

SIMON FRASER UNIVERSITY

Office of the Vice-President, Academic

MEMORANDUM

To: Senate **From:** J. M. Munro
Chair, Senate Committee
on Academic Planning

Subject: Proposed Joint MRM/MBA Degree **Date:** April 14, 1993
(SCAP 93 - 15)

Action undertaken by the Senate Committee on Academic Planning and the Senate Graduate Studies Committee gives rise to the following motion:

Motion: "that Senate approve and recommend approval to the Board of Governors, as set forth in S.93 -32 the joint Master of Resource Management/Master of Business Administration Degree."

Note: Graduates from the joint program will receive two degree parchments: Master of Resource Management on recommendation of the Faculty of Applied Sciences and Master of Business Administration on recommendation of the Faculty of Business Administration.

J. M. Munro

SIMON FRASER UNIVERSITY

MEMORANDUM

To: Alison Watt, Secretary
Senate Committee on Academic Planning

From: K. Mezei, Acting Dean
Graduate Studies

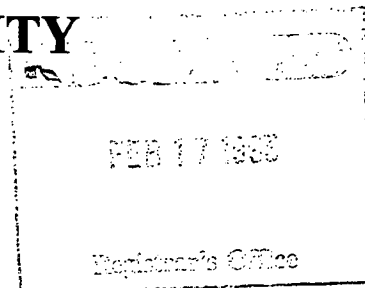
Subject: Joint MRM/MBA Degree

Date: March 11, 1993

The Joint MRM/MBA Degree Proposal was approved by the Senate Graduate Studies Committee, at its Meeting on March 8, 1993, and is now being forwarded to the Senate Committee on Academic Planning for approval.


K. Mezei, Acting Dean
Graduate Studies

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SIMON FRASER UNIVERSITY**DEAN OF GRADUATE STUDIES***Memorandum*

TO: Senate Graduate Studies
Committee

FROM: B.P. Clayman
Dean of Graduate Studies

SUBJECT: JOINT MRM/MBA DEGREE

DATE: February 15, 1993.

The Assessment Committee for New Graduate Programs (ACNGP) has approved and recommends to the SGSC for approval a proposal for a joint MRM/MBA degree. The first draft of the proposal was received on 22 September 1992. The ACNGP decided that, because the joint program is primarily an amalgamation of two existing programs, external review was not required.

This proposal will be considered at the next meeting of the SGSC to which a representative of the proposed program will be invited.

cc: P. Williams
L. Meredith
M. Magid
M. M'Gonigle
S. Shapiro
R. Marteniuk

A handwritten signature in black ink, appearing to read "B.P. Clayman".

PROPOSAL FOR JOINT MRM/MBA DEGREE

- | | |
|--------------------|---|
| Nov 1990 | Approved "In-Principle" by Senate Committee on Academic Planning |
| 27 Mar 1992 | Approved by Faculty of Applied Sciences Graduate Studies Committee

Approved by Faculty of Business Administration Graduate Studies Committee |
| 22 Sep 1992 | Received by Dean of Graduate Studies |
| 8 Dec 1992 | Reviewed by Assessment Committee for New Graduate Programs |
| 28 Jan 1993 | Revised proposal received by Dean of Graduate Studies |
| 10 Feb 1993 | Revised proposal reviewed by Assessment Committee for New Graduate Programs |

SCHOOL OF RESOURCE AND ENVIRONMENTAL MANAGEMENT

FACULTY OF APPLIED SCIENCES

SIMON FRASER UNIVERSITY

MEMORANDUM

TO: Graduate Studies Committee

FROM: Randall Peterman
Professor and Chair
of Graduate Studies
Committee

RE: Joint MRM/MBA Degree

DATE: 27 March 1992

The School of Resource and Environmental Management (REM), which gives a master's degree in resource management (MRM), and Business Administration have been developing a proposal for a joint MRM/MBA degree. This would be a double degree; students who complete the requirements will receive both the MBA and the MRM degrees.

I. Background

This proposal has been approved by the graduate studies committees in the two programs and last year by the Dean of Business and Dean of Applied Science. The proposal was submitted to SCAP for initial discussion at its meeting of 10th October 1990. Concern was expressed that the requirements for the double degree might not be rigorous enough. However, recent Senate approval of a masters degree program in English without a thesis/project provides a precedent for our proposal cast as a "double degree" with the requirement of only one independent research activity. Our initial proposal was for a "research project". This has now been upgraded to a "thesis".

II. Requirements of existing programs

It was always possible for students to fulfill the requirements of both the MRM and the daytime MBA (DMBA) degrees. Experience has shown the costs to be greater than the benefits; no student has completed both. The rationale for our proposal is that requirements of each degree are complementary, permitting some reduction of requirements of each without sacrificing academic quality.

The present requirements for each degree are summarized below.

DMBA requirements

Students may pursue one of two options: the "project" or the "thesis" option. The former requires 8 courses and a less demanding research project; the latter requires only 6 courses but a more ambitious thesis. Most students have pursued the project option. For either option the student must choose a field of concentration among the following:

1) accounting, 2) finance, 3) organizational behaviour/human resource management, 4) management science/information systems, 5) marketing, and 6) policy analysis. Within the chosen field of concentration the student must complete a minimum of 3 courses.

Many students are required to complete additional qualifying courses. There is a new set of BUS courses - designated at the 500 level - to provide qualifying training in fields such as managerial accounting, microeconomics, and finance.

REM requirements

Students must complete 12 courses (7 required, 5 approved electives) plus MRM 699, the research project.

III Proposed degree requirements

The following requirements for the double degree are proposed:

A. Courses

- 1) Students must complete a minimum of 17 courses
- 2) Students must complete a minimum of 3 electives within Business at the 800 level.
- 3) Students must complete a minimum of 3 electives within the School of REM.
- 4) Students must complete the following 11 required courses, subject to any approved substitutions:
 - 1) MRM 601 - Natural Resources Management I: Theory and Practice (an interdisciplinary overview of resource management)
 - 2) MRM 602 - Natural Resources Management II: Advanced Seminar (capstone course, entails major group project)
 - 3) MRM 621 - Economics of Natural Resources (survey of microeconomics with emphasis on topics relevant to natural resource management) or
BUS 507 - Managerial Economics
 - 4) MRM 611 - Applied Population and Community Ecology

- 5) MRM 644 - Public Policy Analysis and Administration (a public policy course)
or BUS 858 - Business and the Public Interest (a public policy course)
- 6) MRM 641 - Law and Resources (a law course with emphasis on resource law)
- 7) BUS 512 - Finance
- 8) BUS 527 - Financial Accounting
- 9) BUS 536 - Quantitative Methods
- 10) BUS 543 - Marketing
- 11) BUS 572 - Organizational Behaviour

It is strongly recommended that students taking the joint MRM/MBA program also complete the course Managerial Accounting--BUS 528--as an elective.

- 5) With the permission of the directors of both programs:
 - a) students may waive a maximum of three required courses if equivalent courses have been completed and,
 - b) in addition to any courses waived students may substitute related electives for required courses.

B. Thesis

The student must complete a thesis in a research area acceptable to his or her supervisory committee. The thesis will demonstrate a comprehensive knowledge of the relevant literature and will describe the student's research representing an original contribution to knowledge in the area. It will be examined in the same manner as other Master's theses.

IV Student Selection

In order to be admitted into the double degree program, each student must be approved by the graduate studies committees in the School of Resource and Environmental Management and Business Administration. Students will have to fulfill the prerequisites of both programs. We expect to limit the admission to this program to up to 5 students per year.

(rem-mba)

APPENDIX 1: EXCERPT FROM 1992/93 SFU CALENDAR

1. School of Resource and Environmental Management
(pages 265 - 268)
2. Faculty of Business Administration
(pages 293 - 296)

- P. Williams** BA (Ott), MA (Wat), PhD (Utah State)
Tourism management, resort development, tourism policy and research
- Assistant Professors*
- F. Gobas** BSc, MSc (Amst), PhD (Tor)
Environmental toxicology
- M. Jaccard** BA, MRM (S Fraser), PhD (Grenoble)
Energy economics, modelling
- K. Lertzman** BSc (Man), MSc, PhD (Br Col)
Forest ecology, long term forest dynamics, landscape ecology, conservation biology, global change
- P. Wright** BS (Lakehead), MS (Ohio State)
- Associated Faculty*
- J.H. Borden** Biological Sciences
- P. Copes** Economics
- E.M. Gibson** Geography
- A. Harestad** Biological Sciences
- D. Moore** Geography
- J. Pierce** Geography
- J. Richards** Business Administration
- A. Roberts** Geography
- M. Roberts** Geography
- R. Routledge** Mathematics
- J.W. Wilson** Geography
- Adjunct Professors*
- W. Bell** BA (Vic, BC), MA (W Ont)
Director of Forecasts and Special Projects, BC Energy and Mines, Victoria
- M. Clark** BSc (Vic, BC), PhD (New Br)
Environmental Chemist, BC Ministry of Environment (water quality)
- D. Connor** BS (Tor), PhD (C'neil)
Principal, Connor Development Services Limited (public participation, social impact assessment, organization management)
- A. Comford** BSc (McM), PhD (Br Col)
Commercial Consultant, Vice President Research and Information Services, Simon Fraser University (impact assessment, analysis and management)
- L. Dellert** BSc (Alta)
Manager, Forest Productivity and Decision Support, BC Ministry of Forests (stand and forest dynamics, timber and resource interaction)
- R. Hoos** BSc (Calg), MSc (Vic, BC)
Director of Northern Affairs, Polar Gas, Calgary (environmental impact assessment)
- M. Kent** BA (S Fraser), MSc (Alta)
Senior Environmental Co-ordinator, BC Ministry of Transportation and Highways (impact assessment, environmental conflicts)
- B. Langford** BScA (Guelph), MSc (Tor), PhD (Oregon)
Co-ordinator, BC Ministry of Environment (impact assessment, surveillance and monitoring)
- M. Margolick** BA (C'neil), PhD (Br Col)
Consultant, BC Hydro, Vancouver, BC (utility resource planning and policy)
- D. Marmorek** BES (Wat), MSc (Br Col)
Director and partner, Environmental and Social Systems Analysis Ltd. (ESSA), Vancouver BC (adaptive environmental assessment and management; ecological impacts of acid deposition)
- D.W.I. Marshall** BSc (Qu)
Regional Director, Pacific Western and Northern Region, Federal Environmental Assessment Review Office (environmental and social impact assessment)
- A. Mackinnon** BSc, MSc (Br Col)
Manager Forest Ecology, BC Ministry of Forests, Research Branch, Victoria, BC (forest ecology)
- D. O'Gorman** BA (Alta), MA (Br Col)
Acting Director, Policy and Planning BC Ministry of Forests (regional resource planning)

School of Resource and Environmental Management

Location: 9671 Shrum Classroom Building

Telephone: 291-4659
291-4968 Fax

Director: P.W. Williams BA (Ott), MA (Wat), PhD (Utah State)

Faculty and Areas of Research

Professors

- J.C. Day** BS, MSc (W Ont), PhD (Chic)
Resources management policy, water resources, impact assessment
- J.L. Knetsch** BS, MS (Mich State), MPA, PhD (Harv)
Law and economics and the assessment of non-pecuniary values
(Joint appointment with Economics)
- R.M. Peterman** BSc (Calif), PhD (Br Col)
Fisheries population dynamics and management, simulation modelling, environmental assessment

Associate Professors

- A.M. Gill** BA (Hull), MA (Alta), PhD (Manit)
Tourism, resource communities (joint appointment with Geography)
- T.I. Gunton** BA, MA (Wat), PhD (Br Col)
Regional resource and development planning
- M. M'Gonigle** BA (Br Col), MSc (Lond), LLB (Tor), LL.M, JSD (Yale)
Law and resources, institutional analysis, and international resource issues

K. Peterson	BA (Br Col), NA (Northwestern) Director of Planning, BC Hydro
F. Quinn	BA (Tor), MA, PhD (Wash) Director of Social Studies, Inland Waters Directorate, Environment Canada, Ottawa (water policy)
R. Strang	BC (For) (Edin), PhD (Lond) Associate Dean, Renewable Resources, British Columbia Institute of Technology (fire ecology, fire as a vegetation management tool)
B. Switzer	BPhysEd, MSc (Alta) President, Switzer and Associates Consulting (environmental impact assessment on mines)
A. Thompson	LLB (Man), LLM (Tor), JSD (Col) University of British Columbia Professor, Associate Council, Ferguson Gifford (natural resources, environment, energy)
Instructors	
L. Jackson	BA (San Fran), MSc (Stan), PhD (Calg) Quaternary Geologist, Geological Survey of Canada (quaternary and environmental geology, sedimentology), Director of Institute for Quaternary Research
N. Knight	BSc, MRM (S Fraser), PhD Br Col) Regional Environmental and Land Use Plan- ner, Greater Vancouver Regional District (re- source management and regional development)
J. MacDonald	BA, MSc (S Fraser) Geography (remote sensing, cartography)
J. Peepre	BA, BLA (Guelph), MSc (Br Col) Principal, J.S. Peepre and Associates (parks, outdoor recreation, tourism planning)
G. Runka	BSc (Br Col), MSc (C'nell) President G.G. Runka Land Sense Ltd. (soil inventory and land use interpretation for tax assessment, forest management and agricultural purposes)

The School of Resource and Environmental Management offers a graduate program in the Faculty of Applied Sciences that leads to a professional Masters level degree in resource management (MRM degree). Under certain circumstances, doctoral programs may also be set up under special arrangements. Post-doctoral positions are also available. The school is designed for individuals with experience in private organizations or public agencies dealing with natural resources and the environment, or for recent graduates in various disciplines related to natural resources. From time to time, courses are scheduled in the evening or week-long blocks to permit students to complete courses on a part-time basis.

Effective management of natural resources and the environment requires interdisciplinary skills as well as expertise in appropriate specialties. Problems in the management of forest, fisheries, energy, wildlife, mineral, water, tourism and agricultural resources are intensifying as competing demands increase. Expertise in traditional resource disciplines is currently needed and will continue to be in demand. But such expertise are more effective managers if their experience and background could be supplemented by an exposure to several disciplines involved in resource problems.

The purpose of the school is to meet this need for deeper and broader graduate training in natural resources. It is intended for individuals with undergraduate training and experience in fields such as biology, engineering, forestry and geology as well as business administration, economics, geography, planning and other social sciences. Students take an integrated sequence of courses in complementary fields, take further courses in their area of specialization and do a research project on a topic involving more than one traditional discipline. The aim is to give students increased familiarity and competence in understanding the natural dynamics of resources, strategies and techniques of natural resource planning and management, and the biological, physical, social, economic and institutional implications of resource decisions. Students also become familiar with various quantitative methods of analysis and aids to decision-making. This integrated, interdisciplinary emphasis has been part of the school since its inception in 1979.

In the field of natural resources, in particular, it is important that an academic program stress problem-solving and critical thinking rather than focus primarily on subject matter such as fisheries, economics or wildlife biology. To this end, the methods of integrating and synthesizing specialist approaches are stressed in the school.

Research by faculty and students is intended to evaluate the effectiveness of existing natural resource management policies and to develop new strategies where appropriate. These strategies often emerge from research into the biological dynamics of natural resources, of the institutional, social, economic

or public policy aspects of their management. Researchers apply a range of approaches including cost-benefit analysis, simulation modelling, legal and institutional assessment frameworks, and social surveys to address critical and emerging natural resource management issues. The School of Resource and Environmental Management is primarily staffed by faculty who have a full time appointment. The courses, therefore, are designed specifically for resource and environmental management students. This full time faculty complement provides a strong focus and integration which significantly enhances the educational experience for graduate students. Considerable research is done in direct collaboration with resource management agencies to ensure implementation of research results.

Admission

Refer to the *Graduate General Regulations* for admission requirements.

Those with degree qualifications not directly in the related fields but with extensive work experience in or related to resource management, are encouraged to apply for admission.

Individuals will vary in their preparation for the various disciplines involved in the school. Therefore, admission to the school might be conditional upon the completion of certain undergraduate courses.

Application Deadline: February 15.

Degree Requirements

Seventy-three (73) credit hours are prescribed for the program, 48 of which are from the required group and 25 are from the electives. With the approval of the director, up to seven courses (35 credit hours) may be transfer credits from another institution. In exceptional cases, a student presenting evidence of advanced education equivalent to one of the program courses from the required group may be allowed to waive that course by the program director, thereby reducing the total degree requirements to 68.

Prerequisite Courses

All students must be familiar with the material covered in an undergraduate course in Parametric and Nonparametric Statistics.

Required Courses

MRM	601-5	Natural Resources Management I: Theory and Practice
	602-5	Natural Resources Management II: Advanced Seminar
	611-5	Applied Population and Community Ecology
	621-5	Economics of Natural Resources
	631-5	Applied Geomorphology and Hydrology
	641-5	Law and Resources
	642-5	Regional Planning I
	698-3	Field Resource Management Workshop
	699-10	Research Project

Elective Courses**

Students normally select 25 credit hours (usually 5 courses) to strengthen an area of expertise. A series of possible electives are shown below under each of the five areas of specialization currently offered by the School of Resource and Environmental Management. However, any combination of elective courses may be taken.

Fisheries Management

MRM	612-5	Simulation Modelling in Natural Resource Management
†	613-5	Current Topics in Fisheries Management
	615-5	Management of Aquaculture Resources
	651-5	Project Evaluation
† ECON	863-4	Fisheries Economics
†	864-4	Studies in Economic Fisheries Management
STAT	650-5	Quantitative Analysis in Resource Management and Field Biology

Regional Resource Planning

MRM	615-5	Management of Aquaculture Resources
	644-5	Public Policy Analysis
†	645-5	Resource Development Communities
	646-5	Environmental and Social Impact Assessment
	647-5	Parks and Outdoor Recreation Planning
	651-5	Project Evaluation
	655-5	Water Planning and Management

Energy Management

MRM	612-5	Simulation Modelling in Natural Resource Management
	644-5	Public Policy Analysis and Administration
	650-5	Energy Use and Policies
	651-5	Project Evaluation
	658-5	Energy Systems Modelling

Environmental Management

- MRM 610-5 Management of Contaminants in the Environment
 612-5 Simulation Modelling in Natural Resource Management
 646-5 Environmental and Social Impact Assessment

Forestry

- MRM 612-5 Simulation Modelling in Natural Resources Management
 MRM 651-5 Project Evaluation
 670-5 Introduction to Forestry
 671-5 Forest Ecology
 672-5 Silviculture
 † BISC 816-3 Biology and Management of Forest Insects

Tourism, Parks and Outdoor Recreation

- MRM 647-5 Parks and Outdoor Recreation Planning
 648-5 The Tourism System
 649-5 Tourism Planning and Policy
 652-5 Community Tourism Planning and Development

Business Administration

- ** BUS 512-4 Introduction to Business Finance
 ** 528-4 Accounting
 ** 536-4 Quantitative Methods in Management
 ** 543-4 Introductory Graduate Marketing
 ** 572-4 Organizations and Human Resource Management
 ** 822-4 Decision Theory
 ** 858-4 Business and Public Interest
 ** BUEC 823-4 Business and Economic Forecasting

Co-operative Education Program

- MRM 690-0 Practicum I
 691-0 Practicum II

Additional Courses

- MRM 660-5 Special Topics in Resources Management
 661-5 Special Topics in Resources Management

** Other courses may be substituted with the approval of the director.

• May be taken with permission of the MBA Director.

† Subject to student demand and faculty availability.

Co-operative Education

The School of Resource and Environmental Management has launched a Co-operative Education program which allows students to work in a resource management agency (government or private) to gain professional experience in applied problem solving. The Co-op program is optional, but in many cases the work can lead directly into the student's MRM 699 Research Project.

Graduate Courses

- MRM 601-5 **Natural Resources Management I: Theory and Practice**

Disciplinary and interdisciplinary theory and principles for natural resources analysis and planning.

- MRM 602-5 **Natural Resources Management II: Advanced Seminar**

A review of selected policies, programs or institutions related to natural resources management. *Prerequisite: 8 required MRM courses or permission of instructor.*

- MRM 610-5 **Management of Contaminants in the Environment**
 Application of scientific methodology and concepts regarding pollutant behaviour and effects in environmental management.

- MRM 611-5 **Population and Community Ecology**
 A review of population, community, and ecosystem ecology; implications of these areas for methods of resource management and environmental assessment.

- MRM 612-5 **Simulation Modelling in Natural Resource Management**

Methods of constructing simulations models and analyzing them through sensitivity analysis. Application of simulation modelling to research and management of environmental and resource systems. Topics will include management of wildlife, forests, insect pests, fisheries, pollution problems, energy resources, and recreational land use. *Prerequisites: MRM 611 or permission of the instructor.*

- MRM 613-5 **Current Topics in Fisheries Management**
 Current methods of evaluation of fisheries management problems, with emphasis on the biological aspects; case studies of world fisheries. *Prerequisites: MRM 611 and MRM 612 or permission of instructor.*

- MRM 615-3 **Management of Aquaculture Resources**
 Environmental, political, and social issues related to siting and operation of aquaculture facilities. Topics drawn from coastal zone management, regional

planning, public policy analysis, environmental and social impact assessment, resource law and ecology.

- MRM 621-5 **Economics of Natural Resources**

Application of economic theory to natural resources management problems with a view to assessing existing and alternative policies. Includes theoretical analysis of concepts such as resource pricing, market failure, taxation, etc., and management strategies for specific resources such as forestry, fisheries and environment.

- MRM 631-5 **Applied Geomorphology and Hydrology**

A review of geomorphic and hydrologic principles; the morphology of drainage basins; selected case studies.

- MRM 632-5 **Terrain Evaluation**

The extensive classification of a landscape based on geology, geomorphology, soils, vegetation, historic and current land use, and the assessment of qualitative values as an aid to multiple land use management.

- MRM 633-5 **Introduction to Remote Sensing and Aerial Photographic Interpretation**

The application of these techniques in the acquisition and display of selected resource data. Topics include air photo interpretation, multi-band photography, thermal infrared imagery, satellite imagery, orthophotography, topographic and thematic mapping, and computer cartography.

- MRM 634-5 **Slope Stability and Snow Avalanches in Resource Management**

Impact of slope failure and snow avalanches in mountainous environments. Technical counter measures, zoning techniques, and the appraisal of acceptable risk are discussed within different geologic, climatic, and socio-economic contexts. *Prerequisite: MRM 633 or permission of instructor.*

- MRM 641-5 **Law and Resources**

A study of legal interventions related to resource planning and environmental control. The course looks at several aspects of environmental and resource law including administrative and constitutional law, fisheries and forestry regulation, and native rights.

- MRM 642-5 **Regional Planning I**

Theory and techniques of regional analysis; planning models and their application to key resource sectors.

- MRM 644-5 **Public Policy Analysis and Administration**

Analysis of methods of policy-making and problem solving with particular emphasis on natural resource issues. Topics include goal setting, problem definition, program scheduling, policy evaluation, policy implementation and public administration. A practical analysis of the structure and process surrounding major contemporary policy issues.

- MRM 645-5 **Resource Development Communities**

Examination of the impact of resource developments on communities in Canada. An overview of the social organization of resources-based communities and an analysis of the participatory process in decision making in resource management.

- MRM 646-5 **Environmental and Social Impact Assessment**

Evaluation and application of current methodologies for social, economic, and biophysical impact assessment. *Prerequisites: MRM 601, 611, 621, 642, or permission of instructor.*

- MRM 647-7 **Parks and Outdoor Recreation Planning**

The course will outline resource assessment, planning, and management methods related to parks and outdoor recreation.

- MRM 648-5 **The Tourism System**

This course will examine the social, environmental and economic components of tourism. Topics will include theoretical concepts and elements of tourism, historical evolution, spatial patterns, and case studies of tourism development in various parts of the world. Discussion of tourism planning and management will focus on the development of tourism as a renewable resource.

- MRM 649-5 **Tourism Planning and Policy**

The course provides frameworks and methodologies for understanding the policy and planning initiatives of public and private sector organizations. Foundations for resource assessment, market analysis, product-market matching and regional tourism strategy development are explored in detail. *Prerequisites: permission of instructor.*

- MRM 650-5 **Energy Management and Policy**

Integration of energy supply and energy demand management to formulate cohesive and efficient energy policies; topics include thermodynamics, modelling, conservation, energy pricing, oil markets, project assessment, the environment and energy planning in developing countries.

- MRM 651-5 **Project Evaluation**

The role, limitations and methods of benefit cost analysis. Different measurement techniques will be applied to the estimation of a range of benefits costs. Market and nonmarket allocations will be considered. *Prerequisite: ECON 200, MRM 621, or permission of instructor.*

MRM 652-5 Community Tourism Planning and Development

The course critically examines approaches employed by communities incorporating tourism into their development strategies. Techniques for optimizing the resource potential of communities from economic, social, cultural and environmental perspectives are explored with a view toward developing policies for "appropriate" community tourism. *Prerequisites: permission of instructor.*

MRM 655-5 Water Planning and Management

Evaluation of theoretical models and management experiences; federal, provincial and international institutional arrangements and jurisdictional responsibilities; emerging problems and opportunities. *Prerequisites: MRM 601, 621, 631, and 646, or permission of instructor.*

MRM 658-5 Energy Systems Modelling

Training and practical experience in the use of the range of techniques for modelling energy systems: linear programming, econometrics, input-output, energy service models, integrated systems. *Prerequisites: MRM 621 and 650.*

MRM 660-5 Special Topics in Natural Resources Management

Special topics in areas not currently offered within the offerings of the Resource and Environmental Management program.

MRM 661-5 Special Topics in Resources Management

Special topics in areas not currently offered within the offerings of the Resource and Environmental Management program.

MRM 662-5 Special Topics in Resources Management

Special topics in areas not currently offered within the offerings of the Resource and Environmental Management program.

MRM 663-5 Special Topics in Resource Management

Special topics in areas not currently offered within the Resource and Environmental Management program.

MRM 664-5 Special Topics in Resource Management

Special topics in areas not currently offered within the Resource and Environmental Management program.

MRM 670-5 Introduction to Forestry

Examines the theory and practice of forest management based on an understanding of the linkages between forest ecosystem dynamics, economics, policy and social concerns. Principles are illustrated with reference to contemporary forestry issues. *Prerequisite: MRM 611 or permission of instructor.*

MRM 671-5 Forest Ecology

Principles of ecology of trees and forests applied to evaluation and management of forest ecosystems.

MRM 672-5 Silviculture

Principles and practice of silviculture; lecture and laboratory, with added emphasis on the state of the art in British Columbia. *Prerequisites: MRM 671, equivalent course, or permission of instructor.*

MRM 690-0 Practicum I

First semester of work experience in Resource and Environmental Management's co-operative education program.

MRM 691-0 Practicum II

Second semester of work experience in Resource and Environmental Management's co-operative education program.

MRM 698-3 Field Resource Management Workshop

An intensive field course introducing students to the diversity of issues and viewpoints concerning management of natural resources. Problem areas will include forestry, mining, fisheries and wildlife management, energy, recreation and land use planning.

MRM 699-10 Research Project

A research project dealing with a specific problem in resource administration or allocation, resulting in the preparation of a formal paper and an oral defense.

Faculty of Business Administration

Dean: S.J. Shapiro AB (Harv), MBA, PhD (Penn)

Associate

Dean: C.F. Smart BCom, MBA, PhD (Br Col)

Master of Business Administration Program

Director: A.R. Vining LLB (Lond), MBA, MPP, PhD (Calif)

Location: 5097 Academic Quadrangle

Telephone: 291-3639

291-3404 Fax

Executive Master of Business Administration Program

Director: A.R. Vining LLB (Lond), MBA, MPP, PhD (Calif)

Executive

Director: S.K. Burns BA, MSc (Br Col)

Location: Harbour Centre, 515 West Hastings Street, Vancouver V6B 5K3

Telephone: 291-5013

291-5122 Fax

Faculty and Areas of Research

For a complete list of faculty, see *Business Administration* undergraduate section.

M.F. Abdel Magid

A. Bick

G.W. Blazenko

S.B. Blumenfeld

G.R. Bushe

E. Bukszar, Jr.

E.U. Choo

P.C. Clarkson

C.M. Collins-Dodd

R.A. Davidson

A.C.B. Duncan

C.E.N. Emby

C.P. Egri

L.D. Etherington

D.R. Finley

B. Fleischer

J. N.P. Francis

A.M.G. Gelardi

B. Gibbs

I.M. Gordon

R.R. Grauer*

S.J. Havlovic

J.W. Heaney

J.P. Herzog*

R.A. Holmes*

J.C. Hsieh

C.V. Jones

P.F. Kirkpatrick

C.E. Love

G.A. Mauser

D.L. McDonald

S.L. McShane

L.N. Meredith

D.C. Parker

L.T. Pinfield

G. Poltras

Z. Rebmann-Huber

B.H. Reich

J.G. Richards

R. Rogow

B. Schoner

Accounting

Investments and asset pricing

Business finance

Industrial relations, collective bargaining

Organizational development; strategic human resource management

Business strategy, business, government and society

Management science

Accounting

Retailer decision-making, price expectations

Accounting

Accounting

Accounting

Organizational power and politics, innovation, leadership

Accounting

Accounting

Accounting

International and strategic marketing, negotiations, advertising

Accounting

Not for profit management; managerial skills; power

Accounting

Finance

Industrial relations, human resource management

Business finance

Finance; managerial economics

Quantitative methods

Accounting

Management science, decision support systems

Decision support and expert systems

Management science

Marketing

Accounting

Human resource management; organizational behavior

Marketing; industrial relations; personnel

Decision support systems

Organization behavior; organization policy

International finance, econometrics, financial institutions

Accounting

Management of the information technology function, strategic information systems, qualitative research

Business, government and society

Industrial relations

Marketing; business, government and society; quantitative methods

R. Schwindt*

D.M. Shapiro

S.J. Shapiro

J.P. Sheppard

C.F. Smart

M.N. Stark

D.W. Tjosvold

R.L. Tung

K.E. Vandezande

A.R. Vining

A.R. Warburton

W.C. Wedley

M.N. Wexler

R.G. Wyckham

J.L. Zaichkowsky

*Joint appointment with Department of Economics

Industrial organization; international trade; business, government and society

Industrial organizations, managerial economics, business and public policy

Marketing

Business policy, corporate failure and survival

Business policy; organizational behaviour

Commercial law

Organizational behavior

International business

Investments, financing and financial markets

Business policy, business government and society

Management science

International business; operations management

Business, government and society; organizational behavior and theory

Marketing

Marketing

Graduate Degree Offered

Master of Business Administration

Graduate Programs

The Faculty of Business Administration offers two programs leading to the MBA degree; the Executive MBA program and the MBA program. The Executive MBA program is a weekend or weeknight program for mid-career managers or executives who want to continue working while studying in a collegial environment. The program takes a general management perspective; it focuses on organizational and decision making processes that cut across functional divisions. The MBA program is a daytime program designed primarily for recent graduates who desire more concentrated exposure to a specific field of Business study and development of applied research skills. Recent graduates with a Business degree move directly to study in an area of concentration. Non-Business graduates are required to complete two semesters of study in general business courses before proceeding to their area of specialization. Such students will normally select their area of specialization at the end of their first semester of study.

MBA Program

The MBA program has a subject specialization focus in the following fields of concentration:

Accounting

Policy Analysis

Finance

Management Science/Information Systems

Marketing

Organizational Behavior/Human Resources Management

Additional fields of concentration are available with the approval of the student's Supervisory Committee. In particular, candidates are encouraged to develop joint programs with such areas as Resource Management, Economics, Computing Science, Criminology, and Engineering Science.

Admission: Students with Undergraduate Business Administration Degrees

For clear admission to the program a student must have a Bachelor's degree from a recognized university with a concentration in Business Administration (or its equivalent). The student should have normally successfully completed course work in differential calculus*, statistics, managerial economics (or micro economics), accounting, management science (or operations research), finance, marketing, organizational behavior, and business policy (or business and society). Students admitted without all of these courses may be required to make up the deficiency without graduate credit.

The maximum number of students directly admitted in any one year to an area of concentration is expected to be thirty. The minimum undergraduate grade point average considered is 3.0 (or equivalent). Criteria for admission, in addition to undergraduate grades, include acceptable scores on the GMAT test (see *Application Process*), strong letters of reference, balance in the instructional

areas of the program, and for students whose native language is not English, acceptable TOEFL scores (570 minimum) and a score of 5 or above on the Test of Written English.

The program is designed for students to enter in the Fall semester. Courses are sequenced through the three semesters: Fall, Spring and Summer. The normal course load is three courses per semester. In this manner, it is possible to complete the program in one year; although a typical student will require four semesters to finalize the project. Students choosing the thesis option may expect to take one additional semester in order to take BUS 900. Students holding teaching assistantships will take two courses per semester as a normal workload. Thus, the completion time for a student holding a teaching assistantship over their whole program is typically five or six semesters. In certain cases, students may be admitted to the program in other semesters.

*Integral calculus is also required for specializations in Finance, Management Science and Information Systems, and Marketing. It is recommended for specialization in Accounting.

Admission: Students with Undergraduate Degrees Other than Business Administration

Students with Bachelors degrees in disciplines other than Business Administration are normally required to have previously successfully completed courses in probability and statistics, an introduction to computer programming, and differential and integral calculus. At Simon Fraser University appropriate courses are BUEC 232, BUEC 333, CMPT 100 or CMPT 101, MATH 157 and MATH 158.

Students with a Bachelors degree in disciplines other than Business Administration, upon admittance, will be required to complete eight courses prior to proceeding to the 800-level MBA courses including the following six courses:

BUS	528-5	Accounting
	507-4	Managerial Economics
	536-4	Quantitative Methods in Management
	543-4	Introductory Graduate Marketing
	512-4	Introduction to Business Finance
	572-4	Organizations and Human Resource Management

Such students will also be required to complete two undergraduate courses in their field of specialization. These two courses are intended to increase their depth of understanding in their chosen area. The specific courses will be selected by the MBA Program Director and the Area Co-ordinator in consultation with the student.

Students entering the program with an equivalent course to any of those specified above will be granted exemption.

It is expected that approximately 25 students per year will be admitted to the 500 level courses. The minimum undergraduate grade point average considered is 3.0 (or equivalent). Criteria for admission, in addition to undergraduate grades, include acceptable scores on the GMAT test (see *Application Process*), strong letters of reference, balance in the instructional areas of the program, and for students whose native language is not English, acceptable TOEFL scores (570 minimum) and a score of 5 or above on the Test of Written English.

Students entering the program without Business degrees are expected to complete the 500 level courses in two semesters (Fall - Spring). As the University operates on a trimester system students may immediately begin 800 level courses (Summer).

Application Process

Upon request, application materials will be mailed. The following submissions are required.

- Simon Fraser University graduate application form
- Faculty of Business Administration Supplementary application form
- official transcript of undergraduate grades (mailed directly from the granting institution)
- three confidential letters of reference (mailed directly by the referees), at least two of which come from faculty members at universities. Forms are supplied for references
- score on the Graduate Management Admissions Test (GMAT)
- For students whose first language is not English and whose undergraduate degrees have not been obtained at an institution in Canada, the United States, the United Kingdom, Australia or New Zealand where English has been the language of instruction, scores on the Test of English as a Foreign Language (TOEFL) and the Test of Written English.

Financial Assistance

The Faculty of Business Administration is able to offer to qualified graduate students Teaching Assistantships in Business Administration. Remuneration is

normally \$4,434 per semester. For students holding a teaching assistantship, it is expected two courses will constitute a full load. In addition to teaching assistantships, members of faculty, from time to time, have funding available to hire Research Assistants.

Information on other university scholarships and awards available to graduate students is included in the *Financial Aid and Awards* section of this Calendar.

Degree Requirements

To qualify for the MBA degree under this program, the candidate must complete the requirements under one of two available options: the Project Option (Option I) or the Thesis Option (Option II).

For the project option the student must complete a minimum of 3 courses in a field of concentration and a minimum of at least one course in a supporting field and one course in research techniques. A total of eight courses are required for the project option. Of these, four must be taken as supporting or research courses. In addition, the student must complete a written research project equivalent to one course. A project will generally represent successful original research with regard to some practical problem. While the student is expected to conduct a literature search with respect to the problem, it will generally be less exhaustive in comparison with that of the thesis. The scope of a project is regarded as equivalent to one graduate course.

For the thesis option, the student must complete a minimum of three courses in a field of concentration as well as taking at least one course in research techniques and BUS 900, Research Methodology. A total of six courses are required in the thesis option. In addition, the student must complete a written research project equivalent to four courses. In general, a thesis represents a major research effort in which the student, working closely with his or her supervisory committee, demonstrates a comprehensive knowledge of the literature on some aspect of a discipline and successfully completes original research which represents a contribution to knowledge in the area. It is to be regarded as the equivalent of three graduate courses.

The requirements and options for each of the areas are detailed below.

Fields of Concentration: 3 course minimum

Accounting

BUS	871-4	Seminar in Financial Accounting
	872-4	Seminar in Managerial Accounting
	873-4	History of Accounting Thought
	874-4	Advanced Topics in Accounting
	875-4	International Accounting

Policy Analysis

BUS	852-4	Research the Corporation in Canadian Society
	854-4	Business and Government Regulation
	858-4	Business and the Public Interest
	860-4	Administration of Public Enterprises
	862-4	Contemporary Topics in International Business

Finance

BUEC	815-4	Portfolio Theory
	817-4	Theory of Capital Markets
	818-4	Advanced Topics in Business Finance

Management Science/Information Systems

BUEC	819-4	Mathematical Programming for Economics and Business
	820-4	Analysis of Dynamic Processes
BUS	821-4	Analysis of Inventory and Queuing Systems
	822-4	Decision Theory
	876-4	Decision Support Systems

Marketing

BUS	845-4	Marketing Measurement
	846-4	Marketing Theory and Models
	847-4	Consumer Behavior

Organizational Behavior/Human Resources Management

BUS	831-4	Industrial Relations
	836-4	Human Resources Management
	839-4	Organizational Assessment and Planned Change

Supporting Courses

The academic supervisor will select supporting courses in consultation with the student. The selections may be either from Business Administration or from other fields of study (e.g., Economics, Resource Management, Computing Science, Psychology).

Research Courses

Project option students must take at least one course in research techniques (BUS 801 or equivalent). Thesis option students are required to take BUS 900 in addition to a minimum one course in research techniques.

The academic supervisor will select the research courses in consultation with the student. Students taking BUS 900 should complete their other research courses first.

MBA Program Courses

BUS 507-4 Managerial Economics

The course combines economic theory and quantitative methods techniques to develop models and rules for managing resources efficiently. *Prerequisites: introductory Statistics/Computing/Mathematics, or permission of the instructor.*

BUS 512-4 Introduction to Business Finance

An overview of the investment and financing decisions of firms. Topics to be covered include valuation, the capital expenditure decision, financial markets, and financial and dividend policy. *Prerequisites: BUS 507 and BUS 528 or permission of the instructor.*

BUS 528-5 Accounting

This course will provide students with the tools and techniques of both financial and managerial accounting needed for the use of accounting information in business decision-making. *Prerequisites: introductory Statistics/Computing/Mathematics, or permission of the instructor.*

BUS 536-4 Quantitative Methods in Management

This objective of this course is to supply prospective managers with the skills necessary to make effective use of formal quantitative analyses, whether those analyses are performed by themselves or by a technical specialist. The course is intended for student with diffuse interests and diverse backgrounds who nevertheless have a common objective of enhancing their abilities to confront complex management decisions in a practical fashion. *Prerequisites: introductory Statistics/Computing/Mathematics, or permission of the instructor.*

BUS 543-4 Introductory Graduate Marketing

The marketing of products and related services to business and other non-consumer sector buyers. *Prerequisites: introductory Statistics/Computing/Mathematics, or permission of the instructor.*

BUS 572-4 Organizations and Human Resource Management

This course introduces students to theories of organizational behavior and organization theory. The student will be expected to develop an understanding of issues in the management of people and work and the design and functioning of organizations. The course will cover concepts of motivation, leadership, decision-making, power and politics, structure, environments and organizational effectiveness. The course will also introduce students to the major professional fields in organizational behavior, industrial relations, personnel, and organizational development. *Prerequisites: introductory Statistics/Computing/Mathematics, or permission of the instructor.*

BUS 801-4 Research Techniques

The design, conduct, and analysis of business research including both field and laboratory research methods. *Prerequisite: BUEC 333.*

BUEC 815-4 Portfolio Theory

A study of optimum portfolio selections and diversification of financial assets including cash vis-a-vis different classes of utility functions of final wealth. Also, an examination of the behavior of speculative prices and rates of return. *Prerequisite: ECON 331.*

BUEC 817-4 Theory of Capital Markets

A study of capital market equilibrium theories, risk allocation, valuation models under perfect and imperfect markets and their empirical testing. *Prerequisites: ECON 331, 835.*

BUEC 818-4 Advanced Topics in Business Finance

Extension of advanced topics beyond those covered in BUEC 815, Portfolio Theory, and BUEC 817, Theory of Capital Markets. *Prerequisites: BUEC 815, 817.*

BUEC 819-4 Mathematical Programming for Economics and Business

Topics include dynamic programming, linear and non-linear programming, stochastic programming, optimization techniques, game theory. *Prerequisite: permission of the instructor.*

BUEC 820-4 Analysis of Dynamic Processes

Analysis of the operation of dynamic (time-varying) economic/business systems with emphasis on model formulation and optimization procedures.

BUS 821-4 Analysis of Inventory and Queuing Systems

The design and control of inventory and queuing systems. Approaches include analytical and numerical models, algorithms for optimizing such systems and simulation for large, complex systems. *Prerequisite: BUEC 333 or equivalent.*

BUS 822-4 Decision Theory

An examination of prescriptive (Bayesian) theory of decision making under uncertainty and critical investigation of the theory. *Prerequisite: BUEC 333, MATH 157.*

BUEC 823-4 Business and Economic Forecasting

Concepts of forecasting including trend fitting, time series, regression, econometric survey data, leading indicators. Application to business, economics, population, technology. *Prerequisite: BUEC 333.*

BUS 831-4 Industrial Relations

Negotiation, arbitration, collective agreements, work stoppages, labour-management co-operation.

BUS 836-4 Human Resources Management

Management of human resources in work organizations. Topics generally include assessment of the work environment, performance evaluation, compensation, recruiting and training. *Prerequisites: BUS 481, 482.*

BUS 839-4 Organizational Assessment and Planned Change

Current theory, research and practice in organizational diagnosis and planned change. *Prerequisite: advanced undergraduate course work in Micro and Macro Organizational Behavior.*

BUS 845-4 Marketing Measurement

The generation and analysis of non-accounting information from sources both internal and external to the firm, with the purpose of understanding the use of such measurements in marketing segmentation. *Prerequisite: ECON 835.*

BUS 846-4 Marketing Theory and Models

The construction, analysis and application of models of marketing phenomena. *Prerequisite: ECON 835.*

BUS 847-4 Consumer Behavior

A study of the results of consumer interactions with the forces affecting purchase decisions. The influence of environmental, corporate, and governmental factors on consumer behavior and the processes of consumer decision-making will be examined. *Prerequisite: ECON 835.*

BUS 852-4 Researching the Corporation in Canadian Society

Research in contemporary theory and methods of investigating and conducting scientific research in Canadian corporations.

BUS 854-4 Business and Government Regulation

The theory and practice of public policy in the area of industrial organization. Topics include anti-trust, utility regulation, patent policy, and other policies directed at market failure. *Prerequisite: ECON 200.*

BUS 858-4 Business and the Public Interest

Society requires business to act in the "public interest" by means both of explicit (legislated) rules and implicit social contracts. This course deals with these social contracts and will include discussions of employment policies, investment policies, charitable donations, environmental concerns and community service.

BUS 860-4 Administration of Public Enterprises

History, models of organizations of public corporations and their divergences from private counterparts. Public accountability decision-making, cost-theories.

BUS 862-4 Contemporary Topics in International Business

The analysis of specific issues in international business/multinational firms, Canada's regulations, international financial management, international marketing, international operations, foreign investment and the international environment.

BUS 871-4 Seminar in Financial Accounting

An in-depth analysis of current literature in financial accounting theory and practice. Emphasis will be placed on recent empirical research. *Prerequisite: permission of the instructor.*

BUS 872-4 Seminar in Managerial Accounting

An integrative course intended to develop an appreciation of the interrelationship of managerial accounting and analytical, behavioral and technological considerations in analysis and design of control systems. Emphasis will be placed on empirical research. *Prerequisite: permission of the instructor.*

BUS 873-4 History of Accounting Thought

An advanced course that traces the evolution of accounting and relates the historical development to present accounting theory and practice. *Prerequisite: undergraduate accounting theory.*

BUS 874-4 Advanced Topics in Accounting

Selected advanced topics in accounting. A continuation of 871 and 872 with emphasis on the interrelation between financial and managerial accounting. Particular attention will be devoted to present and developing problem areas and the research related to those problems. *Prerequisites: BUS 871 and 872, or permission of the instructor.*

BUS 875-4 International Accounting

Comparative systems of accounting. Evolution of multinational business and accounting implications. *Prerequisites: BUS 871 and 346, or permission of the instructor.*

BUS 876-4 Decision Support Systems

Design and application of computer-based information systems to support managerial decision making in organizations.

BUS 893-4 Selected Topics in Business Administration III

BUS 894-4 Selected Topics in Business Administration IV

BUS 895-4 Selected Topics in Business I

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BUS 896-4 Selected Topics in Business II

BUS 897-4 Directed Readings
Supervised reading and report preparation in a particular field of specialization.

BUS 898 MBA Thesis

BUS 900-4 Methodology Seminar/Research Workshop

This course, which will meet twice weekly, will devote one-half to an examination of methodological approaches including selection, planning and conduct of research and philosophy of science and one-half to attendance at faculty and graduate student workshop presentations. The methodology section of the course is intended to place students' research methodology in a broader context for critical evaluation. The workshop section will require students to present their own research finding for critical evaluation. *Prerequisite: completion of prior required research courses, or permission of the instructor.*

BUS 999 MBA Project

APPENDIX 2: PROPOSED CALENDAR ENTRY

Joint Masters Degrees In Natural Resource Management and Business Administration

1.0 Introduction

The School of Resource and Environmental Management and the Faculty of Business Administration offer a combined program leading to joint Masters degrees in resource management (MRM) and business administration (MBA). This unique opportunity is designed to provide students with interdisciplinary skills and strategies for effective natural resource management.

Problems in the management of competing demands for tourism, forestry, energy, fisheries, water, mineral and agricultural resources are intensifying. Demand for expertise in traditional management disciplines thus continues to grow, and the capability of managers is greatly increased when their academic and professional experience encompasses an understanding of the roles various disciplines can play in addressing resource issues.

The purpose of this joint degree program is to provide opportunities for more indepth and integrated graduate education in study areas requiring natural resource and business management expertise. The aim is to give students increased familiarity and competence in understanding not only the dynamics of natural resource systems, strategies and decision-making frameworks for their planning and management, but also an appreciation of the economic business implications of those strategies. The program does this from a distinctly integrated natural resource and business management perspective.

The joint degree program will encourage areas of concentration in policy, marketing, accounting, finance and organizational behaviour. While students are exposed to topical issues related to specific subject areas such as tourism, fisheries, forestry and water management, the program stresses the development of integrated problem-solving and critical thinking skills.

Student research focuses on evaluating existing and developing new and more effective natural resource management systems. Students apply a range of quantitative and qualitative techniques derived from business and natural resource management disciplines to address these issues. Full-time faculty members from the School of Resource and Environmental Management and the Faculty of Business Administration provide guidance and focus for these research initiatives.

2.0 Admission Requirements

Up to 5 students per year are admitted to this joint degree program. All candidates must meet the entrance requirements of both the School of Resource and Environmental Management and Faculty of Business Administration graduate studies committees.

Minimum admission requirements are as follows:

- a minimum cumulative undergraduate grade point average of 3.0 (or equivalent);
- acceptable score on GMAT test;
- acceptable score (570 minimum) on TOEFL if native language is not English;
- acceptable score (5 minimum) on TWE Test of Written Language;
- successful completion of undergraduate courses in probability and statistics;
- introduction to computer programming; differential and integral calculus;
- three (3) strong letters of reference, of which two should be provided by university professors familiar with the student's capabilities.

3.0 Degree Requirement

This program provides a Master's in Resource Management (MRM) and Master's in Business Administration (MBA) to all students that meet its requirements. The requirements consist of the successful completion of 17 courses and a thesis.

3.1 Courses

The course requirements are comprised of an integrated combination of required and elective courses. There are eleven required courses derived from the core of the traditional MRM and MBA programs. Additionally a minimum of three elective courses must be completed from the MBA program at the 800 level; and another three electives must be chosen from the MRM curriculum. These electives serve to focus students studies into areas of concentration. In conjunction with their MRM/MBA supervisory committee, each student will select 3 courses from a specific field of concentration in the **MBA Curriculum** (e.g. accounting, finance, marketing, policy, and organizational behaviour); as well as 3 Elective Courses within specialty areas in the **MRM Curriculum** (e.g. tourism, forestry, energy management, regional resource planning, environmental management, and fisheries management).

The eleven required courses (subject to any approved substitutions) are as follows:

- 3.1.1 MRM 601 - Natural Resources Management 1: Theory and Practice
- 3.1.2 MRM 602 - Natural Resources Management 2: Advanced Seminar
- 3.1.3 MRM 621 - Economics of Natural Resources OR
BUS 507 - Managerial Economics
- 3.1.4 MRM 611 - Applied Population and Community Ecology
- 3.1.5 MRM 644 - Public Policy Analysis and Administration OR
BUS 858 - Business and the Public Interest
- 3.1.6 MRM 641 - Law and Resources
- 3.1.7 BUS 512 - Finance
- 3.1.8 BUS 527 - Financial Accounting
- 3.1.9 BUS 536 - Quantitative Methods
- 3.1.10 BUS 543 - Marketing

3.1.11 BUS 572 - Organizational Behaviour

It is strongly recommended that students taking the joint MRM/MBA program also complete the course Managerial Accounting--BUS 528--as an elective.

* With the permission of the Director's of both the School of Resource and Environmental Management and Faculty of Business Administration:

- students may waive a maximum of 3 required courses if equivalent courses have been completed;
- in addition to any courses waived, students may substitute related electives for required courses.

3.2 Thesis

Students must complete a thesis in a research area deemed appropriate by a supervisory committee comprised of a minimum of one representative from each of the School of Resource and Environmental Management and Faculty of Business Administration. The topic must be of cross-departmental interest. The thesis should demonstrate the researcher's comprehensive knowledge of the relevant literature, as well as his or her original contribution to knowledge in an area of concern to business and natural resource management. The thesis manuscript will be examined in a manner similar to that normally employed by the Department of the thesis supervisor.

4.0 Application Process

Upon request, application materials will be mailed to all applicants. The following submissions must be completed prior to consideration for entry into this joint degree program:

- 4.1 completed Simon Fraser University graduate application form;
- 4.2 the applicant's statement of interest letter
- 4.3 completed Faculty of Business Administration Supplementary application form;
- 4.4 official transcript of undergraduate grades (mailed directly from the granting institution;
- 4.5 three confidential letters of reference, at least two of which come from faculty members familiar with the student's work (forms are supplied for references);
- 4.6 official transcript of GMAT score;
- 4.7 official transcript of Test of English as a Foreign Language (TOEFL) and Test of Written English (TWE) if student's first language is not English and their undergraduate degree(s) were not obtained at an institution in Canada, the United States, the United Kingdom, Australia or New Zealand where English has been the language of instruction.

All complete applications must be submitted no later than by February 1 of the year the student is seeking a September entry into the joint program.

APPENDIX 3: LIBRARY ASSESSMENT

MEMORANDUM

JAN 18 1993
DEAN OF GRADUATE
STUDIES OFFICE

W.A.C. Bennett Library, Simon Fraser University
Burnaby, British Columbia, Canada V5A 1S6

Date: 13 January, 1993

From: Ralph Stanton (Collections Librarian)

To: Dr. Bruce Clayman, Dean, Faculty of Graduate Studies

Re: Library Resources for Joint Masters Degrees in
Natural Resource Management and Business Administration

I have read the Memorandum of Dr. Peter Williams to you dated January 12, 1993 concerning the proposed joint MRM/MBA degree. All the courses toward this degree are in the Calendar, existing Masters degrees are offered in both fields and the intake to this degree is limited to five students per year none of whom represent added enrollments. Based on these facts the Library is able to support the new joint degree without adding resources now.

However, our office would like the Faculty teaching the joint degree to monitor Library use generated by the program in the first two years to see if the Thesis requirement produces demands for periodicals or other resources not now available in the Library. Our office will monitor student requests for materials and Inter library Loans. If new demands are made it will be necessary to ensure access to the needed resources either through other libraries, if appropriate, or by adding to our Library holdings.

Regards,

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RS

C.C.: Peter W. Williams
Lindsay Meredith