatives à la formation des Bandes, Indian and Inuit Affairs Program, Operational Support Branch.*
22. The D.I.A. advisor, Dept. of Indian Affairs and Northern Development.
23. Guide for training design.
24. "A sense of belonging": orientation training manual, Department of Veterans Affairs.
25. Preparing an oral presentation, by Terry Barker.
26. Training for trainers, Bureau of Business & Technology Inc.
27. Treasury Board submissions participant's manual, Indian and Inuit Affairs Program, Operational Support Branch.
28. Seminar on preparing the disadvantaged for jobs: a planning handbook, U.S. Dept. of Health, Education, and Welfare. No. 10 in the Series of PREP Reports.
29. Management Seminars, Waterloo Management Education Centre.  
Participant's work-book.
30. Professional development of trainers workshop, Niagara Falls, Ont., Feb. 8-24, 1982.



31. Professional paper 13-66, Dec. 1966: Training models:  
I. The formulation of training problems, by Harold G. Hunter  
II. Models of and for training, by Eugene A. Cogan.  
HumRRO.
32. Professional paper 6-69, Feb. 1969: Innovations for training, HumRRO presentations.
33. Professional paper 32-70, Dec. 1970: The development of a low-cost performance-oriented training model, by Kenneth Weingarten . . .  
HumRRO
34. Sault College of Applied Arts & Technology, East Algoma Campus, final proposal for resource development program.
35. The St. Clair College of Applied Arts and technology: a proposal to establish a community demonstration project for disadvantaged adults.
36. Technical report 70-9, June 1970: An experimental program of instruction on the management of training, by Donald F. Haggard . . .  
HumRRO
37. Contingency management in education and other equally exciting places, Behaviordelia, Inc., 1974 (revised ed.).
38. Network planning and control technique, including CPM/PERT.  
Module 6: Organizational behavior and the role of management  
Module 8: Human resource management  
Module 9: Problem-solving and decision-making  
Staff Training Directorate, Public Service Commission of Canada, Staff Development Branch.
39. Middle management orientation program — participant's manuals:  
Module 1: Middle management in the organization  
Module 2: Government machinery  
Module 4: Control: a function of the management  
Module 5: Organization: a function of the management process
40. Selection process training workshop, Red Oak Inn, Thunder Bay, Ont., Oct. 2-4, 1979. Co-ordinated by the Ontario Regional Liaison Council and the Indian and Inuit Affairs Program — Ontario Region.
41. Cognitive changes in adulthood: a paper prepared for the Workshop to Increase and to Improve University Teacher Training Programs in Adult Basic Education, Rolf H. Monge, 1969.
42. The six phases of training.
43. Presentations that work: review book/student guide, developed by Management Video Publications Ltd., 1976.
44. The ADOPT training process: a practical review prepared for action-staff development, FM Associates Ltd., 1971.
45. Professional development of trainers workshop, Nottawasaga Inn, Dec. 5-10, 1982.
46. "How to teach grown-ups: 8-workbook/audio-cassette course for trainers, instructors, teachers, facilitators, discussion leaders who conduct classroom sessions attended by adults in adult-life circumstances, Practical Management Associates Inc., 1979.
47. Staff cultures communication workshop, London District, Wallaceburg, Ont., March 2-5, 1981.
48. A handbook for upgrading low-skill workers, Humanic Designs Corp.
49. Selected portions of an integrated training plan, H.T. Baker, Algonquin Management Centre, 1980.
50. The manager's handbook on training, Personnel Policy Branch, Treasury Board Secretariat, 1982.
51. Training skills workshop, Sept. 10-21, 1979.
52. Effective meetings: notes for community leaders, Ontario Ministry of Culture and Recreation, Citizenship Division.
53. Core knowledge for successful speech: a worktext in oral communication, Janice Williams Noyes, Charles W. Dickson, Jr., 1969.
54. Modular outline of the staff training advisor workshop, prepared by L.E. Slatter.
55. How to grow your own manager: a proposed management apprenticeship training program for Ontario Region, Norman R.R. Coulter, 1980.
56. Operational planning skills training session guide, Band Training and Advisory Services Branch, Indian and Northern Affairs, 2nd ed. 1981.  
Includes glossary cards kit.
57. *Formation en planification opérationnelle: manuel de l'instructeur, Direction de Services de Formation et de Consultation aux Bandes, Affaires Indiennes et du Nord Canada, 1981.*

58. *Planification opérationnelle guide du cours de formation, Dept. of Indian Affairs and Northern Development, 1981-82.*
59. Teachers of adults program: Education development officer's manual, Curriculum development, resource book 1.0, The learner, resource booklet 2.0, Human environment, resource booklet 3.0, Resources, booklet 4.0, Instruction design, resource booklet 5.0, Learning activities, resource booklet 6.0, Evaluation, resource booklet 7.0, Administration, resource booklet 8.0, Director's manual Handbook.
60. Job hunting workshop (TOJ's), Lakehead District, Thunder Bay, "P", Ontario, 1982.
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62. Small cities management training program, by the International City Management Assoc., 1975.  
Includes: Training guide and introduction; 1. Administrative law; 2. Finance and fiscal relations; 3. Personnel administration; 4. Planning in the small city; 5. Public works; 6. Public safety: The firefighting function; 7. Public safety: The firefighting function; 8. Parks and recreation; 9. Public relations; 10. Human services; Resource guide.
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70. Reporting procedures and guidelines for the statistical and paperburden review, Statistics Canada, 1981.
71. Basic questionnaire design, 2nd ed., Statistics Canada, 1979.
72. Quality control in research: ten steps anyone can take to reduce errors in survey data, Charles S. Mayer, Journal of Advertising Research, Vol. II, No. 3, June 1971.
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76. Twenty-four group methods and techniques in adult education, by Dr. William L. Carpenter.
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79. DACUM, Nova Scotia NewStart Inc.
80. Module: Life Skills: lesson planning for coaches and teachers, by Dave Garity.  
Includes lessons 22 to 33.
81. Creating a career: a description of the program, prepared by Training Research and Development Station, Department of Manpower and Immigration, Prince Albert, Sask., 1974.
82. Generic skills: curriculum: instructor's book, Manpower and Immigration, Training Research and Development Station, 1976.
83. Personalized basic education for adults, Nova Scotia NewStart Inc.
84. Handbook of adult curriculum development, Training Research and Development Station, Dept. of Manpower and Immigration, 1974.
85. Life skills: a course in applied problem solving, 5th ed., Saskatchewan NewStart Inc., 1972.
86. Methods for human resource development, Training Research and Development Station, Dept. of Manpower and Immigration, 1973.
87. Training for Band economic development committees in life skills adult basic education and small business management, Saskatchewan NewStart Inc., 1972.
88. Curriculum guide: life skills course for corrections, Saskatchewan NewStart Inc., 1972.
89. A plan for fluency first, Saskatchewan NewStart Inc., 1970-71.
90. Fluency first: instructor training course, Training Research and Development Station, Department of Manpower and Immigration, 1972.

91. Fluency first: an oral English course: State I, II, III — Structural practice; Stage IV — Enrichment materials, Saskatchewan NewStart Inc., 1972.
92. Fluency first: an oral English course: Theory and methods, Training Research and Development Station, Dept of Manpower and Immigration, 1974.
93. Generic skills for occupational training, by Arthur De W. Smith, Training Research and Development Station, Department of Manpower and Immigration, 1973.
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V.3 — Understanding government  
V.4 — The economic development process  
V.5 — The economic development process  
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Skill development series (2c.)  
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V.3 — Human relations development  
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Norman J. Matulef  
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127. Management of organizational behavior: utilizing human resources, 4th ed., Paul Hersey, Ken Blanchard, 1982.
128. Assertion training: a facilitator's guide, Colleen Kelley, University Associates, 1979.
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130. Structured experience kit, University Associates, 1980.
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  8. "Evaluation as a management tool": a one-day workshop for Dept. of Indian Affairs and Northern Development Staff.
  9. Planning an evaluation study, Leonard Rutman, Carleton University.
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4. A participant evaluation of Band management training, prepared by Robert Freeman, Oo-Za-We-Kwun Centre, Inc., 1980.

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1. A training program for Indian guidance counsellors, Federation of Saskatchewan Indians.
2. Food for my children: a social assistance administrator's training program, by Luke L. Batdorf, (1981).
3. "Band welfare administrator's workshop", Peterborough District, March 18-21, 1980.
4. Social assistance administration training program facilitator guide, B.C. course.
5. A social assistance administration training program: an introductory course for Indian Band social workers, administering the DIA Social Assistance Program, DIAND, B.C., 1979.
6. Social assistance and related social development programs of the Dept. of Indian and Northern Affairs, Indian and Inuit Affairs Program, Alberta Region.
7. Social orientation course 1968, compiled by M.J. Muzyka, Manitoba Regional Office.
8. Social counsellors professional development workshop, Indian and Inuit Affairs Program, Red Dog Inn, Fort Frances, Ont., March 24-28, 1980.
9. Native awareness workshop: a reader, Vol. III, Simon Brascoupé, 1981.
10. The assessment component of employment counselling, Philip J. Patsula, Employment Counselling Division, Canada Employment and Immigration, 1981.
11. Social Assistance Administration Training Program, B.C. Region, "An Introductory Course for Indian Band Social Workers, Administering the DIA Social Assistance Program", November 1979.

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2. A fund-raising guide for Native groups, by Linda Cronin, Canadian Association in Support of Native Peoples.
3. Urban orientation course, Laura Steel, 1979.
4. Living in the city: an urban orientation resource manual, by Laura Steel, 1980.
5. Native Awareness Workshop Handbooks:  
V. I — Handbook of Canada's Native peoples  
V. II — Bibliography of Native peoples socio-economic development  
V. III — Native peoples reader
6. Native awareness workshop,  
Vol. I — Handbook of Canada's Native peoples, 1981  
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Vol. III — Native peoples reader, 1981.  
All prepared for the Department of Regional Economic Expansion by Simon Brascoupé.
7. Community development, The Native Courtworker and Counselling Association of British Columbia.
8. Experiencing Native culture, Wes G. Darou, 1980.

## FILMS AND AUDIO/VISUALS

## FILMS AND AUDIO/VISUALS

A brief selection of management development training films and audio/visuals are presented in this section. Names and addresses are given of contact persons for further information.

## FILMS AND AUDIO/VISUALS

### FILMS — MANAGEMENT DEVELOPMENT TRAINING — AVAILABLE FROM INDIAN AND NORTHERN AFFAIRS

The following films are excerpts from "On Film", a film catalogue published by Indian and Northern Affairs Canada. These films are available to the general public, in English and French. Requests for films should be directed to:

Mr. R. Dewis  
Indian and Northern Affairs Canada  
Film Services  
Les Terrasses de la Chaudière  
OTTAWA, Ontario K1A 0H4 Phone: (819) 994-1333

#### I MOVE/JE PROPOSE

Canada, 1976, 22 min., col., Eng./Fr.  
Production: Alberta Native Communications Society for INAC/AINC

This is a training film on the importance of preparation for, and conduct of, band council meetings.

*Ce film est destiné à la formation des Indiens dans les domaines de la direction d'une réunion du conseil de bande et de l'importance de la préparation en vue d'une réunion.*

#### IT WASN'T MY FAULT/C'EST PAS DE MA FAUTE

Canada, 1976, 12 min., col., Eng./Fr.  
Production: Alberta Native Communications Society for National Film Board

Shows the need for policy accountability and responsibility of band councils and how it is developed.

*Démontre l'importance de la soumission de rapports au conseil, ainsi, que les responsabilités qui incombent aux conseils de bandes et comment ce système de rapport doit être mis sur pied.*

#### MANY VOICES/À VOUS D'AGIR

Canada, 1977, 18 min., col., Eng./Fr.  
Production: Alberta Native Communications Society

This is a training film on the responsibilities of the chief and band council on Indian reserves.

*Un film de formation sur les responsabilités qui incombent au chef et aux membres du conseil de bande sur une réserve indienne.*

#### MATTER OF CHOICE/QUESTION DE CHOIX

Canada, 1975, 14 min., col., Eng./Fr.  
Production: INAC/AINC and the Alberta Communications Society

This film illustrates the process of electing a new band chief, emphasizing both election procedures and the responsibilities of the office.

*Ce film porte sur le processus d'élection d'un nouveau chef de bande, en mettant l'accent plus particulièrement sur les procédures d'élection et les responsabilités du poste.*

#### MORE POWER TO YOU/C'EST VOTRE AFFAIRE

Canada, 1977, 21 min., col., Eng./Fr.  
Production: Alberta Native Communications Society

This is a training film on committee selection and operation, and their relationship to the band council.

*Un film de formation concernant la création et l'opération des comités, de même que la relation entre ces comités et le Conseil de bande.*

#### WHO'S IN CHARGE HERE?/QUI MÈNE ICI?

Canada, 1975, 10 min., col., Eng./Fr.  
Production: Alberta Native Communication Society

(Available also in 8 mm. Fairchild Moviepak)

FILMS AND AUDIO/VISUALS

In days gone by, a chief was the supreme leader of his people, to-day the chief is still a respected person, who works closely with his council.

As official spokesman for his band, the chief should know what the band employees are doing. He expresses the views of his people and he is sometimes the chairman at council meetings, but votes only when there is a tie.

*Autrefois, le chef était l'autorité suprême; aujourd'hui le chef est une personne encore très respectée qui travaille en étroite collaboration avec son conseil.*

*Porte-parole officiel de sa bande, le chef doit connaître les tâches de ses employés. Il exprime le point de vue des siens et préside parfois les réunions du conseil, mais il ne peut voter que lorsque le vote est à égalité.*

FILMS — MANAGEMENT AND HUMAN RESOURCE DEVELOPMENT — AVAILABLE FROM THE PUBLIC SERVICE COMMISSION

The following films are excerpts from the "Media Centre Catalogue" published by the Public Service Commission. All material is 16 mm colour film. These services are available to, or may be exchanged with, training agencies in other federal, provincial or local government bodies and private industry, subject to certain requirements.

Requests in writing, by telephone or in person, should be made to:

Public Service Commission  
Media Centre  
800 Carson Road  
Pavillion K, Room 132  
OTTAWA, Ontario K1A 0M7 Phone: (613) 997-6275

CONCEPTS OF MANAGEMENT

30 min. American Management Association 1974

James L. Hayes presents his views on the types of activities in which managers engage and the techniques they use.

FACE-TO-FACE PAYOFF, THE: DYNAMICS OF THE INTERVIEW

28 min. Creative Media 1975

Helps managers understand and use the principles of better interviewing for counselling, employment, and discipline.

FOCUS THE FUTURE: INTRODUCING LONG-RANGE PLANNING

26 min. EMI 1971

Demonstrates how an organization must look ahead to see how the future might affect today's decisions.

HOW TO CONDUCT A MORE PRODUCTIVE MEETING

25 min. Time-Life Films 1973

Demonstrates techniques for conducting meetings that bring positive results. Dramatizes problems that can arise during a meeting and points out effective solutions.

HOW TO IMPROVE MANAGERIAL PERFORMANCE: INTRODUCTION

11 min. American Management Associations 1974

Offers an overview of the AMA performance standards program.

MANAGEMENT ORGANIZATION AND POSITION DESCRIPTIONS

28 min. American Management Associations 1974

James L. Hayes explores nine principles on which successful organizations are based and it shows the contribution made by accurate position descriptions to the smooth functioning of a management unit.

FILMS AND AUDIO/VISUALS

MANAGER WANTED

28 min. Roundtable Productions 1964

Explains management's obligation to help employees develop judgement and decision-making ability. Discusses the characteristics of a good manager.

MEETINGS, BLOODY MEETINGS

30 min. Video Arts 1976

Ways to make meetings shorter and more productive become evident through a comparison with courtroom procedures.

PLANNING AND GOAL-SETTING: TIME WASTE OR MANAGEMENT TOOL?

25 min. BNA Communications 1977

Discusses the importance of planning and goal setting for the individual manager and small and large organizations.

PLANNING, ORGANIZING AND CONTROLLING

69 min. BNA Communications 1975

Through dramatized episodes, this three-part series shows supervisors how to prepare for and deal with contingencies, and when it is appropriate to intervene.

PROJECT, THE

34 min. 3/4" VTC Melrose Film Productions 1982

A dramatized documentary that concentrates on the three key areas of successful project management: organization, planning and control.

UNORGANIZED MANAGER, THE

45 min. Video Arts 1983

A humourous two part film that contrasts efficiency and effectiveness. Shows managers how to deal with priorities, delegate properly and organize themselves to make the best use of time, both their own and others.

WHO'S IN CHARGE?

23 min. Video Arts 1978

Helps first-line managers and foremen examine and improve their performance. Also serves to make senior management more aware of the strains and pressures on their subordinates.

YOU'RE NOT LISTENING!

21 min. Barr Films 1978

Illustrates techniques for building good listening skills. Points out that listening is a complex skill which requires specific training and practice.

FILMS AND AUDIO VISUALS — MISCELLANEOUS TRAINING, PRODUCED FOR INDIAN/INUIT MANAGEMENT DEVELOPMENT DIRECTORATE

The following audio/visuals are available through the Resource Centre of the Indian/Inuit Management Development Directorate.

INTRODUCTION TO THE INDIAN/INUIT MANAGEMENT DEVELOPMENT PROGRAM

English and French

An overhead slide presentation describing the Indian/Inuit Management Development Program, the six components, and funding levels of Headquarters and Regions.

WHAT'S HAPPENING

25 minutes, colour produced by Alberta Region

Subjective aspects of meeting skills, chairmanship, team building and problem solving are illustrated.



FILMS AND AUDIO/VISUALS

MANY BOWS AND ARROWS

1 hour, English and French Videocassette

Describes the contributions Indian people have made to society.

MANY HEADS — ONE VOICE

32 min. English 1984, Film and videocassette

Bortnick Film Productions for Dakota Ojibway Tribal Council

Introduction to the basic operations of a school board of trustees who act as the collective voice of the community. The election or selection of the trustees, their duties and responsibilities individually and collectively and the duties and responsibilities of the chairperson is discussed. It covers the basic running of the board, the minutes, motions, agendas and how a good board meeting should proceed.

CONVERSATIONS WITH DAVID LESTER

1983 — 2 videocassettes

Community Economic and Self-Development, and Lessons from the American Experience — Lectures given at the University of Western Ontario, on Local Government and Band Management.

INDIAN MANAGEMENT TRAINING INSTITUTES

## INDIAN MANAGEMENT TRAINING INSTITUTES

The Indian/Inuit Management Development Program (I/IMDP) has been providing financial assistance for the development, establishment and maintenance of Indian band management skills through management training institutes. At the present time there are five operating institutions:

1. Native Training Institute — B.C.
2. Centre for Indian Training and Research — B.C.
3. Saskatchewan Indian Management Training Institute — Saskatchewan
4. Dakota Ojibway Tribal Council Training Institute — Manitoba
5. Manitoba Indian Management Institute — Manitoba

Upon the receipt and approval of feasibility studies being conducted in other parts of the country, the I/IMDP expects to be able to fund the establishment of several new institutes in the near future.

### NATIVE TRAINING INSTITUTE

Native Training Institute  
Box 1000  
Spences Bridge, British Columbia  
V0K 2L0 Tel: (604) 458-2224

- Native Human Services Program (2 yrs.)
- This program is offered through Cariboo College in Kamloops, British Columbia. It is taught in one week modules over 24 months and upon completion a certificate will be awarded.

**Courses are** Sociology  
Human Services  
Political Science  
Psychology

**Other available courses** Housing Administration  
Home Maintenance  
Basic Accounting  
Time Management

**Publications available in manual form** Social Housing Administration  
RRAP On-Reserve in British Columbia  
Home Occupant's Handbook

**Contact:** Marie Shuter  
Executive Director  
Native Training Institute  
Spences Bridge, British Columbia  
V0K 2L0

**\*Note:** The Native Training Institute is currently negotiating with the University of British Columbia to have the 2 year Native Human Services program enhanced, in order that students will receive first year "Arts" recognition at UBC. This will be finalized by Spring 1985. The Native Training Institute is planning to have a 3 year Native Human Services Program by January 1985.

### Centre for Indian Training and Research

Centre for Indian Training and Research  
Main Floor, 788 Beatty Street  
Vancouver, British Columbia  
V6B 2M1 Tel: (604) 682-8588

#### • Courses Available

##### Indian Management Development Program

The Indian Management Development Program is designed to provide management skills for Band and Program Managers. Each topic is delivered "on-site", throughout British Columbia in 3 day workshops. The workshops include opportunities to practice skills and apply knowledge in their local situations through case studies, problem solving exercises and small group discussions.

**Topics include** Effective Band Organization  
Personnel Management  
Program Planning  
Band Financial Management  
Effective Communication  
Policy Development and Organizational Growth  
Setting Economic Development Strategy  
Organizational Planning  
Introduction to Computers  
Introduction to Management

## CENTRE FOR INDIAN TRAINING AND RESEARCH cont.

**Band Planning and Resource Management Program**

The program is designed to provide community planning skills for Band Planners, Economic Development Coordinators, Community Resource Managers and other community organizers. Training delivery is through attendance at 2-4 day workshops supplemented with take home activities and on the job learning. Workshop methods include the presentation of training materials, case studies, problem solving exercises and small group discussions.

**Breakdown of Topics by Workshop**

1. Introduction to Band Planning
2. Planning Evaluation and Implementation; Community Skills for Band Planning
3. Mapping and Cartography
4. Community Plans
5. Community Land Use Planning
6. Carrying Out an Impact Analysis
7. Resource Management
8. Social Program Planning
9. Planning for Economic Development
10. Financial Planning
11. Management of Community Planning

A Program for Senior Managers is now being coordinated with the University of British Columbia in Advanced Band Management Skills.

**Seminars include:** Management of Information Resources  
Management of Human Resources  
Policy Development and Analysis

**Contact:** Robert J. Guerin  
Executive Director  
Main Floor, 788 Beatty Street  
Vancouver, British Columbia  
V6B 2M1

**SASKATCHEWAN INDIAN MANAGEMENT TRAINING INSTITUTE**

201 Robin Crescent  
Saskatoon, Saskatchewan  
S7L 6M8 Tel: (306) 244-4444

- The Federation of Saskatchewan Indian Nations (FSIN) is the organization representing treaty Indians in Saskatchewan. The FSIN has two post-secondary institutions concerned with the delivery of business and management training to Indian people. These institutions are the Saskatchewan Indian Community College (SICC) and the Saskatchewan Indian Federated College (SIFC). The SICC is involved in the delivery of business and management training up to and including the diploma level through such programs as Office Education, Band Staff Training, and Business Administration. The SIFC delivers degree level training through its program in Indian Management and Administration. These programs link together to form a comprehensive business and management training program that offers skills for Indian people from the most basic to the more advanced levels. Steps are presently being taken to ensure that there are adequate bridging mechanisms between each of these programs. The following is a brief description of each of these programs.

**1. Office Education**

The Office Education program is delivered by the SICC through the Prince Albert Business College. This program is designed to provide quality job-relevant career training in an individualized manner, which enables students to become employable as quickly as their abilities and opportunities allow. Students can choose from a variety of course options including secretarial, administrative secretarial, clerical, accounting, stenographic, receptionist and clerk typist. Because of the advancement in technology in the work place, further courses are available in word and data processing. Prerequisites for these courses vary from grade nine to grade ten and the approximate time to complete them is ten months.

For further information, contact:

Admissions Officer  
Prince Albert Business College  
34 - 10th Street West  
PRINCE ALBERT, Saskatchewan  
S6V 3A4  
(306) 763-6682

**2. Indian Management Training**

The SICC through the Saskatchewan Indian Management Training Institute (SIMTI), offers business and management training to Chiefs and Councils as well as to Band staff. The primary responsibility of SIMTI is to develop leadership and management training. This is essential to underpin and complement the increasing variety of services being offered by Indian governments. Training is delivered on a decentralized basis at the band level. While the other business and management programs of the FSIN are delivered on an institutional basis, SIMTI training is delivered at the reserve level at the initiative and the request of the band. SIMTI assists bands in assessing their management systems and overall organizational needs; in defining strategies to strengthen their leadership and management; in researching appropriate decision making systems and structures; and in developing training strategies that meet the needs of Indian people. There is a great amount of flexibility of SIMTI allowing it to develop and deliver unique management training programs especially suited to the demands of the band governments. These programs are designed to bridge between the institutional programs and the actual training requirements at the band level.

For further information, contact:

Saskatchewan Indian Management Training Institute  
201 Robin Crescent  
SASKATOON, Saskatchewan  
S7L 6M8  
(306) 244-4444

## SASKATCHEWAN INDIAN MANAGEMENT TRAINING INSTITUTE cont.

## 3. Business Administration

The Business Administration program is delivered through the SICC's satellite training institute in Prince Albert. This two-year diploma program provides a background of sound business training that will enable students to pursue careers in a wide variety of areas. It is also suitable for those wishing to enter business for themselves. Graduates from this program often work in such areas as administrative assistants, finance officers, salesmen, merchandising trainees, and personnel technicians. In order to qualify for this program, applicants must have grade twelve or qualify under mature admission requirements. Courses include but are not limited to accounting, data processing, communications, economics, management, statistics, marketing, and budgeting and management accounting.

For further information, contact:

Department of Indian Management and Administration  
Saskatchewan Indian Federated College  
University of Regina  
Classroom Building C-4  
REGINA, Saskatchewan  
S4S 0A2  
(306) 584-8333

## DAKOTA OJIBWAY TRIBAL COUNCIL TRAINING INSTITUTE

Dakota Ojibway Tribal Council  
Yellowquill College  
Box 1599 Crescent Road West  
Portage la Prairie, Manitoba  
R1N 3P1 Tel: 239-1570

- This college is under the sponsorship and direction of the Dakota Ojibway Tribal Council, and offers the "Certificate in the Management of Community Economic and Organization Development". The program was developed by the University of Manitoba and for more information about the program, refer to Manitoba Management Institute entry.

Yellowquill College also offers the following courses:

University and College Preparation Programs (UCEP)  
Business and Office Skills  
Community Health Skills  
Small Business/Farm Management

**Contact** Jannette K. Murray  
Acting Director  
Yellowquill College  
Box 1599, Crescent Road West  
Portage la Prairie, Manitoba  
R1N 3P1

## MANITOBA INDIAN MANAGEMENT TRAINING INSTITUTE

Manitoba Management Institute  
Continuing Education Division  
541 University Centre  
University of Manitoba  
R3T 2N2 Tel: (204) 474-9921  
In Manitoba call toll free 1-800-432-1904

- Certificate in Management of Community, Economic and Organization Development (3 yrs.)

The program has been developed to provide training needed by Band managers, community managers and project coordinators. It focusses on three major themes; the Community, the Organization and Economic Development in communities.

The certificate provides participants with a part-time professional training program. Courses are organized into three to five day modules with each module designed to maximize the involvement of participants in the learning. Theory, information, experience and practice are carefully integrated into the learning design so that learning remains highly relevant to the back-home concerns of the learner.

The program is intended for on-site delivery in rural and northern communities.

- How to Obtain the Program in Your Area

The program has been developed as a co-operative venture by the Continuing Education Division and the Keewatin Tribal Council in northern Manitoba. This co-operative approach underlies a basic premise of development and will be maintained in the planning and the delivery of the program in other regions. A local organization may approach the Continuing Education Division with a request to discuss the feasibility of offering the program on a co-operative basis. A preliminary discussion will then follow to determine the needs of a group and the suitability of the program. If the decision is taken to proceed, a series of planning meetings will be held to determine the training needs of the group association. The program of study will be modified in response to the identified needs and planning will commence to obtain the human and financial support required for delivery of the program. Regional native organizations, development agencies and educational institutions are seen as co-sponsoring bodies.



MANITOBA INDIAN MANAGEMENT TRAINING INSTITUTE cont.

MANITOBA MANAGEMENT INSTITUTE cont.

- Courses Available

Community and Development  
Community Economic Development  
Organization Development  
Project Planning and the Planning Process  
Administration, Budgeting and Accounting  
Government Systems, Services and Programs  
Personnel and Interpersonal Relation  
Interpersonal Skills  
Human Resource Development

• Development of New Courses

Additional modules will be developed in the program to provide new learning opportunities. For instance, modules in business administration, natural resource management or planning the educational system might be developed in response to the special needs of those participating in the program.

- Contact

Don Castleden  
Program Coordinator  
Continuing Education Division  
541 University Centre  
University of Manitoba  
R3T 2N2

INDIAN MANAGEMENT PROGRAMS —  
UNIVERSITIES AND INSTITUTES



## INDIAN MANAGEMENT PROGRAMS — UNIVERSITIES AND INSTITUTES

In this chapter, programs specifically developed, designed or related to Indians are listed. In particular, the focus is on Administration, Business Administration, Business Management, Management and other similar courses that leads to either a certificate, degree or diploma (although occasionally relevant courses that do not lead to a special designation are included).

All institutions offering these programs or courses in Canada, are listed in alphabetical order. For each program, only a selected sample of courses and objectives (where available) are stated. For further information regarding entrance requirements, fees, general information and details, consultation with the individual calendars is recommended.

### ATHABASCA UNIVERSITY

12352 - 149 Street  
Edmonton, Alberta  
T5V 1G9 Tel: (403) 762-3391

- Certificate Program in Public Administration\*
- Objectives

"The University, in cooperation with the Blue Quills Native Education Council, offers a one-year certificate program in Public Administration. This is an undergraduate credit program designed to help native people develop basic knowledge and skills in the administration of public institutes, with special emphasis on the problems and situations facing native people."

For more information please contact the university.

\*Note: This program is offered by correspondence only and consequently the time it takes to complete the course will depend upon the speed at which the student works.

### BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY (B.C.I.T.)

Distance Education Department  
3700 Willingdon Avenue  
Burnaby, British Columbia  
V5G 3H2 Tel: (604) 434-5734 local 406

#### Native Indian Outreach Program

During the past several years, the Distance Education Department has developed several services related to Native Indian communities. These include:

- Secondary School Programs; Assistance in design and implementation of programs patterned after Resource Tech and adapted to Native Indian communities.
- Adult Training Programs; Design and implementation of specialized training related to the economic development plans of a Native Indian community, particularly in the area of natural resource management.
- Resource Technician Program; Offered in the community by the Distance Education Department, this is a variety of first year BCIT courses for specific areas of upgrading or full first year equivalency.

For more information, write to the Distance Education Department, Native Indian Outreach Program or telephone (604) 434-5734 local 428.

### THE CONFEDERATED COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Business Division  
P.O. Box 398  
Thunder Bay, Ontario  
P7C 4W1 Tel: (807) 475-6158

- Diploma in Band Management (2 yrs.)
- Objective

To provide a Native Band Management program. The two year diploma requires 4 semesters of study and in each semester there is roughly 24 hours of study per week.

## THE CONFEDERATED COLLEGE OF APPLIED ARTS AND TECHNOLOGY cont.

**Some Courses** Will vary depending upon electives chosen  
 Indian Act  
 Band Enterprises and Band Council Resolutions  
 Business Mathematics and Business Law  
 Marketing and Accounting  
 Communications and Personnel Management

**Area of Potential Specialization** None, general program only.

## INTERNATIONAL CORRESPONDENCE SCHOOLS, CANADIAN LIMITED (I.C.S.)

7475 Sherbrooke Street, West  
 Montréal, Québec  
 H4B 1S4 Tel: 1-800-361-0280

- Diploma in Band Management (approx. 1 1/2 yrs.)\*

- **Objectives**

To provide a guided independent study method that minimizes the loss of valuable production time by permitting students to study at home, on their own time, and at their own pace.

**Some Courses** The Indian Act  
 Report Writing and Business English  
 Personnel Management and Modern Management  
 Accounting  
 Business Mathematics

**Area of Potential Specialization** None, general program only.

\*Note: This program is offered by correspondence only.

## LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

P.O. Box 969  
 1457 London Road  
 Sarnia, Ontario  
 N7S 1P6 Tel: (519) 542-7751

- Certificate in Small Business Management Program (36 weeks)

- **Objective**

To provide business management training to native people in order that successful participants may fill administrative roles in band employment situations, may fill junior management positions in off-band business and industries and may start entrepreneurial small businesses within the native economy and market.

**Some Courses** Communications  
 Accounting & Marketing  
 Economics  
 Selling Skills & Micro-Computer Programming  
 Human Relations and Management  
 Business Math & Law

**Area of Potential Specialization** None, general program only.

## MCMMASTER UNIVERSITY

School of Business  
 Hamilton, Ontario  
 L8S 4M4 Tel: (416) 525-9140

- Indian Community Self-Development
- **Objectives of the Indian Community Self-Development**

To educate a band's political leaders and administrative officers on the processes and usefulness of Community Development and consequently to develop a plan for the Management of the Reserve. This program can be adapted to the various needs of any regional or reserve group.

**Some Courses** Will be adapted to the needs of the regional and/or reserve group that requests this program.

For further information please contact:

Dr. Randolph E. Ross  
 Associate Dean  
 School of Business  
 McMaster University  
 Hamilton, Ontario  
 L8S 4M4 Tel: (416) 525-9140 ext. 4636.

## NORTHERN COLLEGE

Porcupine (Timmins) Campus\*  
 P.O. Box 2002  
 South Porcupine, Ontario  
 P0N 1H0 Tel: (705) 235-3211

- Diploma in Business Administration (2 yr. and 3 yr. programs)
- **Objective**

To allow graduates to succeed in a wide variety of organizations, including self-owned businesses, merchandising and industrial firms, financial institutes, agencies for all levels of government, and public institutions by using the special skills and knowledge gained.

**Some Courses** Identical until yr. 2 with an option to continue at the end of yr. 2.  
 Will vary depending upon the area of specialization and electives chosen.  
 Accounting & Marketing  
 Psychology & Business Organizations  
 Data Processing & Communications  
 Indian Canadian Government Relations

**Areas of Potential Specialization** Accounting  
 Marketing  
 Wood Products  
 Native Business  
 General Business

\*Campuses are also located in; Moosonee, Kapuskasing and Kirkland Lake, Ontario.

## SASKATCHEWAN INDIAN FEDERATED COLLEGE

Room 127, College West Building  
 University of Regina  
 Regina, Saskatchewan  
 S4S 0A2 Tel: (306) 584-8333

- Certificate in Administration
- Diploma of Associate in Administration
- Bachelor of Administration in Indian Administration

SASKATCHEWAN INDIAN FEDERATED COLLEGE cont.

- Objectives of the above courses\*  
To enable the student to adapt to the positive management techniques and practices of today to the special needs and priorities of Indian Program Administrators, Indian Band Administrators and Native Business Entrepreneurs. The dynamics of Indian organizational structures and relationships are studied and analyzed in terms of their applications to modern day administrative/management requirements.  
  
Some Courses Will ultimately vary in depth and breadth depending upon program pursued.  
Band Business Development  
Band Management & Administration  
Organizational Behaviour in Indian Bands  
Economics & Computer Science  
Various electives
- A series of non-credit and credit classes are offered via tele training (tele conferencing). This has been designed to meet the needs of the administrators unable to attend on-campus courses and it can lead to a Certificate in Administration upon successful completion of courses.

Note: The Certificate in Administration is also offered by correspondence.

SASKATCHEWAN INDIAN MANAGEMENT TRAINING INSTITUTE (SIMTI)\*

201 Robin Crescent  
Saskatoon, Saskatchewan  
S7L 6M8 Tel: (306) 244-4444

- Indian Management Training
- Objectives  
To provide business and managerial training to Chiefs and Councils as well as to Band staff. Training is delivered on a decentralized basis at the band/reserve level at the initiative and the request of the band. SIMTI assists bands in assessing their management systems and overall organizational needs; in defining strategies to strengthen their leadership and management; in researching appropriate decision making systems and structures; and in developing training strategies that meet the needs of Indian governments in a style well suited to Indian people.  
  
Some Courses There is a great amount of flexibility in SIMTI allowing it to develop and deliver unique management training programs especially suited to the demands of the band governments.  
  
For further information please contact the institute.  
  
\*Note: This training program is also offered through:  
  
Saskatchewan Indian Community College  
201 Robin Crescent  
Saskatoon, Saskatchewan  
S7L 6M8 Tel: (306) 244-4444

SASKATCHEWAN INDIAN TRAINING INSTITUTE\*

Business Administration Satellite  
1004 - 1st Avenue West  
Prince Albert, Saskatchewan  
S6V 4Y4 Tel: (306) 764-9347

- Diploma in Business Administration (2 yrs.)
- Objective  
To provide to Indian people, a background of sound business training from the most basic to the more advanced levels that will enable students to pursue careers in a wide variety of areas or for those wishing to enter business for themselves.

SASKATCHEWAN INDIAN TRAINING INSTITUTE\* cont.

- Some Courses Will vary depending upon electives chosen  
Accounting and Marketing  
Data Processing and Communications  
Economics and Statistics  
Budgeting  
Management  
  
For more information please contact the institute  
  
\*Note: The program is supervised by:  
  
Saskatchewan Indian Community College  
201 Robin Crescent  
Saskatoon, Saskatchewan  
S7L 6M8 Tel: (306) 244-4444

UNIVERSITY OF LETHBRIDGE

School of Management  
4401 University Drive  
Lethbridge, Alberta  
T1K 3M4 Tel: (403) 329-2231

- Bachelor of Management Degree ( 4 yrs.)  
Management Certificate (approx. 2 yrs.)
- Objective of the Bachelor of Management Degree  
To prepare graduates for managerial careers in all walks of life by emphasizing the application of management skills in the political, economic and social environment in which Native American organizations operate.  
  
Some Courses Various options  
Economies of the Indian, Inuit and Métis Peoples  
Accounting & Marketing  
Quantitative Methods  
Management & Finance  
Native Law & Economic Development  
  
Area of Potential Specialization The Business Enterprises and Self-governing Systems of Indian, Inuit and Métis peoples.
- Objective of the Management Certificate\*  
Similar to the above but in less depth.  
  
Some Courses Similar to the above but in less depth. A total of 8 courses must be taken.  
  
Area of Potential Specialization Same as above.  
  
\*Note: All of the courses are equal in every respect to the courses taught and evaluated in the Bachelor of Management Degree. If, after the completion of this program, a student is accepted into the Bachelor of Management degree, all the credits earned under this program will be transferred to the Bachelor of Management degree.

THE UNIVERSITY OF MANITOBA

Continuing Education Division  
Winnipeg, Manitoba  
R3T 2N2 Tel: (204) 474-9921

- Certificate in the Management of Community, Economic and Organization Development (2 mos.)\*
- Certificate in the Management of Community, Economic and Organization Development (3 mos.)\*



THE UNIVERSITY OF MANITOBA cont.

- Objective of the 2 month program

To increase the participant's knowledge and understanding of planning and control of major community projects. It is especially designed for Band Managers, Project Co-ordinators and Construction Supervisors who are either currently developing and implementing community projects or who plan to do so in the near future.

- Objective of the 3 month program

To further increase the knowledge and understanding of management principles and practices and of the technology of administration including planning, budgeting and the employment of human, physical and technological resources of an organization as well as to increase the knowledge and understanding of social, political and economic factors that has an impact on native communities.

For more information please contact the University.

**\*Note:** The duration of the program(s) is based on full-time study.

**YELLOWQUILL COLLEGE**

P.O. Box 1599  
Crescent Road West  
Portage la Prairie, Manitoba  
R4N 3P1 Tel: (204) 239-1570

- Certificate in the Management of Community, Economic and Organization Development (3 mos.)\*

- Objectives

To accommodate people employed by the bands and tribal councils. The program focusses on 3 major themes; the Community, the Economic Development in Communities and the Organization. The courses are organized into three to five day modules with each module designed to maximize the involvement into the learning design so that learning remains highly relevant to the back-home concerns of the learner.

**Some Courses**     Project Planning on the Planning Process  
Administration, Budgeting and Accounting  
Personnel and Interpersonal Relations  
Community Economic Development  
Government Systems, Services and Programs

**Area of Potential Specialization**     None, general program only.

**\*Note:** This program has been developed to provide the training needed by Band Managers, Community Managers and Project Co-ordinators. This program was developed as a co-operative venture by the Continuing Education Division, the University of Manitoba and the Keewatin Tribal Council in Northern Manitoba. The program is offered on a part-time study basis only.

**UNIVERSITY EXECUTIVE PROGRAMS**



## UNIVERSITY EXECUTIVE PROGRAMS

This section provides basic information for appropriate university programs in general and functional management that meets the standards of excellence for senior managers. The courses offered, tuition, location, dates and contact person for each program is provided.

## UNIVERSITY EXECUTIVE PROGRAMS

## — GENERAL MANAGEMENT

### BANFF SCHOOL OF ADVANCED MANAGEMENT

- SPONSORS: Universities of Alberta, British Columbia, Calgary, Manitoba & Saskatchewan
- LOCATION: Banff, Alberta
- DURATION: 6 weeks
- DATES: February & October
- TUITION: \$600 incl. room & meals
- PARTICIPANTS: Upper Middle and Senior Management

**TOPICS:** Management of Human Resources  
Managerial Technology  
Environmental Factors (e.g. Business Law, Taxation, Government Regulations, Market Planning)

**CONTACT:** Mr. James E. Moran  
Executive Director, The Banff School of Advanced Management  
Box 1020  
BANFF, Alberta Canada T0L 0C0  
Tel: (403) 762-6126 or 6127

### DALHOUSIE UNIVERSITY; THE MID-MANAGEMENT DEVELOPMENT PROGRAM

- SPONSOR: Advanced Management Center
- LOCATION: Dalhousie University, Halifax, N.S.
- DURATION: 2 weeks
- DATE: May
- TUITION: \$2,050 incl. room & meals
- PARTICIPANTS: Middle Management

**TOPICS:** Financial, Human Resource and Marketing Management  
Business Policy  
Industrial Relations

**CONTACT:** Mr. Greg V. Trask  
Program Director, Advanced Management Centre  
Institute of Public Affairs, Dalhousie University  
HALIFAX, Nova Scotia B3H 3J5  
Tel: (902) 424-2410

### DALHOUSIE UNIVERSITY; ATLANTIC SUMMER SCHOOL EXECUTIVE DEVELOPMENT PROGRAM

- SPONSOR: Advanced Management Center
- LOCATION: Dalhousie University, Halifax, N.S.
- DURATION: 4 weeks
- DATE: May
- TUITION: \$3,900 incl. room & meals
- PARTICIPANTS: Upper Middle and Senior Management

**TOPICS:** Marketing Operations, Business Policy/Strategic Management Finance  
International Business  
Management Behaviour & Change  
Labour Management Relations

**CONTACT:** Mr. Don C. Mills  
Director, Atlantic Summer School  
Dalhousie University  
1261 Seymour Street  
HALIFAX, Nova Scotia B3J 3J5 Canada  
Tel: (902) 424-2526

### MCGILL UNIVERSITY; SENIOR MANAGERS PROGRAM

- SPONSOR: Management Institute
- LOCATION: Montréal, Québec
- DURATION: 3 weeks
- DATE: April
- TUITION: \$4,500 incl. room & meals
- PARTICIPANTS: Upper Middle and Senior Management

MCGILL UNIVERSITY; SENIOR MANAGERS PROGRAM cont.

**TOPICS:** Management; Policy and Science  
Economic Analysis for Planning and Control  
Finance  
Business and Economic Society  
Marketing Management  
Organizational Behaviour

**CONTACT:** Mrs. Joan E. Gilday  
Associate Director, Management Institute  
McGill University  
1001 Sherbrooke Street West  
MONTREAL, Québec H3A 1G5  
Tel: (514) 392-5870

MCMASTER UNIVERSITY; SPECIAL INTEREST PROGRAMS

- **SPONSOR:** School of Business
- **LOCATION:** Hamilton, Ontario
- **DURATION:** One or two days
- **DATE:** June
- **TUITION:** \$225 one-day seminar, \$390 two-day seminar all seminars incl. materials, lunch and dinner + \$25/day for accommodation with breakfast included.
- **PARTICIPANTS:** Middle Managers

**TOPICS:** Managing for Productivity and Cost Improvement  
Internal Control for the Manager  
Strategy Implementation\*  
Development of First Line Supervisors  
Productivity and Office Automation  
Japanese Corporate Practices\*  
\*denotes one-day seminars, all others are two-day seminars

**CONTACT:** Dr. R.E. Ross, Associate Dean  
McMaster University  
School of Business  
HAMILTON, Ontario L8S 4M4  
Tel: (416) 525-9140

NIAGARA INSTITUTE; HUMAN VALUES IN ORGANIZATIONAL LIFE

- **SPONSOR:** The Niagara Institute
- **LOCATION:** Niagara-on-the-Lake, Ont.
- **DURATION:** 1 week
- **DATE:** May, June and October
- **TUITION:** \$1,450 & \$500-600 room & meals or \$1,150 for corporate members & \$500-600 room and meals
- **PARTICIPANTS:** Senior Execs.

**TOPICS:** It addresses "the changing and conflicting value systems which confront today's leaders in business, government, labour and other organizations"  
Freedom & Responsibility  
Management & Values  
Politics and Management

**CONTACT:** Mr. John J. Flynn  
Director, Human Values Program  
The Niagara Institute  
Box 1041  
NIAGARA-ON-THE-LAKE, Ontario L0S 1J0  
Tel: (416) 468-4271

QUEEN'S UNIVERSITY; THE EXECUTIVE PROGRAM

- **SPONSOR:** School of Business
- **LOCATION:** Kingston, Ontario
- **DURATION:** 3 weeks
- **DATE:** June
- **TUITION:** \$4,900 incl. room & meals
- **PARTICIPANTS:** Upper Middle and Senior Management

QUEEN'S UNIVERSITY; THE EXECUTIVE PROGRAM cont.

**TOPICS:** The program emphasizes the strategic aspects of the topics mentioned.  
• Financial, Human Resource and Operations Management  
• The Canadian Business Environment  
• Marketing  
• Management of Change  
• Business & Government

**CONTACT:** Mrs. Donald V. Nightingale  
Director, The Executive Program  
School of Business  
Queen's University  
KINGSTON, Ontario K7L 3N6  
Tel: (613) 547-5867

UNIVERSITY OF TORONTO; THE MANAGEMENT PROCESS

- **SPONSOR:** Faculty of Management Studies
- **LOCATION:** Toronto, Ontario
- **DURATION:** 4 one week modules over 4 months
- **DATES:** January, February, March and April
- **TUITION:** \$4,000 incl. lunches & most meals & \$85/day for accommodations
- **PARTICIPANTS:** Middle Management

**TOPIC:** General Management including various other sub-topics.

**CONTACT:** Ms. Nora A. Seymour  
Assistant Dean, Executive Development  
Faculty of Management Studies  
University of Toronto  
246 Bloor Street West  
TORONTO, Ontario M5S 1V4  
Tel: (416) 978-6586

THE UNIVERSITY OF WESTERN ONTARIO; INTERNATIONAL MANAGEMENT COURSE

- **SPONSOR:** School of Business Administration
- **LOCATION:** London, Ontario
- **DURATION:** 3 weeks
- **DATE:** May
- **TUITION:** \$4,400 incl. room & meals except for Saturday dinners
- **PARTICIPANTS:** Upper Middle and Top Management with international involvement

**TOPICS:** "The focus is on the problems of the general manager in the international economy"  
• National Sovereignty and Multi-National Business  
• Marketing Abroad  
• Human Problems in International Business  
• International Finance and International Business Management

**CONTACT:** Dr. Harrold Crookell  
Director, International Management Course  
The University of Western Ontario  
School of Business Administration  
LONDON, Ontario N6A 3K7  
Tel: (519) 679-2978 or 3909

THE UNIVERSITY OF WESTERN ONTARIO; MANAGEMENT TRAINING COURSE

- **SPONSOR:** School of Business Administration
- **LOCATION:** London, Ontario
- **DURATION:** 5 weeks
- **DATE:** July
- **TUITION:** \$5,750 incl. room & meals except for Saturday dinners
- **PARTICIPANTS:** Upper Middle and Top Management

**TOPICS:** International Business, Cost and Financial Management  
Management Science  
Business Policy  
Management of Change  
Industrial Relations

## THE UNIVERSITY OF WESTERN ONTARIO; MANAGEMENT TRAINING COURSE cont.

**CONTACT:** Dean C.B. Johnston  
Management Training Course  
School of Business Administration  
The University of Western Ontario  
LONDON, Ontario N6A 3K7  
Tel: (519) 679-2971 or 3904

## THE UNIVERSITY OF WESTERN ONTARIO; SENIOR UNIVERSITY ADMINISTRATORS' COURSE

- SPONSOR: School of Business Administration
- LOCATION: London, Ontario
- DURATION: 2 weeks
- DATE: June
- TUITION: \$1,850 incl. room & meals
- PARTICIPANTS: Top Management

**TOPICS:** "The problems of administration are approached as an integrated whole"

- Financial Administration
- Planning and Control
- Organizational Behaviour
- Management in the Public Arena
- Labour Relations

**CONTACT:** Dr. John R. Kennedy  
Director, Senior University Administrators' Course  
The University of Western Ontario  
School of Business Administration  
LONDON, Ontario N6A 3K7  
Tel: (519) 679-3225 or 3909

## YORK UNIVERSITY; YORK PROFESSIONAL MANAGEMENT INSTITUTE

- SPONSOR: Faculty of Administrative Studies
- LOCATION: Toronto, Ontario
- DURATION: 2 weeks
- DATE: May
- TUITION: \$2,400 incl. room & meals and all physical fitness facilities
- PARTICIPANTS: Middle and Upper Managers

**TOPICS:** The Manager and Management Role  
Canada's Economic Outlook (Short and Long Term)  
Behavioural Sciences  
The Art of Negotiating  
Strategy; Concepts and Practice

**CONTACT:** Professor Elmer S. Phillips  
Director, Division of Executive Development  
Faculty of Administrative Studies  
York University  
4700 Keele Street  
DOWNSVIEW, Ontario M3J 2R6  
Tel: (416) 667-2432

## DALHOUSIE UNIVERSITY; THE MANAGEMENT OF MANAGERS AND PROFESSIONALS

- SPONSOR: Advanced Management Center
- LOCATION: Dalhousie University, Halifax, N.S.
- DURATION: One week
- DATE: June
- TUITION: \$1,250 incl. room & meals
- PARTICIPANTS: Middle and Senior Management

**TOPICS:** The Workplace  
The Individual  
The Organization  
The Challenge  
The Future

## DALHOUSIE UNIVERSITY; THE MANAGEMENT OF MANAGERS AND PROFESSIONALS cont.

**CONTACT:** Mr. Don C. Mills  
Program Director, Advanced Management Centre  
Dalhousie University  
1261 Seymour Street  
HALIFAX, Nova Scotia B3H 3J5 Canada  
Tel: (902) 424-2410

## MCMASTER UNIVERSITY; HUMAN RESOURCE MANAGEMENT

- SPONSOR: School of Business
- LOCATION: Hamilton, Ontario
- DURATION: 2 weeks
- DATE: June
- TUITION: \$1,800 incl. lunch & dinners + \$25/day for accommodation with breakfast included
- PARTICIPANTS: Middle Managers

**TOPICS:** Human Resource Planning  
Recruitment, Selection and Dismissal  
Compensation Management  
Time Management  
Collective Bargaining  
Stress Management

**CONTACT:** Dr. R.E. Ross, Associate Dean  
McMaster University  
School of Business  
HAMILTON, Ontario L8S 4M4  
Tel: (416) 525-9140

## MCMASTER UNIVERSITY; MANAGING SMALL AND MEDIUM SIZED ENTERPRISES

- SPONSOR: School of Business
- LOCATION: Hamilton, Ontario
- DURATION: 2 weeks
- DATE: May
- TUITION: \$1,800 incl. lunch & dinners + \$25/day for accommodation with breakfast included
- PARTICIPANTS: Middle and Upper Managers

**TOPICS:** Entrepreneurship  
Managing a Small Workforce  
Marketing and Sales  
Legal Aspects  
Management Accounting and Control Systems  
Using a Computer in Small Business  
Business Strategy

**CONTACT:** Dr. R.E. Ross, Associate Dean  
McMaster University  
School of Business  
HAMILTON, Ontario L8S 4M4  
Tel: (416) 525-9140

## MCMASTER UNIVERSITY; MARKETING MANAGEMENT

- SPONSOR: School of Business
- LOCATION: Hamilton, Ontario
- DURATION: 2 weeks
- DATE: May
- TUITION: \$1,800 incl. lunch & dinners + \$25/day for accommodation with breakfast included
- PARTICIPANTS: Line & Staff personnel (middle management)

**TOPICS:** Strategic Marketing  
Marketing Research for Marketing Decision Support  
New Product Management  
Expanding your Markets through Distribution  
Pricing  
International Sales



MCMASTER UNIVERSITY; MARKETING MANAGEMENT cont.

CONTACT: Dr. R.E. Ross, Associate Dean  
McMaster University  
School of Business  
HAMILTON, Ontario L8S 4M4  
Tel: (416) 525-9140

UNIVERSITY OF TORONTO: HUMAN RESOURCE MANAGEMENT

- SPONSOR: Faculty of Management Studies
  - LOCATION: Toronto, Ontario
  - DURATION: One week
  - DATE: Spring
- TUITION: \$1,300 incl. room and meals
  - PARTICIPANTS: Middle Level Management

TOPICS: The Human Resource Cycle and Information Systems  
Staffing; Training and Development, Counselling and Discipline  
Job Enrichment and Career Planning  
Compensation

CONTACT: Ms. Nora A. Seymour  
Assistant Dean, Executive Development  
Faculty of Management Studies  
University of Toronto  
246 Bloor Street West  
TORONTO, Ontario M5S 1V4  
Tel: (416) 978-6586

THE UNIVERSITY OF WESTERN ONTARIO; MANAGING HUMAN RESOURCES

- SPONSOR: School of Business Administration
  - LOCATION: London, Ontario
  - DURATION: 3 weeks
  - DATE: June
- TUITION: \$3,500 incl. room & meals except for Saturday dinners
  - PARTICIPANTS: Upper Middle and Senior Management

TOPICS: Manufacturing and Operations Management  
Accounting and Financial Management  
Business Policy and Marketing  
Strategic Human Resource Management  
Personnel Management  
Employee and Industrial Relations

CONTACT: Dr. Jeffrey Gandez  
Director, Managing Human Resources Course  
The University of Western Ontario  
School of Business Administration  
LONDON, Ontario N6A 3K7  
Tel: (519) 679-2978 or 3909

UNIVERSITY CERTIFICATE PROGRAMS

## UNIVERSITY CERTIFICATE PROGRAMS

This section is a guide to certificate programs related to the subject of Management as offered by Universities and Colleges throughout Canada. Certificates in Management, Business Studies, Personnel Management, Business Administration, Public Sector Management are just a sample of programs listed, however only a selected sample of courses and objectives in each program is illustrated.

Universities and Colleges are arranged alphabetically in this section. For further information regarding entrance requirements and fees or for general information and details, consultation with the individual calendars is recommended.

## UNIVERSITY CERTIFICATE PROGRAMS

### ACADIA UNIVERSITY

School of Business Administration  
Wolfville, Nova Scotia  
B0P 1X0 Tel: (902) 542-2201

- Certificate in Management
- Objective

To allow part-time students an overview of business organizations and management principles.

**Some Courses**     Accounting Principles  
Introduction to Business Decision Making  
Marketing Principles and Problems  
Organizational Behaviour & Production Principles  
Quantitative Analysis for Business Decisions

**Area of Potential Specialization**     None, general program only.

### CONCORDIA UNIVERSITY

Sir George Williams Campus  
1455 Maisonneuve Blvd. W.  
Montréal, Québec  
H3B 1M8 Tel. (514) 482-0320

- Certificate in Business Studies (1 yr.)
- Minor in Business Studies (1 yr.)

- Objective in Certificate in Business Studies

To give students a brief overview of business procedures.

**Some Courses**     Accounting & Finance  
Quantitative Methods Analysis  
Economics  
Marketing  
Management

**Area of Potential Specialization**     None, general program only.

- Objective of Minor in Business Studies

Similar to above.

**Some Courses**     Similar to above.

**Area of Potential Specialization**     None, general program only.

### MCGILL UNIVERSITY

Centre of Continuing Education  
3461 McTavish Street  
Montréal, Québec  
H3A 1Y1 Tel: (514) 293-4311

- Certificate in Management (1 yr.)

- Objective

To prepare students for positions in general management and to set the stage for further management education. It presents a broad survey of underlying disciplines and an introduction to the functional areas in management.

## UNIVERSITY CERTIFICATE PROGRAMS

### MCGILL UNIVERSITY cont.

**Some Courses** Will vary depending upon electives chosen.  
Accounting & Finance  
Organizational Behaviour  
Economics & Management Statistics  
Marketing and Production Management  
Business Law

**Area of Potential Specialization** None, general program.

### MCMASTER UNIVERSITY

School of Adult Education  
Hamilton, Ontario  
L8S 4K1 Tel: (416) 525-9140

- Certificate in Personnel Management
- Canadian Institute of Certified Administrative Managers (CAM) program
- Canadian Institute of Management (CIM) program (4 yrs.)

- **Objective of the Certificate in Personnel Management**

To allow practitioners, in personnel and industrial relations, to seek higher qualifications with emphasis on critical analysis and applications of principles to case studies.

**Some Courses** Various electives  
Economics  
Understanding Human Behaviour  
Administrative Theory  
Employee Relations

**Area of Potential Specialization** None, general program only.

**Note** Open Certificate: "Students who wish to embark on a program of study to meet specific needs, which are not covered within the traditional Certificate Programmes, may work towards an Open Certificate."

- **Objective of the Canadian Institute of Certified Administrative Managers Program**

To develop a person in managerial skills and to give ultimate professional recognition of qualified persons in the professional management field.

**Some Courses** Electives  
Business Finance & Control  
Economics  
Administrative Theory

**Area of Potential Specialization** None, general program only.

- **Objective of the Canadian Institute of Management Program**

To give students a broad knowledge of the major fields of study that leads to a certificate in management and administration (CIM designation).

**Some Courses** Canadian Business Concepts  
Accounting, Finance & Law  
Organizational and Human Behaviour  
Operations Management & Marketing  
Policy Formulation & Administration

**Area of Potential Specialization** None, general program only.

## UNIVERSITY CERTIFICATE PROGRAMS

### MOUNT SAINT VINCENT UNIVERSITY

Halifax, Nova Scotia  
B3M 2J6 Tel: (902) 443-4450

- Certificate in Business Administration (1 yr.)
- **Objective**

To give the student a basic introduction to the concepts of business administration.

**Some Courses** Elective  
Introduction to Marketing, Accounting and Business Administration  
The Process of Management  
Introduction to Economics

**Area of Potential Specialization** None, general program only.

### RYERSON POLYTECHNICAL INSTITUTE

Continuing Education  
50 Gould Street  
Toronto, Ontario  
M5B 1E8 Tel: (416) 979-5136

- Certificate in Business Administration
- **Objective**

To provide a broad education for those planning a career in business. The program is ideal for those already employed in business and industry who wish to expand their knowledge of business concepts and practices.

**Some Courses** Will vary depending upon previous experience/education & electives chosen.  
Accounting  
Communications  
Economics  
Management

**Area of Potential Specialization** None, general program only.

### SASKATCHEWAN INDIAN FEDERATED COLLEGE

Department of Indian Management and Administration  
University of Regina  
College West 127  
Regina, Saskatchewan  
S4S 0A2 Tel: (306) 584-8333

- Certificate in Administration\*.
- **Objectives**

To enable the student to adapt the positive management techniques and practices of today to the special needs and priorities of Indian Program Administrators, Indian Band Administrators and Native Business Entrepreneurs. The dynamics of Indian organizational structures and relationships are studied and analyzed in terms of their applications to modern day administrative/management requirements.

**Some Courses** Will vary depending upon electives chosen.  
Principles of Band Management  
Introduction to Administration and Organizational Behaviour  
Band Business Development and Business Writing Skills  
Federal Policy and Financial/Administrative Development for Bands

**Areas of Potential Specialization** None, general program only.

\*Note: The Certificate in Administration is also offered by correspondence.



UNIVERSITY CERTIFICATE PROGRAMS

THE UNIVERSITY OF CALGARY

Continuing Education  
2500 University Drive N.W.  
Calgary, Alberta  
T2N 1N4 Tel: (403) 284-5431

- Management Development Certificate (approx. 3 yrs on a part time evening basis).

- Objectives

To meet the training needs of those who are making the transition from more specialized positions to the area of general management. It is intended to provide an intensive review of management functions and to assist the student to develop the skills and understanding which will contribute towards his professional development as a manager or executive.

**Some Courses** Will vary depending upon area of specialization  
Business Management  
Accounting  
Economics  
Human Behaviour in Organizations

**Areas of Potential Specialization** General  
Personnel Administration  
Business Data Processing  
Tourism and Hospitality Management  
Human Resource Development

THE UNIVERSITY OF LETHBRIDGE

School of Management  
4401 University Drive  
Lethbridge, Alberta  
T1K 3M4 Tel: (403) 329-2231

- General Management Certificate (Max. 5 yrs.)
- Human Resources Certificate (Max. 5 yrs.)
- Management Development Certificate

- Objective of the General Management Certificate

To provide individuals, especially working adults with an opportunity to engage in systematic and co-ordinated study that will provide a framework for theoretical analysis of general management principles.

**Some Courses** Accounting  
Economics  
Management  
Management & Society  
Electives

**Area of Potential Specialization** None, general program only

- Objective of the Human Resources Certificate

Same as above.

**Some Courses** Organizational Behaviour  
Private/Public Sector Labour Relations  
Collective Bargaining & Collective Agreement Arbitration  
Personnel Administration  
Individual Employment Relations

**Area of Potential Specialization** None, general program only.

UNIVERSITY CERTIFICATE PROGRAMS

THE UNIVERSITY OF LETHBRIDGE cont.

- Objective of the Management Development Certificate

To meet the needs for training of those working in or making the transition to the area of general management and to assist the student in professional development as a business manager or executive.

For more information please contact the University.

THE UNIVERSITY OF MANITOBA

Continuing Education Division  
Winnipeg, Manitoba  
R3T 2N2 Tel: (204) 474-9921

- Certificate Program in Management & Administration
- Certificate in Quality Assurance Management (1 yr.)
- Certificate Program in Public Sector Management (3 yrs.)
- University Certificate Program in Management (3 yrs.)

- Objective of the Certificate Program in Management and Administration

To provide business men and women the opportunity to develop their managerial knowledge and skills and who have not had previous opportunities to pursue a co-ordinated, intensive management development program. Graduates (who will become accredited members of the Canadian Institute of Management) should have a broader knowledge base and be more effective in managing human and physical resources in the future.

**Some Courses** Accounting  
Communications & Law  
Management Principles & Practices  
Electives

**Area of Potential Specialization** None, general program only.

- Objective of the Certificate in Quality Assurance Management

To provide a broad framework for modern quality assurance program planning and implementation and to provide an introduction, understanding and working knowledge of quality control principles, procedures and management practices.

**Some Courses** Quality Assurance Planning  
Quality Control Principles & Procedures  
Electives

**Area of Potential Specialization** None, general program only.

- Objective of the Certificate Program in Public Sector Management

To allow participants to deal with various practical issues in their work situation by enhancing their management skills and to assist them in conceptualizing the interface between public and private sectors.

**Some Courses** Management in the Public Sector  
Human Dynamics in Organizations  
Public Finance & Budget Controls  
Public Policy & its Implementation  
Electives

**Area of Potential Specialization** None, general program only.

- Objective of the University Certificate Program in Management\*

To help the participant cultivate knowledge, understanding and attitudes which are fundamental to the development of competent and responsible managers.

**THE UNIVERSITY OF MANITOBA cont.**

The Canadian Environment  
Management Practice  
Accounting for Managers  
Human Behaviour at Work  
Management Decision Making & Business Policy  
Electives

<b>Area of Potential Specialization</b>	None, general program only.
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UNIVERSITY OF NEW BRUNSWICK

<b>Fredericton Campus</b> College Hill, Box 4400 Fredericton, New Brunswick E3B 5A3 Tel: (506) 453-4995	<b>Saint John Campus</b> Tucker Park, Box 5050 Saint John, New Brunswick E2L 4L5 Tel: (506) 657-7310
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- Certificate in Business Administration — Level I (1 yr.)  
— Level II (1 yr.)

**For more information write to:**

The Faculty of Administration OR The Department of Extension and Summer Sessions  
P.O. Box 4400  
FREDERICTON, New Brunswick  
E3B 5A3

Ottawa, Ontario  
K1N 6N5 Tel: (613) 231-3925

- Certificate in Business Administration (1-2 yrs. part-time)
- Certificate in Labour-Management Relations (1-2 yrs. part-time)
- Certificate in Public Administration (1-2 yrs. part-time)
- Advanced Certificate in Public Administration (1-2 yrs. part-time)

- **Objectives (of all certificate programs)**

To provide some academic background in Management for those working in the private or public sectors who are pursuing or who wish to pursue a career in Management.

Varies depending upon certificate pursued.  
Organizations in Society & in Behaviour  
Economics  
Personnel Management

<b>Area of Potential Specialization</b>	None, general program only.
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Saskatoon, Saskatchewan  
S7N 0W0 Tel: (306) 343-2100

- Certificate in Business Administration (4 yrs. part-time)
- **Objective**

To expose participants to a wide array of business topics. Courses offered in this program are recognized as meeting some or all of the requirements for certificates offered by a number of national organizations.

## UNIVERSITY OF SASKATCHEWAN cont.

**For further information contact:**

110 Kirk Hall  
University of Saskatchewan  
SASKATOON, Saskatchewan  
S7N 0W0

Windsor, Ontario  
N9B 3P4 Tel: (519) 253-4232

- Certificate in Business Administration (min. 3 yrs.)

- **Objective of the Certificate in Business Administration**

To provide part time students a broad overview of business, its problems, solutions and general procedures.

Electives  
Economics  
Accounting  
Management & Personnel Administration

**Area of Potential Specialization** None, general program only.

Continuing Education and Community Services  
515 Portage Avenue  
Winnipeg, Manitoba  
R3B 2E9 Tel: (204) 786-7811

- Certificate in Administrative Management (Max. 5 yrs.)

- **Objective**

To enable those recently appointed to administrative management or supervisory positions and to employees who are either self-identified or employer-identified as having potential for appointment to these positions, to gain further education.

Communications  
Management  
Information Systems  
The Organization (Psychology and Sociology)  
Various electives

## **UNIVERSITY DEGREE PROGRAMS**



## UNIVERSITY DEGREE PROGRAMS

This section is a guide to degree programs related to the subject of Management as offered by Universities and Colleges throughout Canada. Specifically Bachelor of Commerce, Bachelor of Business Administration, Bachelor of Administration, Master of Administration and Diplomas in Administration and all relevant programs are listed. Only a selected sample of courses and objectives in each program focusing on Management is given.

Provinces are listed from East to West and within each province the universities and colleges are arranged alphabetically. For further information regarding entrance requirements, fees, general information and details, consultation with the individual calendars is recommended.

The Association of Universities and Colleges of Canada can provide supplementary information concerning university degree programs. They may be contacted at:

Association of Universities and Colleges of Canada  
151 Slater Street  
Ottawa, Ontario  
K1P 5N1 Tel: (613) 563-1236

### MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Elizabeth Avenue  
St. John's, Newfoundland  
A1B 3X8 Tel: (709) 753-1200

- Bachelor of Commerce (5 yrs.)
- Master of Business Administration (2 yrs.)

#### • Objective of Bachelor of Commerce\*

To provide the graduate with the ability to identify, analyze problems and opportunities and to collect the relevant data; to develop an awareness of the subtle interplay of influence, persuasion and power in organizations, to be sensitive to the social, cultural and governmental environment and to be able to recognize and respond to change.

**Some Courses** Will vary depending on focus of studies.  
Accounting and Finance  
Economics and Marketing  
Business Law and Statistics  
Communications  
Organizational Behaviour and Quantitative Analysis

**Areas of Potential Specialization** Marketing  
Management and Industrial Relations  
General  
Quantitative Methods, Production & Computer Science

#### • Objective of Master of Business Administration

To train the candidate so that she/he is able to work at a professional job effectively.

\*NOTE: There is a Honours Degree of Bachelor of Commerce for higher than average academic achievement.

**Some Courses** Will depend upon area of study  
Accounting and Finance  
Business Economics and Marketing  
Management Science  
Organizational Behaviour and Development

**Area of Potential Specialization** To be discussed with the faculty and the student.

**UNIVERSITY OF PRINCE EDWARD ISLAND**

Charlottetown, Prince Edward Island  
C1A 4P3 Tel: (902) 892-4121

- Bachelor of Business Administration (4 yrs.)

- **Objective**

To develop the student's knowledge through a concentration in Business Administration and related subject areas.

**Some Courses** Economics & Marketing  
Accounting & Finance  
Business Law, Mathematics, Policy and Administration  
Computer Science  
Human Relations  
Electives

**Area of Potential Specialization** Accounting  
French option  
General

**ACADIA UNIVERSITY**

Wolfville, Nova Scotia  
B0P 1X0 Tel: (902) 542-2201

- Bachelor of Business Administration (4 or 5 yrs.) BBA
- Bachelor of Business Administration with Honours BBAH

- **Objective of Bachelor of Business Administration**

To provide a foundation in liberal arts together with the study of business organization and management principles. A broad and substantial background is thus provided for the graduate entering industry, government service or further study.

**Some Courses** Accounting and Finance  
Marketing & Management  
Organizational Behaviour  
Business Law

**Areas of Potential Specialization** Accounting  
Finance  
Marketing  
Information Systems  
Management

- **Objectives of the Bachelor of Administration with Honours**

To develop outstanding and independent student achievement, to enrich the educational program of the student in breadth and depth beyond the normal program, and to encourage the superior student to work to maximum potential so as to increase his opportunities for graduate work and for challenging positions in business, industry, and the civil service.

**Some Courses** Similar to above but in more depth.

**Area of Potential Specialization** Same as above.

**DALHOUSIE UNIVERSITY**

Halifax, Nova Scotia  
B3H 2A1 Tel: (902) 424-2211

- Bachelor of Commerce; with and without Honours (4 yrs.)
- Masters of Business Administration (1 - 2 yrs.)

- **Objective of Bachelor of Commerce (with and without Honours)**

To draw out the principles which govern traditional and contemporary practice. The principles are related to current developments in the business, government and society at large, and special discussion meetings are arranged in which recognized authorities participate.

**Some Courses** Will vary depending upon area of specialization.  
Accounting and Finance  
Organizational Behaviour, Theory and Buyer Behaviour  
Marketing  
Economics  
Law and Taxation  
Operations Management Resources

**Areas of Potential Specialization** General Program  
Accounting  
Economics  
Finance  
Management  
Marketing  
Public Sector Management  
Quantitative Methods  
Computer Science in Commerce  
Small Business Administration

## DALHOUSIE UNIVERSITY cont.

- **Objective of the Masters of Business Administration**

To develop effective managers. The program concentrates on developing the ability of students to make sound decisions and judgements in the analysis and evaluation of decision-making data.

**Some Courses** Will vary depending upon students past experience/education, option and electives chosen  
Operations Research and Management  
Marketing and Management  
Accounting & Finance  
Economics & Statistics

**Area of Potential Specialization** General Program  
Accounting  
Finance  
Management  
Marketing  
Quantitative Methods  
International Business

See Section entitled: "University Executive Development Programs — General Management" about The Mid-Management Development Program and the Atlantic Summer School Executive Development Program, as well as the section entitled "Executive Development Program — Functional Management" about The Management of Managers and Professionals Program.

## MOUNT SAINT VINCENT UNIVERSITY

Halifax, Nova Scotia  
B3M 2J6 Tel: (902) 443-4450

- Bachelor of Business Administration (4 yrs.)
- Diploma in Business Administration

- **Objective of Bachelor of Business Administration**

To provide specialized training in the principles and the practices of management for the effective operation of the business organization.

**Some Courses** Various electives  
Accounting & Finance  
Business Mathematics, Policy & Law  
Production and Operations Management  
Marketing & Economics

**Area of Potential Specialization** None, general program only.

- **Objective of the Diploma in Business Administration**

To increase and enrich the knowledge acquired in the certificate program and to develop more effective managerial skills.

**Some Courses** Similar to above with slight variations and in lesser depth.

**Area of Potential Specialization** None, general program only.

## ST. FRANCIS XAVIER UNIVERSITY

Antigonish, Nova Scotia  
B2G 1C0 Tel: (902) 442-7331

- Bachelor of Business Administration (4 yrs.)
- Bachelor of Business Administration — Honours (4 yrs.)

- **Objective of Bachelor of Business Administration**

To develop the analytic ability of the student and to provide the graduate with an understanding of organizations as an integrated unit.

## ST. FRANCIS XAVIER UNIVERSITY cont.

**Some Courses** Finance & Accounting  
Marketing  
Organizational Behaviour, Development and Design  
Law and Taxation  
Managerial Behaviour

**Areas of Potential Specialization** General Program  
Accounting  
Management  
Economics  
Information Systems

- **Objective of Bachelor of Business Administration (Honours)**

Same as above but in more depth.

**Some Courses** Similar to above with slight variation.

**Area of Potential Specialization** Accounting  
Management

## SAINT MARY'S UNIVERSITY

Halifax, Nova Scotia  
B3H 3C3 Tel: (902) 429-9780

- Bachelor of Commerce (with & without Honours) (4 yrs.)
- Master of Business Administration (2-4 yrs.)

- **Objective of Bachelor of Commerce (with & without Honours)**

To prepare students for meaningful careers in business and government coupled with a broad educational foundation in English, mathematics and other basic arts and science subjects and to study a common body of business and economic knowledge.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Economics  
English  
Quantitative Methods & Mathematics  
Organizational Behaviour & Management

**Area of Potential Specialization** Accounting  
Finance  
Management  
Management Science  
Marketing  
Business Administration

- **Objective of Master of Business Administration**

To provide an intellectual and social environment in which the student can discover how to develop potential for effective management. Both a generalist and specialist program is offered.

**Some Courses** Depends upon previous experience/education, option and electives chosen.  
Accounting & Finance  
Economics  
Management Science & Organizational Development  
Marketing

**Areas of Potential Specialization** Accounting  
Economics  
Management  
Management Science  
Marketing



UNIVERSITY COLLEGE OF CAPE BRETON

P.O. Box 5300  
Sydney, Nova Scotia  
B1P 6L2 Tel: (902) 539-5300

- Diploma of Business Administration (2 yrs.)
- **Objective**

To equip students with the fundamental tools and training in areas of modern business that will allow graduates to adapt readily to enumerable business occupations.

**Some Courses** Will vary depending upon option and electives chosen.  
Accounting & Economics  
Marketing  
Data Processing, Office Systems & Equipment  
Business Math and Business Organizations  
Management and Business Law

**Areas of Potential Specialization** Accounting  
Business Management  
Data Processing  
Marketing

UNIVERSITÉ STE-ANNE

Church Point  
Digby, Nova Scotia  
B0W 1M0 Tel: (902) 769-2114

- Bachelor of Arts with Major in Commerce (3 yrs.)
- Diploma in Business Administration (2 yrs.)
- Bachelor of Business Administration Degree (4 yrs.)

- **Objective of Bachelor of Arts with Major in Commerce**

To provide a basic liberal arts education emphasizing the two official languages; English and French, and their respective literatures while at the same time providing an opportunity for the student to build up his/her knowledge and expertise in the areas of Commerce and Business Administration.

**Some Courses** Varies significantly depending upon the interests of the student.

**Area of Potential Specialization** None, general program only.

- **Objective of the Diploma in Business Administration**

To prepare students for employment in financial institutions, the public service and business institutions and to offer courses to the student related to the world of business. A number of courses in French and English are included in the program so that students are able to function in both languages.

**Some Courses** Accounting, Taxation and Finance  
Economics  
Business Law  
Management  
Electives

**Areas of Potential Specialization** None, general program only.

- **Objective of Bachelor of Business Administration**

To provide the student with a training in general business administration, emphasizing the needs and concerns of the owners, managers and employees of small business.

UNIVERSITÉ STE-ANNE cont.

**Some Courses** Same as above as well as:  
Business Math  
Organizational Behaviour  
Personnel Administration

**Area of Potential Specialization** None, general program only.

MOUNT ALLISON UNIVERSITY

Sackville, New Brunswick  
EOA 3C0 Tel: (506) 536-2040

- Bachelor of Commerce (4 yrs.)
- Bachelor of Commerce Honours (4 yrs.)
- **Objective of Bachelor of Commerce**

To explore with students the nature of the business world, and thus help them acquire administrative knowledge and skills. Studies focus on the process of effective problem solving and decision making in the business environment through the development of management systems which combine quantitative analysis and human judgement.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting and Management  
Law and Taxation  
Marketing and Management  
Consumer and Organizational Behaviour  
Quantitative Analysis for Business Decisions

**Areas of Potential Specialization** Financial Accounting  
Marketing Management  
Economics  
Computer Science and Modelling methods  
Engineering Science  
Optional area of study depending upon the student

- **Objective of Bachelor of Commerce Honours**  
Same as above except it is designed for exceptional students who wish a more in depth study.  
**Some Courses** Same as above with slight variation.  
**Areas of Potential Specialization** Financial Accounting  
Marketing — Management  
Economics

UNIVERSITY OF NEW BRUNSWICK

Fredericton Campus College Hill, Box 4400 Fredericton, New Brunswick E3B 5A3 Tel: (506) 453-4995	Saint John Campus Tucker Park, Box 5050 Saint John, New Brunswick E2L 4L5 Tel: (506) 657-7310
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- Bachelor of Business Administration (4 yrs.)
- **Objective**  
To make students aware of the economic, social and government framework within which business operates, as well as to give them a knowledge of the principles and practices of business management. Offered at both campuses.  
**Some Courses** Accounting and Finance  
Industrial Relations and Organizational Behaviour  
Marketing and Management  
Operations Research  
Law  
Statistics  
**Areas of Potential Specialization** Business Administration and Accounting  
Business Administration and The Law

BISHOP'S UNIVERSITY

Lennoxville, Québec  
J1M 1Z7 Tel: (819) 569-9551

- Bachelor of Business Administration (3 yrs.)
- Bachelor of Business Administration (Honours) (4 yrs.)
- Bachelor of Arts (Majoring in Business) (3 yrs.)
- Bachelor of Arts (Minor in Business) (3 yrs.)

- **Objective of Bachelor of Business Administration**  
To prepare students for positions of responsibility in business by studying liberal arts and a concentration of business courses.

**Some Courses** Will vary depending upon area of potential specialization and electives chosen.  
Accounting and Finance  
Marketing  
Management  
Management Science  
Business Mathematics, Statistics and Law

**Areas of Potential Specialization** Accounting  
Finance  
Management  
Management Sciences  
Marketing

- **Objective of Bachelor of Business Administration (Honours)**  
Same as above but higher grades are required.  
**Some Courses** Similar to above but in more depth.  
**Areas of Potential Specialization** Same as above.
- **Objective of Bachelor of Arts (Majoring in Business)**  
To allow greater flexibility in course selection for those students who desire less concentration in business administration.  
**Some Courses** Similar to above but more freedom in choice selection is allowed.  
**Areas of Potential Specialization** Same as above.
- **Objective of Bachelor of Arts (Minor in Business)**  
Same as for the Bachelor of Arts (Majoring in Business) except more flexibility is allowed.  
**Some Courses** Similar to above but more freedom in choice selection is allowed.  
**Areas of Potential Specialization** Same as above.

CHAMPLAIN REGIONAL COLLEGE

1257 Nord B. W.  
Queen, C.P. 5000  
Sherbrooke, Québec  
J1H 5N1 Tel: (819) 563-9661

- Commerce (pre-university program) (2 yrs.)
- Diploma in Business Administration (3 yrs.)
- **Objective of Commerce pre-University Program**  
To prepare students for entrance into a Business Administration or Commerce Program at a university. Exemption from some university courses will be given based on marks and programs taken.

## CHAMPLAIN REGIONAL COLLEGE cont.

**Some Courses** Mathematics  
Law  
Economics and Accounting  
Marketing  
Various electives

**Area of Potential Specialization** None — Specialization may be available at the university to which the student transfers to.

- **Objective of the Diploma in Business Administration**

To expose students to a broad spectrum of both general and business orientated courses and to permit them to specialize in the particular phase of the business world in which they plan to make a career.

**Some Courses** Will vary depending upon area of specialization.  
Accounting and Finance  
Mathematics  
English and Humanities  
Economics  
Operations and Personnel Management

**Areas of Potential Specialization** Finance  
Personnel  
Marketing

## CONCORDIA UNIVERSITY

Sir George Williams Campus  
1455 Maisonneuve Blvd. W.  
Montréal, Québec  
H3B 1M8 Tel: (514) 482-0320

- Bachelor of Commerce (4 yrs.)
- Bachelor of Administration (4 yrs.)
- Minor in Business Studies (1 yr.)
- Master in Business Administration (2 yrs.)

- **Objective of Bachelor of Commerce**

To educate students in a broad range of business, analytical, qualitative and interpersonal skills. It is a more structured and professionally orientated program than the Bachelor of Administration.

**Some Courses** Accounting and Finance  
Quantitative Methods Analysis (Statistical, Research, Processing)  
Economics  
Marketing  
Management (Personnel, Law, Administrative, Resource & Entrepreneurial)

**Areas of Potential Specialization** Accounting  
Economics  
Finance  
Administrative Management  
Human Resource Management  
Marketing  
Quantitative Methods

- **Objective of Bachelor of Administration**

To develop objectives and strategies, organize people and resources, direct an organization's activities and control these activities as well as to appraise these objectives and strategies in the light of results. It allows the student to follow the basic administrative courses of Bachelor of Commerce, yet it allows students to pursue minor concentrations of study in an area of interest.

**Some Courses** Similar to above.

**Areas of potential specialization** Same as above.

## CONCORDIA UNIVERSITY cont.

- **Objective of Minor in Business Studies**

Similar to above but less concentration in study.

**Some Courses** Similar to above.

**Area of Potential Specialization** None, general program only.

- **Objective of Masters of Business Administration**

To expose students to a well designed core of business subjects.

**Some Courses** Will vary depending upon previous experience/education and electives chosen.  
Management Policy  
Accounting and Finance  
Business Research Methods  
Management and Organization Theory/Behaviour  
Statistics and Operations Research

**Area of Potential Specialization** None, general program only.

## MCGILL UNIVERSITY

845 Sherbrooke St. W.  
Montréal, Québec  
H3A 2T3 Tel: (514) 293-4311

- Bachelor of Commerce (3 yrs.)
- Diploma in Management (Applied)
- Master of Business Administration Degree (2 yrs.)

- **Objective of Bachelor of Commerce**

To give students an opportunity to master new management techniques by offering "core" subjects that teach management skills which every manager should have and by offering courses that allow students to specialize and remain broadly educated.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Organizational Behaviour Policy  
Statistics & Economics  
Communications  
Marketing & Management Science

**Area of Potential Specialization** Accounting  
Entrepreneurship  
Finance  
International Business  
Labour Management Relations  
Management Information Systems  
Management Policy  
Management Science  
Marketing  
Organizational Behaviour and Personnel  
Public Sector Management  
Urban Analysis and Real Estate

- **Objective of the Diploma in Management (Applied)**

To provide conceptual and applied training in management to those graduate students whose work is primarily administrative and managerial and who wish to continue their studies on a part-time basis.



MCGILL UNIVERSITY cont.

- Some Courses

Will vary depending upon previous experience/education and electives chosen  
Economics and Applied Management Statistics  
Finance and Accounting  
Organizational Behaviour/Policy  
Information Systems for Managers
- Area of Potential Specialization

None, general program
- Objective of Master of Business Administration (MBA)

Similar to above.

Some Courses

Similar to above but students decide area of specialization in Year 2 via electives chosen.

Areas of Potential Specialization

Will depend upon electives chosen by the student.

See Section entitled: "University Executive Development Programs — General Management" about The Senior Managers Program.
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- UNIVERSITY DEGREE PROGRAMS

— ONTARIO
- ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
- 1385 Woodroffe Ave.  
Ottawa, Ontario  
K2G 1V8 Tel: (613) 725-7432
- Diploma in Business Administration (3 yrs.)

• Diploma in Business (2 yrs.)

• Objective of Diploma in Business Administration

To provide students with a basic education in business administration coupled with specialization in a specific area.

Some Courses

Will vary depending upon area of specialization.  
Accounting and Finance  
Marketing and Business Law  
Economics  
Communications  
Statistics/Introduction to Computers and Programming

Areas of Potential Specialization

Accounting  
Data Processing  
General Business  
Management Studies  
Marketing

• Objective of the Diploma in Business

Similar to above.

Some Courses

Will vary depending upon area of specialization.  
Accounting  
Economics  
Communications  
Business Math  
Marketing and Retail Management

Area of Potential Specialization

Accounting  
Data Processing  
Marketing  
Retail Management

BROCK UNIVERSITY

Merritville Highway  
St. Catharines, Ontario  
L2S 3A1 Tel: (416) 688-5550

• Bachelor of Administration — Honours (4 yrs.)

• Objective

To provide students with a strong academic background as well as to prepare them for a career in the broad field of administration.

Some Courses

Will vary depending upon area of specialization and electives chosen.  
Accounting and Finance  
Business Math, Law and Personnel  
Marketing  
Economics

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**BROCK UNIVERSITY cont.**

<b>Areas of Potential Specialization</b>	Accounting Computer Science Finance General Management Marketing Organizational Behaviour/Personnel Quantitative Analysis
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**NOTE:** It is possible for students holding a degree in an area other than business, commerce or administration to get a Bachelor of Administration degree in 2 years provided that they have at least 10 credits acceptable to Brock University.

**CARLETON UNIVERSITY**

Ottawa, Ontario  
K1S 5B6 Tel: (613) 231-4321

- Bachelor of Commerce with Honours (4 yrs.)
- Masters in Business Administration

- **Objectives of Bachelor of Commerce with Honours**

To provide a broad foundation in the business academic disciplines and to the functional areas of management.

<b>Some Courses</b>	Will vary depending upon area of specialization and electives chosen. Accounting and Finance Marketing and Economics Business Law and Statistics Management Science Communications and Organization Behaviour
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<b>Areas of Potential Specialization</b>	Accounting Finance General Human Resource Information Systems Marketing International Business Operations Management
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- **Objectives of Masters in Business Administration**

Objectives and courses depend upon the individual and must be selected through consultation with the members in the School of Business.

**HUMBER COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

205 Humber College Blvd.  
Rexdale, Ontario  
M9W 5L7 Tel: (416) 675-3111 ext. 302.

- Business Administration (3 yrs.)

<b>Areas of Potential Specialization</b>	Economics Management Studies
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- General Business (2 yrs.)

<b>Areas of Potential Specialization</b>	Business Management Manufacturing Personnel Management Legal Assistant
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- Marketing (2 yrs.)
- Office Administration Programs

For more information please contact the college.

**HURON COLLEGE**

London, Ontario  
N6G 1H3 Tel: (519) 438-7224

- Bachelor of Arts in Honours Business Administration (4 yrs.)

- **Objective**

To continue in the liberal education of the student and to help the student acquire an administrative view by acquainting the student with the modern body of knowledge and techniques for management.

<b>Some Courses</b>	Will vary depending upon area of specialization and electives chosen. Economics Statistics Marketing Accounting and Politics Operations Management
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<b>Areas of Potential Specialization</b>	Social organization and Human Relations Public Administration and Public Policy Financial Studies
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**LAKEHEAD UNIVERSITY**

Oliver Road  
Thunder Bay, Ontario  
P7B 5E1 Tel: (807) 345-2121

- Honours Bachelor of Commerce (4 yrs.)
- Bachelor of Administration (3 yrs.)
- Diploma in Business Administration (3 yrs.)
- Graduate Diploma in Business Administration (1 yr.)

- **Objectives of Honours Bachelor of Commerce**

To adequately prepare students to deal with the increasingly complex and dynamic environment in which business and industry must operate. Focus is placed on the more creative aspects of decision-making and problem solving in a business context.

<b>Some Courses</b>	Will vary depending upon area of specialization and electives chosen. Management Science Accounting and Finance Marketing Business Control and Law
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<b>Areas of Potential Specialization</b>	Accounting Finance Management Science Marketing Organizational Behaviour and Development General Program
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- **Objective of Bachelor of Administration**

To increase each student's capabilities and competence in preparation for institutional environments where significant emphasis is placed on the implementation of policies rather than their formulation. Consequently, participants are exposed to a growing body of decision-making methods and techniques.

<b>Some Courses</b>	Organizational Behaviour and Development Operations Research (Management Science) Accounting and Economics Marketing
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## LAKEHEAD UNIVERSITY cont.

**Areas of Potential Specialization**    Accounting  
Health Services  
Management Systems  
Marketing  
Personnel Administration/Industrial Relations

- **Objectives of Diploma in Business Administration**

To provide students with an overview of business administration.

**Some Courses**    Similar to above.

**Area of Potential Specialization**    None, general program only.

- **Objective of the Graduate Diploma in Business Administration**

To provide intensive training in general management to prepare students for careers in business and government, as well as to provide practitioners in business and government with an opportunity to upgrade their management skills on a full or part-time basis and to take advantage of career development opportunities in their respective positions.

**Some Courses**    Similar to above.

**Area of Potential Specialization**    None, general program only.

## LAURENTIAN UNIVERSITY OF SUDBURY

Ramsey Lake Road  
Sudbury, Ontario  
P3E 2C6 Tel: (705) 675-1151

- Honours Bachelor of Commerce (4 yrs.)
- Master of Business Administration (1-2 yrs.)

- **Objectives of Honours Bachelor of Commerce**

To develop leaders for industry, commerce and government by providing students with a broad educational background encompassing both theory and current practice.

**Some Courses**    Will vary depending upon electives chosen.  
Accounting & Finance  
Economics  
Management & Marketing  
Business Laws & Mathematics

**Area of Potential Specialization**    None, general program only.

- **Objectives of Master of Business Administration**

To provide an integrated management education using case method instruction and experience-oriented situations which require the use of effective management techniques. "As a major adjunct to our central focus, we expect to respond to the problems of management education and Management in the North."

**Some Courses**    Will vary depending upon previous experience/education and electives chosen.  
Accounting & Finance  
Marketing  
Organization Behaviour/Processes  
Research Project  
Operations & Quantitative Methods for Managers

**Area of Potential Specialization**    None, general program only.

## LOYALIST COLLEGE OF APPLIED ARTS AND TECHNOLOGY

P.O. Box 4200  
Belleville, Ontario  
K8N 5B9 Tel: (613) 962-9501

- Diploma in Business Administration (2 or 3 yr. programs)

- **Objective**

To provide well trained highly adaptable people in the business world by exposing them to all functions of business so they develop a general business orientation and by allowing students to develop their managerial skills.

**Some Courses**    Communications (Written and Oral)  
Business Management  
Marketing & Accounting  
Industrial/Public Relations  
Various electives

**Area of Potential Specialization**    None, general program only.

## MCMASTER UNIVERSITY

Hamilton, Ontario  
L8S 4L8 Tel: (416) 525-9140

- Bachelor of Commerce (4 yrs.)
- Bachelor of Commerce (Honours) (4 yrs.)
- Master of Business Administration (2 yrs.)

- **Objective of Bachelor of Commerce**

To provide a substantial concentration in business subjects beyond the essential core of studies and to promote the broadening horizons through studies in Social Sciences, Humanities and Science.

**Some Courses**    Accounting & Finance  
Economics  
Statistical Analysis for Businesses  
Organizational Behaviour  
Marketing

**Area of Potential Specialization**    None, general program only.

- **Objective of Bachelor of Commerce with Honours**

Similar to above, except subjects studied are in more depth.

**Some Courses**    Similar to above except subjects studied are in more depth.

**Area of Potential Specialization**    None, general program only.

- **Objective of Masters in Business Administration**

For more information contact the university.

## NORTHERN COLLEGE

Porcupine (Timmins) Campus\*  
P.O. Box 2002  
South Porcupine, Ontario  
P0N 1H0 Tel: (705) 235-3211

- Diploma in Business Administration (2 yr. and 3 yr. programs)



## NORTHERN COLLEGE cont.

- Objectives of both

To allow graduates to succeed in a wide variety of organizations, including self-owned businesses, merchandising and industrial firms, financial institutes, agencies of all levels of government, and public institutions by using the special skills and knowledge gained.

**Some Courses** Identical until Year II with an option to continue at the end of Year II.  
Will vary depending upon the area of specialization and electives chosen.  
Accounting and Marketing  
Psychology and Business Organizations  
Data Processing and Communications  
Indian Canadian Government Relations

**Areas of Potential Specialization** Accounting  
Marketing  
Wood Products  
Native Business  
General Business

\*campuses are also located in Moosonee, Kapuskasing and Kirkland Lake — Ontario.

## QUEEN'S UNIVERSITY AT KINGSTON

Kingston, Ontario  
K7L 3N6 Tel: (613) 547-5511

- Bachelor of Commerce (4 yrs.)
- Masters of Business Administration (2 yrs.)
- Diploma in Business Administration (1 yr.)

- Objective of Bachelor of Commerce

To prepare students to pursue rewarding careers in the complex world of business or related fields. It places heavy emphasis on business skills yet the structure of curriculum enables one to concentrate on one or more functional areas.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Organizational Theory/Behaviour  
Economics and Marketing  
Mathematics

**Areas of Potential Specialization** Accounting  
Finance  
Computing  
Marketing  
Production  
Industrial and Human Relations  
Quantitative Methods

- Objective of the Masters of Business Administration

To provide students with an opportunity to develop the analytical capabilities and practical skills that will facilitate identifying and solving organizational problems in what promises to be a challenging and changing environment.

**Some Courses** Will vary depending upon past experience/education, option and electives chosen.  
Accounting, Finance & Mathematics  
Economics & Marketing  
Production & Operations Management  
Management & Human Resources

## QUEEN'S UNIVERSITY AT KINGSTON cont.

**Area of Potential Specialization** Research  
Accounting & Management Information Systems  
Finance  
Marketing  
Production, Operations Management & Transportation  
Manpower & The Organization  
Operations Research and Quantitative Analysis  
International Business/Environment  
Business Economics  
Experimental

- Objective of the Diploma in Business Administration

Same as for the Masters in Business Administration (MBA) program except it allows students who for one reason or another, do not wish to proceed into the 2nd year of the MBA program to graduate at the end of Year 1.

**Some Courses** Similar to above but in less depth.

**Area of Potential Specialization** None, general program only.

**See section entitled:** "University Executive Development Programs — General Management" about The Executive Program offered.

## RYERSON POLYTECHNICAL INSTITUTE

350 Victoria Street  
Toronto, Ontario  
M5B 2K3 Tel: (416) 979-5000

- Diploma in Business Administration (3 yrs.)
- Bachelor of Business Management (1 yr.)

- Objective of the Diploma in Business Administration

To provide students with a general overview of business in society by introducing them to all of the basic business functions and developing their awareness of social, human, and economic issues through the introduction of the social sciences and humanities.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Economics  
Management & Marketing  
Quantitative Methods  
English & Psychology

**Areas of Potential Specialization** Accounting  
Finance  
Marketing Management  
Management  
Computer Business Information Systems

- Objective of the Bachelor of Business Management

To continue the education that the Diploma in Business Administration provided and to allow students to study advanced management in all business functional areas as well as to prepare accounting, finance, marketing, human resources and computer professionals to have the capability of advancing to middle and senior management positions.

**Some Courses** Varies significantly depending upon students electives and option chosen.

**Areas of Potential Specialization** Same as above.

**SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

McDonnell Campus  
Peterborough, Ontario  
K9H 2X8 Tel: (705) 743-5620

- Diploma in Business — General (2 yrs.)
- Diploma in Business Administration — General (3 yrs.)

- **Objectives of Diploma in Business and the Diploma in Business Administration**

To provide educational opportunities for secondary school graduates, for adults and for out of school youth who are not highschool graduates and to direct those students towards those programs which best meet their needs, interest and abilities, without compromising on high academic standards.

**Some Courses** Will vary slightly depending upon diploma sought and electives chosen.  
Microeconomics  
Accounting & Marketing  
Human, Resource and Financial Management  
Business Systems Analysis and Design  
Communications  
Business Math

**Area of Potential Specialization** None, general program only.

**UNIVERSITY OF OTTAWA**

Ottawa, Ontario  
K1N 6N5 Tel: (613) 231-3311

- Bachelor of Commerce (4 yrs.)
- Bachelor of Administration (3 yrs.)
- Masters in Business Administration (2 yrs.)

- **Objective of Bachelor of Commerce**

To develop the student's ability to handle complicated situations that combine technical, financial, human and material restrictions.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Economics  
Mathematics & Computers  
Management

**Areas of Potential Specialization** Accounting  
Finance  
Management & Information Systems  
Human Resources Management  
Management Science  
Marketing  
Public Policy and Public Management

- **Objective of Bachelor of Administration**

To prepare students to enter the workforce rapidly by building a sound core of general education, functional knowledge and management skills.

**Some Courses** Accounting & Finance  
Business Math, Statistics, English & Law  
Management  
Economics

**Areas of Potential Specialization** Business Administration  
Management Science  
Public Administration

**UNIVERSITY OF OTTAWA cont.**

- **Objective of Masters in Business Administration**

To provide future professionals, in an academic context coupled with a practical approach, with the general basic knowledge required by any manager. It also intends to allow students to acquire a more specific training in areas in which they have particular interests. The student consequently can choose a generalized approach or a more concentrated program of study.

**Some Courses** Will depend upon area of specialization and electives chosen.  
Organizational Behaviour  
Personnel Management  
Management Science  
Accounting & Finance  
Economic, Statistics & Marketing

**Areas of Potential Specialization** Accounting & Information Systems  
Human Resource Management  
International Management  
Management Science  
Managerial Economics & Finance  
Marketing  
Public Policy & Management  
General Program

**UNIVERSITY OF TORONTO**

Toronto, Ontario  
M5S 1A1 Tel: (416) 978-2011

- Bachelor of Arts with a Specialist in Administration Studies (5 yrs.)

- **Objectives**

To understand the governmental decision process at all levels in Canada, to learn and use methods for the efficient allocation of scarce resources in government and business as well as to develop and evaluate public policies and manage programmes which deal with complex social, economic, political and business problems.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting  
Economics  
Public Policy Development and Evaluation  
Behavioural Studies  
Programme Management

**Areas of Potential Specialization** Policy Analysis  
Economic Policy  
Social Issues  
Programme Management  
Urban and Regional Analysis

**See Section entitled** "University Executive Development Programs — General Management" about The Management Process **as well as the section entitled** "University Executive Development Programs — Functional Management" about the Human Resource Management.

**UNIVERSITY OF WESTERN ONTARIO**

School in Business Administration  
The University of Western Ontario  
London, Ontario  
N6A 3K7 Tel: (519) 679-3254

- Bachelor of Arts in Honours Business Administration (4 yrs.)

- **Objectives**

To acquaint the student with the modern body of knowledge and techniques for management by helping the student acquire an administrative point of view and a broad liberal education.



## UNIVERSITY OF WESTERN ONTARIO cont.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting and Finance  
Management Behaviour and Management Science  
Communications  
Marketing  
Operations Management

**Areas of Potential Specialization** Finance  
Marketing  
Managerial Accounting & Control Economics  
Organizational Behaviour  
Operations Management  
Management Science

See Section entitled "Executive Management Development — General Program" about the Management Training Course and the Senior University Administrator's course **as well as the section entitled** "University Executive Programs — Functional Management" about Managing Human Resources.

## THE UNIVERSITY OF WINDSOR

Windsor, Ontario  
N9B 3P4 Tel: (519) 253-4232

- Bachelor of Commerce (Honours Business Administration) (4 yrs.)
- Bachelor of Commerce for University Graduates (1-1 1/2 yrs.)
- Master of Business Administration Degree (2-4 yrs.)

- **Objectives of Bachelor of Commerce (Honours Business Administration)**

To provide the broad outlook needed in modern business, and to give students an awareness of the position and significance of business in the world today.

**Some Courses** Accounting & Finance  
Business Policy & Data Analysis  
Marketing & Economics  
Management  
Electives

**Areas of Potential Specialization** Economics  
General

- **Objective of Bachelor of Commerce for University Graduates**

Same as above.

**Some Courses** Similar to above but it depends upon previous experience & elective chosen.

**Area of Potential Specialization** None, general program only.

- **Objective of Master of Business Administration Degree**

To provide broad graduate study in the general field of business administration in order to prepare students for careers in private industry and business, the public service and for doctoral studies.

**Some Courses** Will vary depending upon previous experience/education & area of specialization.  
Finance & Accounting  
Business Management & Data Analysis  
Marketing

**Areas of Potential Specialization** Accounting  
Administrative Studies  
Finance  
Management Science  
Marketing  
To be decided between the student & the Dean.

## WILFRED LAURIER UNIVERSITY

Waterloo, Ontario  
N2L 3C5 Tel: (519) 884-1970

- Honours Business Administration (4 yrs.)
- Honours Business Administration with an option (4 yrs.)
- Master of Business Administration (2 yrs.)
- Diploma in Business Administration (2 yrs.)

- **Objectives of the Honours in Business Administration\***

To offer a general education involving an exposure to the liberal arts, sciences, and management that will combine to build a good foundation for a career in management for the student.

**Some Courses** Accounting & Marketing  
Business Organization & Law  
Economics  
Operations Management  
Interpersonal Communication

**Area of Potential Specialization** None, general program only.

\*Note: A Cooperative program is offered at the end of the second year of study. For more information contact the university.

- **Objective of the Honours Business Administration with an option**

Same as above but permits specialization.

**Some Courses** Same as above but it will vary slightly depending upon option and electives chosen.

**Areas of Potential Specialization** Biology  
Chemistry  
Economics  
Mathematics  
Physics

- **Objectives of the Master in Business Administration\***

To provide students with the current theoretical and conceptual development of the management literature and insights into today's modern practices and to help students to acquire managerial expertise so that they can accept the responsibilities of initiating and implementing operational plans.

**Some Courses** Will vary depending upon previous experience/education and electives chosen.  
Computing for Management  
Organizational Behaviour and Operations Management  
Management Science  
Marketing, Finance & Accounting

**Area of Potential Specialization** None, general program only.

\*Note: One can receive a Diploma in Business Administration, on request, after Year I, if one wishes to withdraw from the MBA program.

- **Objective of the Diploma in Business Administration**

To upgrade and/or meet the needs of people with business or government experience in the functional areas of administration.

**Some Courses** Accounting & Marketing  
Business Organization & Organizational Behaviour  
Operations Management  
Economics

**Area of Potential Specialization** None, general program only.



**YORK UNIVERSITY**

4700 Keele Street  
Downsview, Ontario  
M3J 1P3 Tel: (416) 667-2532

- Bachelor of Business Administration (4 yrs.)
- Masters of Business Administration (2 yrs.)

- **Objective of Bachelor of Business Administration**

To provide a broad as well as rigorous education in administration and in related disciplines and to integrate basic concepts and theories with current applications and practice.

**Some Courses** Will vary depending upon option and electives chosen.  
Accounting & Finance  
Management Science & Marketing  
Organization Behaviour/Industrial Relations  
Economics

**Areas of Potential Specialization** Accounting  
Economics  
Management Science  
Organizational Behaviour/Industrial Relations  
Marketing  
Finance  
Policy

- **Objective of Masters of Business Administration**

To prepare men and women who wish for careers as professional managers in any organization.

**Some Courses** Will vary depending upon previous experience/courses and electives chosen  
2 compulsory courses; Analysis of Case Studies in Management, Analysis of  
Management Policies in an actual organization (done in groups of 5-8 students)

**for more information about the Masters of Business Administration write to:**

Office of Student Affairs  
106 Administration Studies  
York University  
4700 Keele Street  
DOWNSVIEW, Ontario  
M3J 2R6 Tel: (416) 667-2532

**See also:** York Professional Management listed under "Executive Management Development Programs — General Management".

**THE UNIVERSITY OF MANITOBA**

Winnipeg, Manitoba  
R3T 2N2 Tel: (204) 474-8880

- Bachelor of Commerce (Honours) (4 yrs.)
- Masters of Business Administration (2 yrs.)

- **Objective of Bachelor of Commerce (Honours)\***

To provide an education which is liberal in general and particularly intensive in administrative business and administrative studies.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Actuarial and Business Mathematics  
Business Administration  
Public Policy  
Marketing

**Areas of Potential Specialization** General (actual mathematics, operations research)  
Accounting (finance, management informations systems)  
General Management (industrial relations, organizational  
behaviour/management and production/operations  
management)  
Public policy  
Marketing

**\*Note:** An accelerated Bachelor of Commerce (Honours) is available for those students who hold a recognized bachelor's degree.

- **Objective of the Masters of Business Administration**

To develop professional managers and administrators for both the private and public sectors and to develop a broad range of conceptual, analytical and behavioural skills relevant to organizational leadership.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Economics  
Marketing  
Organizational Theory and Behaviour  
Corporate Finance and Math

**Areas of Potential Specialization** Accounting & Finance  
Actuarial and Business Mathematics  
Business Administration  
Public Policy  
Marketing

SASKATCHEWAN INDIAN FEDERATED COLLEGE

Department of Indian Management and Administration  
University of Regina  
College West 127  
Regina, Saskatchewan  
S5S 0A2 Tel: (306) 584-8333

- Diploma of Associate in Administration
- Bachelor of Administration

Objectives of both programs

To enable the student to adopt the positive management technique and practices of today to the special needs and priorities of Indian Program Administrators, Indian Band Administrators and Native Business Entrepreneurs. The dynamics of Indian organizational structures and relationships are studied and analyzed in terms of their applications to modern day administrative/management requirements.

**Some Courses** Will vary depending upon program pursued and electives chosen.  
Principles in Band Management  
Band Business Development  
Organizational Behaviour in Indian Bands  
Federal Policy and Financial/Administrative Development for Bands  
Economics & Accounting

**Areas of Potential Specialization** None, general program only.

UNIVERSITY OF REGINA

Regina, Saskatchewan  
S4S 0A2 Tel: (306) 584-4724 or 4123

- Bachelor of Administration (4 yrs.)
- Diploma of Associate in Administration (4 yrs.)
- Master of Administration (2 yrs.)

Objective of the Bachelor of Administration

To educate students for effective careers in the management of either business firms or non-profit seeking organizations. This is sought through the development of conceptual, human, technical/operational skills and knowledge.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Economics  
Business Mathematics  
Accounting & Finance  
Organizational Analysis

**Areas of Potential Specialization** Accounting  
Computer Science  
Finance  
Marketing  
Personnel and Industrial Relations  
Productions/Operations Management

Objective of the Diploma of Associate in Administration

Similar to above.

**Some Courses** Various electives  
Accounting & Finance  
Quantitative Analysis & Operations Management  
Public Policies of Northern Development

**Area of Potential Specialization** None, general program only

UNIVERSITY OF REGINA cont.

Objective of Masters in Administration

To prepare students for managerial policy and managerial support roles in the public or private sectors. The program is oriented towards the development of skilled professionals and it is not specifically designed to prepare students for entrance into Ph.D. programs.

**Some Courses** Generic Approaches to Administration  
Business Management  
Public Policy & Administration  
Human Behaviour in Organizations  
Research Project

**Areas of Potential Specialization** Business Management  
Public Policy & Administration

UNIVERSITY OF SASKATCHEWAN

Saskatoon, Saskatchewan  
S7N 0W0 Tel: (306) 343-2100

- Bachelor of Commerce (4 yrs.)
- Bachelor of Commerce with Honours (4 yrs.)
- Masters of Business Administration (1-2 yrs.)

Bachelor of Commerce

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Business Law  
Economics  
Management & Marketing  
Quantitative Analysis, Mathematics & Computational Science

**Areas of Potential Specialization** Accounting  
Computational Science  
Economics  
Finance  
General Business  
Health Care  
Administration  
Industrial Relations  
Marketing  
Quantitative Analysis

Objective of Bachelor of Commerce with Honours

To provide students of proven academic ability with an opportunity to pursue a more advanced program of studies.

**Some Courses** Similar to above with slight variation.

**Areas of Potential Specialization** Accounting  
Finance  
Quantitative Analysis  
Marketing  
General Business  
Industrial Relations  
Computational Science

Objective of Masters of Business Administration

To meet the needs of graduate Commerce students and of those whose under graduate education has been in an academic discipline other than business, but whose future careers are likely to involve managerial activities.

## UNIVERSITY OF SASKATCHEWAN cont.

**Some Courses** Will vary depending upon previous experience, area of specialization & electives chosen.  
Accounting & Finance  
Economics  
Marketing  
Management

**For more information write to:**

Director of Graduate Business Studies  
College of Commerce  
University of Saskatchewan  
SASKATOON, Saskatchewan  
S7N 0W0

**ATHABASCA UNIVERSITY\***

12353 - 149 Street  
Edmonton, Alberta  
T5V 1G9 Tel: (403) 452-9990

- Bachelor of Administration (3 yrs.)
- **Objective of the Bachelor of Administration**

To emphasize both the practical and theoretical aspects of management for those students who wish to re-enter the labour market or whose career experience has outstripped their formal education or who want to advance their careers by moving into management.

**Some Courses** Accounting & Finance  
Economics  
Business Mathematics  
Communications  
Marketing  
Administration

**Area of Potential Specialization** None, general program only.

**\*Note:** Athabasca University is a home-study, Correspondence University.

**THE UNIVERSITY OF ALBERTA**

Edmonton, Alberta  
T6G 2M7 Tel: (403) 432-3111

- Bachelor of Commerce (4 yrs.)
- Master of Business Administration (2 yrs.)
- **Objectives of the Bachelor of Commerce\***

To provide the student with a broad background in the different areas of business as well as in the humanities and social sciences and to provide a basis for effective self-learning through actual experience by teaching the broad underlying fields of knowledge which is basic to business.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Management Science  
Economics  
Organizational Theory  
Business Administration

**Areas of Potential Specialization** Accounting  
Finance  
Industrial Relations  
Management Science  
Marketing  
Managerial Economics  
Organization Theory and Behaviour

**\*Note:** A Bachelor of Commerce can be obtained after an approved degree. For more information contact the University's Student Records Office of the Faculty of Business.

- **Objective of the Master of Business Administration**

To provide an integrated foundation of core courses that will permit specialization for a career in management in various types of organizations.

**Some Courses** Will vary significantly depending upon past experiences/education, options and electives chosen.  
Marketing & Law  
Business Policy & Personnel Administration  
Economics  
Management Science



THE UNIVERSITY OF ALBERTA cont.

Areas of Potential Specialization

Depends upon the student after consultation with the department.

THE UNIVERSITY OF CALGARY

2500 University Drive N.W.  
Calgary, Alberta  
T2N 1N4 Tel: (403) 284-5685

- Bachelor of Commerce (4 yrs.)
- Master of Business Administration Degree (1-6 yrs.)

Objective of Bachelor of Commerce

To provide the Student with the opportunity to obtain a broad knowledge of the concepts underlying the operation of management.

Some Courses

Accounting & Finance  
Economics & Marketing  
Communications  
Management of Organizations & Human Resources  
Electives

Areas of Potential Specialization

Accounting  
Finance  
General  
Marketing  
Management Information Systems  
Management Science  
Management of Organizations & Human Resources  
Production Operations Management

Objectives of Master of Business Administration Degree

To allow Students to earn the degree via a courses only option or by a thesis option.

Some Courses

Depends upon previous experience and area of specialization chosen.

Areas of Potential Specialization

Depends upon the student, after consultation with the faculty.

THE UNIVERSITY OF LETHBRIDGE

School of Management  
4401 University Drive  
Lethbridge, Alberta  
T1K 3M4 Tel: (403) 329-2231

- Bachelor of Management (4 yrs.)

Objective

To allow a liberal education in the Arts and Sciences as a basis for a management education followed by specialized, concentrated areas of study, that will enable graduates to flourish in the community.

Some Courses

Will vary depending upon area of specialization and electives chosen.  
Accounting & Finance  
Computing Science & Marketing  
Finance & Mathematics  
Economics & Human Resources Management

Areas of Potential Specialization

Accounting  
Marketing  
Human Resources Management  
Finance  
Public Administration  
Economics  
Others — to be negotiated

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

3700 Willingdon Avenue  
Burnaby, British Columbia  
V5G 3H2 Tel: (604) 434-5734

- Diploma in Administrative Management Systems (2 yrs.)
- Diploma in Financial Management (2 yrs.)
- Diploma in Marketing Management (2 yrs.)
- Diploma in Operations Management (2 yrs.)

Objective of Diploma in Administrative Management Systems

To provide a solid core of knowledge and skills which can then be fitted to any area of the business community.

Some Courses

Management & Management Systems  
Business, Communications, Math, Statistics & Law  
Economics & Marketing  
Accounting & Finance  
Organizational Behaviour

Areas of Potential Specialization

Administration option  
Personnel & Industrial Relations Administration

Objective of the Diploma in Financial Management

Same as above.

Some Courses

Same as above with specialization in Yr. II.

Areas of Potential Specialization

Accounting option  
Finance option  
Insurance option

Objective of the Diploma in Marketing Management

To equip the graduate with a solid generalist background plus allowing the student to concentrate on the unique skills associated within various specific sectors of our economy.

Some Courses

Similar to above with specialization in Yr. II.

Areas of Potential Specialization

Technical Sales & Marketing Program, option  
Applied Real Estate Studies Program, option  
International Business Program, option  
Advertising & Sales Promotion Program, option

Objective of the Diploma in Operations Management

To prepare the graduate with the tools necessary to manage and solve problems in a complex environment. Emphasis will be placed on management, problem solving, computer applications, planning, communications, decision making and interpersonal skills.

Some Courses

Similar to above with specialization in Yr. II.

Areas of Potential Specialization

Operations Management option  
Transportation/Distribution Management option

**MALASPINA COLLEGE**

900 Fifth Street  
Nanaimo, British Columbia  
V9R 5S5 Tel: (604) 753-3245

- Bachelor of Commerce (2 yrs. out of 4)
- Diploma in Business Administration (2 yrs.)

- **Objective of the Bachelor of Commerce**

To prepare students for transfer to either the University of British Columbia or Simon Fraser University who will give students advanced standing.

**Some Courses** Will vary depending upon which university one wishes to apply to.  
Accounting & Business Mathematics  
English & Administration  
Computer Science  
Economics

**Area of Potential Specialization** No areas of specialization offered as students will transfer at the end of Yr. II.

- **Objective of the Diploma in Business Administration**

To provide a general program in Year I with specialization in a field of interest to the student in Year II.

**Some Courses** Accounting & Marketing  
Communications & Administration  
Economics

**Areas of Potential Specialization** General Management  
Marketing Management  
Accounting and Financial Management

**SIMON FRASER UNIVERSITY**

Burnaby, British Columbia  
V5A 1S6 Tel: (604) 291-3224

- General Program; Major in Business Administration
- Honours Program; Honours in Business Administration
- Masters of Business Administration (2 1/2 yrs.)

- **Objectives of both the General & Honours programs in Business Administration**

To provide the student with a base in Humanities, Social Sciences and Sciences and a broad background rather than intense specialization in Business.

**Some Courses** Will vary slightly depending upon degree and area of specialization pursued.  
Business Finance & Statistics.  
Accounting & Marketing  
Economics  
Organizational Behaviour

**Areas of Potential Specialization** Accounting  
Management Information Systems  
Business, Government & Society  
Finance  
Marketing  
Organizational Behaviour  
Quantitative Methods in Business

**SIMON FRASER UNIVERSITY cont.**

- **Objectives of Masters of Business Administration**

To provide persons in regular employment in private or private corporations who have had several years of experience in a managerial capacity a means of furthering their education.

**Some Courses** Will vary depending upon areas of interest and any research projects pursued.  
Organization & Management  
Managerial Economics  
Market Strategies  
Business & Society

**Area of Potential Specialization** None, general program only.

**THE UNIVERSITY OF BRITISH COLUMBIA**

2075 Westbrook place  
Vancouver, British Columbia  
V6T 1W5 Tel: (604) 228-2211

- Bachelor of Commerce (5 yrs.)
- Masters in Business Administration (2 yrs.)
- Masters in Science (Business Administration) (2 yrs.)

- **Objective of Bachelor of Commerce**

To educate students in such a manner that they can function efficiently in the business world. The first 3 years are devoted to laying a foundation in the related sciences and the humanities, and to introducing the student to basic business problems, principles and practices. In the last 2 years the professional aspects are concentrated, depending upon the student's field of interest.

**Some Courses** Will vary depending upon area of study.  
Accounting, Marketing & Finance  
Organizational & Human Resource Management  
Law & Mathematics

**Area of Potential Specialization** Accounting & Management Information Systems  
Marketing  
Industrial Administration  
Finance  
Transportation & Utilities  
Commerce & Economics  
Commerce & Law (for combined degrees)  
Industrial Relations Management  
Urban Land Economics  
Computer Science

- **Objective of Masters in Business Administration**

To offer an integrated course of study in Business Administration and the important cognate disciplines. It is intended to be a general program and specialization is not encouraged.

**Some Courses** Accounting & Finance  
Organizational Behaviour  
Marketing  
Human Resource Management  
Quantitative Methods Analysis

**Area of Potential Specialization** None, general program only.

- **Objective of Masters in Science (Business Administration)**

To allow as much specialization as a student wishes.

THE UNIVERSITY OF BRITISH COLUMBIA cont.

Some Courses      Depends upon the student's chosen area of specialization.

- Areas of Potential Specialization
- Personnel Administration

Management Science

Accounting & Management Information Systems

Transportation

Urban Land Economics

Market Research

COMMUNITY COLLEGES



## COMMUNITY COLLEGES

### Business Administration/Commerce

Listed in this section, by Province, are names, addresses and phone numbers of certificate or diploma awarding Community Colleges which offer Business Administration or Commerce Programs. Courses in these Programs range from Economics and Marketing to Administration or Commerce with specific areas of specialization in each. Duration of Programs vary from less than one year to over three years.

For details on curricula, consult the College calendar, or speak to the Registrar.

**Other Sources:** "College and University Programs in Canada", by Career Guidance Material Division, Occupational and Career Analysis and Development Branch, Employment & Immigration Canada. This publication is available in both English and French, from Employment & Immigration Canada. Tel: (819) 994-4400.

The Association of Canadian Community Colleges,  
110 Eglinton Avenue West, 2nd Floor,  
Toronto, Ontario M4R 1A3  
Tel: (416) 489-5925.

## COMMUNITY COLLEGES

### Newfoundland

THE COLLEGE OF TRADES AND TECHNOLOGY  
P.O. Box 1693,  
St. John's, Newfoundland  
A1Z 5P7  
(709) 753-9360

### Prince Edward Island

HOLLAND COLLEGE  
Charlottetown Centre,  
Weymouth Street,  
Charlottetown, Prince Edward Island  
C1A 4Z1  
(902) 892-4191

### New Brunswick

NEW BRUNSWICK COMMUNITY COLLEGE  
Collège Communautaire du Nouveau-Brunswick  
CAMPUS DE BATHURST CAMPUS  
P.O. Box/C.P. "1"  
Bathurst, N.-B.  
E2A 3Z2  
(506) 548-4591

NEW BRUNSWICK COMMUNITY COLLEGE  
Collège Communautaire du Nouveau-Brunswick  
CAMPUS DE CAMPBELLTON CAMPUS,  
P.O. Box/C.P. 309  
Campbellton, N.-B.  
E3N 3G7  
(506) 759-9931

NEW BRUNSWICK COMMUNITY COLLEGE  
Collège Communautaire du Nouveau-Brunswick  
CAMPUS DE MONCTON CAMPUS  
P.O. Box/C.P. 2100, Station "A"  
Moncton, N.-B.  
E1C 8H9  
(506) 384-4377

### Québec

CEGEP AHUNTSIC  
9155, rue St-Hubert  
Montréal, Québec  
H2M 1Y8  
(514) 389-5921

CEGEP D'ALMA  
675, boul. Auger ouest  
Alma, Québec  
G8B 2B7  
(418) 668-2381

CEGEP ANDRÉ-LAURENDEAU  
1111, rue Lapierre  
LaSalle, Québec  
H8N 2J4  
(514) 364-3320

CEGEP DE BOIS-DE-BOULOGNE  
10555, avenue de Bois-de-Boulogne  
Montréal, Québec  
H4N 1L3  
(514) 332-3000

CHAMPLAIN REGIONAL COLLEGE,  
LENNOXVILLE CAMPUS  
Lennoxville, Québec  
J1M 2A1

CHAMPLAIN REGIONAL COLLEGE,  
ST. LAMBERT CAMPUS  
900 Riverside Drive,  
St. Lambert, Québec  
J4P 3P2

CHAMPLAIN REGIONAL COLLEGE,  
ST. LAWRENCE CAMPUS  
790 Nérée-Tremblay,  
Sainte-Foy, Québec  
G1V 4K2

CEGEP DE CHICOUTIMI  
534, rue Jacques-Cartier est  
Chicoutimi, Québec  
G7H 1Z5  
(418) 549-9520

DAWSON COLLEGE  
350 Selby Street,  
Westmount, Québec  
H3Z 1W7  
(514) 931-8731

CEGEP DE DRUMMONDVILLE  
930, rue St-Georges  
Drummondville, Québec  
J2C 6A2  
(819) 478-4671

CEGEP ÉDOUARD-MONTPETIT  
945, chemin de Chambly  
Longueuil, Québec  
J4H 3M6  
(514) 679-2630

CEGEP FRANÇOIS-XAVIER GARNEAU  
C.P. 6300  
Sillery, Québec  
G1T 2S5  
(418) 688-8310

CEGEP DE LA GASPÉSIE  
Rue Jacques-Cartier  
Case postale 590  
Gaspé, Québec  
G0C 1R0  
(418) 368-2201

## COMMUNITY COLLEGES

### Québec cont.

#### CEGEP DE GRANBY

50, rue St-Joseph  
Granby, Québec  
J2G 6T6  
(514) 372-6614

#### CEGEP DE HAUTERIVE

537, boulevard Blanche  
Hauterive, Québec  
G5C 2B2  
(418) 589-5707

#### CEGEP JOHN ABBOTT COLLEGE

C.P. 2000,  
Ste. Anne de Bellevue, Québec  
H9X 3L9  
(514) 457-6610

#### CEGEP DE JOLIETTE

20, rue St-Charles sud  
Joliette, Québec  
J5E 4T1  
(514) 759-1661

#### CEGEP DE JONQUIÈRE

65, rue St-Hubert,  
Jonquièrre, Québec  
G7X 7W2  
(418) 547-2191

#### CEGEP DE LA POCATIÈRE

140, 4è avenue  
LaPocatière, Cté Kamouraska  
Québec  
G0R 1Z0  
(418) 856-1525

#### CEGEP DE LÉVIS-LAUZON

205, rue Mgr. Bourget  
Lauzon, Québec  
G6V 6Z9  
(418) 833-5110

#### CEGEP DE LIMOILLOU

1300, 8è avenue  
Case postale 1400  
Limoilou, Québec  
G1K 7H3  
(418) 694-7400

#### CEGEP LIONEL-GROULX

100, rue Duquet  
Sainte-Thérèse, Québec  
J7E 3G6  
(514) 430-3120

#### CEGEP DE MAISONNEUVE

3800, rue Sherbrooke est  
Montréal, Québec  
H1X 2A2  
(514) 254-7131

#### CEGEP DE MATANE

616, rue St-Rédempteur  
Matane, Québec  
G4W 3P7  
(418) 562-1240

#### CEGEP MONTMORENCY

475, boulevard de l'Avenir,  
Laval, Québec  
H7N 5H9  
(514) 667-5100

#### CEGEP DE L'OUTAOUAIS

333, boulevard Cité des Jeunes  
Case postale 5220, Succursale "A"  
Hull, Québec  
J8Y 6M5  
(819) 770-4012

#### CEGEP DE RIMOUSKI

60, rue de l'Évêché ouest  
Rimouski, Québec  
G5L 4H6  
(418) 723-1880

#### CEGEP DE RIVIÈRE-DU-LOUP

80, rue Frontenac  
Rivière-du-Loup, Québec  
G5R 1S8  
(418) 862-6903

#### CEGEP DE ROSEMONT

6400, 16è Avenue  
Rosemont,  
Montréal, Québec  
H1X 2S9  
(514) 376-1620

#### CEGEP ROUYN-NORANDA

425, rue Gagné  
Rouyn, Québec  
J9X 5E5

#### CEGEP DE ST-FÉLICIEN

1105, boulevard Hamel  
St-Félicien, Québec  
G0W 2N0  
(418) 679-5411

#### CEGEP DE SAINT-HYACINTHE

3000, rue Boulé  
Saint-Hyacinthe, Québec  
J2S 1H9  
(514) 773-6800

#### CEGEP SAINT-JEAN-SUR-RICHELIEU

30, boulevard du Séminaire  
Case postale 1018  
Saint-Jean-Sur-Richelieu, Québec  
J3B 7B1  
(514) 347-5301

#### CEGEP DE SAINT-JÉRÔME

455, rue Fournier  
Saint-Jérôme, Québec  
J7Z 4V2  
(514) 436-1580

#### CEGEP DE SAINT-LAURENT

625, boulevard Ste-Croix  
Montréal, Québec  
H4L 3X7

## COMMUNITY COLLEGES

### Québec cont.

#### CEGEP DE SAINTE-FOY

2410, chemin Sainte-Foy  
G1V 1T3  
(418) 657-3690

#### CEGEP DE SEPT-ÎLES

175, de la Vérendrye  
Sept-Îles, Québec  
G4R 5B7  
(418) 962-9848

#### CEGEP DE SHAWINIGAN

2263, boulevard du Collège  
Case postale 610  
Shawinigan, Québec  
G9N 6V8  
(819) 539-6401

#### CEGEP DE SHERBROOKE

475, rue Parc  
Sherbrooke, Québec  
J1H 5M7  
(819) 564-6350

#### CEGEP DE SOREL-TRACY

300, boulevard de la Mairie  
Tracy, Québec  
J3R 5B9  
(514) 742-6651

#### CEGEP DE TROIS-RIVIÈRES

3500, rue de Courval  
Trois-Rivières, Québec  
G9Z 5E6  
(819) 376-1721

#### CEGEP DE VALLEYFIELD

169, rue Champlain  
Valleyfield, Québec  
J6T 1X6  
(514) 373-9441

#### VANIER COLLEGE CEGEP

821 Ste. Croix Blvd.  
St. Laurent, Québec  
H4L 3X9  
(514) 333-3811

#### CEGEP DE VICTORIAVILLE

475, rue Notre-Dame est  
Victoriaville, Québec  
G6P 4B3  
(819) 758-6401

#### CEGEP DU VIEUX MONTRÉAL

255, rue Ontario est  
Montréal, Québec  
H2X 3M8  
(514) 284-7260

#### ÉCOLE VINCENT D'INDY

200, avenue Vincent d'Indy  
Montréal, Québec  
H2V 2T3

### Ontario

#### COLLÈGE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

1385 Woodroffe Avenue,  
Nepean, Ontario  
K2G 1V8  
(613) 725-7432

#### ALGONQUIN COLLEGE, SCHOOL OF RENFREW COUNTY

315 Pembroke Street East,  
Pembroke, Ontario  
K8A 3K2

#### CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY,

1400 Barrydown Road,  
Station "A",  
Sudbury, Ontario  
P3A 3V8  
(705) 566-8101

#### CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

1300 Gormanville Road  
P.O. Box 5001,  
North Bay, Ontario  
P1B 8K9  
(705) 474-7600

#### CENTENNIAL COLLEGE OF APPLIED ARTS AND TECHNOLOGY

P.O. Box 631, Station "A",  
Scarborough, Ontario  
M1K 5E9  
(416) 694-3241

#### CONESTOGA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

299 Don Valley Drive,  
Kitchener, Ontario  
N2G 4M4  
(519) 653-2511

#### THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY

P.O. Box 398  
Thunder Bay, Ontario  
P7C 4W1  
(807) 475-6158

#### DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Simcoe Street North,  
P.O. Box 385,  
Oshawa, Ontario  
L1H 7L7  
(416) 576-0210

COMMUNITY COLLEGES

Ontario cont.

- FANSHAWE COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
1460 Oxford Street Et,  
London, Ontario  
N5W 5H1  
(519) 452-4100

THE GEORGE BROWN COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
P.O. Box 1015,  
Station "B",  
Toronto, Ontario  
M5T 2T9

GEORGIAN COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
1 Georgian Drive,  
Barrie, Ontario  
L4M 3X9  
(705) 728-1951

HUMBER COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
205 Humber College Blvd.,  
P.O. Box 1900  
Rexdale, Ontario  
M9W 5L7  
(416) 675-3111

LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
P.O. Box 969,  
Sarnia, Ontario  
N7T 7K4  
(519) 542-7751

LOYALIST COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
P.O. Box 4200,  
Belleville, Ontario  
K8N 5B9  
(613) 962-9501

MOHAWK COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
Fennell Avenue East and 5th Street,  
P.O. Box 2034,  
Hamilton, Ontario  
L8N 3T2  
(416) 389-4461

NIAGARA COLLEGE, WELLAND CAMPUSES  
Woodland Road,  
54 Empire Street, and  
8 King Street  
Welland, Ontario

NORTHERN COLLEGE, KAPUSKASING CAMPUS  
3 Aurora Avenue,  
Kapuskasing, Ontario  
P5N 1J6

NORTHERN COLLEGE, KIRKLAND LAKE CAMPUS  
140 Government Road East,  
Kirkland, Ontario  
P2N 3L8

NORTHERN COLLEGE, PORCUPINE CAMPUS  
P.O. Box 2002,  
Highway 101,  
South Porcupine, Ontario  
P0N 1H0

RYERSON POLYTECHNICAL INSTITUTE  
50 Gould Street,  
Toronto, Ontario  
M5B 1E8  
(416) 595-5011

ST. CLAIR COLLEGE, THAMES CAMPUS  
1001 Grand Avenue West,  
Chatham, Ontario  
N7M, 5W4

ST. CLAIR COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
2000 Talbot Road West,  
Windsor, Ontario  
N9A 6S4  
(519) 966-1656

ST. LAWRENCE COLLEGE, BROCKVILLE CAMPUS  
20 Parkdale Avenue,  
Brockville, Ontario  
K6V 5X3

ST. LAWRENCE COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
P.O. Box 6000,  
Kingston, Ontario  
K7L 5A6  
(613) 544-5400

SENECA COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
1750 Finch Avenue East,  
Willowdale, Ontario  
M2J 2X5  
(416) 491-5050

SHERIDAN COLLEGE, BRAMPTON CAMPUS  
McLaughlin Road,  
Box 7500,  
Brampton, Ontario  
L6V 1G6

SHERIDAN COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY  
Trafalgar Road,  
Oakville, Ontario  
L6H 2L1  
(416) 845-9430

SIR SANDFORD FLEMING COLLEGE OF  
APPLIED ARTS AND TECHNOLOGY  
Peterborough, Ontario  
K9J 7B1  
(705) 743-5601

COMMUNITY COLLEGES

- Manitoba

KEEWATIN COMMUNITY COLLEGE  
7th Street At Charlebois,  
P.O. Box 3000,  
The Pas, Manitoba  
R9A 1M7  
(204) 623-3416

Saskatchewan

SASKATCHEWAN TECHNICAL INSTITUTE  
P.O. Box 1420,  
Moose Jaw, Saskatchewan  
S6H 4R4  
(306) 693-8228

Alberta

ALBERTA COLLEGE  
10041 - 101 Street,  
Edmonton, Alberta  
T5J 0S3  
(403) 428-1851

ALBERTA VOCATIONAL CENTRE  
GROUARD CAMPUS,  
Grouard, Alberta  
T0G 1C0  
(403) 751-3915

ALBERTA VOCATIONAL CENTRE  
LAC LA BICHE CAMPUS,  
Box 417,  
Lac la Biche, Alberta  
T0A 2C0  
(403) 623-4441

CAMROSE LUTHERAN COLLEGE  
Camrose, Alberta  
T4V 2R3  
(403) 672-3381

CANADIAN UNION COLLEGE  
Box 430  
College Heights, Alberta  
T0C 0Z0  
(403) 782-3381

CONCORDIA COLLEGE  
7128 Ada Blvd.,  
Edmonton, Alberta  
T5B 4E4  
(403) 479-8481

FAIRVIEW COLLEGE  
Box 3000,  
Fairview, Alberta  
T0H 1L0  
(403) 835-2213

GRANDE PRAIRIE REGIONAL COLLEGE  
10726 - 106 Avenue  
Grande Prairie, Alberta  
T8V 4C4  
(403) 532-8830

GRANT MACEWAN COMMUNITY COLLEGE  
Box 1796,  
Edmonton, Alberta  
T5P 2P7  
(403) 483-4411

KEYANO COLLEGE  
Fort McMurray, Alberta  
T9H 2H7  
(403) 791-4800

LAKELAND COLLEGE  
Main Campus  
Vermilion, Alberta  
T0B 4M0  
(403) 853-2971

LETHBRIDGE COMMUNITY COLLEGE  
Lethbridge, Alberta  
T1K 1L6  
(403) 320-3286

MEDICINE HAT COLLEGE  
299 College Drive South-West,  
Medicine Hat, Alberta  
T1A 3Y6  
(403) 527-7141

MOUNT ROYAL COLLEGE  
4825 Richard Road South-West,  
Calgary, Alberta  
T3E 6K6  
(403) 240-6343

NORTHERN ALBERTA INSTITUTE  
OF TECHNOLOGY  
11762 - 106 Street,  
Edmonton, Alberta  
T5G 2R1  
(403) 471-7401

OLDS COLLEGE  
Olds, Alberta  
T0M 1P0  
(403) 556-8281

RED DEER COLLEGE  
56 Avenue and 32nd Street,  
P.O. Box 5005,  
Red Deer, Alberta  
T4N 5H5  
(403) 342-3300

SOUTHERN ALBERTA INSTITUTE  
OF TECHNOLOGY  
1301 - 16 Avenue North-West,  
Calgary, Alberta  
T2M 0L4  
(403) 284-8841



British Columbia

BRITISH COLUMBIA INSTITUTE  
OF TECHNOLOGY  
3700 Willingdon Avenue,  
Burnaby, British Columbia  
V5G 3H2  
(604) 434-5734

CAMOSUN COLLEGE  
1950 Landsdowne Road  
Victoria, British Columbia  
V8P 5J2  
(604) 592-1281

CAPILANO COLLEGE  
2055 Purcell Way,  
North Vancouver, British Columbia  
V7J 3H5  
(604) 986-1911

CARIBOO COLLEGE  
P.O. Box 3010,  
Kamloops, British Columbia  
V2C 5N3  
(604) 374-0123

DOUGLAS COLLEGE  
P.O. Box 2503  
New Westminster, British Columbia  
V3L 5B2  
(604) 521-4851

EAST KOOTENAY COMMUNITY COLLEGE  
Box 8500,  
Cranbrook, British Columbia  
V1C 5L7  
(604) 489-2751

FRASER VALLEY COLLEGE  
45600 Airport Road,  
Chilliwack, British Columbia  
V2P 6T4  
(604) 792-0025

KWANTLEN COLLEGE  
P.O. Box 9030,  
Surrey, British Columbia  
V3T 5H8  
(604) 588-4411

MALASPINA COLLEGE  
900 - 5th Street,  
Nanaimo, British Columbia  
V9R 5S5  
(604) 753-3245

THE COLLEGE OF NEW CALEDONIA  
3330 - 22nd avenue,  
Prince George, British Columbia  
V2N 1P8  
(604) 562-2131

NORTH ISLAND COLLEGE  
156 Manor Drive  
Comox, British Columbia  
V9N 6P7  
(604) 339-5551

NORTHERN LIGHTS COLLEGE  
Regional Office,  
11401 - 8th Street,  
Dawson Creek, British Columbia  
V1G 4G2  
(604) 782-5251

NORTHWEST COMMUNITY COLLEGE  
P.O. Box 726  
Terrace, British Columbia  
V8G 4C2  
(604) 635-6511

OKANAGAN COLLEGE  
1000 K.L.O. Road,  
Kelowna, British Columbia  
V1Y 4X8  
(604) 762-5445

SELKIRK COLLEGE  
Box 1200,  
Castlegar, British Columbia  
V1N 3J1  
(604) 365-7292

VANCOUVER COMMUNITY COLLEGE  
LANGARA CAMPUS,  
100 West - 49 Avenue,  
Vancouver, British Columbia  
V5Y 2Z6  
(604) 324-5294

Yukon Territory

YUKON VOCATIONAL AND TECHNICAL  
TRAINING CENTRE  
1000 Lewes Blvd.,  
Whitehorse, Yukon Territory  
Y1A 3H9  
(403) 667-4262

CORRESPONDENCE PROGRAMS

# CORRESPONDENCE PROGRAMS

Within this chapter all Canadian colleges, universities, private (or public) institutions offering certificate, diploma or degree correspondence programs related to the subject of management or administration are listed. It should be noted that only a selected sample of courses and objectives of each program is given and that the length of any program ultimately depends upon the speed at which the student works.

All the institutions are arranged in alphabetical order. For further information regarding entrance requirements, fees, general information and details, consultation with the individual calendars is recommended.

# CORRESPONDENCE PROGRAMS

## ALGONQUIN COLLEGE

Continuing Education, Business Section  
1385 Woodroffe Avenue, Room C 341  
Nepean, Ontario  
K2G 1V8 Tel: (613) 725-7540

- Business Administration Diploma (approx. 3 yrs.)
- Business Studies Correspondence Certificate (approx. 2 yrs.)

### Objectives of the Business Administration Diploma

To provide students with a sound overall business education coupled with specialization in a specific area and to provide students with a means of educating themselves via correspondence. Only 30 courses may be taken by correspondence and for 8 months the student must attend classes full-time in order to receive his/her diploma.

Some Courses	Accounting & Finance Quantitative Methods and Models Statistics & Business Law Computers and Programming Communications & Marketing
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Areas of Potential Specialization	Accounting Data Processing General Management Studies Marketing
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### Objectives of the Business Studies Correspondence Certificate

Similar to above except students are able to obtain the certificate completely through correspondence.

Some Courses	Will vary depending upon electives chosen. Accounting and Marketing Computers and Programming Methods and Models Communications Economics and Business Law
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Area of Potential Specialization	None, general program only.
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## ATHABASCA UNIVERSITY

12352 - 149 Street  
Edmonton, Alberta  
T5V 1G9 Tel: (403) 762-3391

- Bachelor of Administration (3 yrs.)
- Certificate Program in Public Administration

### Objective of the Bachelor of Administration

To meet the needs of people interested in furthering their education in the field of management. This program is designed to teach practical skills and to give a strong theoretical grounding.

Some Courses	Accounting and Finance Economics Business Mathematics Communications Marketing Administration
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Area of Potential Specialization	None, general program only.
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CORRESPONDENCE PROGRAMS

ATHABASCA UNIVERSITY cont.

• Objective of the Certificate Program in Public Administration

"The University, in cooperation with the Blue Quills Native Education Council, offers a one-year certificate program in Public Administration. This is an undergraduate credit program designed to help native people develop basic knowledge and skills in the administration of public institutes, with special emphasis on the problems and situations facing native people."

For more information please contact the university.

CANADA COLLEGE

P.O. Box 293, Station "M"  
Toronto, Ontario  
M6S 4T3 Tel: (416) 766-9456

- Diploma in Business Principles and Management (approx. 1 year)

• Objective

To provide a specialized course for men and women in order that they are able to effectively enter and work in the business community.

**Some Courses** Business and its Environment  
Business Ownership  
Marketing and Communications  
Finance  
Human Resources and Management Functions

**Area of Potential Specialization** None, general program only.

CANADIAN CREDIT INSTITUTE\*

P.O. Box 500 Station "F"  
Toronto, Ontario  
M4Y 2L8 Tel: (416) 962-9911

- Certificate in Credit Management (approx. 3 yrs.)

• Objective

To provide a planned program of correspondence covering all the essential and basic credit and collection functions.

**Some Courses** Will vary depending upon area of specialization and electives chosen.  
Accounting  
Economics  
Commercial Law  
Credit Management

**Areas of Potential Specialization** Administration or  
Marketing or  
Financial Statement Analysis or  
Any two of the following:  
Consumer Credit Management  
Mercantile Credit Management  
Construction Credit Management

\*Note: The University of Toronto, Continuing Studies is conducting this program on behalf of the Canadian Credit Institute.

CORRESPONDENCE PROGRAMS

CANADIAN SCHOOL OF MANAGEMENT

715 Renaissance Plaza, 7th Floor  
150 Bloor Street, West  
Toronto, Ontario  
M5S 2X9 Tel: (416) 960-3805

- Diploma in Financial Management (approx. 1 yr.)
- Executive Fellow of Business Administration (approx. 3 yrs.)
- Graduate of Management Program
- Diploma in Business Studies
- Certificate in Organization and Management

• Objective of the Diploma in Financial Management

To allow the advanced student to expand his/her frame of reference and to get involved in problem solving and decision making situations for a better understanding of the complexities in organizational life.

**Some Courses** Will vary on electives chosen  
Managerial Accounting  
Economics  
Managerial Decision Making and Problem Solving  
Planning for Profit  
Financial Management Policy

**Area of Potential Specialization** None, general program only.

• Objective of the Executive Fellow of Business Administration

To provide a post-graduate level program dealing with complex problems and future needs of professional managers.

**Some Courses** Will vary depending upon previous educational experience.  
Financial Management Policy and Organizational Policy  
Managerial Process Design and Functioning of Organizations  
Interpersonal Relations at the Decision Making Level  
Business, Government, Labour and Society Interface

**Areas of Potential Specialization** Accounting  
Finance  
Marketing  
Production Management  
Human Resources  
Computer Science  
Health Services  
Public Administration

• Objective of the Graduate of Management Program

To meet the individual's need for the skilled management of resources. The program is devoted to the concepts, analytical tools and communication skills necessary for competent and responsible administration.

**Some Courses** Managerial Accounting  
Financial and Human Resources Management  
Economics and Marketing  
Canadian Business Law  
Statistical for Management and Computerized Business Systems

**Areas of Potential Specialization** Tourism  
General  
To be discussed with the faculty and the student.



CORRESPONDENCE PROGRAMS

CANADIAN SCHOOL OF MANAGEMENT cont.

Objectives of the Diploma in Business Studies

To introduce participants to the terminology of business, to organizational structures and processes, to management concepts and decision-making functions in organizations and to basic functional areas in business, with a view of opening up new opportunities for meaningful careers to the participants.

- Some Courses    Problem-Solving and Decision-Making  
Human Resources Management  
Computerized Business Systems  
Managerial Accounting  
Entrepreneurship and Marketing

Area of Potential Specialization    None, general program only.

Objectives of the Certificate in Organization and Management

To prepare participants for a broad understanding of interpersonal and interorganizational problems and to prepare them for a wide range of complex managerial responsibilities.

- Some Courses    Management Principles  
Interpersonal Communications  
Computerized Business Systems  
Effective Supervision  
Accounting and Reporting Writing

Area of Potential Specialization    None, general program only.

Note: All programs may also be taken in class. Classes are held every second Saturday.

DALHOUSIE UNIVERSITY

Advanced Management Centre  
Halifax, Nova Scotia  
B3H 3J5    Tel: (902) 424-2526

Certificate Program in Business Administration

Objectives

To provide the student with an understanding of business management concepts and how the information can be used in making managerial decisions.

- Some Courses    Will vary depending upon electives chosen.  
Introduction to Business Administration  
Accounting  
Finance  
Business Law  
Economics of Business

Area of Potential Specialization    None, general program only.

GRANTON INSTITUTE OF TECHNOLOGY\*

263 Adelaide Street, West  
Toronto, Ontario  
M5H 1Y3    Tel: (416) 997-3929

- Business Management and Administration Diploma Courses (approx. 18 weeks)
- Business Management and Administration (Honours) Diploma Course (approx. 24 weeks)
- General Business Management Diploma Course (approx. 12 weeks)

Objective of the Business Management and Administration Diploma Course

To provide students with a core program in business in order to prepare graduates for jobs in business, government and industry.

CORRESPONDENCE PROGRAMS

GRANTON INSTITUTE OF TECHNOLOGY\* cont.

- Some Courses    Psychology and Principles of Management  
Business Organization  
Business Accounting  
Marketing Management

Area of Potential Specialization    None, general program only.

Objectives of the Business Management and Administration (Honours) Diploma Course

Same as above except it is a more comprehensive program with the flexibility for individual specialization built in. The program contains all the essential elements for the person aspiring to middle management or higher.

- Some Courses    Same as above as well as:  
Business Law  
Business Economics  
Personnel Management

Area of Potential Specialization    None, general program only.

Objective of the General Management Diploma Course

To provide the student with a short, flexible management training program where one will study the principles and practice of management before choosing one specialist option. This program is particularly useful to a student starting his or her own company or in fact entering business for the first time.

- Some Courses    Psychology and Principles of Management  
Business Organization  
Marketing Management

Areas of Potential Specialization    Personnel Management  
Office Management  
Sales Management  
Advertising Management  
Retail Management  
Marketing Management  
Business Law  
Small Business Management

\*Note: Granton Institute of Technology has local offices in Montréal, Québec, Calgary, Alberta and Vancouver.

INTERNATIONAL CORRESPONDENCE SCHOOLS, CANADIAN LIMITED (I.C.S.)

7475 Sherbrooke Street, West  
Montréal, Québec  
M4B 1S4    Tel: 1-800-361-0280

- Diploma in Band Management (approx. 1 1/2 yrs.)
- Certificate in Business Management (approx. 1 1/2 yrs.)
- Diploma in Business Management (approx. 1 yr.)

Objective of the Diploma in Band Management

To provide a guided independent study method that minimizes the loss of valuable production time by permitting students to study at home, on their own time, and at their own pace.

- Some Courses    The Indian Act  
Report Writing and Business English  
Personnel Management & Modern Management  
Accounting  
Business Mathematic

Area of Potential Specialization    None, general program only.

CORRESPONDENCE PROGRAMS

INTERNATIONAL CORRESPONDENCE SCHOOLS, CANADIAN LIMITED (I.C.S.) cont.

- **Objective of the Certificate in Business Management**  
Same as above.  
**Some Courses** Introduction to Business  
Principles of Management and of Finance  
Business Data Processing  
Accounting  
**Area of Potential Specialization** None, general program only.
- **Objective of the Diploma in Business Management**  
Same as above but it is a continuation from the Certificate in Business Management.  
**Some Courses** Principles of Marketing  
Personnel and Sales Management  
Business Law  
Public Relations  
**Area of Potential Specialization** None, general program only.  
**Note:** All subjects are offered in English and they are offered throughout Canada.

NATIONAL COLLEGE

170 St. George Street, Suite 714      444 Robson Street  
Toronto, Ontario      Vancouver, British Columbia  
M5R 2M6 Tel: (416) 925-9238/9155      V5B 2B5 Tel: (416) 688-4913

- Diploma in Business Administration (2 yrs.)
- **Objective**  
To learn the finer points of starting, managing and organizing a business. Students will become familiarized with bookkeeping and accounting systems, effective business communication, legal agreements and contracts involved in business, and every aspect of advertising and marketing research.  
**Some Courses** Accounting  
Business Communication  
Marketing and Economics  
Business Principles and Management  
Canadian Business Law  
**Area of Potential Specialization** None, general program only.

NORTH ISLAND COLLEGE\*

156 Manor Drive  
Comox, British Columbia  
V9N 6P7 Tel: (604) 339-5551

- Certificate in Business Administration Program (2 yrs.)
- Certificate in Small Business Management (1 yr.)
- **Objectives of the Certificate in Business Administration Program**  
To provide students a means of developing skills in the functional areas of business that include marketing, accounting, finance and administrative practices. Flexibility exists for students to tailor their curriculum.  
**Some Courses** Will vary depending upon electives chosen  
Business Communication  
Accounting and Marketing  
Economics and the Financial System  
Administrative Principles

CORRESPONDENCE PROGRAMS

NORTH ISLAND COLLEGE\* cont.

- Areas of Potential Specialization** To be decided upon consultation between the faculty and the student.
- **Objective of the Certificate in Small Business Management**  
To introduce to students the principles and techniques of effectively launching an enterprise and then maintaining it on a profitable basis. The five courses are designed to emphasize practical, usable business techniques.  
**Courses** Small Business Management  
Marketing for a Small Business  
Small Business Finance  
People Management in Small Business  
The Business Plan  
**Area of Potential Specialization** None, general program only.  
**\*Note:** North Island College services only those residents who live on the Northern half of Vancouver Island and the mainland coast from Desolation Sound to Swindle Island. The college operates major learning centres at Port Alberni, Courtenay, Campbell River, Gold River, Port Hardy and Alert Bay. Smaller centres exist in communities such as Port McNeill, Bella Coola and Tahsis. Three mobile study centres are operated to serve smaller, widely scattered settlement. All correspondence courses allow students access to personal tutorial assistance.

OPEN LEARNING INSTITUTE\*

Box 94000  
Richmond, British Columbia  
V6Y 2A2

- Business Management Certificate
- Bachelor of Business Administration
- **Objectives of the Business Management Certificate**  
To learn practical business management skills at home to complement one's work experience and to be able to further one's career.  
**Some Courses** Accounting  
Business Law and Small Business Management  
Management Principles and Practices  
**Area of Potential Specialization** None, general program only.
- **Objective of the Bachelor of Business Administration**  
To teach students how to be an effective manager, how to motivate one's employees and how to encourage their productivity.  
**Some Courses** Management and Motivation  
Business Mathematics and Law  
Accounting  
**Area of Potential Specialization** None, general program only.  
**\*Note:** The Open Learning Institute is only available to residents in British Columbia. Advisory Centres are located in Richmond, Kelowna, Prince George, Victoria, Terrace and Castlegar.

SASKATCHEWAN INDIAN FEDERATED COLLEGE

Department of Indian Management and Administration  
University of Regina  
Regina, Saskatchewan  
S4S 0A2 Tel: (306) 584-8333

- Certificate in Administration (approx. 1 1/2 yrs.)

CORRESPONDENCE PROGRAMS

SASKATCHEWAN INDIAN FEDERATED COLLEGE cont.

- Objective  
  
To meet the needs of administrators unable to attend on campus classes due to work responsibilities, travel costs or personal commitments.  
  
Some Courses Will vary depending upon electives chosen.  
Principles of Band Management  
Introduction to Administration and Organizational Behaviour.  
Band Business Development and Business Writing Skills  
Federal Policy and Financial/Administrative Development for Bands.  
  
Area of Potential Specialization None, general program only.

THE UNIVERSITY OF MANITOBA

Correspondence Coordinator  
541 University Centre  
Winnipeg, Manitoba  
R3T 2N2 Tel: (204) 479-9921

- Certificate Program for Manitoba Municipal Administrators (approx. 4 yrs.)
- Objective  
  
To train students to work effectively as a Municipal Administrator and to be able to perform the duties efficiently.  
  
Some Courses Municipal Law  
Human Relations  
Municipal Accounting  
Municipal Administration  
  
Area of Potential Specialization None, general program only.

WESTERVELT BUSINESS SCHOOL LTD.

190 Wortley Road  
London, Ontario  
N6C 4Y7 Tel: (519) 679-0780

- Diploma in Business Management (4 terms)
- Diploma in Business Administration (5 terms)
- Objective of the Diploma in Business Management  
  
To provide students with the basics in business and to prepare them for positions as managers, administrators and supervisors. This is an ideal program for those who wish to seek positions in small to medium companies.  
  
Some Courses Accounting & Marketing  
Basic Calculations and Mathematics  
Basic English and Letter Writing  
Principles of Business Management  
Economics & Finance  
  
Area of Potential Specialization None, general program only.
- Objective of the Diploma in Business Administration  
  
To provide an intensive management course at the college level for men and women who are interested in the accounting field or plan to become executives, administrators, partners or proprietors. This course is ideal for those who wish to start their own companies or seek positions with larger corporations.  
  
Some Courses Similar to above but in more depth.  
  
Area of Potential Specialization None, general program only.

MANAGEMENT DEVELOPMENT ORGANIZATIONS



## MANAGEMENT DEVELOPMENT ORGANIZATIONS

This section provides some names and addresses of not-for-profit organizations in Canada which offer an alternate source of management development training.

## MANAGEMENT DEVELOPMENT ORGANIZATIONS

Advanced Management Centre,  
Institute of Public Affairs,  
Dalhousie University  
HALIFAX, Nova Scotia B3H 3J5  
Tel: (902) 424-2211

Algonquin Management Centre, No. 510,  
350 Sparks St.,  
Ottawa, Ontario K1R 7S8  
Tel: (613) 238-6345

Atlantic Region Mgmt. Training Centre,  
P.O. Box 1000,  
Halifax, N.S. B3J 2X4  
Tel: (902) 429-8300

Canadian Institute of Management,  
2175 Sheppard Ave. E., No. 110  
Willowdale, Ontario M2J 1W8  
Tel: (416) 491-2982

Canadian Management Centre of the  
American Management Associations  
100 University Avenue, Suite 303  
TORONTO, Ontario M5J 1V6  
Tel: (416) 593-4600

Durham Conference Centre,  
Durham College, P.O. Box 385,  
Oshawa, Ontario L1H 7L7  
Tel: (416) 576-0210

McGill Mgmt. Inst.,  
1001 Sherbrooke St. W.,  
Montreal, Quebec H3A 1G5  
Tel: (514) 392-5870

Ontario Society for Training & Development,  
Box 537, Station K,  
Toronto, Ontario M4P 1G9  
Tel: (416) 483-6783

Personnel Association of Toronto,  
601-2 Bloor Street West,  
Toronto, Ontario M4W 3E2  
Tel: (416) 923-2324