SFU OFFICE OF THE PROVOST AND VICE-PRESIDENT ACADEMIC

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8888 University Drive
Burnaby, BC
Canada V5A 1S6

MEMORANDUM

ATTENTION	Senate	**DATE**	December 12, 2024
FROM	Peter Hall, Vice-Provost and Associate Vice-President Academic, on behalf of Dilson Rassier, Provost and Vice-President Academic and Chair, SCUP	**PAGES**	1/35
RE:	Program Change for the Graduate Certificate in Digital Innovation (SCUP 24 - 57)		

At its meeting on December 4, 2024, SCUP reviewed and approved the program changes for the Graduate Certificate in Digital Innovation.

> **Motion:** That Senate approve and recommend to the Board of Governors the program changes for the Graduate Certificate in Digital Innovation within Beedie School of Business, effective Fall 2025.

For Information

Included with the program changes and approved by SGSC under delegated authority are the following curriculum changes, effective Fall 2025.

New Courses:

1. BUS 575 Product Management
2. BUS 576 Responsible Innovation
3. BUS 577 Platform Power: Business in the Digital Age
4. BUS 578 New Venture Creation: From Concept to Scale

Course Changes:

1. BUS 714 (title)

C: Sudheer Gupta, Associate Dean, Graduate Programs, Beedie School of Business

SFU GRADUATE STUDIES

Simon Fraser University
Maggie Benston Centre 1100
8888 University Drive
Burnaby, BC V5A 1S6

TEL 778.782.3042
FAX 778.782.3080

gradstudies@sfu.ca
www.sfu.ca/grad

MEMORANDUM

ATTENTION Senate Committee on University Priorities (SCUP)

DATE November 20, 2024

FROM Mary O'Brien,
Chair of Senate Graduate Studies Committee (SGSC)

RE: Program Changes

For Approval: At its meeting on November 20, 2024, the SGSC approved the following program changes and is recommending them to SCUP for approval, effective **Fall 2025:**

Motion:
That SCUP approve and recommend to Senate the program changes for the Graduate Certificate in Digital Innovation within the Beedie School of Business, effective Fall 2025.

For Information: Included with the program changes and approved by SGSC under delegated authority are the following curriculum changes, effective Fall 2025:

1) Calendar Entry Change: Graduate Certificate in Digital Innovation
2) New Course: BUS 575 Product Management
   New Course: BUS 576 Responsible Innovation
   New Course: BUS 577 Platform Power: Business in the Digital Age
   New Course: BUS 578 New Venture Creation: From Concept to Scale
3) Course Change: (Title): BUS 714

SFU BEEDIE SCHOOL OF BUSINESS

Segal Graduate School | Office of the Associate Dean, 500 Granville Street, Vancouver, BC V6C 1W6 | TEL 778.782.9255, FAX 778.782.5122 | bsbgrade@sfu.ca

Memo to SGSC

To: **Senate Graduate Studies Committee**
From: **Sudheer Gupta, Associate Dean, Graduate Programs**
Re: **Program Changes, Certificate Proposals and Roadmap for Graduate Business Programs**
Date: **October 9, 2024**

The following curriculum revisions have been approved by the Beedie School of Business and are forwarded to the Senate Graduate Studies Committee for approval.

Please include them on the next SGSC agenda.

- **Innovation and Value Creation Certificate**
- ~~**Sustainable Futures Certificate**~~
- **Update to Business Analytics Graduate Certificate**
- ~~**Roadmap for Grad Programs**~~
- ~~**Changes to Beedie Graduate Programs**~~

Thank you for your attention herein. Should you have any questions or concerns, please do not hesitate to contact me.

Sudheer Gupta
Associate Dean, Graduate Programs, Beedie School of Business

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MEMORANDUM

ATTENTION Mary O'Brien, Vice-Provost and Dean, Graduate Studies

FROM Sudheer Gupta, Associate Dean, Graduate Programs, SFU Beedie School of Business

RE: Changes to Beedie Graduate Programs

DATE October 24, 2024

Beedie Graduate Programs has been reviewing its portfolio of programs since May 2023, focused on the following programs and cohorts: Full Time MBA (FT) (including the Early Career cohort), Part Time MBA (PT) (including Online MBA cohort), Management of Technology MBA (MOT), and Graduate Diploma in Business Administration (GDBA). The Review Committee worked with three main objectives:

1. Make our programs more student centric by improving flexibility, optionality and accessibility in curriculum and delivery mode
2. Refresh and modernize the curriculum to ensure students are ready for tomorrow's challenges
3. Simplify and streamline the program portfolio and structure to realize efficiencies in program management, marketing and recruitment that would enable sustainable growth in our graduate programs.

The committee engaged in extensive data collection and analysis, benchmarking, and consultations with and feedback from our various communities, and provided regular updates on its work in the form of written reports and presentations. All data and reports are available. The committee's main recommendations are summarized below:

Current	**Proposed**
Set study plans (no curriculum choices)	Core (required courses) + Electives and Certificates (choices)
FT on 3/2 credit structure; PT, MOT, & GDBA on 4/2 credit structure	Credit structure alignment across all MBA programs
Fixed cohort structure	Multi-cohort structure for Core and Electives
Fixed class locations for each program (Segal, Surrey, or Online)	Flexible class locations for students to tailor their learning journeys

The proposed changes were discussed and approved by the SFU Beedie GCC (Apr 24, 2024), SGSC (June 4), SCUP (July 10), and Senate (Sep 9).

The following elaborates on some of these recommendations and how they are being implemented.

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1. Revised Core, Electives and Certificates:
Our approved program changes outlined the following structure:
"Students complete…": (40 credits of core courses, all of which are already approved courses offered regularly in our programs),
"and a minimum of 6 elective graduate units from Business, chosen in consultation with the academic director,"
"and a minimum of 12 units from an approved Graduate Certificate, or 12 additional graduate units from Business, chosen in consultation with the academic director."

To better align our programs with the Beedie School's mission and values, our proposed certificates directly address our School priorities: *Innovation and Entrepreneurship*, *Sustainability,* and *Global Perspective*. This brings more consistency in our programs and also addresses one of the main recommendations in our last external review as noted in Senate-approved 2023 Beedie School of Business Accreditation Action Plan (Senate S.23-09). We are proposing two additional certificates to address the strong needs of the business community and student demand that also leverage our faculty strengths: *Digital Transformation and Business Analytics*, and *Financial Analysis*.

To reduce unnecessary effort and duplication, we looked at our approved certificates to assess if those could be revised to meet the current and future needs. Of the five certificates currently planned, three are existing ones which we are modifying, two are new. The attached roadmap shows all certificates we intend to offer and the all the courses currently approved or in process as part of this redesign. We are also leveraging existing courses to the extent possible. Some details follow:

(i) *Digital Transformation & Business Analytics:* This certificate was approved in 2021 as part of our Masters in Management (MiM) new degree proposal. The MiM proposal was not approved and therefore the program was never launched. Consequently, the approved certificates were not launched either. While the core learning outcomes and other details remain the same, the certificate is being updated to meet the current and future needs and reflect more updated content in the form of new courses that have wider appeal across redesigned programs. Name is being changed to reflect the refreshed curriculum.
(ii) *Innovation and Value Creation:* This certificate was also part of MiM approvals with the same rationale for updated content and name change as above.
(iii) *Global Management:* New certificate proposal.
(iv) *Sustainable Futures:* New certificate proposal.
(v) *Financial Analysis.* This is an existing certificate that has been used as an exit pathway for our MSc Finance students. We are making changes to make it more attractive to graduate students in all MBA programs. This allows our school to leverage resources across multiple programs which not only reduces expenses but provides students with more course options. Course changes are being made to reflect the current state of knowledge, practice and course offerings.

We do not anticipate any additional new certificate offerings for these programs in the next two years.

2. Course Changes and New Courses:
The program redesign also necessitated several changes to existing courses (including name change and/or unit change) to better align the streamlined core with electives and certificates, and update course content to reflect the latest knowledge and practice. These changes include:

BUS 703 (Managerial Economics): Unit decrease (SGSC approved June 4, 2024).

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BUS 730 (Indigenous Business Environments in Community): Unit decrease (SGSC approved June 4, 2024).
BUS 710 (Global Business Environment): Title change to more accurately reflect updated content of this course which now becomes part of redesigned core and is a prerequisite for all courses in *Global Management* certificate. (submitted to SGSC for approval.)
BUS 714 (Innovation and Entrepreneurship): Title change to more accurately reflect updated content of this course which now becomes part of redesigned core and is a prerequisite for all courses in *Innovation and Value Creation* certificate. (not yet submitted for approval.)

Additionally, the program redesign necessitated creation of 15 new courses which could be offered as electives and packaged with existing courses towards one or more of the five certificates noted above. These are listed below and have been or are being submitted to SGSC for approval:

BUS 567: Embedding Sustainability into Strategy
BUS 568: Being in Good Relations with Indigenous Peoples
BUS 571: Sustainable Value Chains
BUS 573: Responsible Marketing
BUS 574: Strategy for Nonprofit and Public Sector Leaders
BUS 575: Product Management
BUS 576: Responsible Innovation
BUS 577: Platform Power: Business in the Digital Age
BUS 578: New Venture Creation: From Concept to Scale
BUS 732: Global Strategy
BUS 743: Macroeconomics, Government, and Business in the Global Economy
BUS 785: Advanced Business Analytics
BUS 787: AI in Business
BUS 788: Customer Analytics
BUS 789: Marketing and Generative AI

In designing new courses, our faculty worked collaboratively, adopted a holistic, cross-disciplinary perspective, minimized content overlap, and leveraged latest research and practice. Each certificate has 6 units of core coursework, including at least one core course that is not part of the MBA core, to ensure common learning outcomes. Most certificates have more electives listed than the minimum needed to ensure choices for students and provide flexibility for the School in meeting student demand with limited resources and faculty availability. There are also several approved graduate courses, of which a small subset could be offered in any given year as stand-alone electives to provide more choices to students.

After these certificates and related new courses and course changes are approved, we do not foresee any other major changes in the next two years for these programs and cohorts (full time, part-time including online, and GDBA). Minor changes may happen such as adding a few courses, deleting an unused course or modifying a course if absolutely needed. We remain committed to minimizing unnecessary changes and paperwork for either of our teams.

For further clarity and completeness, we have attached the following documents as requested:

1. A roadmap summarizing the revised MBA curriculum, certificates and courses.
2. An Excel spreadsheet listing all of our graduate credentials, courses and their status.

SFU BEEDIE SCHOOL OF BUSINESS

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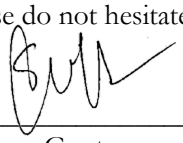
We appreciate your help in implementing our redesigned graduate programs and ensuring our credentials meet the highest standards our students expect and deserve.

Please do not hesitate to contact me in case of any questions or concerns.



Sudheer Gupta
Associate Dean, Graduate Programs
Beedie School of Business
Simon Fraser University

Calendar Entry Change for [Digital Innovation]

Summary of change: Title and short description have been updated to reflect a focus on designing new products, services, processes and business models in an era of constant, disruptive change. The course list has been expanded to offer flexibility and student curriculum choice. The program length has been extended by one term to allow MBA students enrolled both full-time and part-time adequate completion time.
Rationale for change: This graduate certificate was approved in 2021 but has never been offered. It will be offered starting Fall 2025, in alignment with the MBA calendar changes that were approved by SGSC in June 2024. The certificate's goals, contribution to SFU's academic mission, enrolment plan, faculty resources, graduation requirements, and potential employment outcomes remain the same as the 2021 Full Program Proposal. The certificate title, short description, and course list have been broadened to align with the MBA academic calendar changes effective Fall 2025, providing optionality for students regarding course topics and delivery mode, and flexibility for curriculum to stay modernized and on-trend with market demands particularly in the fast-changing space of innovative business solution design. BUS 714 (current MBA program requirement) has been included to allow for future laddering of this certificate into the MBA program. The program length has been extended by one term to allow MBA students enrolled both full-time and part-time adequate completion time.
Effective term and year: Fall 2025
Will this change impact current students? If yes, what is the plan for current students? No impact – there are currently no students enrolled in this certificate, with no offering or enrolment prior to Fall 2025.

FROM	TO

~~Digital Innovation~~

GRADUATE CERTIFICATE

The graduate certificate in ~~digital innovation features programming in the qualitative principles of database and business solutions design with an emphasis on critical thinking, consulting, and communication skills. Students in the program will learn how to adapt to and implement technology within an organization.~~

Admission Requirements

Applicants must satisfy the University admission requirements as stated in Graduate General Regulation 1.3 in the SFU Calendar. For more information, please contact the Beedie School of Business.

Program Requirements

This program consists of course requirements for a minimum of 12 units. Course work may be substituted at the discretion of the ~~academic director.~~

~~Students must complete all of~~

Innovation and Value Creation

GRADUATE CERTIFICATE

The graduate certificate **in innovation and value creation offers frameworks and practice for designing new products, services, processes, and business models.**

Organizations today operate at an accelerating rate of change. Global competition, evolving customer demands, new technologies, and significant investments aimed at disrupting industry norms are shortening product and business model lifecycles. Organizations need to substantially re-imagine what they do and how they do it, or face disruption by entrants who recognize and leverage these changes.

This program will equip students with the tools and insights needed to thrive in an era of constant change, whether they are aiming to spearhead product development, drive strategic renewal, or launch their own venture.

Admission Requirements

Applicants must satisfy the University admission requirements as stated in Graduate General Regulation 1.3 in the SFU Calendar. For more information, please contact the Beedie School of Business.

Program Requirements

This program consists of course requirements for a minimum of 12 units. Course work may be substituted at the discretion of the **Dean and Vice-Provost of Graduate Studies.**

Students must complete the following:

BUS 588 - Strategic Consulting and Advising (3) ~~BUS 589 - Business Solutions Design (3)~~ BUS 590 - Innovation and Change Management (3) ~~BUS 592 - Special Topics (3)~~	**BUS 714 – Innovation and Entrepreneurship (3) *** **BUS 578 – New Venture Creation: From Concept to Scale** **And an additional 6 units from the following:** **BUS 575– Product Management (3)** **BUS 576 – Responsible Innovation (3)** **BUS 577 – Platform Power: Business in the Digital Age (3)** BUS 588 - Strategic Consulting and Advising (3) BUS 590 - Innovation and Change Management (3) **BUS 721- Special Topics in Business Administration (3)** ***Students who complete BUS 714 as part of MBA program requirements will select an alternate certificate course. Students who complete BUS 714 as part of certificate requirements and then ladder into the MBA program will select an alternate MBA elective.**
# Program Length Students are expected to complete the program requirements within ~~two~~ terms.	# Program Length Students are expected to complete the program requirements within **three** terms.

SFU GRADUATE STUDIES

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	**Number (eg. 810)** 575	**Units (eg. 4)** 3

Course title (max. 100 characters): Product Management

Short title (for enrollment/transcript, max. 30 characters): Product Management

Course description for SFU Calendar (course descriptions should be brief and should never begin with phrases such as "This course will..." or "The purpose of this course is..." If the grading basis is satisfactory/unsatisfactory include this in the description. Max. 50 words)

Topics covered include defining the role of the product manager; product lifecycles (PLC) and PM activities at each stage of the PLC; customer discovery; design thinking; personas and user stories; product-market fit; agile vs. waterfall development methodologies; minimum viable product (MVP); user journey mapping; roadmaps; competitor analysis; pricing methods and product metrics.

Rationale for introduction of this course (if more space is required, add a separate page)

This course is proposed as one of the electives in the revised Innovation and Value Creation Certificate.

Term of initial offering (eg. Fall 2019)	Fall 2025	**Course delivery** (eg. 3 hrs/week for 13 weeks)	3.5 hours for 10 weeks
Frequency of offerings/year	2	**Estimated enrollment per offering**	25

EQUIVALENT COURSES

Courses that replicates the content of this course to such an extent that students should not receive credit for both courses. Please select the one that is most relevant.

☐ **SEQUENTIAL COURSE**	☐ **ONE-WAY EQUIVALENCY**	☐ **TWO-WAY EQUIVALENCY**
[is not hard coded in the student information management system (SIMS).] Students who have taken (place relevant course(s) in the blank below (ex: STAT 603)) first may not then take this course for further credit.	[is not hard coded in SIMS.] (Place relevant course(s) in the blank below (ex: STAT 603)) will be accepted in lieu of this course.	[is hard coded and enforced by SIMS.] Students with credit for (place relevant course(s) in the blank below (ex: STAT 603)) may not take this course for further credit.

Does the partner academic unit agree that this is a two-way equivalency? ☐ YES ☐ NO

Please also have the partner academic unit submit a course change form to update the course equivalency for their course(s).

Prerequisite and/or Corequisite

Bus 714 (prereq)

Criminal record check required? ☐ Yes (if yes is selected, add this as prerequisite) | **Additional course fees?** ☐ Yes ☑ No

Campus where course will be taught ☐ Burnaby ☐ Surrey ☑ Vancouver ☐ Great Northern Way ☑ Off campus

Course Components * ☐ Lecture ☑ Seminar ☐ Lab ☐ Capstone ☐ Practicum ☐ Online ☐ Other: _____

Grading Basis ☑ Letter grades ☐ Satisfactory/ Unsatisfactory ☐ In Progress / Complete

* See important definitions on the curriculum website.

Repeat for credit? ☐ Yes ☑ No	**Total completions allowed?** 1	**Repeat within a term?** ☐ Yes ☑ No
Required course? ☐ Yes ☑ No	**Final exam required?** ☐ Yes ☑ No	

Combined with an undergraduate course? ☐ Yes ☑ No If yes, identify which undergraduate course and the additional course requirements for graduate students. Please include a copy of the undergraduate course outline and fill out the Equivalent Courses section above.

RESOURCES

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

Faculty member(s) who will normally teach this course

Andrew Harries, Sarah Lubik

Additional faculty members, space, and/or specialized equipment required in order to offer this course

CONTACT PERSON

Academic Unit / Program	Name (typically, Graduate Program Chair)	Email
Beedie Graduate Program	Maria Szymczak	mdelguer@sfu.ca

ACADEMIC UNIT APPROVAL

☑ A course outline / syllabus is included

Non-departmentalized faculties need not sign

Graduate Program Committee Sudheer Gupta	**Signature**	**Date** November 15, 2024
Department Chair	**Signature**	**Date**

FACULTY APPROVAL

The course form and outline must be sent by FGSC to the chairs of each FGSC (fgsc-list@sfu.ca) to check for an overlap in content

Overlap check done? ☑ YES

This approval indicates that all the necessary course content and overlap concerns have been resolved. The Faculty/Academic Unit commits to providing the necessary resources.

Faculty Graduate Studies Committee	**Signature**	**Date**

A library review will be conducted. If additional funds are necessary, Graduate Studies will contact the academic unit prior to SGSC.

SENATE GRADUATE STUDIES COMMITTEE APPROVAL

Senate Graduate Studies Committee Mary O'Brien	**Signature**	**Date** November 20, 2024

ADMINISTRATIVE SECTION (for Graduate Studies office only)

Library Check: _____
Course Attribute: _____
Course Attribute Value: _____
Instruction Mode: _____
Attendance Type: _____

If different from regular units:
Academic Progress Units: _____
Financial Aid Progress Units: _____

SFU BEEDIE SCHOOL OF BUSINESS
SEGAL GRADUATE SCHOOL

Master of Business Administration

BUS 575 G100: Product Management

Instructors: Andrew Harries or Sarah Lubik	Semester: Fall 2025
Author: aharries@sfu.ca	Class Times & Location TBD
LMS: canvas.sfu.ca	Prerequisites: Per Calendar

COURSE DESCRIPTION

The product manager is the CEO or General Manager of his or her products, building and leading cross-functional teams dedicated to the product's success, and it is an ideal grounding for those looking to understand how to create products and services customers will love, aspiring to general management or starting their own business.

Topics covered include defining the role of the product manager; product lifecycles (PLC) and PM activities at each stage of the PLC; customer discovery; design thinking; personas and user stories; product-market fit; agile vs. waterfall development methodologies; minimum viable product (MVP); user journey mapping; roadmaps; competitor analysis; pricing methods and product metrics.

The course features guest talks from product managers who will share their experience on how product management is done at some of the most successful companies.

LEARNING OBJECTIVES

Acquiring deep market knowledge and creating value are at the heart of product management. Those completing this course will learn how to discover unique and actionable insights from customers and turn those insights into products and services that customers want to buy. In addition, you will learn how to build, align and lead high performance product teams and incorporate relevant and actionable analytics to boost your product's performance.

REQUIRED BOOK AND MATERIALS

1. Cagan, Marty. *Inspired: How to Create Tech Products Customers Love, Second Edition*. Wiley. ISBN: 1119387507 and 978-1119387503. Available on Amazon.ca, ebooks.com and on Kindle.
2. Other materials will be posted in class Modules.

LEARNING AND ASSESSMENT

Evaluation in the course will be based on a combination of class participation, individual and group assignments and a midterm examination.

Individual	Exams	40%
	Class Participation	10%
	Group Participation	10%
Group	Group Project Assignments	40%
[redacted]	Total	100%

SCHEDULE

The following summarizes each weekly module.

Session 1

Introduction to Product Management

Session 2

Discovering Problems Worth Solving With Design Thinking

Session 3

Customer Discovery; Personas and User Stories

Session 4

Customer Journey Mapping

Session 5

Development Methodologies: Agile vs. Waterfall

Session 6

Minimum Viable Product and Product roadmaps

Session 7

Pricing

Session 8

Product Metrics

Session 9

Market and Competitor Analysis; The Product Launch

Session 10

Product Lifecycle Management

About the course instructor

Andrew Harries is the Tom Foord Associate Professor of Practice in Innovation and Entrepreneurship at SFU's Beedie School of Business. At SFU Beedie he blends the latest in entrepreneurial theory and practice in his courses on innovation and entrepreneurship, resourcing new ventures and product & brand management.

Andrew chairs the board of Hailo Data, a startup developing transformative supply chain solutions for independent hospitality operators. He previously chaired the board at Contractually through its acquisition by Coupa Software, a leading procurement automation software vendor, in December 2015. In 2004 Andrew co-founded Zeugma Systems Inc. where he served for six years as the President and CEO.

In 1993 Andrew co-founded Sierra Wireless Inc., where he served in a variety of executive roles including the creation and leadership of the company's sales, marketing and product management functions. During his 11 years at Sierra Wireless the company grew from inception through IPO to over $200m in annual revenues and in 1999 topped Deloitte's "Canadian Fast 50" list as Canada's fastest growing company. Prior to co-founding Sierra Wireless Andrew was a senior product line manager at Motorola Inc.

Andrew serves on the advisory board of Science World British Columbia, where in 2010-2013 he chaired the board of directors through a $38m expansion and a major capital campaign. Andrew holds three US patents and a Master of Business Administration from Simon Fraser University. He is a former recipient of EY's Entrepreneur of the Year award and in 2023 was inducted into the BC Innovators Hall of Fame.

SFU GRADUATE STUDIES

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	**Number (eg. 810)** 576	**Units (eg. 4)** 3

Course title (max. 100 characters): Responsible Innovation

Short title (for enrollment/transcript, max. 30 characters): Responsible Innovation

Course description for SFU Calendar (course descriptions should be brief and should never begin with phrases such as "This course will..." or "The purpose of this course is..." If the grading basis is satisfactory/unsatisfactory include this in the description. Max. 50 words)

A responsible innovation incubator will provide practice generating responsible innovation concepts. Exploration of the creation and adoption of innovations intersect with an array of social and environmental issues such as climate change, human rights, and privacy. Students will identify key problems and needs associated with the dark side of innovation, shifting the mindset to view them as opportunities to challenge existing economic and organizational models.

Rationale for introduction of this course (if more space is required, add a separate page)

This course is proposed as one of the electives in the revised Innovation and Value Creation Certificate.

Term of initial offering (eg. Fall 2019) Fall 2025	**Course delivery** (eg. 3 hrs/week for 13 weeks) 3.5 hours for 10 weeks
Frequency of offerings/year 2	**Estimated enrollment per offering** 25

EQUIVALENT COURSES

Courses that replicates the content of this course to such an extent that students should not receive credit for both courses. Please select the one that is most relevant.

☐ **SEQUENTIAL COURSE**	☐ **ONE-WAY EQUIVALENCY**	☐ **TWO-WAY EQUIVALENCY**
[is not hard coded in the student information management system (SIMS).] Students who have taken (place relevant course(s) in the blank below (ex: STAT 603)) first may not then take this course for further credit.	[is not hard coded in SIMS.] (Place relevant course(s) in the blank below (ex: STAT 603)) will be accepted in lieu of this course.	[is hard coded and enforced by SIMS.] Students with credit for (place relevant course(s) in the blank below (ex: STAT 603)) may not take this course for further credit.

Does the partner academic unit agree that this is a two-way equivalency? ☐ YES ☐ NO

Please also have the partner academic unit submit a course change form to update the course equivalency for their course(s).

Prerequisite and/or Corequisite

BUS 714 & BUS 716 (both prereq)

Criminal record check required? ☐ Yes (if yes is selected, add this as prerequisite) **Additional course fees?** ☐ Yes ☑ No

Campus where course will be taught ☐ Burnaby ☐ Surrey ☑ Vancouver ☐ Great Northern Way ☑ Off campus

Course Components * ☐ Lecture ☑ Seminar ☐ Lab ☐ Capstone ☐ Practicum ☐ Online ☐ Other: _____

Grading Basis ☑ Letter grades ☐ Satisfactory/ Unsatisfactory ☐ In Progress / Complete

* See important definitions on the curriculum website.

Repeat for credit? ☐ Yes ☑ No	**Total completions allowed?** 1	**Repeat within a term?** ☐ Yes ☑ No
Required course? ☐ Yes ☑ No	**Final exam required?** ☐ Yes ☑ No	

Combined with an undergraduate course? ☐ Yes ☑ No If yes, identify which undergraduate course and the additional course requirements for graduate students. Please include a copy of the undergraduate course outline and fill out the Equivalent Courses section above.

RESOURCES

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

Faculty member(s) who will normally teach this course Simon Ford, Kam Phung
Additional faculty members, space, and/or specialized equipment required in order to offer this course

CONTACT PERSON

Academic Unit / Program Beedie Graduate Program	**Name (typically, Graduate Program Chair)** Maria Szymczak	**Email** mdelguer@sfu.ca

ACADEMIC UNIT APPROVAL

☑ A course outline / syllabus is included

Non-departmentalized faculties need not sign

Graduate Program Committee Sudheer Gupta	**Signature**	**Date** November 15, 2024
Department Chair	**Signature**	**Date**

FACULTY APPROVAL

The course form and outline must be sent by FGSC to the chairs of each FGSC (fgsc-list@sfu.ca) to check for an overlap in content

Overlap check done? ☑ YES

This approval indicates that all the necessary course content and overlap concerns have been resolved. The Faculty/Academic Unit commits to providing the necessary resources.

Faculty Graduate Studies Committee	**Signature**	**Date**

A library review will be conducted. If additional funds are necessary, Graduate Studies will contact the academic unit prior to SGSC.

SENATE GRADUATE STUDIES COMMITTEE APPROVAL

Senate Graduate Studies Committee Mary O'Brien	**Signature**	**Date** November 20, 2024

ADMINISTRATIVE SECTION (for Graduate Studies office only)

Library Check: _____
Course Attribute: _____
Course Attribute Value: _____
Instruction Mode: _____
Attendance Type: _____

If different from regular units:
Academic Progress Units: _____
Financial Aid Progress Units: _____

BEEDIE SCHOOL OF BUSINESS
SEGAL GRADUATE SCHOOL

BUS 576:
Responsible Innovation

Instructor: Simon Ford (on teaching leave till Spring 2026), Kam Phung	Semester:
Email: simon_ford@sfu.ca	Note:

Course Description

This active learning course is designed as a responsible innovation incubator in which you will practice generating responsible innovation concepts. You will explore how the creation and adoption of innovations intersect with an array of social and environmental issues such as climate change, human rights, and privacy. Through exploring both user and societal needs, you will identify key problems and needs associated with the dark side of innovation, shifting your mindset to view them as opportunities to challenge existing economic and organizational models. Building on learning from eco-design and inclusive design principles, traditional knowledge, and sustainable business models, you will generate innovative solutions to these problems.

Objectives

This course aims to improve your ability to generate responsible solutions and create change in response to user and societal needs. After taking the course, you will be able to:

- Understand why responsible innovation is necessary
- Apply techniques for identifying and analyzing user and societal needs
- Analyze existing solutions and challenges to identify opportunities for change
- Evaluate opportunities for impactful and responsible innovation
- Generate innovative solutions to social and environmental problems

Course Structure

This course will consist of a mixture of lectures, discussions, individual and small group exercises, asynchronous video content, and group project time.

The course will be delivered synchronously and you are expected to attend and participate as required in all class activities. If you are unable to attend because of circumstances beyond your control you should notify both your instructor and your team.

Books and Materials

There is no required textbook. Instead, a selection of practical readings, podcasts and videos will be provided on Canvas.

Learning and Assessments

Assessment summary

Evaluation in the course will be based on a combination of group and individual work. As in all large courses in the Beedie School of Business, grading norms will be observed.

Individual	Reflections	10%
	Innovation Investigation	20%
	Change Agent for Responsible Innovation Memo	20%
	Peer Evaluation	10%
Group	Responsible Innovation Incubator – Problem Identification Presentation	20%
	Responsible Innovation Incubator – Final Solution Presentation	20%
	Total	**100%**

Reflections **Date:**

As an active learning course without exams, you are expected to reflect on your learning. At regular interval throughout the course, you will receive prompts on Canvas about the topics and activities to guide your reflection.

Innovation Investigation **Date:**

Having learned about examples of responsible innovations, you'll select a contemporary innovation that was not discussed during the session and investigate it. You're free to select an innovation that addresses any of the environmental or social issues discussed in the course. Your submission will summarize your understanding of why and how this innovation came into being, the challenges faced during its development and implementation, and the ways in which it is currently bringing positive impacts to the world.

Change Agent for Responsible Innovation Memo **Date:**

In this assignment you will compose a detailed memo for yourself, where you reflect on what it means to be a change agent for responsible innovation and evaluating your current self as a potential change agent. In doing so, you will explore and integrate key ideas and concepts from the course and identify how you could become a more effective change agent for responsible innovation given you current position in society.

Responsible Innovation Incubator – Problem Identification Presentation **Date:**

The first stage of the Responsible Innovation Incubator involves your team identifying, reframing, and refining your understanding of a problem that represents an opportunity for innovation. This assignment will require your team to document the problem identification process that you went through while applying the tools introduced in the previous sessions, and present your outcome in class.

Responsible Innovation Incubator – Final Solution Presentation **Date:**

The Responsible Innovation Incubator comes to an end with your team presenting your chosen solution and business model to the problem you identified earlier in the course. Along with showcasing what you have developed, during the presentation you're also expected to demonstrate how you iteratively improved your solution and reflect on how you used the tools introduced in the course.

Peer Evaluation **Date:**

A peer evaluation will be conducted at the end of the Responsible Innovation Incubator so that you can provide feedback on the contributions of your project team members.

Inclusiveness and Accommodations

Read the Diversity and Inclusion Community Guidelines and operate from these guidelines while in class, tutorials and any team meetings outside class

All of us have different access needs; some of these may be readily apparent, while others may not. Each student is equally important to the success of the course, so we will work together to make sure that everyone can participate. I want all students to have the opportunity to perform at their highest potential. If a student has a disability that may require accommodations, please notify the Centre for Accessible Learning (https://www.sfu.ca/students/accessible-learning.html) as soon as possible. The Centre for Accessible Learning exists to ensure that fair and reasonable accommodations are made for students who need them.

Course Schedule

Readings for each module can be found on Canvas.

Module		Description
1	**Introduction to Responsible Innovation**	In this module, we'll discuss why responsible innovation is necessary and what it means to be a responsible innovator. Subtopics: • Motivations for responsible innovation • Ethical responsibilities of innovators • Sustainability and social dimensions, including justice, equity, diversity and inclusion
2	**Organizational Approaches to Responsible Innovation**	In this module, we'll explore how leading organizations have developed and introduced responsible innovations. Subtopics: • Responsible innovation exemplars • Organizational practices for creating responsible innovations • Sustainable business models • Adoption challenges of responsible innovations
3	**Becoming a Change Agent for**	In this module, we'll investigate what it takes to become a change agent for responsible innovation and reflect on how you could become one.

	Responsible Innovation	Subtopics: • Social entrepreneurship • Intrapreneurs • Tempered radicals
4	**Responsible Innovation Incubator – Kickoff**	In this module we'll kickoff our Responsible Innovation Incubator, learning about frameworks and approaches for identifying needs and generating responsible innovations. Subtopics: • Equity-centred design and liberatory design principles • Systems thinking
5	**Problem Identification #1**	In this module, a range of problem identification techniques will be introduced and practiced that make use of two superpowers: asking questions and having empathy. Subtopics: • Five Whys • Fishbone diagram • Observations • Interviews
6	**Problem Identification #2**	Not all problems can easily be solved and sometimes they need to be looked at from alternative perspectives. In this module, we'll practice taking some of these alternative perspectives. Subtopics: • Challenging assumptions • Problem reframing • What is "the job to be done?"
7	**Responsible Innovation Incubator – Problem Sharing** **Developing Responsible Innovation Solutions #1**	In the first half of this module, teams will present the environmental or social problems they've identified as opportunities for innovative responses. In the second half, we'll begin to explore techniques for developing responsible innovation solutions.
8	**Developing Responsible Innovation Solutions #2**	The topic from the previous module will be continued, as we practice using these techniques for developing responsible innovation solutions in relation to the problems previously identified. Subtopics: • Eco-design and biomimicry • Inclusive and equitable design

		• Community-led innovation
9	**Developing Responsible Business Models**	In this module, we'll look at examples of organizations with responsible business models. We'll use these as prompts to help you identify what business model elements would be appropriate for your chosen solution. Subtopics: • User and customer relationships • Scaling and impact • Revenues and funding
10	**Responsible Innovation Incubator – Final Solutions Presentations**	In this final module, your team will present its final solution, and you'll learn how other teams approached the solution development process.

SFU GRADUATE STUDIES

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	**Number (eg. 810)** 577	**Units (eg. 4)** 3

Course title (max. 100 characters): Platform Power: Business in the Digital Age

Short title (for enrollment/transcript, max. 30 characters): Platform Power

Course description for SFU Calendar (course descriptions should be brief and should never begin with phrases such as "This course will..." or "The purpose of this course is..." If the grading basis is satisfactory/unsatisfactory include this in the description. Max. 50 words)

Several of the largest companies in the world rely on digital platforms. These and many other businesses embrace and shape digital technologies to create and run platform businesses. This course takes a strategic innovation approach to understand the dynamics, business models, tactics, regulations, and technologies behind the rise of digital platform businesses.

Rationale for introduction of this course (if more space is required, add a separate page)

This course is proposed as one of the electives in the revised Innovation and Value Creation Certificate.

Term of initial offering (eg. Fall 2019)	Fall 2025	**Course delivery** (eg. 3 hrs/week for 13 weeks)	3.5 hours for 10 weeks
Frequency of offerings/year	2	**Estimated enrollment per offering**	25

EQUIVALENT COURSES

Courses that replicates the content of this course to such an extent that students should not receive credit for both courses. Please select the one that is most relevant.

☐ **SEQUENTIAL COURSE**	☐ **ONE-WAY EQUIVALENCY**	☐ **TWO-WAY EQUIVALENCY**
[is not hard coded in the student information management system (SIMS).] Students who have taken (place relevant course(s) in the blank below (ex: STAT 603)) first may not then take this course for further credit.	[is not hard coded in SIMS.] (Place relevant course(s) in the blank below (ex: STAT 603)) will be accepted in lieu of this course.	[is hard coded and enforced by SIMS.] Students with credit for (place relevant course(s) in the blank below (ex: STAT 603)) may not take this course for further credit.

Does the partner academic unit agree that this is a two-way equivalency? ☐ YES ☐ NO

Please also have the partner academic unit submit a course change form to update the course equivalency for their course(s).

Prerequisite and/or Corequisite

Bus 714 (prereq)

Criminal record check required? ☐ Yes (if yes is selected, add this as prerequisite) | **Additional course fees?** ☐ Yes ☑ No

Campus where course will be taught ☐ Burnaby ☐ Surrey ☑ Vancouver ☐ Great Northern Way ☑ Off campus

Course Components * ☐ Lecture ☑ Seminar ☐ Lab ☐ Capstone ☐ Practicum ☐ Online ☐ Other: _____

Grading Basis ☑ Letter grades ☐ Satisfactory/ Unsatisfactory ☐ In Progress / Complete

* See important definitions on the curriculum website.

Repeat for credit? ☐ Yes ☑ No	**Total completions allowed?** 1	**Repeat within a term?** ☐ Yes ☑ No
Required course? ☐ Yes ☑ No	**Final exam required?** ☐ Yes ☑ No	

Combined with an undergraduate course? ☐ Yes ☑ No If yes, identify which undergraduate course and the additional course requirements for graduate students. Please include a copy of the undergraduate course outline and fill out the Equivalent Courses section above.

RESOURCES

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

Faculty member(s) who will normally teach this course

Ian McCarthy, Pek Soh, Jie Mein Goh

Additional faculty members, space, and/or specialized equipment required in order to offer this course

CONTACT PERSON

Academic Unit / Program	**Name (typically, Graduate Program Chair)**	**Email**
Beedie Graduate Program	Maria Szymczak	mdelguer@sfu.ca

ACADEMIC UNIT APPROVAL

☑ A course outline / syllabus is included

Non-departmentalized faculties need not sign

Graduate Program Committee Sudheer Gupta	**Signature**	**Date** November 15, 2024
Department Chair	**Signature**	**Date**

FACULTY APPROVAL

The course form and outline must be sent by FGSC to the chairs of each FGSC (fgsc-list@sfu.ca) to check for an overlap in content

Overlap check done? ☑ YES

This approval indicates that all the necessary course content and overlap concerns have been resolved. The Faculty/Academic Unit commits to providing the necessary resources.

Faculty Graduate Studies Committee	**Signature**	**Date**

A library review will be conducted. If additional funds are necessary, Graduate Studies will contact the academic unit prior to SGSC.

SENATE GRADUATE STUDIES COMMITTEE APPROVAL

Senate Graduate Studies Committee Mary O'Brien	**Signature**	**Date** November 20, 2024

ADMINISTRATIVE SECTION (for Graduate Studies office only)

Library Check: _____
Course Attribute: _____
Course Attribute Value: _____
Instruction Mode: _____
Attendance Type: _____

If different from regular units:
Academic Progress Units: _____
Financial Aid Progress Units: _____

SFU BEEDIE SCHOOL OF BUSINESS
SEGAL GRADUATE SCHOOL

Master of Business Administration

BUS 577 G100: Platform Power: Business in the Digital Age

Instructors: Ian McCarthy or Pek Soh and Jie Mein Goh
Author: imccarth@sfu.ca
LMS: canvas.sfu.ca

Semester:
Class Times & Location: TBD

COURSE DESCRIPTION

Several of the largest companies in the world by market capitalization (Meta, Alphabet, Amazon, Microsoft, and Apple) rely on digital platforms. These and many other businesses embraced and shaped digital technologies to create and run platform businesses. The course takes a strategic innovation approach to understand the dynamics, business models, tactics, regulations, and technologies behind the rise of digital platform businesses.

The course involves class discussions and a significant amount of group exercise work examining how the theory, methods, and tools presented combine and relate to practice and problems in building and running platforms. We also play games and simulations.

LEARNING OBJECTIVES

- Define what platforms are and how they create and capture value.
- Analyze and evaluate different platform business models.
- Understand how to launch, scale, and sustain a platform business.
- Review the operational and regulatory challenges of a digital platform business.
- Explore how immersive and Generative AI technologies will shape platforms.

COURSE READINGS

This course has three primary types of reading:

1. Select short sections from the book "Platform Revolution: How Networked Markets Are Transforming the Economy--And How to Make Them Work," by Parker, Van Allstyne, and Choudary, 2016. You do not need to purchase the textbook. I will provide these short sections.
2. Cases: We will use these to understand how different aspects of operations management apply to different business situations.
3. Papers: These are intended to promote thinking about and insights on theories, tools and issues not covered by the course text and cases.

You should carefully work through all the readings prescribed for each class. Doing so will help you to (i) make valuable contributions during class, (ii) play the course simulations, and (iii) complete assignments effectively.

LEARNING AND ASSESSMENT

- Individual participation = 20%
- Group video presentation = 30%
- Individual applied assignment = 50%

SCHEDULE

The following summarizes each weekly module.

Session 1: Platform Fundamentals

- Introduction to digital platforms and how they differ from product and service centric business models.
- Review the different types of platforms in different industries and their impact.
- Learn how platforms create and capture value for and from users.

Session 2: Network Effects: The Engine of Platform Growth

- The concept of network effects and modularity and their role in platform success.
- Understand the different types of effects and associated value creation and capture.
- Introductory review of strategies for building network effects

Session 3: Platform Ecosystems: A Strategic Perspective

- Introduce the concept of digital platform ecosystems and their components.
- Explore the ecological approaches to strategizing within platform ecosystems.
- Analyze the roles of various actors: platform owners, producers, consumers, and partners.

Session 4: Platforms and user-generated content

- Examine business models that leverage user-generated content for value creation.
- Review the legal and ethical considerations surrounding user-generated content.

Session 5 Building and Scaling a Platform

- Understand the chicken-or-egg problem.
- Review the disintermediation, network bridging strategies, and multi-homing.

Session 6: Sustaining a Platform

- Examine the life-cycle of a platform and how platforms leverage data and analytics for growth and personalization.
- Review the key platform operations and performance management issues.
- Learn about the role of Application Programming Interfaces (APIs) in platform ecosystems.

Session 7: Platforms and Generative AI

- An introduction to Generative AI technology.
- Examine how platform data are used to develop Generative AI technology.
- Examine how this technology enhances and redefines platform functionality and value.

Session 8: Platform Trust:

- Review the veracity risks that platforms present to society.
- Misinformation, disinformation and deepfakes
- Review how platforms build and lose trust.

Session 9: Platform Regulation

- Analyze the ethical and societal implications of platforms.
- Review competition regulations.
- Contrast and compare platform business models and regulations across different geographical regions.

Session 10: The Future of Digital Platforms

- Examine emerging trends shaping the future of digital platforms.
- The state of Metaverse realms.

About the proposed course instructor

Ian McCarthy - Is the W.J. VanDusen Professor of Innovation & Operations Management. His research and teaching focus on how organizations should be created, designed and managed to succeed in different industries. He is interested in the strategic management of innovation, process design, industry dynamics, change management, and dealing with workplace bullshit. He works with companies to help them change their strategies and associated processes and practices.

He is a qualified chartered engineer. He was previously a professor at the University of Warwick and the University of Sheffield and a Fulbright Scholar at the Georgia Institute of Technology. He has also held management positions at Philips Electronics and Alcan.

He posts on X at @toffeemen68

Feel free to connect with him at LinkedIn: https://www.linkedin.com/in/ianmccarthy1/

SFU GRADUATE STUDIES

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	**Number (eg. 810)** 578	**Units (eg. 4)** 3

Course title (max. 100 characters): New Venture Creation: From Concept to Scale

Short title (for enrollment/transcript, max. 30 characters): New Venture Creation

Course description for SFU Calendar (course descriptions should be brief and should never begin with phrases such as "This course will..." or "The purpose of this course is..." If the grading basis is satisfactory/unsatisfactory include this in the description. Max. 50 words)

Topics covered include the business model canvas (BMC) and the importance of finding product/market fit at the outset of your venture; choosing co-founders; building and incentivizing your core team; sources of funding at each venture stage; terms and term sheets; equity vs. debt; venture capital; the capitalization ('Cap') table; options, warrants and share classes; the venture pitch; scaling up and forms of exit.At the core of the course is the new venture project, where teams get hands-on with the Lean Startup process by pursuing a new venture idea from inception to investor-ready.

Rationale for introduction of this course (if more space is required, add a separate page)

This course is proposed as one of the core courses in the revised Innovation and Value Creation Certificate.

Term of initial offering (eg. Fall 2019)	Fall 2025	**Course delivery** (eg. 3 hrs/week for 13 weeks)	3.5 hours for 10 weeks
Frequency of offerings/year	2	**Estimated enrollment per offering**	25

EQUIVALENT COURSES

Courses that replicates the content of this course to such an extent that students should not receive credit for both courses. Please select the one that is most relevant.

☐ **SEQUENTIAL COURSE**	☐ **ONE-WAY EQUIVALENCY**	☐ **TWO-WAY EQUIVALENCY**
[is not hard coded in the student information management system (SIMS).] Students who have taken (place relevant course(s) in the blank below (ex: STAT 603)) first may not then take this course for further credit.	[is not hard coded in SIMS.] (Place relevant course(s) in the blank below (ex: STAT 603)) will be accepted in lieu of this course.	[is hard coded and enforced by SIMS.] Students with credit for (place relevant course(s) in the blank below (ex: STAT 603)) may not take this course for further credit.

Does the partner academic unit agree that this is a two-way equivalency? ☐ YES ☐ NO

Please also have the partner academic unit submit a course change form to update the course equivalency for their course(s).

Prerequisite and/or Corequisite

Bus 714 (pre-req)

Criminal record check required? ☐ Yes (if yes is selected, add this as prerequisite)

Additional course fees? ☐ Yes ☑ No

Campus where course will be taught ☐ Burnaby ☐ Surrey ☑ Vancouver ☐ Great Northern Way ☑ Off campus

Course Components * ☐ Lecture ☑ Seminar ☐ Lab ☐ Capstone ☐ Practicum ☐ Online ☐ Other: _____

Grading Basis ☑ Letter grades ☐ Satisfactory/ Unsatisfactory ☐ In Progress / Complete

* See important definitions on the curriculum website.

Repeat for credit? ☐ Yes ☑ No	**Total completions allowed?** 1	**Repeat within a term?** ☐ Yes ☑ No
Required course? ☑ Yes ☐ No	**Final exam required?** ☐ Yes ☑ No	

Combined with an undergraduate course? ☐ Yes ☑ No If yes, identify which undergraduate course and the additional course requirements for graduate students. Please include a copy of the undergraduate course outline and fill out the Equivalent Courses section above.

RESOURCES

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

Faculty member(s) who will normally teach this course

Andrew Harries, Simon Ford

Additional faculty members, space, and/or specialized equipment required in order to offer this course

CONTACT PERSON

Academic Unit / Program	Name (typically, Graduate Program Chair)	Email
Beedie Graduate Program	Maria Szymczak	mdelguer@sfu.ca

ACADEMIC UNIT APPROVAL

☑ A course outline / syllabus is included

Non-departmentalized faculties need not sign

Graduate Program Committee Sudheer Gupta	**Signature**	**Date** November 15, 2024
Department Chair	**Signature**	**Date**

FACULTY APPROVAL

The course form and outline must be sent by FGSC to the chairs of each FGSC (fgsc-list@sfu.ca) to check for an overlap in content

Overlap check done? ☑ YES

This approval indicates that all the necessary course content and overlap concerns have been resolved. The Faculty/Academic Unit commits to providing the necessary resources.

Faculty Graduate Studies Committee	**Signature**	**Date**

A library review will be conducted. If additional funds are necessary, Graduate Studies will contact the academic unit prior to SGSC.

SENATE GRADUATE STUDIES COMMITTEE APPROVAL

Senate Graduate Studies Committee Mary O'Brien	**Signature**	**Date** November 20, 2024

ADMINISTRATIVE SECTION (for Graduate Studies office only)

Library Check: _____
Course Attribute: _____
Course Attribute Value: _____
Instruction Mode: _____
Attendance Type: _____

If different from regular units:
Academic Progress Units: _____
Financial Aid Progress Units: _____

SFU BEEDIE SCHOOL OF BUSINESS
SEGAL GRADUATE SCHOOL

Master of Business Administration

BUS 578- G100: New Venture Creation: From Concept to Scale

Instructors: Andrew Harries or Simon Ford
Author: aharries@sfu.ca
LMS: canvas.sfu.ca

Semester:
Class Times & Location TBD
Prerequisites: Core I&E Course

COURSE DESCRIPTION

This course is for students who may consider launching a new venture or joining one in the future. It is also for students considering a career in venture capital.

Topics covered include the business model canvas (BMC) and the importance of finding product/market fit at the outset of your venture; choosing co-founders; building and incentivizing your core team; sources of funding at each venture stage; terms and term sheets; equity vs. debt; venture capital; the capitalization ('Cap') table; options, warrants and share classes; the venture pitch; scaling up and forms of exit.

At the core of the course is the new venture project, where teams get hands-on with the Lean Startup process by pursuing a new venture idea from inception to investor-ready. The team will model assumptions, test them through customer discovery and iterate this search process until you have found a problem worth solving, identified the Persona who has the problem and defined a minimum viable product (MVP) with demonstrable product-market fit. The final deliverable is an investor pitch.

During the semester we will meet and hear from founders who have started, scaled and exited businesses and from investors who are actively funding new ventures.

LEARNING OBJECTIVES

In this course students will learn how to identify and evaluate new business opportunities; secure the resources required to build the team, fund the venture and scale the business; pitch to investors; build enterprise value and what to consider when evaluating value capture via an exit.

REQUIRED BOOK AND MATERIALS

1. Steve Blank and Bob Dorf, *The Startup Owner's Manual* (2020) from Wiley (ISBN 978-1-119-69068-9 and 978-1-119-69072-6). This book is available from Amazon.
2. Alex Osterwalder and Yves Pigneur, *Business Model Generation* (2010), Wiley, ISBN 9780470876411. This book is available online.
3. Selected readings and videos

LEARNING AND ASSESSMENT

Evaluation in the course will be based on a combination of class participation, individual and group assignments and a midterm examination.

Individual	Exams	35%
	Class Participation	15%
	Group Participation	10%
Group	Group Project Assignments	40%
	Total	100%

SCHEDULE

The following summarizes each weekly module.

Session 1

The New Venture: The Quest for Product Market Fit and Business Model Design

Session 2

Discovering Problems Worth Solving With Design Thinking; Customer Discovery

Session 3

Venture Presentation #1

Session 4

Building the Founding Team; Sources of Capital

Session 5

Financing Terms and Term Sheets; Valuations

Session 6

Venture Presentation #2

Session 7

The Capitalization Table; Venture Financing Case Studies

Session 8

New Venturing in Established Organizations

Session 9

Timing; Scaling the Enterprise; Exits

Session 10

Venture Presentation #3: The Venture Pitch

About the course instructor

Andrew Harries is the Tom Foord Associate Professor of Practice in Innovation and Entrepreneurship at SFU's Beedie School of Business. At SFU Beedie he blends the latest in entrepreneurial theory and practice in his courses on innovation and entrepreneurship, resourcing new ventures and product & brand management.

Andrew chairs the board of Hailo Data, a startup developing transformative supply chain solutions for independent hospitality operators. He previously chaired the board at Contractually through its acquisition by Coupa Software, a leading procurement automation software vendor, in December 2015. In 2004 Andrew co-founded Zeugma Systems Inc. where he served for six years as the President and CEO.

In 1993 Andrew co-founded Sierra Wireless Inc., where he served in a variety of executive roles including the creation and leadership of the company's sales, marketing and product management functions. During his 11 years at Sierra Wireless the company grew from inception through IPO to over $200m in annual revenues and in 1999 topped Deloitte's "Canadian Fast 50" list as Canada's fastest growing company. Prior to co-founding Sierra Wireless Andrew was a senior product line manager at Motorola Inc.

Andrew serves on the advisory board of Science World British Columbia, where in 2010-2013 he chaired the board of directors through a $38m expansion and a major capital campaign. Andrew holds three US patents and a Master of Business Administration from Simon Fraser University. He is a former recipient of EY's Entrepreneur of the Year award and in 2023 was inducted into the BC Innovators Hall of Fame.

SFU GRADUATE STUDIES

GRADUATE COURSE CHANGE

Attach a separate document if more space is required.

Course Subject/Number BUS 714	**Units** 3	**Effective Term and Year** Fall 2025
Course Title Entrepreneurship		
Rationale for Change (if more space is required, add a separate page): Course title being updated to align better with updated content as the core intro course on Innovation and Entrepreneurship in the new MBA core and Innovation and Value Creation Certificate. Course title also aligns with equivalent courses in other Business Graduate programs.		

Propsed Changes (Check all that apply)

☐ Course number ☐ Units* ☑ Title ☐ Description ☐ Prerequisite ☐ Other _____

Complete only the fields to be changed

FROM	**TO**
Course Subject/Number	**Course Subject/Number**
Units	**Units***
Course Title Entrepreneruship	**Course Title (max 100 characters)** Innovation and Entrepreneurship
Course Short Title	**Course Short Title (max 30 characters)** Innovation&Entrepreneurship
Description	**Description** (course descriptions should be brief and should not begin with phrases such as "This course will…" or "The purpose of this course is…" If the grading basis is satisfactory/unsatisfactory include this in the description. Max of 50 words)
Prerequisite	**Prerequisite**
Other	**Other**

* Program requirements may need to be revised when course units are changed. Please review the calendar and submit any relevant program revisions resulting from this course change.

REMINDER: All course changes must be identified on a cover memo and confirmed as approved when submitted to FGSC and SGSC.

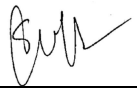
CONTACT PERSON

Department / School / Program	Contact name	Contact email
Beedie School of Business	Maria Szymczak	mdelguer@fu.ca

DEPARTMENTAL APPROVAL

Department Graduate Program Committee	Signature	Date
Department Chair	**Signature**	**Date**

FACULTY APPROVAL

Faculty Graduate Studies Committee (FGSC)	Signature	Date
Sudheer Gupta		Oct 24, 2024

SENATE GRADUATE STUDIES COMMITTEE APPROVAL

Senate Graduate Studies Committee (SGSC)	Signature	Date
Mary O'Brien		November 20, 2024

ADMINISTRATIVE SECTION (for Graduate Studies only)

Course Attribute: _____
Course Attribute Value: _____
Instruction Mode: _____
Attendance Type: _____

If different from regular units:
Academic Progress Units: _____
Financial Aid Progress Units: _____