

report-dgs@sfu.ca  
www.sfu.ca/Dean-  
GradStudies

**MEMORANDUM**

ATTENTION Senate  
FROM Wade Parkhouse, Dean of Graduate  
Studies  
RE: Beedie School of Business

DATE 12 April 2013  
No. GS2013.14

3.14  
 Rachael

### For information:

Acting under delegated authority at its meeting of 8 April 2013, SGSC approved the following curriculum revisions:

**Effective Date is Spring 2014**

## Beedie School of Business

[GS2013.14]

- a) Executive Master of Business Administration
  - 1. Editorial changes
  - 2. Program Requirements:
    - i) Changes from a minimum of 12 courses to a minimum of 52 units
  - 3. Addition of 12 new courses:
    - BUS 635-2 Operational Finance
    - BUS 636-2 Corporate Finance
    - BUS 637-2 Marketing Management
    - BUS 638-2 Marketing Strategy
    - BUS 639-2 Financial Statement Analysis
    - BUS 640-2 Managerial Accounting
    - BUS 641-2 Cross Cultural Management
    - BUS 642-2 International Business
    - BUS 643-2 Entrepreneurship
    - BUS 644-2 Entrepreneurial Finance
    - BUS 645-2 Comprehensive Exam
    - BUS 646-2 Managing Technological Innovation
  - 4. Change the capstone requirements:
    - i) Addition of comprehensive exam (BUS 645) plus two courses in lieu of BUS 696-6 Applied Project

5. Minor course changes:
  - i) Change of units from 3 to 2 for:  
BUS 650-2 Business Ethics and Social Responsibility  
BUS 662-2 Negotiations
  - ii) Change of grading for BUS 655-2 from graded to satisfactory/unsatisfactory
  - iii) Change of units from 2 to 4 and title change for: BUS 691-4 Business, Community and Government
- b) Executive MBA Stream in Aboriginal Business and Leadership
  1. Create a separate section for greater clarity
- c) Master of Business Administration
  1. Changes to Program Requirements:
    - i) Editorial changes to calendar language
    - ii) Provision of advanced standing for BUS 727-0 MBA Internship
- d) PhD Program
  1. The addition of a breadth requirement.
  2. The addition of four breadth courses:
    - i) BUS 961-4 Selected Topics in Innovation
    - ii) BUS 962-4 Selected Topics in Globalization/Emerging Markets
    - iii) BUS 963-4 Selected Topics in Capital/Risk Management
    - iv) BUS 964-4 Selected Topics in Sustainability
  3. The addition of a Candidacy Exam, henceforth known as the Thesis Proposal
    - i) BUS 993-6 Thesis Proposal
  4. A change in units, from 4 units to 6 units, for the following courses
    - i) BUS 990-6 Research Project
    - ii) BUS 991-6 Comprehensive Exam
    - iii) BUS 992-6 PhD Thesis
  5. The inclusion of a calendar entry for the listing for Non-Finance Specializations and a listing for Finance Specializations.
  6. Other changes of an editorial nature

**SFU****FACULTY OF BUSINESS ADMINISTRATION****Memo****To: Wade Parkhouse, Dean of Graduate Studies****From: Colleen Collins, Associate Dean, Graduate Programs****Date: March 15, 2013****Re: EMBA Program Course and Calendar Language Changes****A. The EMBA program would like to make the following changes:**

1. Change the capstone requirements by adding the option of a comprehensive exam plus two courses in lieu of Bus 696-6 Applied Project
2. Change requirements from a minimum of 12 courses to a minimum of 52 units
3. Addition of twelve new courses
  - i. Creation of ten 2-unit courses from existing 4 unit courses:  
BUS 635-2 Operational Finance  
BUS 636-2 Corporate Finance  
BUS 637-2 Marketing Management  
BUS 638-2 Marketing Strategy  
BUS 639-2 Financial Statement Analysis  
BUS 640-2 Managerial Accounting  
BUS 641-2 Cross Cultural Management  
BUS 642-2 International Business  
BUS 643-2 Entrepreneurship  
BUS 644-2 Entrepreneurial Finance
  - ii. Creation of Bus 646-2 Managing Technological Innovation
  - iii. Creation of Bus 645-2 Comprehensive Examination
4. Four minor course changes
  - i. Two unit changes
  - ii. One name change
  - iii. One unit change/change of grading status from graded to satisfactory/unsatisfactory (BUS 655-2)

5. Edit the calendar description of the EMBA in Aboriginal Business and Leadership cohort to be a separate section for greater clarity

6. Other changes of an editorial nature

The Executive MBA program has proposed a series of course and calendar changes to both update the program and make future changes easier. In addition, we have split the Aboriginal EMBA cohort out as a separate description to make its requirements more clear.

Please do not hesitate to contact me should you have any further questions or concerns.

Sincerely,



Dr. Colleen Collins  
Associate Dean, Segal Graduate School  
Beedie School of Business  
Simon Fraser University  
778-782-5195

| <i>From Summer 2013:</i>  | <i>To Fall 2013:</i>  |
|---|---|
| <p><b>Executive Master of Business Administration Program</b></p>   | <p><b>Executive Master of Business Administration Program</b></p>   |
| <p><i>Beedie School of Business</i><br/><i>Simon Fraser University Calendar 2013 Summer</i></p>   | <p><i>Beedie School of Business</i><br/><i>Simon Fraser University Calendar 2013 Fall</i></p>   |
| <p>This program is for experienced, mid to upper level managers and professionals seeking to improve the confidence and ability to drive a business strategically at the senior management level with the most current and innovative management practices.</p>   | <p>This program is for experienced, mid to upper level managers and professionals seeking the confidence and ability to drive a business strategically at the senior management level with the most current and innovative management practices.</p>  |
| <p>The program utilizes a cohort model where students complete courses in the same sequence, and student interaction and co-operation are emphasized. Study groups and project teams are an important aspect of the learning experience.</p>  | <p>The program utilizes a cohort model where students complete courses in the same sequence, and student interaction and co-operation are emphasized. Study groups and project teams are an important aspect of the learning experience.</p>  |
| <p><del>Because executive master of business administration (MBA) students pursue full-time careers, classes typically meet on alternate weekends, all day Friday and Saturday, and are held at Segal Graduate School of Business.</del></p>  | <p>Applicants should also refer to the program website located at <a href="http://beedie.sfu.ca/emba">beedie.sfu.ca/emba</a></p>  |
| <p><del>The Aboriginal business and leadership cohort of the EMBA provides the EMBA cohort experience for Aboriginal community leaders, those working in Aboriginal businesses or economic development corporations, or working in organizations with significant involvement with Aboriginal communities. Course delivery will be customized to accommodate the more diverse regional nature of the participants. Students completing the GDBA cohort in Aboriginal business and leadership at a suitable standard will qualify for advanced standing in the EMBA cohort for Aboriginal business and leadership.</del></p> | <p><b>Admission Requirements</b><br/><a href="http://beedie.sfu.ca/emba">beedie.sfu.ca/emba</a></p> <p><b>Program Requirements</b></p> <p>To qualify for the Executive Master of Business Administration Degree, students must maintain a minimum average grade of B (3.0 GPA) and complete a minimum of 52 units from the following list of other courses graduate business courses approved by the program.</p> |
| <p>Applicants should also refer to the program website located at <a href="http://beedie.sfu.ca/emba">beedie.sfu.ca/emba</a>.</p>   | <p>In their final semester, students have the option of completing an Applied Project or the Comprehensive Exam plus two additional courses.</p>  |
| <p><b>Admission Requirements</b><br/><a href="http://beedie.sfu.ca/emba">beedie.sfu.ca/emba</a></p>   | <ul style="list-style-type: none"> <li>• BUS 601-2 Data and Decision-Making</li> <li>• BUS 602-4 International Management</li> <li>• BUS 603-4 Structure and Change in Organizations</li> <li>• BUS 604-4 Organizational Change and Development</li> <li>• BUS 606-4 Finance</li> <li>• BUS 607-4 Strategy</li> <li>• BUS 610-4 Directed Studies in Business</li> </ul>   |
| <p><del>Applicants will be considered for admission based on</del></p>  |   |

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| <p>the following criteria:</p> <ul style="list-style-type: none"> <li>• Simon Fraser University's online graduate studies application for admission</li> <li>• executive MBA application essay</li> <li>• minimum of ten years of business experience, with a minimum of four years of managerial responsibilities</li> <li>• resume</li> <li>• GMAT (graduate management admission test) results may be requested for applicants without evidence of sufficient academic achievement</li> <li>• undergraduate degree (B average) or a professional designation (i.e. CA, CMA, CGA, PEng)*</li> <li>• three confidential letters of reference, preferably from supervisors, former professors or significant clients</li> <li>• interview (shortlisted candidates only)</li> </ul> <p>*While priority will be given to those with a university degree or a professional designation, a limited number of applicants may be admitted who do not hold a formal degree but possess exceptional business management qualifications</p> <p><b>Program Requirements</b></p> <p><b>To qualify for the Executive Master of Business Administration Degree, students must maintain a minimum average grade of B (3.0 GPA) and complete 12 courses a minimum of 52 units from the following list or other graduate business courses courses approved by the program.</b></p> <p><b>In their final semester, students have the option of completing an Applied Project or the Comprehensive Exam plus two additional courses.</b></p> <ul style="list-style-type: none"> <li>• BUS 601-2 Data and Decision-Making</li> <li>• BUS 602-4 International Management</li> <li>• BUS 603-4 Structure and Change in Organizations</li> <li>• BUS 604-4 Organizational Change and Development</li> <li>• BUS 606-4 Finance</li> <li>• BUS 607-4 Strategy</li> <li>• BUS 610-4 Directed Studies in Business Administration</li> <li>• BUS 611-4 Directed Studies in Business Administration</li> <li>• BUS 612-4 Directed Studies in Business Administration</li> </ul> | <p>Administration</p> <ul style="list-style-type: none"> <li>• BUS 611-4 Directed Studies in Business Administration</li> <li>• BUS 612-4 Directed Studies in Business Administration</li> <li>• BUS 615-4 Marketing Management</li> <li>• BUS 621-4 Information Technology and Organizational Transformation</li> <li>• BUS 632-2 Operations Management</li> <li>• BUS 635-2 Operational Finance</li> <li>• BUS 636-2 Corporate Finance</li> <li>• BUS 637-2 Marketing Management</li> <li>• BUS 638-2 Marketing Strategy</li> <li>• BUS 639-2 Financial Statement Analysis</li> <li>• BUS 640-2 Managerial Accounting</li> <li>• BUS 641-2 Cross Cultural Management</li> <li>• BUS 642-2 International Business</li> <li>• BUS 643-2 Entrepreneurship</li> <li>• BUS 644-2 Entrepreneurial Finance</li> <li>• BUS 645-2 Comprehensive Exam</li> <li>• BUS 646-2 Managing Technological Innovation</li> <li>• BUS 650-2 Business Ethics and Social Responsibility</li> <li>• BUS 651-4 Managerial Economics</li> <li>• BUS 652-3 Special Topics in Business Administration</li> <li>• BUS 653-2 Special Topics in Business Administration</li> <li>• BUS 654-2 Special Topics in Business Administration</li> <li>• BUS 655-2 Special Topics in Business Administration</li> <li>• BUS 660-4 Special Topics in Business Administration</li> <li>• BUS 661-4 Special Topics in Business Administration</li> <li>• BUS 662-2 Negotiations</li> <li>• BUS 663-4 Special Topics in Business Administration</li> <li>• BUS 664-4 New Ventures</li> <li>• BUS 670-4 Accounting for Decision Making</li> <li>• BUS 681-4 Leadership and Teamwork</li> <li>• BUS 688-4 Industrial Relations</li> <li>• BUS 689-3 Special Topics in Business Administration</li> <li>• BUS 691-4 Business, Community and Government</li> <li>• BUS 696-6 Applied Project</li> </ul> <p>The program may substitute, at the discretion of the academic chair, equivalent courses from another Simon Fraser University graduate program for the 600 division courses listed above.</p> <p><b>Americas Executive MBA stream</b></p> <p>Students have two optional paths for the final two terms of their program. They may choose to continue</p> |
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| <p><b>Administration</b></p> <ul style="list-style-type: none"> <li>• <b>BUS 615-4 Marketing Management</b></li> <li>• <b>BUS 621-4 Information Technology and Organizational Transformation</b></li> <li>• <b>BUS 632-2 Operations Management</b></li> <li>• <b>BUS 635-2 Operational Finance</b></li> <li>• <b>BUS 636-2 Corporate Finance</b></li> <li>• <b>BUS 637-2 Marketing Management</b></li> <li>• <b>BUS 638-2 Marketing Strategy</b></li> <li>• <b>BUS 639-2 Financial Statement Analysis</b></li> <li>• <b>BUS 640-2 Managerial Accounting</b></li> <li>• <b>BUS 641-2 Cross Cultural Management</b></li> <li>• <b>BUS 642-2 International Business</b></li> <li>• <b>BUS 643-2 Entrepreneurship</b></li> <li>• <b>BUS 644-2 Entrepreneurial Finance</b></li> <li>• <b>BUS 645-2 Comprehensive Exam</b></li> <li>• <b>BUS 646-2 Managing Technological Innovation</b></li> <li>• <b>BUS 650-3 -2 Business Ethics and Social Responsibility</b></li> </ul>  | <p>the SFU EMBA stream or opt to apply to be considered for one of the limited spaces in the Americas EMBA stream. In the second year of the program, classes in the EMBA stream are taught at SFU in the same format as the first year.</p> <p>Classes in the Americas EMBA stream are taught in four eight-and-a-half day intensive sessions in partnership with three other institutions at their campuses: Owen Graduate School, Vanderbilt University, Nashville, USA; ITAM, Mexico City; and FIA, University of Sao Paulo, Brazil. Courses in the Americas EMBA stream are similar to those in the EMBA stream, but with a greater emphasis on international management.</p>  |
| <p><b>Responsibility</b></p> <ul style="list-style-type: none"> <li>• <b>BUS 651-4 Managerial Economics</b></li> <li>• <b>BUS 652-3 Special Topics in Business Administration</b></li> <li>• <b>BUS 653-2 Special Topics in Business Administration</b></li> <li>• <b>BUS 654-2 Special Topics in Business Administration</b></li> <li>• <b>BUS 655-2 Special Topics in Business Administration</b></li> <li>• <b>BUS 660-4 Special Topics in Business Administration</b></li> <li>• <b>BUS 661-4 Special Topics in Business Administration</b></li> <li>• <b>BUS 662-3 -2 Negotiations</b></li> <li>• <b>BUS 663-4 Special Topics in Business Administration</b></li> <li>• <b>BUS 664-4 New Ventures</b></li> <li>• <b>BUS 670-4 Accounting for Decision Making</b></li> <li>• <b>BUS 681-4 Leadership and Teamwork</b></li> <li>• <b>BUS 688-4 Industrial Relations</b></li> <li>• <b>BUS 689-3 Special Topics in Business Administration</b></li> <li>• <b>BUS 691-2 -4 Business, Community and Government</b></li> <li>• <b>BUS 696-6 Applied Project</b></li> </ul> | <p><b>Graduate Certificate in Business in the Americas</b></p> <p>The Americas EMBA stream includes four selected topics courses in addition to those required for the EMBA. These four additional courses are required for the graduate certificate. Courses are relevant to business in the Americas covering a variety of business disciplines. Students will also participate in company visits and workshops on local cultural and business practices in each of the 4 participating countries.</p> <p>The certificate is open to students enrolled in the Americas option of the EMBA. Students must complete all stream requirements including those included in the graduate certificate.</p> <p>Further details about the EMBA and the Americas Executive MBA stream are provided on the program website at <a href="http://beedie.sfu.ca/emba">beedie.sfu.ca/emba</a></p> |
| <p><b>Americas Executive MBA stream</b></p> <p>Students have two optional paths for the final two terms of their program. They may choose to continue the SFU EMBA stream or opt to apply to be considered for one of the limited spaces in the</p>   | <p><b>Executive Master of Business Administration in Aboriginal Business and Leadership</b></p> <p>The Aboriginal business and leadership cohort of the EMBA provides the EMBA cohort experience for Aboriginal community leaders, those working in Aboriginal businesses or economic development corporations, or working in organizations with significant involvement with Aboriginal communities. Course delivery will be customized to accommodate the more diverse regional nature of the participants.</p>   |

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| <p>Americas EMBA stream. In the second year of the program, classes in the EMBA stream are taught at SFU in the same format as the first year.</p> <p>Classes in the Americas EMBA stream are taught in four eight-and-a-half day intensive sessions in partnership with three other institutions at their campuses: Owen Graduate School, Vanderbilt University, Nashville, USA; ITAM, Mexico City; and FIA, University of Sao Paulo, Brazil. Courses in the Americas EMBA stream are similar to those in the EMBA stream, but with a greater emphasis on international management.</p> <p><b>Graduate Certificate in Business in the Americas</b></p> <p>The Americas EMBA stream includes four selected topics courses in addition to those required for the EMBA. These four additional courses are required for the graduate certificate. Courses are relevant to business in the Americas covering a variety of business disciplines. Students will also participate in company visits and workshops on local cultural and business practices in each of the 4 participating countries.</p> <p>The certificate is open to students enrolled in the Americas option of the EMBA. Students must complete all stream requirements including those included in the graduate certificate.</p> <p>Further details about the EMBA and the Americas Executive MBA stream are provided on the program website at <a href="http://beedie.sfu.ca/emba">beedie.sfu.ca/emba</a></p> <p><b><i>Executive Master of Business Administration in Aboriginal Business and Leadership</i></b></p> <p>The Aboriginal business and leadership cohort of the EMBA provides the EMBA cohort experience for Aboriginal community leaders, those working in Aboriginal businesses or economic development corporations, or working in organizations with significant involvement with Aboriginal communities. Course delivery will be customized to accommodate the more diverse regional nature of the participants. Students first complete the GDBA Cohort in Aboriginal Business and Leadership at a suitable standard. Upon completion of the GDBA cohort in Aboriginal business and leadership, students will qualify for advanced standing in the EMBA cohort for Aboriginal business and leadership.</p> | <p>Students first complete the GDBA Cohort in Aboriginal Business and Leadership at a suitable standard. Upon completion of the GDBA cohort in Aboriginal business and leadership, students will qualify for advanced standing in the EMBA cohort for Aboriginal business and leadership.</p> <p><b>Admission Requirements:</b></p> <p>See GDBA Cohort in Aboriginal Business and Leadership at <a href="http://students.sfu.ca/calendar/business/bus-grad-diploma.html">http://students.sfu.ca/calendar/business/bus-grad-diploma.html</a></p> <p><b>Program Requirements</b></p> <p>To qualify for the Executive Master of Business Administration in Aboriginal Business and Leadership degree, students must maintain a minimum average grade of B (3.0 GPA) and complete a minimum of 52 units from the courses listed above.</p> <p>The program may substitute, at the discretion of the academic chair, equivalent courses from another Simon Fraser University graduate program.</p> |
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**suitable standard. Upon completion of the GDBA cohort in Aboriginal business and leadership, students will qualify for advanced standing in the EMBA cohort for Aboriginal business and leadership.**

**Admission Requirements:**

**See GDBA Cohort in Aboriginal Business and Leadership at  
<http://students.sfu.ca/calendar/business/bus-grad-diploma.html>**

**Program Requirements**

**To qualify for the Executive Master of Business Administration in Aboriginal Business and Leadership degree, students must maintain a minimum average grade of B (3.0 GPA) and complete a minimum of 52 units from the courses listed above.**

**The program may substitute, at the discretion of the academic chair, equivalent courses from another Simon Fraser University graduate program.**



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |  |
|--|---|--|
| Subject [eg. MAPH] <b>BUS</b>  | Number [eg. 810] <b>635</b>                     | Units [eg. 4] <b>2</b>   |
| Course Title [max 80 characters]<br><b>Operational Finance</b>   |   |  |
| Short Title [appears on transcripts, max 25 characters]<br><b>Operational Finance</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Provides a thorough understanding of the basics of finance and the application of financial frameworks for better managerial decision-making based on financial statements. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____  |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete <input type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No   |   |  |
| Prerequisites [if any] <input type="checkbox"/> see attached document [if more space is required]  |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document [if this space is insufficient]  |   |  |
| Campus at which course will be offered [check all that apply] <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____   |   |  |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery [eg. 3 hrs/week for 13 weeks]<br><b>21 hours</b> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>[If the "Yes" box is checked, all students will require criminal record checks]   |   |  |
| Justification <input type="checkbox"/> See attached document [if more space is required]   |   |  |
| BUS 606 (Finance) is being split into two courses - Operational Finance and Corporate Finance, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.   |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member[s] who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br><b>Jan Simon</b> |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional Library resources required [append details] <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                            |

► PROPOSED COURSE from first page

|   |                      |                 |
|---|----------------------|-----------------|
| Program (eg. MAPH) BUS                                  | Number (eg. 810) 635 | Units (eg. 4) 2 |
| Course title (max 80 characters)<br>Operational Finance |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

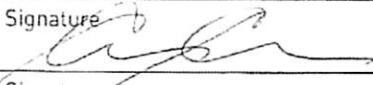
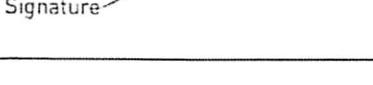
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

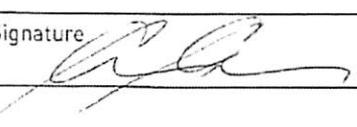
|                 |                                |      |
|-----------------|--------------------------------|------|
| Name of Faculty | Signature of Dean or Designate | Date |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|  |  |                  |
|--|--|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

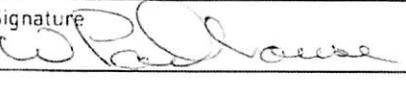
**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |               |
|-----------------------------------|--|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|--|---------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|

## OPERATIONAL FINANCE (BUS 635)

-EMBA-

### Description:

The objective of this course is to give participants a thorough understanding of the basics of finance, necessary for managerial decision-making as well as to provide them with an understanding of how financial frameworks can be applied for better managerial decision-making.

The course builds on your knowledge developed in Financial Accounting. We will use the financial statements as tools for our financial-managerial decision-making. Note that unlike accountants we are not bound by accounting rules and hence will often short cut and simplify the statements. This is because we are focused in decision-making, not on applying accounting rules.

### Teaching Method:

This course is centred on decision-making. For most sessions you will have to prepare a case in which you will apply your newfound financial knowledge. You will be asked to analyse certain issues, diagnose them and defend your proposed plan of action. The best way to learn finance is by 'getting your hands dirty': preparing the cases, defending your analysis and recommendations, and learning from your peers. Unfortunately this is not a course that you can learn by quickly reading the case before the start of the class. However by struggling through the problems and truly understanding the relevant issues, you will be able to look at financial data and structures, critically analyse them and come up with good solutions where needed.

### Grading:

Grading has following parts: Exam (50%), 1 assignment (20%) and class participation (30%).

You have each been assigned one case (see spreadsheet on Sharepoint). For your assigned cases you will send me electronically the answer to the case questions posted in **bold** (not the other ones) as well as your spreadsheet, before the start of the session. The written part is maximum 1 page long! This assignment is an **individual** assignment and you thus do not discuss them with others! Note that although your written part only covers part of the assigned questions, your spreadsheet (when applicable) will be solved for the entirety.

The exam will take place during the last session. It will be a case, is open book and you will need your computer.

### Preparation:

In order to minimize the work required for every case, I strongly recommend that you follow the preparation sheets (hereafter!). This will help you to extract the most of the sessions. Also, to make your preparations more efficient, I have given you access to the Excel exhibits (Sharepoint). It is most useful though not to jump into excel until you know quite well which numbers you want to calculate and why. The chance is otherwise large that you may get lost in a jungle of numbers.



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |  |
|--|---|--|
| Subject [eg. MAPH] <b>BUS</b>  | Number [eg. 810] <b>636</b>                     | Units [eg. 4] <b>2</b>   |
| Course Title [max 80 characters]<br><b>Corporate Finance</b>   |   |  |
| Short Title [appears on transcripts, max 25 characters]<br><b>Corporate Finance</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Provides a solid grounding in the basics of Corporate Finance, its principles and importance in capital structure issues. Corporate Finance issues are primarily the responsibility of senior management or corporate boards and require strategic high-level understanding that includes knowledge of capital budgeting, cost of capital, valuation, LBO structure, dividend policy and IPO. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>  |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete   |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites [if any] <input type="checkbox"/> see attached document [if more space is required]  |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document [if this space is insufficient]  |   |  |
| Campus at which course will be offered [check all that apply] <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>   |   |  |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery [eg. 3 hrs/week for 13 weeks]<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |  |
| Justification <input type="checkbox"/> See attached document [if more space is required]   |   |  |
| BUS 606 (Finance) is being split into two courses - Operational Finance and Corporate Finance to better reflect the two distinct subject areas. This will also facilitate better course scheduling.  |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br><b>Jan Simon</b> |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional Library resources required [append details] <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                            |

► PROPOSED COURSE from first page

|  |                             |                        |
|--|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>                                | Number (eg. 810) <b>636</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>Corporate Finance</b> |                             |                        |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

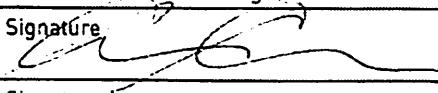
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

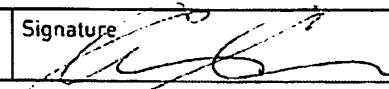
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
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|                 |                                |      |
|                 |                                |      |

**Departmental Approval (non-departmentalized faculties need not sign)**

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

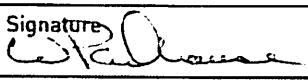
**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |                      |
|-----------------------------------|---|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|---|----------------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|

## CORPORATE FINANCE

### (BUS 636)

-EMBA-

**Description:**

The objective of this course is to give participants a thorough understanding of the basics of Corporate Finance, its principles and importance in capital structure issues.

Unlike Operational Finance where mid-level managers did most of the decision-making. Corporate Finance issues are mostly the subject of senior management or even board decisions. They are however taught in any serious MBA and EMBA. The main reason is that they allow for strategic understanding of the bigger picture, something that aspiring managers should be comfortable with early in their careers. Very often the subjects covered in Corporate Finance are touched upon during interviews, especially if the interviewer also has an MBA.

During the course we touched upon the main areas of study in Corporate Finance that are of importance to managers: Capital Budgeting, Cost of Capital, Valuation, LBO structure, Dividend Policy and IPO. .

**Teaching Method:**

This course is centred on decision-making. For most sessions you will have to prepare a case in which you will apply your newfound financial knowledge. You will be asked to analyse certain issues, diagnose them and defend your proposed plan of action. The best way to learn finance is by 'getting your hands dirty': preparing the cases, defending your analysis and recommendations, and learning from your peers. Active involvement and hard work come at a premium.

**Grading:**

Grading has following parts: 1 team project (40%), 1 individual assignment (30%) and class participation (30%).

You have each been assigned one case preparation to hand-in (see spreadsheet on Sharepoint). For your assigned cases you will send me electronically the answer to the case questions posted in **bold** (not the other ones) as well as your spreadsheet, before the start of the session. The written part is maximum 1 page long! These assignments are individual assignments and you thus do not discuss them with others! **Note that although your written part only covers part of the assigned questions, your spreadsheet (when applicable) will be solved for the entirety.**

The team project will be elaborated on during the class.

**Preparation:**

In order to minimize the work required for every case, I strongly recommend that you follow the preparation sheets (hereafter!). This will help you to extract the most of the sessions. Also, to make your preparations more efficient, I have given you access to the Excel exhibits (Sharepoint). It is most useful though not to jump into excel until you know quite well which numbers you want to calculate and why. The chance is otherwise large that you may get lost in a jungle of numbers.



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |  |
|--|---|--|
| Subject (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>637</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Marketing Management</b>  |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Marketing Management</b>   |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Provides an understanding of marketing management through the articulation and application of the fundamentals of marketing management, competitive rationality and creation & valuation of customer equity as well as managing competitive advantage as a process. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>  |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete   |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>   |   |  |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |   |  |
| BUS 615 (Marketing Management) is being split into two courses Marketing Strategy and Marketing Management, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.  |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|  |
|--|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br><b>Leyland Pitt</b> |
| Number of additional faculty members required in order to offer this course  |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                               |

► PROPOSED COURSE from first page

|  |                      |                 |
|--|----------------------|-----------------|
| Program (eg. MAPH) BUS                                   | Number (eg. 810) 637 | Units (eg. 4) 2 |
| Course title (max 80 characters)<br>Marketing Management |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

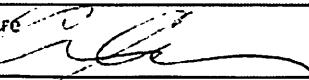
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
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**Departmental Approval (non-departmentalized faculties need not sign)**

|  |   |                  |
|--|---|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |                  |
|-----------------------------------|--|------------------|
| Senate Graduate Studies Committee | Signature  | Date 06-May-2013 |
|-----------------------------------|--|------------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|



## SPRING 2014

### BUS 637 – Marketing Management

#### Executive MBA Program

Dr. Leyland Pitt  
Phone: 778.782.7712  
Email: [lpitt@sfsu.ca](mailto:lpitt@sfsu.ca)

#### Textbook

Harvard Business School Press, Alvin J. Silk (2006) *What is Marketing?*, Boston, MA., Harvard Business School Press (WIM)

#### Optional Additional Reading

There are great, free, online readings at <http://www.chapmanrg.com/lMR/>. While not essential to the course they are all interesting, worthwhile and highly recommended.

#### Performance Assessment

Each participant's grade will be based on (and full details will be given in class)<sup>1</sup>

|                                  |     |
|----------------------------------|-----|
| Individual classroom performance | 40% |
| Group Presentation <sup>2</sup>  | 20% |
| Final Case Study                 | 40% |

#### Learning Outcomes

On completion of this course, students will:

1. Be able to articulate the fundamentals of marketing management
2. Understand the fundamentals of competitive rationality, and why:
3. Competitive advantage needs to be managed as a process
4. Calculate customer lifetime value, and in turn calculate and understand the fundamentals of managing customer equity
5. Be able to define marketing and the marketing concept, and how these work in all organizations

#### SCHEDULE

##### Class 1 - The Role of Marketing

Creating and sustaining value for customers and stockholders. Competitive rationality, competitive advantage, and marketing.

We view marketing as a fundamental organizational activity that creates and sustains value for customers and stockholders. We argue that competition is rational and that in order to cope with it, we need to

<sup>1</sup> Please see the appendix at the end of this document for due dates and details.

<sup>2</sup> Separate instructions are appended at the end of this document for how to do this. Please read them CAREFULLY, and plan to have this ready a good time before your presentation is due.

manage a process of competitive advantage.

Readings: (WIM), Chapters 1

### **Class 2 - Creating Value: Marketing, and the marketing concept**

We define marketing; and consider a management philosophy long-known as the 'marketing concept';

Reading: (WIM), Chapter 5

### **Class 3 -- Creating Value: Market Segmentation and Customer Behavior**

We explore how organizations can create value for customers by understanding their behavior and segmenting markets.

Readings: (WIM), Chapters 2 & 3

### **Class 4 – Creating Value: Managing Competitive Advantage as a Process**

Managing competitive advantage as a process requires understanding the sources of competitive advantage, how these can be turned into positions of competitive advantage and finally, what the outcomes of holding a position of competitive advantage are.

Readings: (WIM), Chapters 4

### **Class 5 – Customer Lifetime Value and Customer Equity**

Customer lifetime value is the net present value of the discounted cash flows that an organization can expect from a customer over their lifetime. Customer equity is the sum of the customer lifetime values in an organization customer base, and maximizing its value is the key strategic diagnostic for which marketers should be held accountable.

#### **INSTRUCTOR'S BIO**

Leyland F Pitt, MCom, MBA, PhD PhD (hc), is Professor of Marketing and the Dennis F. Culver EMBA Alumni Chair of Business, Segal Graduate School of Business, Simon Fraser University, Vancouver, Canada. He has also taught on executive and MBA programs at major international business schools such as the Graham School of Continuing Studies at the University of Chicago, the Graduate School of Business of Columbia University, and London Business School.

His work has been accepted for publication by such journals, as *The Journal of Advertising Research*, *The Journal of Advertising*, *Information Systems Research*, *Journal of the Academy of Marketing Science*, *Sloan Management Review*, *Business Horizons*, *California Management Review*, *Communications of the ACM*, and *MIS Quarterly* (which he also served as Associate Editor). In 2000 he was the recipient of the Tamer Cavusgil Award of the American Marketing Association for the best article in the *Journal of International Marketing* and in 2010 he received the award for the best article in *Business Horizons*.

Professor Pitt has won many awards for teaching excellence, including Best Lecturer on the MBA Program, Henley Management College, UK; the Dean's Teaching Honor Roll, Faculty of Business Administration, Simon Fraser University, Canada; best professor and MBA Teacher of the year, Copenhagen Business School, Denmark; and Best Professor of Program, Joint Executive MBA, University of Vienna, Austria and Carlson School of Management, University of Minnesota, USA. In 2002, Leyland Pitt was awarded the Outstanding Marketing Teacher of the Academy of Marketing Science, and in 2010 he received the Prentice-Hall Solomon Marshall Stewart Innovative Educator award of the American Marketing Association. In 2006 he was awarded the TD Canada Trust award for outstanding teachers. He was listed as one of Canada's top MBA professors in the magazine, *Canadian Business* in 2005.

Leyland Pitt has also presented in-house management development programs in major organization worldwide, including British Airways, Unilever, Hong Kong Shanghai Bank, Lloyds TSB, Dixons, Volkswagen, SABMiller, Armstrong World Industries, Kone, Siemens and the Royal Metropolitan Police.

Follow Leyland Pitt on Twitter: [@LeylandP](#)



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|   |   |  |
|---|---|--|
| Subject (eg. MAPH) <b>BUS</b>   | Number (eg. 810) <b>638</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Marketing Strategy</b>   |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Marketing Strategy</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>An examination of how knowledge of an organization's customers, competitors and collaborators as well as its competencies enable those who direct marketing strategy to decide on the organization's target markets, and in turn formulate and implement offering, pricing, placement and marketing communication strategies that will lead to growth and competitive advantage. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>   |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete  |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)   |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____  |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)   |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>  |   |  |
| Estimated enrolment   | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)  |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)  |   |  |
| BUS 615 (Marketing Management) is being split into two courses - Marketing Strategy and Marketing Management, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.   |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|  |   |
|--|---|
| Faculty member(s) who will normally teach this course<br><b>Leyland Pitt</b>   | <input type="checkbox"/> Information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course  |   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document                                     |   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                     |   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____ |   |

► PROPOSED COURSE from first page

|   |                             |                        |
|---|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>                                 | Number (eg. 810) <b>638</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>Marketing Strategy</b> |                             |                        |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

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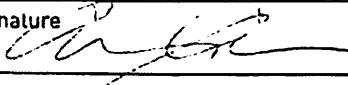
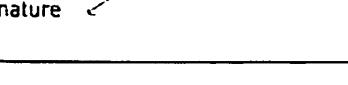
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

|                 |                                |      |
|-----------------|--------------------------------|------|
| Name of Faculty | Signature of Dean or Designate | Date |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval (non-departmentalized faculties need not sign)**

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |                      |
|-----------------------------------|---|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|---|----------------------|

► **CONTACT**

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|



**SPRING 2014**

**BUS 638 – Marketing Strategy**

**Executive MBA Program**

Dr. Leyland Pitt  
Phone: 778.782.7712  
Email: [lpitt@sfu.ca](mailto:lpitt@sfu.ca)

Marketing strategy begins by defining the business that an organization is in. Knowing who an organization's customers, competitors and collaborators are, as well as its competences enable an organization to redefine the nature of its business as the environmental forces in the context in which it operates, change. Answering the question of "what business are we in" enables those who direct marketing strategy to decide on the organization's target markets, and in turn, to formulate and implement offering, pricing, placement and marketing communication strategies that will lead to growth and competitive advantage.

**Textbook**  
TBD

**Optional Additional Reading**

There are great, free, online readings at <http://www.chapmanrg.com/IMR/>. While not essential to the course they are all interesting, worthwhile and highly recommended.

**Performance Assessment**

Each participant's grade will be based on (and full details will be given in class)<sup>1</sup>

|                                  |     |
|----------------------------------|-----|
| Individual classroom performance | 40% |
| Group Presentation <sup>2</sup>  | 20% |
| Final Case Study                 | 40% |

**Learning Outcomes**

On completion of this course, students will:

1. Be able to write a concise and meaningful definition of business for any organization
2. Understand how an identification of customers, competitors, competences and collaborators assists the strategist to define a business
3. Estimate how changes in the business environment, or context, will change the way a business is defined
4. Be able to identify the target market of an organization, and what articulated and unarticulated needs the organization fulfills
5. Be able to formulate a marketing mix for an organization's defined target markets, and implement a marketing strategy to serve these

**SCHEDULE**

<sup>1</sup> Please see the appendix at the end of this document for due dates and details.

<sup>2</sup> Separate instructions are appended at the end of this document for how to do this. Please read them CAREFULLY, and plan to have this ready a good time before your presentation is due.

### **Class 1 – Defining the Business: The Starting Point of Strategy**

Understanding marketing myopia, and the need to define a business in terms of the customer needs that an organization satisfies. Using Abell's trichotomy to be able to write a short definition of the business of any organization.

### **Class 2 – The 4 C's and defining the business**

How knowing who the customers, competitors and collaborators are, and what the organization's competences are, enable the mx strategist to answer the fundamental question of "What business are we in?"

### **Class 3 — How Context Changes the Definition of Business**

While an organization might write a careful definition of its business, uncontrollable forces in the business environment (or the 5<sup>th</sup> C of "context"), might force marketing strategists to regularly rewrite this definition. We explore forces such as politics and legislation, the economy, socio-cultural evolution, and technology, and how they impact not only on the definition of an organization's business, but also on its overall marketing strategy.

### **Class 4 – Target Marketing, Market Segmentation and Positioning**

Because an organization cannot be everything to everyone, it has to be something special to someone in particular. This requires it to understand the markets that it chooses to serve, how to analyze these, and how to position itself within these markets.

### **Class 5 – Marketing Strategy and the Marketing Mix**

Once an organization has decided on the target market it wishes to serve, and how it will position itself within this market(s), it needs to construct a marketing mix for this market. This requires a coordinated set of decisions on issues regarding the offering it will bring to the market, the prices it will charge, how the offering will be placed, and how it will communicate with the market.

#### **INSTRUCTOR'S BIO**

Leyland F Pitt, MCom, MBA, PhD PhD (hc), is Professor of Marketing and the Dennis F. Culver EMBA Alumni Chair of Business, Segal Graduate School of Business, Simon Fraser University, Vancouver, Canada. He has also taught on executive and MBA programs at major international business schools such as the Graham School of Continuing Studies at the University of Chicago, the Graduate School of Business of Columbia University, and London Business School.

His work has been accepted for publication by such journals, as *The Journal of Advertising Research*, *The Journal of Advertising*, *Information Systems Research*, *Journal of the Academy of Marketing Science*, *Sloan Management Review*, *Business Horizons*, *California Management Review*, *Communications of the ACM*, and *MIS Quarterly* (which he also served as Associate Editor). In 2000 he was the recipient of the Tamer Cavusgil Award of the American Marketing Association for the best article in the *Journal of International Marketing* and in 2010 he received the award for the best article in *Business Horizons*.

Professor Pitt has won many awards for teaching excellence, including Best Lecturer on the MBA Program, Henley Management College, UK; the Dean's Teaching Honor Roll, Faculty of Business Administration, Simon Fraser University, Canada; best professor and MBA Teacher of the year, Copenhagen Business School, Denmark; and Best Professor of Program, Joint Executive MBA, University of Vienna, Austria and Carlson School of Management, University of Minnesota, USA. In 2002, Leyland Pitt

was awarded the Outstanding Marketing Teacher of the Academy of Marketing Science, and in 2010 he received the Prentice-Hall Solomon Marshall Stewart Innovative Educator award of the American Marketing Association. In 2006 he was awarded the TD Canada Trust award for outstanding teachers. He was listed as one of Canada's top MBA professors in the magazine, *Canadian Business* in 2005.

Leyland Pitt has also presented in-house management development programs in major organization worldwide, including British Airways, Unilever, Hong Kong Shanghai Bank, Lloyds TSB, Dixons, Volkswagen, SABMiller, Armstrong World Industries, Kone, Siemens and the Royal Metropolitan Police.

Follow Leyland Pitt on Twitter: @LeylandP



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|   |   |  |
|---|---|--|
| Subject (eg. MAPH) <b>BUS</b>   | Number (eg. 810) <b>639</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Financial Statement Analysis</b>   |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Finan. State. Analysis</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Provides an understanding of the linkages between financial statements such as annual reports and prospectuses including the three principal financial statements (balance sheet, income statement and cash flow statement) and how useful information about a company can be extracted from them. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete  |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)   |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____  |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)   |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____  |   |  |
| Estimated enrolment   | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)  |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)<br><b>BUS 670 (Accounting for Decision Making) is being split into two courses - Financial Statement Analysis and Managerial Accounting, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.</b>   |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

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|--|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br><b>Craig Emby</b> |
| Number of additional faculty members required in order to offer this course  |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                             |

► PROPOSED COURSE from first page

|   |                             |                        |
|---|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>   | Number (eg. 810) <b>639</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>Financial Statement Analysis</b> |                             |                        |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

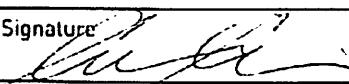
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
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**Departmental Approval (non-departmentalized faculties need not sign)**

|   |   |                         |
|---|---|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |   |                         |
|--|---|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|---|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |                      |
|-----------------------------------|---|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|---|----------------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|

**Executive MBA**  
**Fall 2013**  
**BUS 639**

**Instructor: Craig Emby**  
**Segal Office #: 3675**

**Email: [emby@sfu.ca](mailto:emby@sfu.ca)**  
**Phone #: 778-782-3189**

**Financial Statement Analysis**

**FINANCIAL ACCOUNTING**

**Course objective**

The objective of this course is to help you to understand the financial information that companies publish in financial statements such as annual reports and prospectuses. To this end, we shall:

- Explain the form and purpose of the three principal financial statements (balance sheet, income statement, and cash flow statement) and the linkages between them;
- Define the key terms used in these statements; and
- Show how useful information about a company can be extracted from them.

Although, as managers, you are primarily interested in how to *use* financial statements, you need to know – at least in outline – how they've been *prepared* for two reasons:

1. You will not understand a transaction unless you know how to account for it;
2. You will not know how to interpret a firm's financial statements unless you know how the transactions of the firm can affect its financial statements' appearance.

In this way, you will have a better idea of what financial statements can and cannot tell you about a company. In addition, communication with accountants will be easier. So as part of the process of learning how to understand and use financial statements, you will learn the basic principles of how financial events are recorded in the accounting records and summarized in financial statements.

Another important sub-objective stems from the fact that financial statements are

rarely neutral. A company's top managers are often evaluated on the numbers in them. Those same managers are also responsible for preparing the statements. In many cases they have the ability as well as the incentive to make the numbers appear better than the reality. For example, managers in all companies must make *estimates* when preparing financial statements. They often have discretion over the *method* used to account for a particular item in the accounts. The accounting estimates and methods that a firm adopts make up its *accounting policies*. We will spend time describing and illustrating the key accounting policy choices managers must make and examining the potential impact of those choices on the firm's accounts.

### **Course format and materials**

There is a substantial amount of technical material in the course. Explanation and illustration of that material using lectures, cases and problem assignments will form the heart of the course.

### **Pre-preparation**

Prior to the commencement of the course, you will complete an on-line course that will cover the basic mechanics of the accounting and reporting cycle. In particular, you are expected to be familiar with the mechanics of journal entries and T-accounts before the first day of class.



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|   |   |  |
|---|---|--|
| Subject (eg. MAPH) <b>BUS</b>   | Number (eg. 810) <b>640</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Managerial Accounting</b>  |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Managerial Accounting</b>   |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Provides theoretical and practical knowledge of how to use accounting information for strategic planning and decision making from a variety of stakeholder perspectives. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete <input checked="" type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No                                       |   |  |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)   |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____  |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)   |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____  |   |  |
| Estimated enrolment   | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)  |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)  |   |  |
| BUS 670 (Accounting for Decision Making) is being split into two courses - Financial Statement Analysis and Managerial Accounting, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.  |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|  |
|--|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br><b>Craig Emby</b> |
| Number of additional faculty members required in order to offer this course  |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                             |

➡ PROPOSED COURSE from first page

|   |                      |                 |
|---|----------------------|-----------------|
| Program (eg. MAPH) BUS                                    | Number (eg. 810) 640 | Units (eg. 4) 2 |
| Course title (max 80 characters)<br>Managerial Accounting |                      |                 |

➡ APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

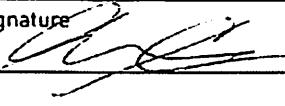
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
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**Departmental Approval (non-departmentalized faculties need not sign)**

|  |  |                  |
|--|--|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |   |                  |
|---|---|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|---|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |               |
|-----------------------------------|---|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|---|---------------|

➡ CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girm | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|

**EMBA**  
**Fall 2012**  
**BUS 640**

**Instructor: Craig Emby**  
**Segal Office #: 3675**

**Email: [emby@sfu.ca](mailto:emby@sfu.ca)**  
**Phone #: 778-782-3189**

**Managerial Accounting**

**Course Objectives**

The objective of this course is to familiarize you with a number of the more important topic areas in Managerial Accounting and to familiarize you with some of the techniques for the use of accounting information as inputs to internal planning and planning decisions.

**Class Format**

The classes will be primarily case-based. In preparation for each meeting there will be a short required reading to familiarize you with the technique(s) related to the topic(s) we will be covering in the class. In class, we will employ cases analyses covering topics such as:

- Responsibility Accounting
- Performance evaluation
- Balanced Scorecard
- Transfer pricing
- Activity based costing/management
- Control of decentralized operations

**Grading**

The grade will be primarily based on individual in-class participation and contribution to the case analyses (75%). In addition there will be a major written group case analysis to be prepared and handed in (25%).



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |  |  |
|--|--|--|
| Subject (eg. MAPH) BUS   | Number (eg. 810) 641                     | Units (eg. 4) 2  |
| Course Title (max 80 characters)<br>Cross Cultural Management  |  |  |
| Short Title (appears on transcripts, max 25 characters)<br>Cross Culture Mngmt   |  |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Focusses on the ability to understand the influence of crossing national and cultural boundaries on organizations and on organizational practices. Special emphasis will be placed on the management of people and groups in international organizations. |  |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____  |  |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete   |  | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |  |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |  |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |  |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____   |  |  |
| Estimated enrolment  | Date of initial offering<br>January 2014 | Course delivery (eg. 3 hrs/week for 13 weeks)<br>21 hours                          |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |  |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |  |  |
| BUS 602 (International Management) is being split into two courses - Cross Cultural Management and International Business, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.   |  |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|  |
|--|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br>Mila Lazarova |
| Number of additional faculty members required in order to offer this course  |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                         |

► PROPOSED COURSE from first page

|  |                            |                        |
|--|----------------------------|------------------------|
| Program [eg. MAPH] <b>BUS</b>  | Number [eg 810] <b>641</b> | Units [eg. 4] <b>2</b> |
| Course title [max 80 characters]<br><b>Cross Cultural Management</b> |                            |                        |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

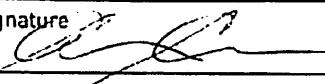
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
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**Departmental Approval (non-departmentalized faculties need not sign)**

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature   | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

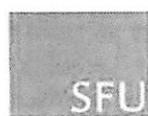
SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |                      |
|-----------------------------------|--|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|--|----------------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|

**BUS 641: CROSS CULTURAL MANAGEMENT****SPRING 2014**

**INSTRUCTOR:** Dr. Mila Lazarova  
**E-MAIL:** [mbl@sfu.ca](mailto:mbl@sfu.ca)  
**TEL:** 778-782-7709  
**OFFICE:** Segal 3275  
**OFFICE HOURS:** By appointment

**COURSE OBJECTIVES AND OVERVIEW:**

This course is designed to introduce students to the area of international and cross-cultural management. By learning about the dilemmas and opportunities that are presented in international and multi-cultural work environments, students will be better able to function in an increasingly global business world. The goal of this course is to convey to students a way of thinking that increases their ability to understand the influence of crossing national and cultural boundaries on organizations and on organizational practices. Special emphasis will be placed on the management of people and groups in international organizations. The focus of the course is on the interaction between people in international work settings

**TOPICS COVERAGE:**

- National culture and organizations
- Influence of culture on management
- Cultural relativity of management theories such as motivation and leadership
- Communicating and negotiating across cultures
- Issues involved in the design and functioning of multinational teams
- Working in virtual teams
- Managing global careers

**TEACHING METHODS:**

The methods used in this course will include lecture, class discussion, written assignments, case analysis, and experiential exercises. Students are expected to be active participants in the learning experience and to master material from assigned readings, class lectures, discussions, and outside of class activities.

Tentative outline. Revised February 15 2013 by MBL.

**COURSE TEXT:**

- Thomas, D. & Inkson, K. 2009. *Cultural Intelligence: Living and Working Globally* (2<sup>nd</sup> ed)
- Select articles from Harvard Business Review, Sloan Management Review, Business Horizons (list to be provided at a later date)

**CASES:**

- A case will be assigned for every class (list of cases to be provided at a later date)

**EVALUATION:**

|                                  |     |
|----------------------------------|-----|
| Individual participation         | 25% |
| Individual case mini-assignments | 20% |
| Self-reflection assignments      | 20% |
| Group case                       | 35% |

**Individual class participation**

Beyond regular class attendance (which is essential) class participation will be graded based on contributions to in-class discussions. Such contributions are only possible when the students are very well prepared, act in a professional, listen actively and attempt to interpret and apply concepts discussed in class. All readings and cases are to be completed before the class in which they will be discussed.

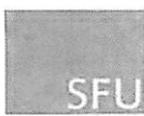
*Excellent participation* = Present at all class meetings. Always well prepared. Consistently contributes meaningfully and enthusiastically to group and class discussions. Actively listens to others and comments constructively.

**Individual case mini-assignments**

Each student will submit their thoughts on select cases to be discussed in class. These assignments are short, no more than 500 words and should identify the key issue of the cases, central considerations and possible solutions to the dilemmas described in each case

**Self-reflection assignments**

Within 72 hours of each class, each student will submit a personal self-reflection assignment. In these assignments the students will reflect on what new concepts they have learned ("What is it that I know now that I did not know before this class session), including a discussion of anything they may have found surprising – or utterly uninteresting. The second part of the assignment is describing the applicability and *relevance* of the topic discussed this class to their own management style and their own organization ("Now that I know this, will I change anything about how I manage people? Will I propose changes in my team based on what I learned today?")

**Group case write-up.**

Students will be split into groups for this assignment. Each group will choose a company (preferably, a company in which one of the team members is employed) and a challenging cross-cultural management issue that currently exists in the company. The students assignment will have two parts: in part one, they will describe the company and the situation at hand, in the style of the cases that will be discussed in class. In part two, they will analyze the "case" and will propose possible solutions to the problems identify and the way forward. Details of the assignment will be further discussed in class.



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |  |
|--|---|--|
| Subject (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>642</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>International Business</b>  |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Int'l. Business</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Develops the global competencies and skills needed to manage the operations, develop organization designs and strategies for companies whose activities span national boundaries. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>  |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete   |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>   |   |  |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)<br>BUS 602 (International Management) is being split into two courses - Cross Cultural Management and International Business, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.             |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|  |   |
|--|---|
| Faculty member(s) who will normally teach this course  | <input type="checkbox"/> information about their competency to teach the course is appended |
| <b>Jing Li</b>   |   |
| Number of additional faculty members required in order to offer this course  |   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document                                     |   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                     |   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____ |   |

► **PROPOSED COURSE** from first page

|   |                             |                        |
|---|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>                                     | Number (eg. 810) <b>642</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>International Business</b> |                             |                        |

► **APPROVAL SIGNATURES**

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

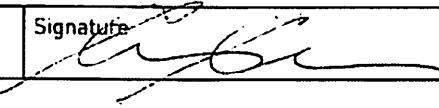
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
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|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |                      |
|-----------------------------------|--|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|--|----------------------|

► **CONTACT**

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Girm</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|

**BUS 642: INTERNATIONAL Business****FALL 2013****INSTRUCTOR: DR. JING LI****OFFICE/PHONE: WMC 3347/778-782-4568****E-MAIL: JINGLI@SFU.CA****CLASS MEETINGS: XXX****OFFICE HOURS: XXX****COURSE WEBSITE: HTTP://BEEDIE.SFU.CA/COURSES/XXX****OVERVIEW:**

This course focuses on building global competency and management skills needed to develop strategies, design organizations, and manage the operations of companies whose activities span national boundaries. We will focus on the following topics:

- Plan and execution of global competitive strategy
- Timing, location, and entry mode for internationalization
- Organizational challenges in a multinational corporation
- Building and managing international joint ventures
- Competitive strategies of firms in emerging markets
- Managing parent-subsidiary relationships

**COURSE MATERIALS:**

- Cases: Downloadable from HBS website (on payment).
- Readings: Downloadable from the SFU library

**COURSE ORGANIZATION:**

The methods used in this course will include lecture, class discussion, written assignments, case analysis, and experiential exercises. Students are expected to be active participants in the learning experience as opposed to passive receptacles for information. Students are expected to master material assigned in readings, presented in class lecture, discussion, and from their outside of class activities.

**EVALUATION:**

|                                |     |
|--------------------------------|-----|
| Individual class participation | 30% |
| Individual course journal      | 30% |
| Group project report           | 40% |

**Participation:** excellent participation means presenting at all class meetings, always well prepared, consistently contributing meaningfully and enthusiastically to group and class discussions, and actively listening to others and commenting constructively.

**Course Journal:** Each student will keep a journal of the concepts covered in this course. For *each* of the sessions, write a short entry on

- (a) the major issues/concepts highlighted in that module; and
- (b) the applicability/relevance *and* implications of the major issues/concepts identified above to your work/career and/or organization, both now and/or the future.

The entry for each of the sessions should not exceed 2 double-spaced typewritten pages. The course journal is due or before xxxxxx. You can submit this in electronic or in hard copy format.

**Group project:** Each group chooses a multinational corporation, provides an in-depth assessment of the company's global footprint, and provides recommendations for enhancing in one or two specific areas, e.g., entering a new market like India. 15-20 pages including exhibits, with a 2-page executive summary at the front is deemed as reasonable. The group project is due on or before xxxxx.



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|   |   |  |
|---|---|--|
| Subject (eg. MAPH) <b>BUS</b>   | Number (eg. 810) <b>643</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Entrepreneurship</b>   |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Entrepreneurship</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>An overview of entrepreneurial thinking and action important to entrepreneurs or persons who want to exhibit an entrepreneurial spirit, including: opportunity discovery; entrepreneurial strategy and implementation; and innovation in the context of uncertainty, ambiguity and risk. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>   |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete  |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)   |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course; Course number and units: _____  |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)   |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>  |   |  |
| Estimated enrolment   | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)  |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)<br>BUS 664 (New Ventures) is being split into two courses - Entrepreneurship and Entrepreneurial Finance, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.  |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |
| <b>Jan Simon</b>  |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |

► **PROPOSED COURSE** from first page

|   |                             |                        |
|---|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>                               | Number (eg. 810) <b>643</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>Entrepreneurship</b> |                             |                        |

► **APPROVAL SIGNATURES**

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

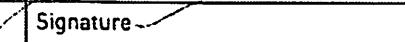
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

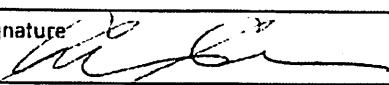
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
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|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |                      |
|-----------------------------------|--|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|--|----------------------|

► **CONTACT**

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Ginn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|



## Entrepreneurship (BUS 643) EMBA

### Description:

The course is designed to give students an overview of the most important aspects of entrepreneurial thinking and action. At the core an entrepreneur embodies the essence of creation, innovation and implementation. Through a thorough understanding of the presence and a vision of what could be, she will offer means to connect both while in the process trying to reap the fruits of it. The given context however, is one of uncertainty, ambiguity and risk. This leads to many a failure with which a good entrepreneur makes her peace and uses as a source for improvement.

We will touch upon most areas that are of importance to the entrepreneur or to the persons who want to exude an entrepreneurial spirit. By the end of the new ventures course you should have a good understanding of: 1) opportunities discovery; 2) entrepreneurial strategy and implementation, and 3) innovation.

### Teaching Method:

This course is centred on entrepreneurial decision-making. It therefor differs in two ways from some of the traditional courses. First, entrepreneurship is more about an attitude, a way of behaving, responding and thinking than it is about learning rules that are set in stone. Second, an entrepreneur typically juggles with many an issue and has to think how her actions might affect the entity rather than a part of it. She therefor has to take a holistic rather than a functional approach to her enterprise. To understand entrepreneurship is to become an entrepreneur and this is done through complex problem solving. We thus will use cases to address these. Each case will touch upon the topic at hand as well as upon some of the related issues belonging to other areas. Consequently, we will always have to ask ourselves how our solutions might influence the enterprise at large.

I cannot stress enough the importance of communication in management. Since I try to make my sessions as close as possible to reality class participation will come at a premium. I do however value honest and qualitative contribution higher than quantity. In other words, quality always tops quantity.

### Grading:

*'Oh! Ye'll take the high road and I'll take the low road, and I'll be in Scotland afore ye'*  
Old Scottish song

The grading will have following parts and percentages:

- Individual paper: 20%
- Class participation: 30%
- The Innovation Architect project (individual): 50%

In session 3, a case with case questions will be distributed. You will write an individual paper based on the case questions as well as your personal professional situation and experience.



As will be explained during the first session, each participant will have to design a plan on how to become an Innovation Architect in her/his company. Apart from writing an action plan, the participant will have to have implemented (or have tried to) an innovation, which does have a direct impact on the company and/or its environment. The implementation/failure/learning points will be part of the hand-inn (The Innovation Architect project).

Textbook:

**OPTIONAL:**

*Entrepreneurship- Successfully Launching New Ventures, Barringer and Ireland, Pearson, 4 Ed., 2012. (ENTR-SLNV)*

This textbook incorporates a lot of what we will see in class, and thus is a handy reference work. The required technical notes are far more focused, to the point and written for entrepreneurs and managers. It suffices to read these. Also, in some cases you will find extra optional reading. It means what it says: I deem it to be of interest for the people who want to know more (and have the time for it), it will however not give you an advantage for the course. Put differently, if you ignore the optional reading, you will not be disadvantaged for New Ventures.



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |  |
|--|---|--|
| Subject (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>644</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Entrepreneurial Finance</b>   |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Entrepreneurial Finance</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Provides a thorough understanding of how venture capital works and what an entrepreneur or potential investor in start-ups needs to know about business plans, opportunity assessment, valuation, financing, structuring and due diligence. |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>  |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete   |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>   |   |  |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |   |  |
| BUS 664 (New Ventures) is being split into two courses - Entrepreneurship and Entrepreneurial Finance, to better reflect the two distinct subject areas. This will also facilitate better course scheduling.   |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended<br><b>Jan Simon</b> |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____                            |

► PROPOSED COURSE from first page

|  |                             |                        |
|--|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>                                      | Number (eg. 810) <b>644</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>Entrepreneurial Finance</b> |                             |                        |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

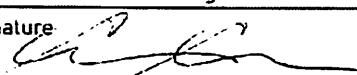
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

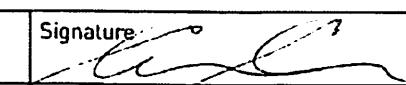
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
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|                 |                                |      |
|                 |                                |      |

**Departmental Approval (non-departmentalized faculties need not sign)**

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |                      |
|-----------------------------------|---|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|---|----------------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|



Instructor: Jan Simon

## Entrepreneurial Finance BUS 644

**-EMBA-**

### Description:

The objective of this course is to give participants a thorough understanding of how venture capital works and what a potential investor in start-ups or entrepreneur has to know. We will approach the subject both from the perspective of an entrepreneur and from the point of view of an investor. The course will therefore cover all main points of entrepreneurial finance: Business Plan, Opportunity Assessment, Valuation, Financing, Structuring, Due Diligence, Type of Investors,

### Teaching Method:

Although many a book has been written on the subject, there is no single source that encompasses all relevant issues and topics for understanding Entrepreneurial Finance, especially not in an applied sense. This is mainly because each deal has or can have its specific features. Consequently the best way to learn Entrepreneurial Finance is by 'doing deals' and that is what we will be doing in this course. Through a series of actual cases we will analyze the situation and the environment, understand the key issues as well as challenges from the entrepreneur's and the investor's point of view, and discuss potential solutions.

As you might have gathered by now this course is case based and hence you will be 'getting your hands dirty' by defending your points of view as well as learning from your peers. Unfortunately this is not a course that you can learn by quickly reading the case before the start of the class. However by struggling through the issues and truly understanding the relevant issues, you will be able to look at deals, value them and structure them.

It is also helpful to know that most lectures will have 1 topic and 2 subtopics. Depending on which one is most relevant we will be spending time accordingly.

### Grading and Assignments:

Grading has following parts: 2 individual hand-ins (60%), team work and class participation (40%). The individual hand-ins (2) must be no more than 2 pages of text, with supporting exhibits attached.

It is worth noting that the individual paper is NOT a case write-up where you answer the given class questions for the case. Your individual paper addresses the question asked below.

### Readings:

The core of the sessions will be focused on case discussions. The bulk of your preparation should consequently be spent on 'solving' the case issues. In some cases some technical background is required and thus provided in an accompanied technical note (required reading). The reading of this note forms an integral part of the class preparation. Sometimes I have also added a note or an article I think you might find interesting or helpful (recommended reading). The readings of these are *entirely optional*.



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|   |   |   |
|---|---|---|
| Subject (eg. MAPH) <b>BUS</b>   | Number (eg. 810) <b>645</b>                     | Units (eg. 4) <b>2</b>                        |
| Course Title (max 80 characters)<br><b>Comprehensive Exam</b>   |   |   |
| Short Title (appears on transcripts, max 25 characters)<br><b>Comprehensive Exam</b>  |   |   |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br><b>Comprehensive exam.</b>   |   |   |
| Available Course Components: <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input checked="" type="checkbox"/> EXAM                                  |   |   |
| Grading Basis <input type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input checked="" type="checkbox"/> In Progress/Complete <input type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No  |   |   |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)   |   |   |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____  |   |   |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)<br><b>This course is an alternative capstone for students who are taking 4 additional units and want an alternative to the major paper.</b> |   |   |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>  |   |   |
| Estimated enrolment   | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks) |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)  |   |   |
| Justification <input type="checkbox"/> See attached document (if more space is required)  |   |   |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |

► PROPOSED COURSE from first page

|  |                      |                 |
|--|----------------------|-----------------|
| Program (eg. MAPH) BUS                                 | Number (eg. 810) 645 | Units (eg. 4) 2 |
| Course title (max 80 characters)<br>Comprehensive Exam |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

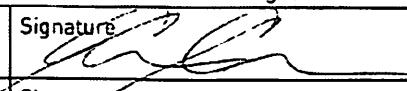
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

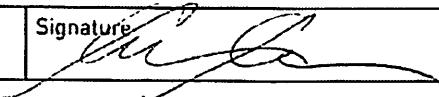
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval (non-departmentalized faculties need not sign)**

|  |  |                  |
|--|--|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

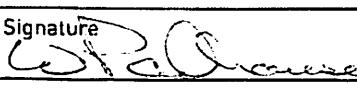
**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |               |
|-----------------------------------|--|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|--|---------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Giri | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |  |
|--|---|--|
| Subject (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>646</b>                     | Units (eg. 4) <b>2</b>   |
| Course Title (max 80 characters)<br><b>Managing Technological Innovation</b>   |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>Mng. Tech. Innovation</b>  |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input checked="" type="checkbox"/> Learning outcomes identified<br>Addresses the theory and practice of the management of innovation in order to improve the innovative capacity of a firm, including strategy and tools to help firms create and capture value from innovation under conditions of technology and/or market uncertainty.  |   |  |
| Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>  |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete   |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/>   |   |  |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)<br><b>21 hours</b>                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)<br>Managing Innovation is a key strategic driver and as such is an important skill set in any executive's portfolio. This is not a course for technical people. It is an area of study that is increasing part of Executive MBA curricula of schools like Rotman's Omnimax Global Program, the Queens/Kellogg EMBA, Vanderbilt EMBA. The revision of the course units and reduction of units for 2 courses, has opened up opportunity to offer something new that has been requested by students. |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|  |   |
|--|---|
| Faculty member(s) who will normally teach this course<br><b>Elicia Maine</b>   | <input type="checkbox"/> information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course  |   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document                                     |   |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                     |   |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____ |   |

► **PROPOSED COURSE** from first page

|  |                             |                        |
|--|-----------------------------|------------------------|
| Program (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>646</b> | Units (eg. 4) <b>2</b> |
| Course title (max 80 characters)<br><b>Managing Technological Innovation</b> |                             |                        |

► **APPROVAL SIGNATURES**

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

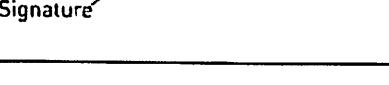
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|   |  |                         |
|---|--|-------------------------|
| Department Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
| Department Chair<br><b>Colleen Collins</b>                      | Signature  | Date <b>13-Apr-2013</b> |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|  |  |                         |
|--|--|-------------------------|
| Faculty Graduate Program Committee<br><b>Colleen Collins</b> | Signature  | Date <b>13-Apr-2013</b> |
|--|--|-------------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |                      |
|-----------------------------------|--|----------------------|
| Senate Graduate Studies Committee | Signature  | Date <b>May 2/13</b> |
|-----------------------------------|--|----------------------|

► **CONTACT**

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Graduate Programs - Beedie</b> | Contact name<br><b>Sharan Ginn</b> | Contact email<br><b>sharang@sfu.ca</b> |
|--|------------------------------------|--|

**Segal Graduate School of  
Business****SFUBUSINESS**

**BUS 646**  
**Managing Technological Innovation**

**Instructor:** Elicia Maine

**Phone:** 778 782-5260

**TA:** TBA

**E-Mail:**

**Office:** Segal 3965

**E-Mail:** [ermaine@sfu.ca](mailto:ermaine@sfu.ca)

---

**Course Objectives:**

This course aims to traverse the theory and practice of the management of innovation, from the creation of ideas through to the commercialization of new products and services. Students should obtain a broad knowledge of the field, and become proficient with several technology management tools and concepts.

After successfully completing this course, you will be able to improve the innovative capacity of a firm by:

1. identifying and demonstrating the value of innovation
2. identifying and implementing processes to create and capture value from innovation
3. selecting and using tools to aid decision-making under conditions of technology and market uncertainty
4. describing the conditions and strategies that will help firms capture value from the commercialization of innovative products

**Course Materials:**

Dorothy Leonard, *Wellsprings of Knowledge*, HBS Press 1995

Apple Inc. in 2010 HBS case 9-710-467

Back Bay Battery V2 HBS Simulation Case Study

Other course required readings available on Sharepoint

**Student Evaluation:**

1. Participation (30%)
2. Group Assignments (40%)
3. Individual Assignments (30%)

**Library Report Re: EMBA Memo - March 15 Deadline**

**From :** Megan Crouch <mcrouch@sfu.ca> **Wed, Apr 03, 2013 01:36 PM**  
**Subject :** Library Report Re: EMBA Memo - March 15  
Deadline  
**To :** Business Admin - Segal <busadmin@sfu.ca>  
**Cc :** Colleen Collins <colleen.collins@sfu.ca>, Christine  
Manzer <cmcconne@sfu.ca>, Patty Gallilee  
<plg@sfu.ca>, Karen Marotz <marotz@sfu.ca>,  
Nicole Gjertsen <ngjertse@sfu.ca>

Dear Anne, et al,

I have reviewed the proposals for the following courses and concluded that no additional library resources will be required to support them:

BUS 635: Operational Finance  
BUS 636: Corporate Finance  
BUS 637: Marketing Management  
BUS 638: Marketing Strategy  
BUS 639: Financial Statement Analysis  
BUS 640: Managerial Accounting  
BUS 641: Cross Cultural Management  
BUS 642: International Business  
BUS 643: Entrepreneurship  
BUS 644: Entrepreneurial Finance  
BUS 646: Managing Technological Innovation  
BUS 645: Comprehensive Exam

The courses will therefore be added to the appropriate list  
at <http://www.lib.sfu.ca/collections/course-assessments>

This will be enough to indicate library sign-off as they move through the approval process.

For more information on the Library's role in the course approval process, please see the following web page: <http://www.lib.sfu.ca/collections/course-assessments>

Please let me know if I can be of further assistance.

Regards,  
Megan



## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

### ► DEPARTMENT

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>BUS Graduate Programs  | Contact name<br>Sharan Giri | Contact email<br>sharang@sfu.ca |
| Please revise the following elements of the indicated graduate course:<br><input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____ |                             |                                 |

### ► CURRENT COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>650 | Units (eg. 4)<br>3 |
| Course title (max 80 characters)<br>_____  |                         |                    |
| Short title (appears on transcripts, max 25 characters)<br>_____   |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached<br>_____   |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)<br>_____  |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No<br>Course number and units: _____  |                         |                    |
| Additional course requirements for graduate students<br>_____  |                         |                    |

### ► REVISED COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>650 | Units (eg. 4)<br>2 |
| Course title (max 80 characters)<br>_____  |                         |                    |
| Short title (appears on transcripts, max 25 characters)<br>_____   |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached<br>_____   |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)<br>_____  |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No<br>Course number and units: _____  |                         |                    |
| Additional course requirements for graduate students<br>_____  |                         |                    |

### ► APPROVALS

Colleen Collins  
 Faculty graduate studies committee name  
 \_\_\_\_\_

Senate graduate studies committee name  
 \_\_\_\_\_

  
 Signature  
  
 Signature

14-Mar-2013  
 Date  
 May 2/13  
 Date



## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

### ► DEPARTMENT

|   |                             |                                  |
|---|-----------------------------|----------------------------------|
| Department / School / Program<br>BUS Graduate Programs  | Contact name<br>Sharan Girn | Contact email<br>sharang@sfsu.ca |
| Please revise the following elements of the indicated graduate course:<br><input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____ |                             |                                  |

### ► CURRENT COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>662 | Units (eg. 4)<br>3 |
| Course title (max 80 characters)<br>_____  |                         |                    |
| Short title (appears on transcripts, max 25 characters)<br>_____   |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached<br>_____   |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)<br>_____  |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No<br>Course number and units: _____  |                         |                    |
| Additional course requirements for graduate students<br>_____  |                         |                    |

### ► REVISED COURSE

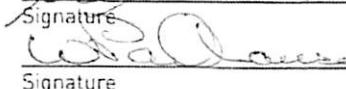
Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>662 | Units (eg. 4)<br>2 |
| Course title (max 80 characters)<br>_____  |                         |                    |
| Short title (appears on transcripts, max 25 characters)<br>_____   |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached<br>_____   |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)<br>_____  |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No<br>Course number and units: _____  |                         |                    |
| Additional course requirements for graduate students<br>_____  |                         |                    |

### ► APPROVALS

Colleen Collins  
 Faculty graduate studies committee name  
 \_\_\_\_\_

Senate graduate studies committee name  
 \_\_\_\_\_

  
 Signature  
  
 Signature

14-Mar-2013  
 Date  
 Mar 213  
 Date



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

### ► DEPARTMENT

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>BUS Graduate Programs</b>  | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
| Please revise the following elements of the indicated graduate course:<br><input type="checkbox"/> Catalogue number <input type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input checked="" type="checkbox"/> Other: <b>grading basis</b> |                                    |  |

### ► CURRENT COURSE

Please complete only the fields to be changed.

|  |                                |                           |
|--|--------------------------------|---------------------------|
| Program (eg. LBST)<br><b>BUS</b>   | Number (eg. 810)<br><b>655</b> | Units (eg. 4)<br><b>2</b> |
| Course title (max 80 characters)   |                                |                           |
| Short title (appears on transcripts, max 25 characters)  |                                |                           |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                                |                           |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>         |                                |                           |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                                |                           |
| Grading basis <input checked="" type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/>  |                                |                           |
| Prerequisites (if any)   |                                |                           |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No  |                                |                           |
| Course number and units: _____   |                                |                           |
| Additional course requirements for graduate students   |                                |                           |

### ► REVISED COURSE

Please complete only the fields to be changed.

|  |                                |                           |
|--|--------------------------------|---------------------------|
| Program (eg. LBST)<br><b>BUS</b>   | Number (eg. 810)<br><b>655</b> | Units (eg. 4)<br><b>2</b> |
| Course title (max 80 characters)   |                                |                           |
| Short title (appears on transcripts, max 25 characters)  |                                |                           |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                                |                           |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/>         |                                |                           |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                                |                           |
| Grading basis <input type="checkbox"/> Graded <input checked="" type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/>  |                                |                           |
| Prerequisites (if any)   |                                |                           |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No  |                                |                           |
| Course number and units: _____   |                                |                           |
| Additional course requirements for graduate students   |                                |                           |

### ► APPROVALS

*Colleen Collins*  
Faculty graduate studies committee name

Senate graduate studies committee name

*Rebecca Palgrave*  
Signature

*April 2/2013*  
Date  
*May 2/13*  
Date



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

DEPARTMENT

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>BUS Graduate Programs</b>  | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
| Please revise the following elements of the indicated graduate course:<br><input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input checked="" type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____ |                                    |  |

### CURRENT COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>691 | Units (eg. 4)<br>2 |
| Course title (max 80 characters)   |                         |                    |
| <b>Business and Government</b>   |                         |                    |
| Short title (appears on transcripts, max 25 characters)  |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____ |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)   |                         |                    |
| <input type="checkbox"/> Yes <input type="checkbox"/> No   |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)   |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No  |                         |                    |
| Course number and units: _____   |                         |                    |
| Additional course requirements for graduate students   |                         |                    |

## ► REVISED COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>691 | Units (eg. 4)<br>4 |
| Course title (max 80 characters)<br><b>Business, Community and Government</b>  |                         |                    |
| Short title (appears on transcripts, max 25 characters)  |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults [If the "Yes" box is checked, all students and instructors will require criminal record checks]<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)   |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No  |                         |                    |
| Course number and units: _____   |                         |                    |
| Additional course requirements for graduate students   |                         |                    |

## APPROVALS

Colleen Collins

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Faculty graduate studies committee name

---

Senate graduate studies committee name

John Doe  
Signature

14-Mar-2013

Date

May 2 / 13

SFU

Dec 2012 \*

## FACULTY OF BUSINESS ADMINISTRATION

Memo

To: Wade Parkhouse, Dean of Graduate Studies

From: Colleen Collins, Associate Dean Graduate Programs

Date: November 19, 2012

Re: Changes in Admission requirements for Executive MBA program

The Graduate Studies Committee of the Beedie School of Business recommends changing the admission requirements for the Executive MBA program to make the GMAT examination requirement optional. Currently it is required of all students.

We would like to conform to a changing competitive environment where the GMAT is increasingly not required. In most Canadian, and many top international EMBA programs the GMAT is either not required or only required in some cases to make the application stronger. Given that EMBA students are admitted based on an extensive history of work experience and accomplishment (minimum 10 years), a personal interview and several written essays, the test provides little additional diagnostic evidence of the ability of the applicant's ability to succeed in the program.

We would like to maintain the program's ability to request a GMAT from applicants without an undergraduate degree or other credentials, or whose undergraduate grades are not sufficient.

Therefore we request the following calendar change:

| From:  | To:  |
|--|--|
| <p><b>Admission Requirements</b></p> <p>Applicants will be considered for admission based on the following criteria:</p> <ul style="list-style-type: none"><li>• Simon Fraser University's online graduate studies application for admission</li><li>• executive MBA application essay</li><li>• minimum of ten years of business experience, with a minimum of four years of managerial responsibilities</li><li>• resume</li></ul> | <p><b>Admission Requirements</b></p> <p>Applicants will be considered for admission based on the following criteria:</p> <ul style="list-style-type: none"><li>• Simon Fraser University's online graduate studies application for admission</li><li>• executive MBA application essay</li><li>• minimum of ten years of business experience, with a minimum of four years of managerial responsibilities</li><li>• resume</li></ul> |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• GMAT (graduate management admission test) results</li> <li>• <b><u>GMAT (graduate management admission test) results may be requested for applicants without evidence of sufficient academic achievement</u></b></li> <li>• undergraduate degree (B average) or a professional designation (i.e. CA, CMA, CGA, PEng)*</li> <li>• three confidential letters of reference, preferably from supervisors, former professors or significant clients</li> <li>• interview (shortlisted candidates only)</li> </ul> <p>*while priority will be given to those with a university degree or a professional designation, a limited number of applicants may be admitted who do not hold a formal degree but possess exceptional business management qualifications</p> | <ul style="list-style-type: none"> <li>• undergraduate degree (B average) or a professional designation (i.e. CA, CMA, CGA, PEng)*</li> <li>• GMAT (graduate management admission test) results may be requested for applicants without evidence of sufficient academic achievement</li> <li>• three confidential letters of reference, preferably from supervisors, former professors or significant clients</li> <li>• interview (shortlisted candidates only)</li> </ul> <p>*while priority will be given to those with a university degree or a professional designation, a limited number of applicants may be admitted who do not hold a formal degree but possess exceptional business management qualifications</p> |
|--|---|

Simon Fraser University

Academic Calendar > Business > Executive Master of Business Administration Program

## Executive Master of Business Administration Program

Beedie School of Business

Simon Fraser University Calendar 2013 Summer

This program is for experienced, mid to upper level managers and professionals seeking to improve the confidence and ability to drive a business strategically at the senior management level with the most current and innovative management practices.

The program utilizes a cohort model where students complete courses in the same sequence, and student interaction and co-operation are emphasized. Study groups and project teams are an important aspect of the learning experience.

Because executive master of business administration (MBA) students pursue full-time careers, classes typically meet on alternate weekends, all day Friday and Saturday, and are held at Segal Graduate School of Business.

The Aboriginal business and leadership cohort of the EMBA provides the EMBA cohort experience for Aboriginal community leaders, those working in Aboriginal businesses or economic development corporations, or working in organizations with significant involvement with Aboriginal communities. Course delivery will be customized to accommodate the more diverse regional nature of the participants. Students completing the GDBA cohort in Aboriginal business and leadership at a suitable standard will qualify for advanced standing in the EMBA cohort for Aboriginal business and leadership.

Applicants should also refer to the program website located at [beedie.sfu.ca/emba](http://beedie.sfu.ca/emba).

### Admission Requirements

Applicants will be considered for admission based on the following criteria.

- Simon Fraser University's online graduate studies application for admission
- executive MBA application essay
- minimum of ten years of business experience, with a minimum of four years of managerial responsibilities
- resume
- GMAT (graduate management admission test) results may be requested for applicants without evidence of sufficient academic achievement
- undergraduate degree (B average) or a professional designation (i.e. CA, CMA, CGA, PEng)\*
- three confidential letters of reference, preferably from supervisors, former professors or significant clients
- Interview (shortlisted candidates only)

\*While priority will be given to those with a university degree or a professional designation, a limited number of applicants may be admitted who do not hold a formal degree but possess exceptional business management qualifications

### Program Requirements

To qualify for the master of business administration degree, students must maintain a minimum average grade of B (3.0 GPA) and complete 12 courses from the following list.

- BUS 601 Data and Decision-Making (2)
- BUS 602 International Management (4)
- BUS 603 Structure and Change in Organizations (4)
- BUS 604 Organizational Change and Development (4)
- BUS 606 Finance (4)
- BUS 607 Strategy (4)
- BUS 610 Directed Studies in Business Administration (2)
- BUS 611 Directed Studies in Business Administration (4)
- BUS 612 Directed Studies in Business Administration (4)
- BUS 615 Marketing Management (4)
- BUS 621 Information Technology and Organizational Transformation (4)
- BUS 632 Operations Management (2)
- BUS 650 Business Ethics and Social Responsibility (3)
- BUS 651 Managerial Economics (4)
- BUS 652 Special Topics in Business Administration (3)
- BUS 653 Special Topics in Business Administration (2)
- BUS 654 Special Topics in Business Administration (2)
- BUS 655 Special Topics in Business Administration (2)
- BUS 660 Special Topics in Business Administration (4)
- BUS 661 Special Topics in Business Administration (4)
- BUS 662 Negotiations (3)

- BUS 663 Special Topics in Business Administration (4)
- BUS 664 New Ventures (4)
- BUS 670 Accounting for Decision Making (4)
- BUS 681 Leadership and Teamwork (4)
- BUS 688 Industrial Relations (4)
- BUS 689 Special Topics in Business Administration (3)
- BUS 691 Business and Government (2)
- BUS 698 Applied Project (6)

Students may substitute, at the discretion of the academic chair, equivalent courses from another Simon Fraser University graduate program for the 600 division courses listed above.

#### Americas Executive MBA stream

Students have two optional paths for the final two terms of their program. They may choose the SFU EMBA stream or opt to apply to be considered for one of the limited spaces in the Americas EMBA stream. In the second year of the program, classes in the EMBA stream are taught at SFU in the same format as the first year.

Classes in the Americas EMBA stream are taught in four eight-and-a-half day intensive sessions in partnership with three other institutions at their campuses: Owen Graduate School, Vanderbilt University, Nashville, USA; ITAM, Mexico City; and FIA, University of Sao Paulo, Brazil. Courses in the Americas EMBA stream are similar to those in the EMBA stream, but with a greater emphasis on international management.

#### Graduate Certificate in Business in the Americas

The Americas EMBA stream includes four selected topics courses in addition to those required for the EMBA. These four additional courses are required for the graduate certificate. Courses are relevant to business in the Americas covering a variety of business disciplines. Students will also participate in company visits and workshops on local cultural and business practices in each of the 4 participating countries.

The certificate is open to students enrolled in the Americas option of the EMBA. Students must complete all stream requirements including those included in the graduate certificate.

Further details about the EMBA and the Americas Executive MBA stream are provided on the program website at [beadie.sfu.ca/emba](http://beadie.sfu.ca/emba)

#### Academic Requirements within the Graduate General Regulations

All graduate students must satisfy the academic requirements that are specified in the Graduate General Regulations (residence, course work, academic progress, supervision, research competence requirement, completion time, and degree completion), as well as the specific requirements for the program in which they are enrolled, as shown above.

[Return to business index page.](#)

For calendar technical problems or errors, contact [calendar-sfu@sfu.ca](mailto:calendar-sfu@sfu.ca) | Calendar changes and corrections

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**To: Wade Parkhouse, Dean of Graduate Studies**

**From: Colleen Collins, Associate Dean, Graduate Programs**

**Date: March 13, 2013**

**Re: MBA Calendar Language**

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A. The MBA program would like to propose the following changes:

- i. Advanced standing for BUS 727
- ii. Changes of an editorial nature

B. The details of the above changes are noted below:

- i. A provision of advanced standing for the internship requirement BUS 727 for students with sufficient work experience
- ii. Changes of an editorial nature are listed below:
  - Correct error in course number after comprehensive examination by removing "(Bus 718)"
  - Change all course listings so that it follows the course number, unit, name format (ie. BUS 702-3 Marketing Management)
  - After the Program Requirements, add the following text:

"Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 56 units from the following list including a comprehensive exam, selected special topics and substitute courses from other Graduate Business programs at the discretion of the Academic Chair:

- BUS 702-3 Marketing Management
- BUS 703-3 Managerial Economics
- BUS 704-3 Leadership and Teamwork
- BUS 705-3 Financial/Managerial Accounting
- BUS 706-3 Data and Decisions
- BUS 707-3 Business Ethics
- BUS 708-3 Financial Management

- **BUS 709-3 Managing Information**
- **BUS 710-3 Managing Global Enterprises**
- **BUS 711-3 Negotiation and Conflict Resolution**
- **BUS 712-2 Managing a Globalized Workforce**
- **BUS 714-3 Entrepreneurship**
- **BUS 715-3 Operations Management**
- **BUS 716-3 Sustainability**
- **BUS 718-3 Business Strategy**
- **BUS 719-3 Managing People**
- **BUS 720-2 Special Topics in Business Administration**
- **BUS 721-3 Special Topics in Business Administration**
- **BUS 722-4 Special Topics in Business Administration**
- **BUS 723-2 Introduction to Managerial Thought**
- **BUS 724-2 Organizational Analysis**
- **BUS 725-2 Cross Cultural Experience**
- **BUS 726-2 Business Innovation and Creativity**
- **BUS 727-0 MBA Internship or\***
- **BUS 728-0 Research Internship \*\***
- **BUS 729-2 Comprehensive Examination**

\*Students with sufficient full time work experience may receive advanced standing for Bus 727 MBA Internship

\*\*for students entering the PhD program

Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 705, 706, 707, 708, 719. A minimum 3.0 CGPA in that diploma program is required."

| From Fall 2013:  | To January 2014:  |
|--|---|
| <p><b>Program Requirements</b></p> <p>Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 56 units from the following list including a comprehensive examination (BUS 718) (BUS 729), selected special topics and substitute courses from other Graduate Business programs at the discretion of the Academic Chair:</p> <ul style="list-style-type: none"> <li>• <b>BUS 702-3 Marketing Management</b></li> <li>• <b>BUS 703-3 Managerial Economics</b></li> <li>• <b>BUS 704-3 Leadership and Teamwork</b></li> <li>• <b>BUS 705-3 Financial/Managerial Accounting</b></li> <li>• <b>BUS 706-3 Data and Decisions</b></li> <li>• <b>BUS 707-3 Business Ethics</b></li> <li>• <b>BUS 708-3 Financial Management</b></li> <li>• <b>BUS 709-3 Managing Information</b></li> <li>• <b>BUS 710-3 Managing Global Enterprises</b></li> <li>• <b>BUS 711-3 Negotiation and Conflict Resolution</b></li> </ul> | <p><b>Program Requirements</b></p> <p>Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 56 units from the following list including a comprehensive exam (BUS 729), selected special topics and substitute courses from other Graduate Business programs at the discretion of the Academic Chair:</p> <ul style="list-style-type: none"> <li>• <b>BUS 702-3 Marketing Management</b></li> <li>• <b>BUS 703-3 Managerial Economics</b></li> <li>• <b>BUS 704-3 Leadership and Teamwork</b></li> <li>• <b>BUS 705-3 Financial/Managerial Accounting</b></li> <li>• <b>BUS 706-3 Data and Decisions</b></li> <li>• <b>BUS 707-3 Business Ethics</b></li> <li>• <b>BUS 708-3 Financial Management</b></li> <li>• <b>BUS 709-3 Managing Information</b></li> <li>• <b>BUS 710-3 Managing Global Enterprises</b></li> <li>• <b>BUS 711-3 Negotiation and Conflict Resolution</b></li> <li>• <b>BUS 712-2 Managing a Globalized Workforce</b></li> </ul> |

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>•BUS 712-2 Managing a Globalized Workforce</li> <li>•BUS 714-3 Entrepreneurship</li> <li>•BUS 715-3 Operations Management</li> <li>•BUS 716-3 Sustainability</li> <li>•BUS 718-3 Business Strategy</li> <li>•BUS 719-3 Managing People</li> <li>•BUS 720-2 Special Topics in Business Administration</li> <li>•BUS 721-3 Special Topics in Business Administration</li> <li>•BUS 722-4 Special Topics in Business Administration</li> <li>•BUS 723-2 Introduction to Managerial Thought</li> <li>•BUS 724-2 Organizational Analysis</li> <li>•BUS 725-2 Cross Cultural Experience</li> <li>•BUS 726-2 Business Innovation and Creativity</li> <li>•BUS 727-0 MBA Internship or*</li> <li>•BUS 728-0 Research Internship **</li> <li>•BUS 729-2 Comprehensive Examination</li> </ul> <p><b>*Students with sufficient full time work experience may receive advanced standing for Bus 727 MBA Internship</b></p> <p><b>**for students entering the PhD program</b></p> <p>Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 705, 706, 707, 708, 719. A minimum 3.0 CGPA in that diploma program is required</p> <p><b>Courses from the other master of business administration programs or other programs may be used as substitutes for these courses at the discretion of the academic chair.</b></p> | <ul style="list-style-type: none"> <li>•BUS 714-3 Entrepreneurship</li> <li>•BUS 715-3 Operations Management</li> <li>•BUS 716-3 Sustainability</li> <li>•BUS 718-3 Business Strategy</li> <li>•BUS 719-3 Managing People</li> <li>•BUS 720-2 Special Topics in Business Administration</li> <li>•BUS 721-3 Special Topics in Business Administration</li> <li>•BUS 722-4 Special Topics in Business Administration</li> <li>•BUS 723-2 Introduction to Managerial Thought</li> <li>•BUS 724-2 Organizational Analysis</li> <li>•BUS 725-2 Cross Cultural Experience</li> <li>•BUS 726-2 Business Innovation and Creativity</li> <li>•BUS 727-0 MBA Internship or*</li> <li>•BUS 728-0 Research Internship **</li> <li>•BUS 729-2 Comprehensive Examination</li> </ul> <p><b>*Students with sufficient full time work experience may receive advanced standing for Bus 727 MBA Internship</b></p> <p><b>**for students entering the PhD program</b></p> <p>Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 705, 706, 707, 708, 719. A minimum 3.0 CGPA in that diploma program is required.</p> |
|---|--|

If you have any further questions or concerns, please let me know.

Sincerely,



Dr. Colleen Collins  
 Associate Dean, Segal Graduate School  
 Beedie School of Business  
 Simon Fraser University  
 778-782-5195

Simon Fraser University

Academic Calendar > Business > Master of Business Administration

## Master of Business Administration

*Beedie School of Business  
Simon Fraser University Calendar 2013 Summer*

This master of business administration (MBA) program provides broad-based and rigorous business education to prepare students for the global business world. The program is designed for individuals who are early in their career and have non-business undergraduate degrees.

Students who completed the graduate diploma in business administration (GDBA) at a suitable standard will qualify for waivers of equivalent courses.

Applicants should refer to the program website at <http://www.beedie.sfu.ca/mba>.

### Admission Requirements

Entry is competitive. Meeting the minimum admission requirements does not guarantee acceptance. Applicants must have an undergraduate degree with a minimum 3.0 cumulative grade point average (CGPA) (B average) or an undergraduate degree and the graduate diploma in business administration (GDBA) with a minimum 3.0 cumulative grade point average (CGPA). In addition, applicants will be assessed on the basis of their verbal and quantitative GMAT scores; work/volunteer and/or community experience; other achievements, and letters of reference.

### Application

Students can apply online at Simon Fraser University's online graduate studies application for admission, found at [www.sfu.ca/gradstudies/future/application\\_process](http://www.sfu.ca/gradstudies/future/application_process).

Admission is based on the following.

- MBA program application essay found at <http://www.beedie.sfu.ca/mba>.
- official undergraduate transcripts mailed directly from the granting institution
- a resume
- three confidential letters of reference mailed directly from the referees, preferably from supervisors or former professors
- graduate management admission test (GMAT) results
- applicants whose primary language is not English, or whose previous education was conducted in another language, must submit evidence of satisfactory completion of a standardized English test that is acceptable to the University (see graduate general regulation 1.3.12).
- a recent passport style photograph
- Interview (shortlisted candidates only)

### Program Requirements

Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 55 units from the following list including a comprehensive examination (BUS 718).

- BUS 702 Marketing Management (3)
- BUS 703 Managerial Economics (3)
- BUS 704 Leadership and Groups (3)
- BUS 705 Financial/Managerial Accounting (3)
- BUS 706 Data and Decisions (2)
- BUS 707 Business Ethics (2)
- BUS 708 Financial Management (3)
- BUS 709 Managing Information (3)
- BUS 710 Managing Global Enterprises (3)
- BUS 711 Negotiation and Conflict Resolution (3)
- BUS 712 Managing a Globalized Workforce (2)
- BUS 714 Entrepreneurship (3)

> change made 5/13-66  
not in calendar

- **BUS 715 Operations Management (3)**
- **BUS 716 Sustainability (3)**
- **BUS 718 Business Strategy (3)**
- **BUS 719 Managing People (3)**
- **BUS 720 Special Topics in Business Administration (2)**
- **BUS 721 Special Topics in Business Administration (3)**
- **BUS 722 Special Topics in Business Administration (4)**
- **BUS 723 Introduction to Managerial Thought (2)**
- **BUS 724 Organizational Analysis (2)**
- **BUS 725 Cross Cultural Experience (2)**
- **BUS 726 Business Innovation and Creativity (2)**
- **BUS 727 MBA Internship (0) or**
- **BUS 728 Research Internship \* (0)**
- **BUS 729 Comprehensive Examination (2)**

\*For students entering the PhD program

Students receiving waivers for completion of a graduate diploma in business administration complete 30 units.

Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 704, 705, 706, 708. A minimum 3.0 CGPA in that diploma program is required.

Courses from the other master of business administration programs or other programs may be used as substitutes for these courses at the discretion of the academic chair.

## Academic Requirements within the Graduate General Regulations

All graduate students must satisfy the academic requirements that are specified in the Graduate General Regulations (residence, course work, academic progress, supervision, research competence requirement, completion time, and degree completion), as well as the specific requirements for the program in which they are enrolled, as shown above.

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## FACULTY OF BUSINESS ADMINISTRATION

# Memo

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**To:** Wade Parkhouse, Dean of Graduate Studies

**From:** Colleen Collins, Associate Dean, Graduate Programs

**Date:** March 18, 2013

**Re:** PhD Program, Course and Calendar Language Changes

---

**The PhD program would like to propose the following changes:**

1. The addition of a breadth requirement.
2. The addition of four breadth courses:
  - i. BUS 961-4 Selected Topics in Innovation
  - ii. BUS 962-4 Selected Topics in Globalization/Emerging Markets
  - iii. BUS 963-4 Selected Topics in Capital/Risk Management
  - iv. BUS 964-4 Selected Topics in Sustainability
  - v.
3. The addition of a Candidacy Exam, henceforth known as the Thesis Proposal
  - i. BUS 993-6 Thesis Proposal
4. A change in units, from 4 units to 6 units, for the following courses:
  - i. BUS 990-6 Research Project
  - ii. BUS 991-6 Comprehensive Exam
  - iii. BUS 992-6 PhD Thesis
5. The inclusion of a calendar entry for the listing for Non-Finance Specializations and a listing for Finance Specializations:
6. Other changes of an editorial nature.

**Please do not hesitate to contact me should you have any further questions  
or concerns.**

**Sincerely,**

A handwritten signature in black ink, appearing to read "Colleen Collins".

**Dr. Colleen Collins  
Associate Dean, Segal Graduate School  
Beedie School of Business  
Simon Fraser University  
778-782-5195**

## BUS PhD FROM:

### **Business Doctor of Philosophy Program**

#### *Beedie School of Business*

#### *Simon Fraser University Calendar 2013 Summer*

~~In a small cohort, students benefit from sharing experience with others studying in various areas of business through a small number of common core courses. In addition, students study in their area of specialization and research methods that are tailored to the needs of individual students and the research strengths of the faculty. Also included is a teaching development component involving a certificate program. This is for graduate students without substantial teaching experience, or for experienced teachers who wish to upgrade their skills.~~

~~The PhD program develops outstanding students in research and teaching for future employment at leading international academic institutions by designing a unique program of study under the guidance of their supervisor and the academic chair.~~

**The Beedie PhD program is a hybrid program that combines a rigorous program of doctoral seminars and other graduate course work, along with a tailored mentorship with a Faculty member who acts as the student's senior supervisor. We offer students a PhD program customized to individual interests and abilities. Students collaboratively develop their own curriculum to meet the challenges and opportunities of business and management theory and practice. The goal is to develop highly capable scholars for careers in academia.**

**All students specialize in a traditional business discipline - Marketing, Organization Studies, Accounting, Finance, MIS, Strategy, Technology Operations Management, International Business –as well as broadening their academic background in one of the interdisciplinary areas that are the Beedie School of Business' key strengths – Innovation, Globalization/Emerging Markets, Sustainability.**

### **Admission Requirements**

The minimum doctoral admission university requirements are provided in GGR 1.3.4 Admission to a Doctoral Program. Students are admitted in the fall term only. A minimum GMAT score of 600 and 5 on analytical writing is required. Interviews and a statement of interest is used to determine fit between students and faculty.

### **Application**

See the Beedie School of Business website for details. [beedie.sfu.ca/phd](http://beedie.sfu.ca/phd)

~~Students must submit the following when applying.~~

~~— Simon Fraser University's graduate on line application form~~

- official transcript of undergraduate and graduate grades (mailed directly from the granting institution). It is advisable to include an unofficial copy of your transcript(s) with your application
- three confidential letters of reference using the Beedie School of Business PhD Reference Form, at least two of which are completed by faculty members at universities that comment on the student's ability to conduct original research
- Beedie School of Business PhD Application Supplemental Information Form and Check List
- official score on the graduate management admissions test (GMAT). It is highly advisable to schedule testing well in advance of the application deadline. If available, please include an unofficial copy of the test result upon application.

### **English Language Competence**

English is the language of instruction and communication at the University. Accordingly, an applicant whose primary language is not English must demonstrate command of English sufficient to pursue graduate studies in the chosen field. Please refer to the Graduate General Regulations (1.3.12 English Language Competence) for minimum language requirements and further information: [http://students.sfu.ca/calendar/student\\_info/grad-regulation.html](http://students.sfu.ca/calendar/student_info/grad-regulation.html)

### **Program Requirements: Non Finance Disciplines Specialization**

The program combines a small number of cohort courses, a research methodology minor, and specialty courses selected by the senior supervisor and the doctoral candidate's committee to create a curriculum which will be flexible within certain limits. The course requirements consist of a minimum of 11 approved graduate courses, three of which are required of all students, and the remainder selected by the senior supervisor and the doctoral candidate's committee to create a curriculum which will be flexible within certain limits.

Candidates typically complete three core courses, three courses in the research methods minor, and three to five courses in their specialized area as determined by their senior supervisor and doctoral committee.

In addition, a research project with a pass/fail or incomplete/complete grade is required in the third term, as well as a comprehensive exam and a thesis proposal. The candidate must fulfill the university qualifications requirements regarding a thesis and its public defence.

Those who lack a business degree may, at the discretion of the PhD director, be asked to complete qualifying courses (see qualifying courses) additional courses beyond the program requirements in order to improve their background knowledge.

#### **Core Courses**

Students must complete all of

- BUS 980-4 Theory Development in Business Administration

- **BUS 981-4 Research Methods in Business Administration**
- **BUS 982-4 Dissertation Development Workshop**

**Core courses will be offered once a year. Core Courses (for finance students only)**

**Finance students only complete all of**

- **BUS 815-4 Portfolio Theory**

**or**

- **ECON 815-4 Portfolio Theory**
- **ECON 803-4 Microeconomic Theory II**
- **ECON 837-4 Econometric Theory I** Core courses will be offered once a year.

**A minimum of three Research Methods Courses**

**Examples: Quantitative and/or Qualitative Research Methods, Multivariate Methods, Experimental Design**

**A minimum of three research methods courses will be completed in the first five terms. The student's supervisor can add to, or substitute, methods courses in consultation with the director of the PhD program.**

**A Minimum of Two Breadth Courses**

- **BUS 961-4 Selected Topics in Innovation**
- **BUS 962-4 Selected Topics in Globalization/Emerging Markets**
- **BUS 963-4 Selected Topics in Capital/Risk Management**
- **BUS 964-4 Selected Topics in Sustainability**

**A minimum of three Specialization Courses**

**These courses are set and administered by the senior supervisor in consultation with the student's supervisory committee and the PhD program director. These courses can include Beedie School of Business graduate courses, directed studies courses, special topics, as well as approved graduate courses in other programs or universities. It is highly recommended that at least one of the specialization courses be given by the student's senior supervisor. In special cases, the senior supervisor can recommend, in consultation with the PhD director, that the student complete fewer, or more, specialization courses than the minimum required. At least two courses should be completed at Simon Fraser University.**

**Project, exam and thesis requirements**

### **Project, exam and thesis requirements**

- **BUS 990-4-6 Research Project**
- **BUS 991-0 6 Comprehensive Exam**
- **BUS 992-4-6 PhD Thesis**
- **BUS 993-6 Thesis Proposal**

### **Research Methods**

~~The research methods minor area requires three research methods courses approved by both the PhD program director and the student's senior supervisor. These courses are deemed pertinent to the student's specific research. Other courses will be considered if they meet the needs of the PhD candidate. Examples of some possible courses are as follows.~~

- ~~ECON 835 4 Econometrics~~
- ~~ECON 836 4 Applied Econometrics~~
- ~~ECON 837 4 Econometric Theory I~~
- ~~ECON 838 4 Econometrics Theory II A~~
- ~~ECON 863 4 Fisheries Economics 4~~
- ~~ECON 867 4 Regional Development Problems~~
- ~~PSYC 911 3 Research Design II: Research Studies~~
- ~~STAT 602 3 Generalized Linear and Nonlinear modeling~~
- ~~STAT 801 4 Statistics~~
- ~~STAT 802 4 Multivariate Analysis~~
- ~~STAT 805 4 Non-parametric and Discrete Data Analysis~~
- ~~STAT 806 4 Lifetime Data Analysis~~

~~These three required research methods courses will be completed in the first five terms. The student's supervisor can add to, or substitute, minor courses in consultation with the director of the PhD program.~~

### **Finance Discipline Specialization**

**The course requirements consist of a minimum of 9 approved graduate courses selected by the senior supervisor and the doctoral candidate's committee to create a curriculum which will be flexible within certain limits.**

**In addition, a research project with a incomplete/complete (IP/CO) grade is required in the third term, as well as a comprehensive exam and a thesis proposal. The candidate must fulfill the university qualifications regarding a thesis and its public defence.**

**Those who lack a business degree may, at the discretion of the PhD director, be asked to complete qualifying courses (see qualifying courses). additional courses beyond the program requirements in order to improve their background knowledge.**

**Finance students must complete all of**

- **ECON 803-4 Microeconomic Theory II**
- **ECON 815-4 Portfolio Theory**
- **ECON 837-4 Econometric Theory I**

**Project, exam and thesis requirements**

- **BUS 990-4-6 Research Project**
- **BUS 991-0 6 Comprehensive Exam**
- **BUS 992-4-6 PhD Thesis**
- **BUS 993-6 Thesis Proposal**

**A minimum of three Research Methods Courses**

These three required research methods courses will be completed in the first five terms. The student's supervisor can add to, or substitute, methods courses in consultation with the director of the PhD program.

**Course Specialization**

These three to five courses are set and administered by the senior supervisor in consultation with the student's supervisory committee and the PhD program director. These courses can include Beedie School of Business graduate courses, directed studies courses, special topics, as well as approved graduate courses in other programs or universities. It is highly recommended that at least one of the major courses be given by the student's senior supervisor. In special cases, the senior supervisor can recommend, in consultation with the PhD director, that the student complete fewer, or more, courses than required in the major. At least two courses should be completed at Simon Fraser University.

**A minimum of three Specialization Courses**

These courses are set and administered by the senior supervisor in consultation with the student's supervisory committee and the PhD program director. These courses can include Beedie School of Business graduate courses, directed studies courses, special topics, as well as approved graduate courses in other programs or universities. It is highly recommended that at least one of the specialization courses be given by the student's senior supervisor. In special cases, the senior supervisor can recommend, in consultation with the PhD director, that the student complete fewer, or more, courses than required in the specialization. At least two courses should be completed at Simon Fraser University.

**Qualifying Courses**

Students without prior business education or those who lack some specific background, or combination of education and experience, may be required to complete qualifying courses after PhD program admission. These requirements are at the discretion of the PhD director in consultation with potential

~~senior supervisors. The number of qualifying courses may vary widely depending on the student's specific background and their intended area of study.~~

### **Third Term Project (Summer Project)**

~~PhD students will generate a research project in their third term that will be graded by the senior supervisor on a pass/fail basis. The student can rewrite the project once. If the grade is still deficient, they will be asked to withdraw from the program. Those who pass the research project will present it in an open research presentations. Questions and answers emerging in this context should assist the student to develop their research.~~

### **PhD Comprehensive Exam**

~~PhD students must pass a comprehensive exam in the sixth term of the program. This will include written examinations in each student's major and methodology minor, followed by an oral exam.~~

### **Dissertation Proposal Defence**

~~Prior to registration in BUS 992, the candidate presents an oral thesis proposal defence. The PhD director assigns a faculty member who is external to the candidate's committee, but within the faculty, to join in the examination.~~

~~The exam will probe a written thesis proposal and may extend into the area in which the candidate intends to do their work. The senior supervisor, committee and external examiner will confer a pass/fail grade upon the candidate's presentation and written work. Evaluator suggestions concerning improvement are expected.~~

~~Those who fail the proposal defence are given one further opportunity at which to defend. A second failure requires withdrawal from the program. No candidate, unless given special permission, is permitted to complete an oral thesis proposal defence after the eighth term.~~

### **Thesis/Thesis Defence**

~~Following Graduate General Regulation 1.9, the thesis will focus on original research in one long narrative/empirical work or a series of papers.~~

### **Residence Requirement**

~~The candidate must be enrolled and in residence at the University for a minimum of five terms (see Graduate General Regulation 1.7.3).~~

### **Teaching Experience Optional Program**

~~PhD students without substantial teaching experience may complete the Certificate Program for Graduate Students in University Teaching and Learning—instructional development, teaching enhancement and a practicum—offered by the Learning and Instructional Development Centre.~~

~~The program enhances and develops teaching skills. The practicum involves developing and delivering an undergraduate course in the Beedie School of Business.~~

**Academic Requirements within the Graduate General Regulations**

~~All graduate students must satisfy the academic requirements that are specified in the Graduate General Regulations (residence, course work, academic progress, supervision, research competence requirement, completion time, and degree completion), as well as the specific requirements for the program in which they are enrolled, as shown above.~~

[Return to business index page.](#)

## **BUS PhD TO:**

### **Business Doctor of Philosophy Program**

#### *Beedie School of Business Simon Fraser University Calendar 2013 Summer*

The Beedie PhD program is a hybrid program that combines a rigorous program of doctoral seminars and other graduate course work, along with a tailored mentorship with a Faculty member who acts as the student's senior supervisor. We offer students a PhD program customized to individual interests and abilities. Students collaboratively develop their own curriculum to meet the challenges and opportunities of business and management theory and practice. The goal is to develop highly capable scholars for careers in academia.

All students specialize in a traditional business discipline - Marketing, Organization Studies, Accounting, Finance, MIS, Strategy, Technology Operations Management, International Business –as well as broadening their academic background in one of the interdisciplinary areas that are the Beedie School of Business' key strengths – Innovation, Globalization/Emerging Markets, Sustainability.

#### **Admission Requirements**

The minimum doctoral admission university requirements are provided in GGR 1.3.4 Admission to a Doctoral Program. Students are admitted in the fall term only. A minimum GMAT score of 600 and 5 on analytical writing is required. Interviews and a statement of interest is used to determine fit between students and faculty.

#### **Application**

See the Beedie School of Business website for details. [beedie.sfu.ca/phd](http://beedie.sfu.ca/phd)

#### **English Language Competence**

English is the language of instruction and communication at the University. Accordingly, an applicant whose primary language is not English must demonstrate command of English sufficient to pursue graduate studies in the chosen field. Please refer to the Graduate General Regulations (1.3.12 English Language Competence) for minimum language requirements and further information: <http://students.sfu.ca/calendar/student-info/grad-regulation.html>

#### **Program Requirements: Non Finance Specialization**

The course requirements consist of a minimum of 11 approved graduate courses, three of which are required of all students, and the remainder selected by the senior supervisor and the doctoral candidate's committee to create a curriculum which will be flexible within certain limits.

**In addition, a research project with an incomplete/complete grade is required in the third term, as well as a comprehensive exam and a thesis proposal. The candidate must fulfill the university qualifications regarding a thesis and its public defence.**

**Those who lack a business degree may, at the discretion of the PhD director, be asked to complete additional courses beyond the program requirements in order to improve their background knowledge.**

**Students must complete all of**

- **BUS 980-4 Theory Development in Business Administration**
- **BUS 981-4 Research Methods in Business Administration**
- **BUS 982-4 Dissertation Development Workshop**

**A minimum of three Research Methods Courses**

**Examples: Quantitative and/or Qualitative Research Methods, Multivariate Methods, Experimental Design**

**A minimum of three research methods courses will be completed in the first five terms. The student's supervisor can add to, or substitute, methods courses in consultation with the director of the PhD program.**

**A Minimum of Two Breadth Courses**

- **BUS 961-4 Selected Topics in Innovation**
- **BUS 962-4 Selected Topics in Globalization/Emerging Markets**
- **BUS 963-4 Selected Topics in Capital/Risk Management**
- **BUS 964-4 Selected Topics in Sustainability**

**A minimum of three Specialization Courses**

**These courses are set and administered by the senior supervisor in consultation with the student's supervisory committee and the PhD program director. These courses can include Beedie School of Business graduate courses, directed studies courses, special topics, as well as approved graduate courses in other programs or universities. It is highly recommended that at least one of the specialization courses be given by the student's senior supervisor. In special cases, the senior supervisor can recommend, in consultation with the PhD director, that the student complete fewer, or more, specialization courses than the minimum required. At least two courses should be completed at Simon Fraser University.**

**Project, exam and thesis requirements**

### **Project, exam and thesis requirements**

- **BUS 990-6 Research Project**
- **BUS 991-6 Comprehensive Exam**
- **BUS 992-6 PhD Thesis**
- **BUS 993-6 Thesis proposal**

### **Finance Specialization**

**The course requirements consist of a minimum of 9 approved graduate courses selected by the senior supervisor and the doctoral candidate's committee to create a curriculum which will be flexible within certain limits.**

**In addition, a research project with an incomplete/complete (IP/CO) grade is required in the third term, as well as a comprehensive exam and a thesis proposal. The candidate must fulfill the university qualifications regarding a thesis and its public defence.**

**Those who lack a business degree may, at the discretion of the PhD director, be asked to complete additional courses beyond the program requirements in order to improve their background knowledge.**

#### **Finance students must complete all of**

- **ECON 803-4 Microeconomic Theory II**
- **ECON 815-4 Portfolio Theory**
- **ECON 837-4 Econometric Theory I**

### **Project, exam and thesis requirements**

- **BUS 990-6 Research Project**
- **BUS 991-6 Comprehensive Exam**
- **BUS 992-6 PhD Thesis**
- **BUS 993-6 Thesis proposal**

### **A minimum of three Research Methods Courses**

**These three required research methods courses will be completed in the first five terms. The student's supervisor can add to, or substitute, methods courses in consultation with the director of the PhD program.**

### **A minimum of three Specialization Courses**

**These courses are set and administered by the senior supervisor in consultation with the student's supervisory committee and the PhD program director. These courses can include Beedie School of Business graduate courses, directed studies courses, special topics, as well as approved graduate courses**

in other programs or universities. It is highly recommended that at least one of the specialization courses be given by the student's senior supervisor. In special cases, the senior supervisor can recommend, in consultation with the PhD director, that the student complete fewer, or more, courses than required in the specialization. At least two courses should be completed at Simon Fraser University.



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|   |   |  |
|---|---|--|
| Subject (eg. MAPH) BUS  | Number (eg. 810) 961                            | Units (eg. 4) 4  |
| Course Title (max 80 characters)<br><b>Selected Topics in Innovation</b>  |   |  |
| Short Title (appears on transcripts, max 25 characters)<br><b>ST Innovation</b>   |   |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified  |   |  |
| Available Course Components: <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____ |   |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete  |   | This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)   |   |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____  |   |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)   |   |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____        |   |  |
| Estimated enrolment   | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks)                                      |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults (if the "Yes" box is checked, all students will require criminal record checks)                           |   |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)  |   |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |

► PROPOSED COURSE from first page

|   |                      |                 |
|---|----------------------|-----------------|
| Program (eg. MAPH) BUS  | Number (eg. 810) 961 | Units (eg. 4) 4 |
| Course title (max 80 characters)<br>Selected Topics in Innovation |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

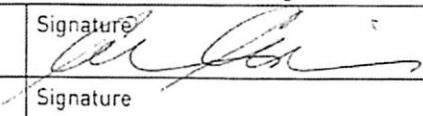
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

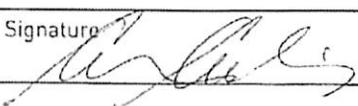
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|  |  |                  |
|--|--|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |               |
|-----------------------------------|--|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|--|---------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |   |
|--|---|---|
| Subject (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>962</b>                     | Units (eg. 4) <b>4</b>                        |
| Course Title (max 80 characters)<br><b>Selected Topics in Globalization/Emerging Markets</b>   |   |   |
| Short Title (appears on transcripts, max 25 characters)<br><b>ST Global/Emerge Mrkts</b>   |   |   |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified   |   |   |
| Available Course Components: <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____                                |   |   |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete <input type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |   |   |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |   |   |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |   |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |   |   |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____                                       |   |   |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks) |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |   |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |   |   |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |

► PROPOSED COURSE from first page

|   |                      |                 |
|---|----------------------|-----------------|
| Program (eg. MAPH) BUS  | Number (eg. 810) 962 | Units (eg. 4) 4 |
| Course title (max 80 characters)<br>Selected Topics in Globalization/Emerging Markets |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

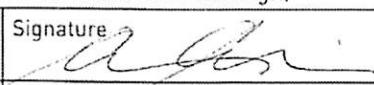
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

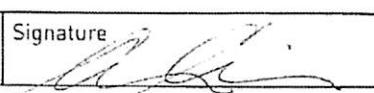
|                 |                                |      |
|-----------------|--------------------------------|------|
| Name of Faculty | Signature of Dean or Designate | Date |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval (non-departmentalized faculties need not sign)**

|  |  |                  |
|--|--|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

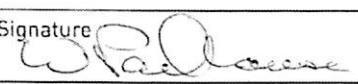
**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |                  |
|-----------------------------------|--|------------------|
| Senate Graduate Studies Committee | Signature  | Date 04-May-2013 |
|-----------------------------------|--|------------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |  |  |
|--|--|--|
| Subject (e.g. MAPH1 BUS)   | Number (e.g. 810) 963                    | Units (e.g. 4) 4                               |
| Course Title (max 80 characters)<br>Selected Topics in Capital/Risk Management   |  |  |
| Short Title (appears on transcripts, max 25 characters)<br>ST Cap/Risk Mngmt   |  |  |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified   |  |  |
| Available Course Components: <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____                                |  |  |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete <input type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |  |  |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |  |  |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |  |  |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |  |  |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____                                       |  |  |
| Estimated enrolment  | Date of initial offering<br>January 2014 | Course delivery (e.g. 3 hrs/week for 13 weeks) |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |  |  |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |  |  |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |

► PROPOSED COURSE from first page

|  |                      |                 |
|--|----------------------|-----------------|
| Program (eg. MAPH) BUS   | Number (eg. 810) 963 | Units (eg. 4) 4 |
| Course title (max 80 characters)<br>Selected Topics in Capital/Risk Management |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|  |  |                  |
|--|--|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

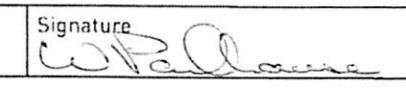
**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |  |               |
|-----------------------------------|--|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|--|---------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |   |   |
|--|---|---|
| Subject (eg. MAPH) <b>BUS</b>  | Number (eg. 810) <b>964</b>                     | Units (eg. 4) <b>4</b>                        |
| Course Title (max 80 characters)<br><b>Selected Topics in Sustainability</b>   |   |   |
| Short Title (appears on transcripts, max 25 characters)<br><b>ST Sustainability</b>  |   |   |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified   |   |   |
| Available Course Components: <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____                                |   |   |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete <input type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |   |   |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |   |   |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |   |   |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |   |   |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____                                       |   |   |
| Estimated enrolment  | Date of initial offering<br><b>January 2014</b> | Course delivery (eg. 3 hrs/week for 13 weeks) |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)   |   |   |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |   |   |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |  |
|---|--|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |  |
| Number of additional faculty members required in order to offer this course   |  |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |  |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |  |

► PROPOSED COURSE *from first page*

|   |                      |                 |
|---|----------------------|-----------------|
| Program [eg. MAPH] BUS  | Number [eg. 810] 964 | Units [eg. 4] 4 |
| Course title (max 80 characters)<br>Selected Topics in Sustainability |                      |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

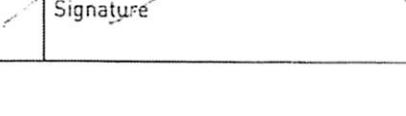
Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval** (non-departmentalized faculties need not sign)

|  |   |                  |
|--|---|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
| Department Chair<br>Colleen Collins                      | Signature  | Date 13-Apr-2013 |

**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 13-Apr-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |               |
|-----------------------------------|---|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|---|---------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|



## New Graduate Course Proposal Form

### ► PROPOSED COURSE

|  |  |   |
|--|--|---|
| Subject (eg. MAPH) BUS   | Number (eg. 810) 993                     | Units (eg. 4) 6   |
| Course Title (max 80 characters)<br>Thesis Proposal  |  |   |
| Short Title (appears on transcripts, max 25 characters)<br>Thesis Proposal   |  |   |
| Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified   |  |   |
| Available Course Components: <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input checked="" type="checkbox"/> Exam |  |   |
| Grading Basis <input type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/Unsatisfactory <input checked="" type="checkbox"/> In Progress/Complete   |  | <input type="checkbox"/> This is a capstone course <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Prerequisites (if any) <input type="checkbox"/> see attached document (if more space is required)  |  |   |
| <input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____   |  |   |
| Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)  |  |   |
| Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input type="checkbox"/> _____       |  |   |
| Estimated enrolment  | Date of initial offering<br>January 2014 | Course delivery (eg. 3 hrs/week for 13 weeks)<br>Examination  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No Practicum work done in this class will involve children or vulnerable adults<br>(If the "Yes" box is checked, all students will require criminal record checks)                       |  |   |
| Justification <input type="checkbox"/> See attached document (if more space is required)   |  |   |

### ► RESOURCES

If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources.

|   |
|---|
| Faculty member(s) who will normally teach this course <input type="checkbox"/> information about their competency to teach the course is appended |
| Number of additional faculty members required in order to offer this course   |
| Additional space required in order to offer this course <input type="checkbox"/> see attached document  |
| Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document                            |
| Additional Library resources required (append details) <input type="checkbox"/> Annually \$_____ <input type="checkbox"/> One-time \$_____        |

► PROPOSED COURSE from first page

|   |                       |                 |
|---|-----------------------|-----------------|
| Program (eg. MAPH) BUS                              | Number (eg. 8101 993) | Units (eg. 4) 6 |
| Course title (max 80 characters)<br>Thesis Proposal |                       |                 |

► APPROVAL SIGNATURES

When a department proposes a new course it must first be sent to the chairs of each faculty graduate program committee where there might be an overlap in course content. The chairs will indicate that overlap concerns have been dealt with by signing the appropriate space or via a separate memo or e-mail (attached to this form).

The new course proposal must also be sent to the Library for a report on library resources.

Once overlap concerns have been dealt with, signatures indicate approval by the department, home faculty and Senate Graduate Studies Committee.

**Other Faculties**

The signature(s) below indicate that the Dean(s) or designate of other Faculties affected by the proposed new course support(s) the approval of the new course.

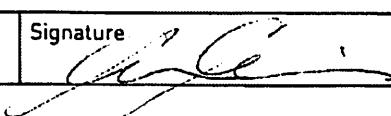
| Name of Faculty | Signature of Dean or Designate | Date |
|-----------------|--------------------------------|------|
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |
|                 |                                |      |

**Departmental Approval (non-departmentalized faculties need not sign)**

|  |   |                  |
|--|---|------------------|
| Department Graduate Program Committee<br>Colleen Collins | Signature  | Date 18-Mar-2013 |
| Department Chair<br>Colleen Collins                      | Signature   | Date 18-Mar-2013 |

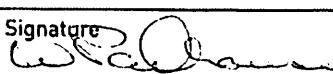
**Faculty Approval**

Faculty approval indicates that all the necessary course content and overlap concerns have been resolved, and that the Faculty/Department commits to providing the required Library funds and any other necessary resources.

|   |  |                  |
|---|--|------------------|
| Faculty Graduate Program Committee<br>Colleen Collins | Signature  | Date 18-Mar-2013 |
|---|--|------------------|

**Senate Graduate Studies Committee Approval**

SGSC approval indicates that the Library report has been seen, and all resource issues dealt with. Once approved, new course proposals are sent to Senate for information.

|                                   |   |               |
|-----------------------------------|---|---------------|
| Senate Graduate Studies Committee | Signature  | Date May 2/13 |
|-----------------------------------|---|---------------|

► CONTACT

Upon approval of the course, the Office of the Dean of Graduate Studies will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Graduate Programs - Beedie | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
|---|-----------------------------|---------------------------------|

**FW: Library Report for new BUS PhD Courses**

**From :** Business Admin - Segal <busadmin@sfu.ca>  
**Subject :** FW: Library Report for new BUS PhD Courses  
**To :** 'Sheilagh MacDonald' <sheilagh@sfu.ca>  
**Cc :** 'Colleen Collins' <colleen.collins@sfu.ca>

Thu, Apr 04, 2013 03:31 PM

Hello Sheilagh;

Please see below the report from the library regarding the BUS PhD check.

Regards,  
Anne

---

**From:** Megan Crouch [mailto:mcrouch@sfu.ca]  
**Sent:** April-04-13 3:26 PM  
**To:** Business Admin - Segal  
**Cc:** Patty Gallilee; Mark Bodnar; Christine Manzer; Karen Marotz; Nicole Gjertsen  
**Subject:** Library Report for new BUS PhD Courses

Dear Anne,

I have completed the Library report for for the following BUS PhD Courses:

BUS 961: Selected Topics in Innovation  
BUS 962: Selected Topics in Globalization/Emerging Markets  
BUS 963: Selected Topics in Capital/Risk Management  
BUS 964: Selected Topics in Sustainability  
BUS 993: Candidacy Exam

There are costs associated with both BUS 962 and 964.

The report is located here: <http://www.lib.sfu.ca/collections/course-assessments/bus964>

Total ongoing costs: \$25,090/year (see report for details and options)

Please confirm with Patty Gallilee that the Faculty is willing to cover these costs. Patty's contact information is as follows:

e: [plg@sfu.ca](mailto:plg@sfu.ca)  
v: 778-782-3263

I'm off campus until Monday, so please direct any questions to Patty as well.

Regards,  
Megan

**Megan L. Crouch**  
**Health Sciences Librarian**  
**Collections Librarian**  
**Simon Fraser University Library**  
**Tel: 778.782.4962**

**\*\*I am on campus Monday, Tuesday, Wednesday, and alternate Fridays\*\***

---



## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

### ► DEPARTMENT

|   |                             |                                  |
|---|-----------------------------|----------------------------------|
| Department / School / Program<br>Business   | Contact name<br>Sharan Girn | Contact email<br>sharang@sfsu.ca |
| Please revise the following elements of the indicated graduate course:<br><input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____ |                             |                                  |

### ► CURRENT COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>990 | Units (eg. 4)<br>4 |
| Course title (max 80 characters)<br>   |                         |                    |
| Short title (appears on transcripts, max 25 characters)<br>  |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached<br>  |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)<br>   |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No  |                         |                    |
| Course number and units: _____   |                         |                    |
| Additional course requirements for graduate students<br>   |                         |                    |

### ► REVISED COURSE

Please complete only the fields to be changed.

|  |                  |                    |
|--|------------------|--------------------|
| Program (eg. LBST)   | Number (eg. 810) | Units (eg. 4)<br>6 |
| Course title (max 80 characters)<br>   |                  |                    |
| Short title (appears on transcripts, max 25 characters)<br>  |                  |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached<br>  |                  |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                  |                    |
| Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                  |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                  |                    |
| Prerequisites (if any)<br>   |                  |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No  |                  |                    |
| Course number and units: _____   |                  |                    |
| Additional course requirements for graduate students<br>   |                  |                    |

### ► APPROVALS

|   |           |
|---|-----------|
| Colleen Collins                         |           |
| Faculty graduate studies committee name | Signature |
| Senate graduate studies committee name  | Signature |

|           |      |
|-----------|------|
| 15-APR-13 | Date |
|           | Date |



SIMON FRASER UNIVERSITY  
DEAN OF GRADUATE STUDIES

## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

### ► DEPARTMENT

|  |                                    |  |
|--|------------------------------------|--|
| Department / School / Program<br><b>Business</b>   | Contact name<br><b>Sharan Girn</b> | Contact email<br><b>sharang@sfu.ca</b> |
| <p>Please revise the following elements of the indicated graduate course:</p> <p><input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____</p> |                                    |  |

### ► CURRENT COURSE

Please complete only the fields to be changed.

|  |                                |                           |
|--|--------------------------------|---------------------------|
| Program (eg. LBST)<br><b>BUS</b>   | Number (eg. 810)<br><b>991</b> | Units (eg. 4)<br><b>4</b> |
| Course title (max 80 characters)<br>_____  |                                |                           |
| Short title (appears on transcripts, max 25 characters)<br>_____   |                                |                           |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                                |                           |
| <p>Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br/> <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____</p> <p>Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br/> <input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____</p> <p>Prerequisites (if any)<br/>_____</p> <p>This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Course number and units: _____</p> <p>Additional course requirements for graduate students<br/>_____</p> |                                |                           |

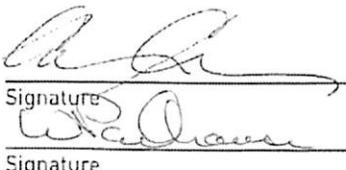
### ► REVISED COURSE

Please complete only the fields to be changed.

|  |                  |                           |
|--|------------------|---------------------------|
| Program (eg. LBST)   | Number (eg. 810) | Units (eg. 4)<br><b>6</b> |
| Course title (max 80 characters)<br>_____  |                  |                           |
| Short title (appears on transcripts, max 25 characters)<br>_____   |                  |                           |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                  |                           |
| <p>Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br/> <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____</p> <p>Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks)</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br/> <input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____</p> <p>Prerequisites (if any)<br/>_____</p> <p>This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Course number and units: _____</p> <p>Additional course requirements for graduate students<br/>_____</p> |                  |                           |

### ► APPROVALS

Colleen Collins  
Faculty graduate studies committee name  
\_\_\_\_\_  
Senate graduate studies committee name  
\_\_\_\_\_

  
Signature  
\_\_\_\_\_  
Signature  
\_\_\_\_\_  
Signature  
\_\_\_\_\_

15-APR-13  
Date  
May 2/13  
Date



## Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

### ► DEPARTMENT

|   |                             |                                 |
|---|-----------------------------|---------------------------------|
| Department / School / Program<br>Business   | Contact name<br>Sharan Girn | Contact email<br>sharang@sfu.ca |
| Please revise the following elements of the indicated graduate course:<br><input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____ |                             |                                 |

### ► CURRENT COURSE

Please complete only the fields to be changed.

|  |                         |                    |
|--|-------------------------|--------------------|
| Program (eg. LBST)<br>BUS  | Number (eg. 810)<br>992 | Units (eg. 4)<br>4 |
| Course title (max 80 characters)   |                         |                    |
| Short title (appears on transcripts, max 25 characters)  |                         |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                         |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                         |                    |
| Practicum work done in this class will involve children or vulnerable adults [If the "Yes" box is checked, all students and instructors will require criminal record checks]<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                         |                    |
| Prerequisites (if any)   |                         |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No<br>Course number and units: _____  |                         |                    |
| Additional course requirements for graduate students   |                         |                    |

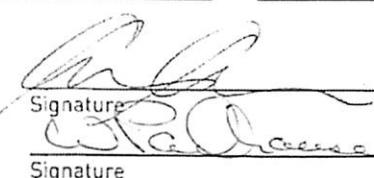
### ► REVISED COURSE

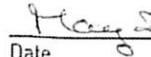
Please complete only the fields to be changed.

|  |                  |                    |
|--|------------------|--------------------|
| Program (eg. LBST)   | Number (eg. 810) | Units (eg. 4)<br>6 |
| Course title (max 80 characters)   |                  |                    |
| Short title (appears on transcripts, max 25 characters)  |                  |                    |
| Course description for SFU Calendar <input type="checkbox"/> see attached  |                  |                    |
| Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar<br><input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____   |                  |                    |
| Practicum work done in this class will involve children or vulnerable adults [If the "Yes" box is checked, all students and instructors will require criminal record checks]<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                  |                    |
| Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory<br><input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____   |                  |                    |
| Prerequisites (if any)   |                  |                    |
| This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No<br>Course number and units: _____  |                  |                    |
| Additional course requirements for graduate students   |                  |                    |

### ► APPROVALS

Colleen Collins  
Faculty graduate studies committee name  
  
Senate graduate studies committee name

  
Signature  
Colleen Collins

15-APR-13  
Date  
  
May 2/13  
Date

## **Business Doctor of Philosophy Program**

**Beedie School of Business**  
*Simon Fraser University Calendar 2013 Summer*

In a small cohort, students benefit from sharing experience with others studying in various areas of business through a small number of common core courses. In addition, students study in their area of specialization and research methods that are tailored to the needs of individual students and the research strengths of the faculty. Also included is a teaching development component involving a certificate program. This is for graduate students without substantial teaching experience, or for experienced teachers who wish to upgrade their skills.

The PhD program develops outstanding students in research and teaching for future employment at leading international academic institutions by designing a unique program of study under the guidance of their supervisor and the academic chair.

## **Admission Requirements**

The minimum doctoral admission university requirements are provided in 1.3.4 Admission to a Doctoral Program. Students are admitted in the fall term only. A minimum GMAT score of 600 and 8 on analytical writing is required. Interviews and a statement of interest is used to determine fit between student and faculty.

## Application

**Students must submit the following when applying:**

- Simon Fraser University's graduate application form
- official transcript of undergraduate and graduate grades (mailed directly from the granting institution). It is advisable to include an unofficial copy of your transcript(s) with your application
- three confidential letters of reference using the Beedie School of Business PhD Reference Form, at least two of which are completed by faculty members at universities that comment on the student's ability to conduct original research
- Beedie School of Business PhD Application Supplemental Information Form and Check List
- official score on the graduate management admissions test (GMAT). It is highly advisable to schedule testing well in advance of the application deadline. If available, please include an unofficial copy of the test result upon application.

## **English Language Competence**

English is the language of instruction and communication at the University. Accordingly, an applicant whose primary language is not English must demonstrate command of English sufficient to pursue graduate studies in the chosen field. Please refer to the Graduate General Regulations (1.3.12 English Language Competence) for minimum language requirements and further information <http://students.sfu.ca/calendari/studenti-info/grad-regulation.htm>

## Program Requirements

The program combines a small number of cohort courses, a research methodology minor, and specialty courses selected by the senior supervisor and the doctoral candidate's committee to create a curriculum which will be flexible within certain limits.

Candidates typically complete three core courses, three courses in the research methods minor, and three to five courses in their specialized area as determined by their senior supervisor and doctoral committee.

A research project with a pass/fail grade is required in the third term, and a candidacy exam. The candidate must fulfill the university qualifications regarding a thesis and its public defence.

Those who lack a business degree may, at the discretion of the PhD director, be asked to complete qualifying courses (see qualifying courses).

### **Core Courses**

**Students complete all of**

- **BUS 890-4 Theory Development in Business Administration**
- **BUS 891-4 Research Methods in Business Administration**
- **BUS 992-4 Dissertation Development Workshop**

Core courses will be offered once a year.

#### Core Courses (for finance students only)

Finance students only complete all of

- BUS 815-4 Portfolio Theory

or

- ECON 815-4 Portfolio Theory
- ECON 803-4 Microeconomic Theory II
- ECON 837-4 Econometric Theory I

Core courses will be offered once a year.

#### Research Methods

The research methods minor area requires three research methods courses approved by both the PhD program director and the student's senior supervisor. These courses are deemed pertinent to the student's specific research. Other courses will be considered if they meet the needs of the PhD candidate. Examples of some possible courses are as follows.

- ECON 835-4 Econometrics
- ECON 838-4 Applied Econometrics
- ECON 837-4 Econometric Theory I
- ECON 839-4 Econometrics Theory II A
- ECON 863-4 Fisheries Economics 4
- ECON 887-4 Regional Development Problems
- PSYC 911-3 Research Design II: Research Studies
- STAT 602-3 Generalized Linear and Nonlinear modelling
- STAT 801-4 Statistics
- STAT 802-4 Multivariate Analysis
- STAT 805-4 Non-parametric and Discrete Data Analysis
- STAT 808-4 Lifetime Data Analysis

These three required research methods courses will be completed in the first five terms. The student's supervisor can add to, or substitute, other courses in consultation with the director of the PhD program.

#### Course Specialization

These three to five courses are set and administered by the senior supervisor in consultation with the student's supervisory committee and the PhD program director. These courses can include Beedie School of Business graduate courses, directed studies courses, special topics, as well as approved graduate courses in other programs or universities. It is highly recommended that at least one of the major courses be given by the student's senior supervisor. In special cases, the senior supervisor can recommend, in consultation with the PhD director, that the student complete fewer, or more, courses than required in the major. At least two courses should be completed at Simon Fraser University.

#### Qualifying Courses

Students without prior business education or those who lack some specific background, or combination of education and experience, may be required to complete qualifying courses after PhD program admission. These requirements are at the discretion of the PhD director in consultation with potential senior supervisors. The number of qualifying courses may vary widely depending on the student's specific background and their intended area of study.

#### Third Term Project (Summer Project)

PhD students will generate a research project in their third term that will be graded by the senior supervisor on a pass/fail basis. The student can rewrite the project once. If the grade is still deficient, they will be asked to withdraw from the program. Those who pass the research project will present it in an open research presentations. Questions and answers emerging in this context should assist the student to develop their research.

#### PhD Comprehensive Exam

PhD students must pass a comprehensive exam in the sixth term of the program. This will include written examinations in each student's major and methodology minor, followed by an oral exam.

#### Dissertation Proposal Defence

Prior to registration in BUS 992, the candidate presents an oral thesis proposal defence. The PhD director assigns a faculty member who is external to the candidate's committee, but within the faculty, to join in the examination.

The exam will probe a written thesis proposal and may extend into the area in which the candidate intends to do their work. The senior supervisor, committee and external examiner will confer a pass/fail grade upon the candidate's presentation and written work. Evaluator suggestions concerning improvement are expected.

Those who fail the proposal defence are given one further opportunity at which to defend. A second failure requires withdrawal from the program. No candidate, unless given special permission, is permitted to complete an oral thesis proposal defence after the eighth term.

### **Thesis/Thesis Defence**

Following Graduate General Regulation 1.9, the thesis will focus on original research in one long narrative/empirical work or a series of papers.

### **Residence Requirement**

The candidate must be enrolled and in residence at the University for a minimum of five terms (see Graduate General Regulation 1.7.3).

### **Teaching Experience Optional Program**

PhD students without substantial teaching experience may complete the Certificate Program for Graduate Students in University Teaching and Learning — instructional development, teaching enhancement and a practicum — offered by the Learning and Instructional Development Centre.

The program enhances and develops teaching skills. The practicum involves developing and delivering an undergraduate course in the Beedie School of Business.

### **Academic Requirements within the Graduate General Regulations**

All graduate students must satisfy the academic requirements that are specified in the Graduate General Regulations (residence, course work, academic progress, supervision, research competence requirement, completion time, and degree completion), as well as the specific requirements for the program in which they are enrolled, as shown above.

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