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Burnaby, BC
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MEMORANDUM

ATTENTION Senate **DATE** January 15, 2026
FROM Dilson Rassier, Provost and Vice-President Academic, and Chair, SCUP **PAGES** 1/20
RE: Program Changes for the Management of Technology MBA (SCUP 25-61)

At its meeting on December 3, 2025, SCUP reviewed and approved the program changes for the Management of Technology MBA.

Motion: That Senate approve and recommend to the Board of Governors the program changes for the Management of Technology MBA within the Beedie School of Business, effective Fall 2026.

For Information:

The following items are included in this package and were approved by the Senate Graduate Studies Committee (SGSC) at their meeting on November 4, 2025, subject to approval by Senate:

- 1) Calendar Entry Change: Management of Technology MBA
- 2) New Courses:
 - a. BUS 744 Digital Transformation and Change Management
 - b. BUS 745 Management and Governance of Artificial Intelligence
 - c. BUS 746 Technology Studio
- 3) Course Change (units): BUS 752 Strategic Management of Technology-Based Firms

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



Segal Graduate School

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Vancouver, BC V6C 1W6

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Memo to SGSC

To: Senate Graduate Studies Committee
From: Sudheer Gupta, Associate Dean, Graduate Programs
Re: MOT Re-Design Program Changes (rev.)
Date: October 23, 2025

The following curriculum revisions have been approved by the Beedie School of Business and are forwarded to the Senate Graduate Studies Committee for approval. These curriculum items should be effective for **Fall 2026**.

Please include them on the next SGSC agenda.

- MOT Academic calendar change
- 3 new proposed MOT courses: BUS 744: Digital Transformation, BUS 745: Management and Governance of AI, and BUS 746: Technology Studio (new course form and outline included for each)
- BUS 752 course change

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

Calendar Entry Change for Management of Technology (MOT) MBA

<p>Summary of change: Requirement language has been updated to align the MOT required courses, course unit structure, course numbers, and required course list with the Master of Business Administration (MBA) academic calendar. Students complete a set of required core courses (leveraging the MBA program changes effective Fall 2025) plus intentionally designed new MOT core courses, and approved electives or an approved Graduate Certificate.</p>
<p>Rationale for change: Aligning the MOT course units and titles with MBA eliminates the need for multiple course equivalencies across the Beedie MBA portfolio and allows for strengthened operational and instructional resourcing as a result of the 2024-25 MBA program changes. Introducing a dedicated “MOT Core” recognizes the need for technology-focused content within this MBA degree, and a Graduate Certificate option provides optionality for students regarding course topics and flexibility for curriculum to stay modernized and on-trend with market demands. Majority of the courses in the updated required course list are already approved course equivalencies across FT MBA, PT MBA, and GDBA.</p>
<p>Effective term and year: Fall 2026</p>
<p>Will this change impact current students? No. Admission to the MOT MBA was paused for Fall 2025 intake. Current MOT students will complete their program under existing requirements. Students entering the MOT Fall 2026 onwards will complete their program under these new requirements.</p>

Calendar Change: All deletions should be crossed out as follows: All additions should be marked in **bold font**. Do not use “to” and “from” sections.

Program Requirements

This program consists of course work for a minimum of 54 units. Courses from other SFU graduate business programs, or a special topic course, may be substituted for courses below at the discretion of the ~~academic director~~ **dean and vice-provost of the Faculty of Graduate Studies**.

Students ~~must~~ complete

BUS 700 - Orientation (0) *

BUS 702 - Marketing Management (3)

BUS 704 - Leading with Integrity (3)

BUS 705 - Financial/Managerial Accounting (3)

BUS 706 - Business Analytics (3)

BUS 708 - Financial Management (3)

BUS 709 - Managing Information (3)

BUS 714 - Innovation and Entrepreneurship (3)

BUS 715 - Operations Management (3)

BUS 719 - Managing People and Organizations (3)

BUS 730 - Indigenous Business Environments in Community (0)

BUS 731 - Industry Consulting Project (3)

BUS 752 - Strategic Management of Technology-Based Firms (3)

~~and 54 units of the below chosen in consultation with the program director~~

~~BUS 750 - Managing Technological Innovation (4)~~

~~BUS 751 - Managerial Economics for Technology Firms (4)~~

~~BUS 752 - Strategic Management of Technology-Based Firms (4)~~

~~BUS 753 - Business Ethics (2)~~

~~BUS 754 - Marketing Tech-based Products and Services (4)~~

~~BUS 755 - Topics in International Business (2)~~

~~BUS 756 - Strategic Use of Information and Knowledge (4)~~

~~BUS 757 - Negotiations (2)~~

~~BUS 758 - Business Operations Design (4)~~

~~BUS 759 - Special Topics (4)~~

~~BUS 761 - Leadership for the Technology Driven Enterprise (2)~~

~~BUS 762 - Project Management (4)~~

~~BUS 763 - Managing Self and Others: An Organizational Simulation (2)~~

~~BUS 764 - Financing the Organization (4)~~

~~BUS 766 - Financial and Managerial Accounting (4)~~

~~BUS 770 – Special Topics (2)~~

~~BUS 774 – Special Topics (4)~~

~~BUS 782 – Capstone Simulation (2)~~

~~BUS 783 – Entrepreneurship (4)~~

~~BUS 784 – Special Topics (2)~~

BUS 744 - Digital Transformation and Change Management (3)

BUS 745 - Management and Governance of Artificial Intelligence (3)

BUS 746 - Technology Studio (3)

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.

*** BUS 700 is a prerequisite for all courses in this program**

~~Students who have completed or have been enrolled in the graduate diploma in business administration program at SFU may receive advance credit for BUS 751, 753, 754, 756, 762, 764 and 766 at the discretion of the academic director. A minimum grade of a B (3.0) in the course equivalent is required.~~

~~Students who have completed or have been enrolled in the science and technology commercialization graduate certificate program at SFU may receive advance credit for BUS 754, 764 and 783~~ **702, 708 and 714** at the discretion of the academic director. A minimum grade of a B (3.0) in the course equivalent is required.

~~* BUS 700 is a prerequisite for all courses in this program~~

~~Biotechnology Management Stream~~

~~Students wishing to complete the biotechnology management stream must successfully complete the MOT requirements and four units of biotechnology specific courses. The biotechnology courses BUS 770 and BUS 771 replace one standard four-unit course determined by the academic director.~~

~~BUS 770 – Special Topics (2)~~

~~BUS 771 – Special Topics (2)~~

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	Number (eg. 810) 744	Units (eg. 4) 3
Course title Digital Transformation and Change Management (max. 100 characters)		
Short title Digital Transformtn & Chng Mgt (for enrollment/transcript, max. 30 characters)		
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) Examines the managerial challenges of leading change and ethical digital transformation as evolving technologies increasingly influence domains where employees and customers interact directly.		
Rationale for introduction of this course (if more space is required, add a separate page) This course is part of the redesigned Management of Technology MBA program. It is a required course as part of the refreshed MOT Core courses. Digital transformation is reshaping industries, demanding that organizations adapt rapidly to evolving technologies, customer expectations, and competitive pressures through strategic leadership, ethical alignment, and effective change management. Inclusion in the MOT MBA ensures graduates are equipped to drive meaningful, tech-enabled change across diverse sectors.		
Term of initial offering Fall 2026 (eg. Fall 2019)	Course delivery 3 hrs a week for 10 weeks (eg. 3 hrs/week for 13 weeks)	
Frequency of offerings/year One	Estimated enrollment per offering 55	

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.

<input type="checkbox"/> SEQUENTIAL COURSE [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.	<input type="checkbox"/> ONE-WAY EQUIVALENCY [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.	<input type="checkbox"/> TWO-WAY EQUIVALENCY [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	
Criminal record check required? <input type="checkbox"/> Yes (if yes is selected, add this as prerequisite)	Additional course fees? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Campus where course will be taught <input type="checkbox"/> Burnaby <input type="checkbox"/> Surrey <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Great Northern Way <input type="checkbox"/> Off campus	
Course Components * <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Lab <input type="checkbox"/> Capstone <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> Other: _____	
Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/ Unsatisfactory <input type="checkbox"/> In Progress / Complete	

* See important definitions on the curriculum website.

Repeat for credit? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Total completions allowed?	Repeat within a term? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Required course? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Final exam required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Combined with an undergraduate course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> 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 Terri Griffith, Jeffrey Yip (TBD - pending confirmation of instructors for new MOT courses)
Additional faculty members, space, and/or specialized equipment required in order to offer this course


CONTACT PERSON

Academic Unit / Program Beedie Grad Programs	Name (typically, Graduate Program Chair) Lesley McKay	Email lesley_mckay@sfu.ca
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ACADEMIC UNIT APPROVAL

A course outline / syllabus is included

Non-departmentalized faculties need not sign

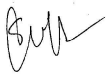
Graduate Program Committee	Signature	Date
Department Chair Sudheer Gupta	Signature 	Date Oct 7, 2025

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 Sudheer Gupta	Signature 	Date October 23, 2025
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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 17, 2025
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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: _____

BUS 744: Digital Transformation and Change Management

Instructor:

Semester:

Email:

Note:

Phone:

Office:

Course Description

Digital transformation is reshaping how organizations operate and how work is experienced on the front lines. This course examines the managerial challenges of leading change as technologies such as artificial intelligence, automation, and intelligent decision-support systems increasingly influence customer service, logistics, healthcare, and other domains where employees and customers interact directly.

The course focus is on the visible technologies that redefine roles, responsibilities, and relationships within organizations. Students will analyze cases where AI and related tools have improved efficiency while also raising ethical and social questions. What happens when algorithms alter decision-making authority, when workers are displaced by automation, or when reskilling becomes essential for continued employability?

A critical part of the course concerns the ethics of transformation—issues of fairness, transparency, and accountability when human and machine contributions intersect. Students will evaluate how managers can anticipate resistance, maintain legitimacy, and address stakeholder concerns about privacy, equity, and the future of work.

Through a mix of discussion, applied projects, and simulated decision forums, participants will develop strategies for implementing technology-enabled change that are context-sensitive, inclusive, and ethically responsible. The course prepares senior managers to lead digital initiatives in ways that balance innovation with social responsibility, ensuring that organizations remain competitive while also safeguarding the dignity and capabilities of their workforce.

Objectives

- Critically analyze how digital transformation reshapes work practices, organizational identity, and culture.
- Assess the human and ethical dimensions of technological change, including impacts on workers, reskilling needs, and fairness.
- Apply change management concepts to technology-enabled initiatives without requiring technical expertise.
- Identify leadership practices for guiding digital transformation, emphasizing communication, alignment, and stakeholder trust.
- Design and conduct an applied organizational project that evaluates a digital transformation initiative.

Course Structure

This course consists of simulations, small group exercises, case analysis, and group and individual assignments (see Learning and Assessments below). Industry speakers will be invited to stimulate discussion, motivate the class activities and contextualize the course content. Students will be expected to absorb and apply content pre-recorded by the instructor.

Learning and Assessments

Assessment summary

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

Individual	Class Contribution	30%
	Individual presentations	20%
Group	Weekly group work	25%
	Group Project	25%
	Total	100%

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	Number (eg. 810) 745	Units (eg. 4) 3
Course title (max. 100 characters) Management and Governance of Artificial Intelligence		
Short title (for enrollment/transcript, max. 30 characters) Mgt and Governance of AI		
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) Examines the management and governance of artificial intelligence in business by drawing on interdisciplinary foundations from law, ethics, public policy, and sociotechnical systems to explore how various governance frameworks and mechanisms function in diverse political, economic, and cultural contexts.		
Rationale for introduction of this course (if more space is required, add a separate page) This course is part of the redesigned Management of Technology MBA program. It is a required course as part of the refreshed MOT Core courses. As AI becomes increasingly embedded in business operations, strategic decision-making, and product development, it is essential for technology-focused leaders to understand not only its capabilities but also its risks, ethical implications, and governance frameworks. By integrating this course into the MOT MBA curriculum, graduates will be better prepared to lead AI-driven innovation while ensuring accountability, transparency, and societal impact - skills that are critical in today’s rapidly evolving digital economy, and expected by employers in the tech industry and beyond.		
Term of initial offering (eg. Fall 2019) Fall 2026	Course delivery (eg. 3 hrs/week for 13 weeks) 3 hrs a week for 10 weeks	
Frequency of offerings/year One	Estimated enrollment per offering 55	

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.

<input type="checkbox"/> SEQUENTIAL COURSE [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.	<input type="checkbox"/> ONE-WAY EQUIVALENCY [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.	<input type="checkbox"/> TWO-WAY EQUIVALENCY [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	
Criminal record check required? <input type="checkbox"/> Yes (if yes is selected, add this as prerequisite)	Additional course fees? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Campus where course will be taught <input type="checkbox"/> Burnaby <input type="checkbox"/> Surrey <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Great Northern Way <input type="checkbox"/> Off campus	
Course Components * <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Lab <input type="checkbox"/> Capstone <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> Other: _____	
Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/ Unsatisfactory <input type="checkbox"/> In Progress / Complete	

* See important definitions on the curriculum website.

Repeat for credit? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Total completions allowed?	Repeat within a term? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Required course? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Final exam required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Combined with an undergraduate course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> 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 Nilesh Saraf, Moksh Matta (TBD - pending confirmation of instructors for new MOT courses)
Additional faculty members, space, and/or specialized equipment required in order to offer this course


CONTACT PERSON

Academic Unit / Program Beedie Grad Programs	Name (typically, Graduate Program Chair) Lesley McKay	Email lesley_mckay@sfu.ca
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ACADEMIC UNIT APPROVAL

A course outline / syllabus is included

Non-departmentalized faculties need not sign

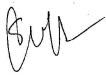
Graduate Program Committee	Signature	Date
Department Chair Sudheer Gupta	Signature 	Date Oct 7, 2025

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 Sudheer Gupta	Signature 	Date October 23, 2025
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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 17, 2025
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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: _____

BUS 745:**Management and Governance of Artificial Intelligence**

Instructor:

Semester:

Email:

Note:

Phone:

Office:

Course Description

This course examines the governance of artificial intelligence in business through an integrated approach that combines foundational frameworks, case-based analysis, and experiential learning. Each session introduces students to key governance frameworks—such as algorithmic accountability, transparency, proportionality, and risk-based regulation—and applies these concepts directly to real-world case studies in domains like predictive policing, facial recognition, autonomous vehicles, and generative AI. The course draws on interdisciplinary foundations from law, ethics, public policy, and sociotechnical systems to explore how different governance mechanisms function in diverse political, economic, and cultural contexts.

In addition to critical analysis, students will engage in hands-on, experiential learning activities designed to cultivate practical governance skills. Students will be given structured case scenarios and tasked with designing tailored AI governance frameworks, considering factors such as stakeholder interests, legal constraints, ethical principles, and technological capabilities. These frameworks will be iteratively refined through peer feedback, instructor guidance, and class-wide simulations that mimic real-world policy deliberations or regulatory decision-making processes. By the end of the course, students will understand existing approaches to AI governance and will be equipped to develop and defend their own models for responsible oversight of emerging technologies.

Objectives

- Critically evaluate major theoretical and practical approaches to AI governance across global contexts.
- Analyze the ethical, legal, social, and political implications of AI applications in domains such as surveillance, healthcare, and autonomous systems.
- Apply governance principles (e.g., accountability, transparency, proportionality, fairness) to real-world case studies involving complex AI systems.
- Design context-sensitive AI governance frameworks that address diverse stakeholder needs and regulatory constraints.
- Effectively communicate and defend policy recommendations in simulated governance settings, such as mock regulatory hearings or multi-stakeholder forums.
- Collaborate in multidisciplinary teams to solve open-ended governance challenges through deliberative, evidence-based approaches.

Course Structure

This course consists of a mixture of case study discussions, small group exercises, case analysis, and group and individual assignments (see Learning and Assessments below for grade breakdown). Industry speakers will be frequently invited to stimulate discussion, motivate the class activities and contextualize the course content. Students are expected to absorb and apply any content pre-recorded by the instructor.

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. In other words, students with the top marks relative to the class average will receive the top grades.

Individual	Class Participation	30%
	Final Exam	25%
Group	Weekly Group Assignments	30%
	Group Project	15%
	Total	100%

NEW GRADUATE COURSE PROPOSAL

Course Subject (eg. PSYC) BUS	Number (eg. 810) 746	Units (eg. 4) 3
Course title Technology Studio (max. 100 characters)		
Short title Technology Studio (for enrollment/transcript, max. 30 characters)		
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) An opportunity for students to work directly with inventors, startup founders, or corporate research and development units seeking to commercialize, with a focus on identifying and validating market opportunities for emerging technologies.		
Rationale for introduction of this course (if more space is required, add a separate page) This course is part of the redesigned Management of Technology MBA program. It is a required course as part of the refreshed MOT Core courses. By focusing on identifying and validating market opportunities for emerging technologies, students develop critical skills in commercialization strategy, customer discovery, and innovation management. This experiential learning environment fosters entrepreneurial thinking and equips future technology leaders with the tools to translate technical potential into viable business solutions. Its inclusion in the MOT MBA ensures graduates are prepared to lead innovation-driven ventures and contribute meaningfully to technology commercialization efforts.		
Term of initial offering Fall 2026 (eg. Fall 2019)	Course delivery 3 hrs/week for 10 weeks (eg. 3 hrs/week for 13 weeks)	
Frequency of offerings/year One	Estimated enrollment per offering 55	

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.

<input type="checkbox"/> SEQUENTIAL COURSE [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.	<input type="checkbox"/> ONE-WAY EQUIVALENCY [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.	<input type="checkbox"/> TWO-WAY EQUIVALENCY [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	
Criminal record check required? <input type="checkbox"/> Yes (if yes is selected, add this as prerequisite)	Additional course fees? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Campus where course will be taught <input type="checkbox"/> Burnaby <input type="checkbox"/> Surrey <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Great Northern Way <input type="checkbox"/> Off campus	
Course Components * <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Lab <input type="checkbox"/> Capstone <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> Other: _____	
Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory/ Unsatisfactory <input type="checkbox"/> In Progress / Complete	

* See important definitions on the curriculum website.

Repeat for credit? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Total completions allowed?	Repeat within a term? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Required course? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Final exam required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Combined with an undergraduate course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> 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 Elicia Maine, Aishwarya Shukla (TBD - pending confirmation of instructors for new MOT courses)
Additional faculty members, space, and/or specialized equipment required in order to offer this course


CONTACT PERSON

Academic Unit / Program Beedie Grad Programs	Name (typically, Graduate Program Chair) Lesley McKay	Email lesley_mckay@sfu.ca
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ACADEMIC UNIT APPROVAL

A course outline / syllabus is included

Non-departmentalized faculties need not sign


Graduate Program Committee	Signature	Date
Department Chair Sudheer Gupta	Signature 	Date Oct 7, 2025

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 Sudheer Gupta	Signature 	Date October 23, 2025
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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 17, 2025
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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: _____

BUS 746: Technology Studio

Instructor:

Semester:

Email:

Note:

Phone:

Office:

Course Description

The Technology Studio course provides an opportunity for teams of MBA students to work directly with inventors, startup founders, or corporate R&D units seeking to commercialize emerging technologies. Unlike consulting projects with established firms, these engagements emphasize new-to-market innovations where commercial pathways are untested, and market acceptance is uncertain. Projects may originate from across SFU's science and engineering research labs or from startup and industry partners connected to the SFU ecosystem.

Students will focus on identifying and validating market opportunities for emerging technologies in fields such as artificial intelligence, digital health, cleantech, and biotech. The work will require assessing unmet needs, analyzing adoption barriers, and evaluating how an invention could create entirely new categories of products or services. Emphasis will be placed on translating raw technological potential into real-world value by framing customer use-cases, exploring substitution markets, and experimenting with go-to-market models that are appropriate for innovations without established precedents.

Teams will apply practical innovation and commercialization frameworks to translate technical potential into viable product concepts and strategic options. Deliverables include a commercialization pitch and executive summary that articulates how the technology can move from lab to market, supported by evidence on value proposition, adoption drivers, and ecosystem fit. Through this experience, students will strengthen their ability to work in highly uncertain contexts, exercise creativity in market design, and provide clear recommendations for advancing technologies from invention toward market adoption.

Objectives

- Identify and evaluate market opportunities for emerging technologies with undefined or nascent demand.
- Assess barriers to adoption and the potential for new-to-market products or services to create customer value.
- Develop and test commercialization strategies that include use-case framing, substitution market analysis, and early go-to-market pathways.
- Translate technical potential into viable product concepts and strategic options for sponsors.
- Deliver a professional commercialization pitch and executive summary that communicates how an innovation can progress from invention toward market adoption.

Course Structure

This course places deep emphasis on applying theories of commercialization of new technology products (and accompanying processes) grounded in the theoretical disciplines of

entrepreneurship, economics, psychology and sociology. This course will involve class sessions where the instructor will (re-)introduce concepts, and weekly team meetings with the instructor for project-specific support, with the majority of the work taking place in teams outside of scheduled class time. Teams will submit a variety of interim deliverables over the course of the project, leading up to the final presentation.

At the pedagogical level the course is modeled after the problem-solving process used by McKinsey & Co., a leading global consulting firm. There are three key components:

- An efficient team management approach
- A hypothesis-driven problem-solving methodology
- Structured communication of recommendations to the sponsor

Students will develop critical listening skills as they aim to understand their project sponsor's challenges. They will learn to understand the underlying technological potential of the invention or innovation brought forward by the sponsor, and re-frame its role in society from a business and organizational perspective.

Students are expected to collaborate effectively with team members, learning tolerance and negotiation among members of a team with different professional and cultural backgrounds. The instructor acts as a "coach", not a project manager: they will help teams define the key question(s) for the project sponsor, introduce planning and analytic techniques, review and provide feedback on team output, and facilitate team "self-help" in addressing within-team conflicts. Final responsibility for the success of the project lies with the team.

Learning and Assessments

Assessment summary

Group (45%)	Weight
Opportunity Scoping Brief (Problem/Innovation Definition)	10%
Market Discovery Research (Customer/Competitor/Ecosystem scan)	10%
Concept Validation Exercise (e.g., interviews, prototyping, adoption testing)	10%
Commercialization Pitch & Deck	15%
Individual (55%)	
Peer Evaluation #1	5%
Final Peer Evaluation	5%
Individual Reflection on Innovation Process	20%
Applied Commercialization Analysis (short paper applying frameworks to a different innovation)	15%
Class Participation	10%



GRADUATE COURSE CHANGE

Attach a separate document if more space is required.

Course Subject/Number BUS 752	Units 4	Effective Term and Year Fall 2026
Course Title Strategic Management of Technology-Based Firms		
Rationale for Change (if more space is required, add a separate page): This course is part of the redesigned Management of Technology MBA program. It is a required course as part of the refreshed MOT Core courses. Unit change from 4 to 3 allows for alignment with new MOT MBA calendar entry, which consists of 3 and 2-unit courses.		

Proposed 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 4	Units* 3
Course Title	Course Title (max 100 characters)
Course Short Title	Course Short Title (max 30 characters)
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

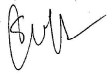
* Program requirements may need to be revised when course units are changed. Please review the calendar and submit any relevant program revisions resulting from this course change.

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 Beedie Grad Programs	Contact name Lesley McKay	Contact email lesley_mckay@sfu.ca
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DEPARTMENTAL APPROVAL

Department Graduate Program Committee	Signature	Date
Department Chair Sudheer Gupta	Signature 	Date

FACULTY APPROVAL

Faculty Graduate Studies Committee (FGSC) Sudheer Gupta	Signature 	Date October 23, 2025
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SENATE GRADUATE STUDIES COMMITTEE APPROVAL

Senate Graduate Studies Committee (SGSC) Mary O'Brien	Signature 	Date November 17, 2025
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ADMINISTRATIVE SECTION (for Graduate Studies only)

Course Attribute: _____	If different from regular units:
Course Attribute Value: _____	Academic Progress Units: _____
Instruction Mode: _____	Financial Aid Progress Units: _____
Attendance Type: _____	