

SIMON FRASER UNIVERSITY

S.81-8

MEMORANDUM

To SENATE

From SENATE COMMITTEE ON UNDERGRADUATE
STUDIES

Subject CURRICULUM CHANGES - BUSINESS
ADMINISTRATION

Date DECEMBER 19, 1980

Action undertaken by the Senate Committee on Undergraduate Studies, at its meeting of December 16, 1980, gives rise to the following motion:

- MOTION: "That Senate approve and recommend approval to the Board of Governors, as set forth in S.81-8, the Department of Business Administration changes including:
- a) Lower Division Requirements
 - i) for a Major in Business Administration
 - ii) For Honors in Business Administration
 - b) Upper Division Requirements
 - i) For a Major in Business Administration
 - ii) For Honors in Business Administration
 - c) Provision for Areas of Concentration, including
 - i) General requirements
 - ii) Specific courses for
 - 1) Accounting Management Information Systems
 - 2) Business, Government and Society
 - 3) Finance
 - 4) Marketing
 - 5) Organization Behaviour
 - 6) Quantitative Methods in Business
 - d) Requirements for a Minor - Lower Division; Upper Division Courses Required
 - e) New Courses
 - i) BUS. 303-3 - Business in Society (Drop BUS. 103-3)
 - ii) BUS. 328-3 - Accounting for Management
 - iii) BUS. 372-3 - Micro Perspectives on Organizations (Drop BUS. 371-3)
 - iv) BUS. 374-3 - Macro Perspectives on Organizations (Drop BUS. 371-3)
 - v) BUEC 384-3 - Industrial Relations (Drop BUEC 386-5)
 - vi) BUEC 385-3 - Collective Bargaining (Drop BUEC 386-5)
 - vii) BUS. 415-4 - Investments
 - viii) BUS. 437-3 - Decision Analysis in Business
 - ix) BUS. 446-4 - Marketing Strategy
 - x) BUS. 481-3 - Personnel Management I (Drop BUS. 387-3)
 - xi) BUS. 482-3 - Personnel Management II (Drop BUS. 387-3)
 - xii) BUS. 487-3 - Organizational Development and Change
 - xiii) BUEC 495-3 - Legal Aspects of Economic Relationships
 - xiv) BUEC 496-5 - Public Policy Environment
 - xv) BUS. 499-5 - Directed Studies

f) Course Changes

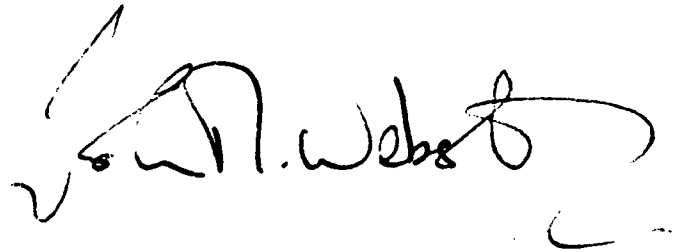
- i) BUS. 221-3 - Introduction to Accounting - prerequisite change
- ii) BUS. 270-3 - Introduction to Organizational Behaviour and Decision Making - prerequisite change
- iii) BUEC 391-3 - Law in the Economic Society - formerly BUEC 293-3 - number change, prerequisite change
- iv) BUS. 312-4 - Business Finance - description and prerequisite change
- v) BUEC 332-3 - Elementary Economic and Business Statistics I - prerequisite change
- vi) BUEC 333-3 - Elementary Economic and Business Statistics II - prerequisite change
- vii) BUS. 336-5 - Management Science - formerly BUS. 436-5 - number and prerequisite change
- viii) BUS. 343-3 - Introduction to Marketing - title and prerequisite change
- ix) BUS. 413-4 - Financial Management - description, prerequisite, credit, vector changes
- x) BUS. 448-4 - Promotion Management - formerly BUS. 348-4 - number, prerequisite changes
- xi) BUS. 473-5 - Operations Management - formerly BUS. 373-5 - number, prerequisite changes

g) Retain Courses

- i) BUS. 222-3 - Accounting Structure and Method
- ii) BUS. 225-0 - Accounting Practicum I
- iii) BUEC 280 3 - Introduction to Labour Economics
- iv) BUS. 307-3 - Managerial Economics
- v) BUS. 320-3 - Financial Accounting: Assets
- vi) BUS. 321-3 - Financial Accounting: Equities
- vii) BUS. 324-3 - Managerial Accounting I
- viii) BUS. 325-0 - Accounting Practicum II
- ix) BUS. 326-0 - Accounting Practicum III
- x) BUS. 327-0 - Accounting Practicum IV
- xi) BUS. 337-3 - Management Information Systems I
- xii) BUS. 346-3 - International Business
- xiii) BUS. 347-3 - Buyer Behavior
- xiv) BUS. 393-3 - Commercial Law
- xv) BUEC 396-3 - The Structure of Industry
- xvi) BUEC 397-5 - Government and Business
- xvii) BUS. 403-3 - Seminar in Business and Society
- xviii) BUS. 421-3 - Accounting Theory
- xix) BUS. 424-3 - Managerial Accounting II
- xx) BUS. 425-0 - Accounting Practicum V
- xxi) BUS. 426-0 - Accounting Practicum VI
- xxii) BUS. 427-0 - Accounting Practicum VII
- xxiii) BUEC 433-5 - Forecasting in Business and Economics
MANAGEMENT INFORMATION SYSTEMS II
- xxiv) BUS. 444-5 - Marketing Research
- xxv) BUS. 472-3 - Seminar in Organizational Behavior
- xxvi) BUS. 477-3 - Seminar in Small Business Administration

- xxvii) BUS. 478-3 - Seminar in Administration Policy
 - xxviii) BUS. 488-3 - Human Relations in Business
 - xxix) BUS. 489-3 - Small Groups and Organizations
 - xxx) BUS. 492-3 - Selected Topics in Business Administration
 - xxxi) BUS. 493-3 - Selected Topics in Business Administration
 - xxxii) BUS. 494-3 - Selected Topics in Business Administration
 - xxxiii) BUS. 498-3 - Directed Studies
- h) Drop Courses
- i) as indicated in (e)
 - ii) drop BUEC 231-3 - Introduction to Model Building in Business Administration and Economics - from the BUS. curriculum."

The rationale for the revisions to the undergraduate curriculum, Business Administration, is given on page 1 of the proposal. The intent is to significantly improve the overall quality of the program. An indication of the impact of these changes is given on page 85.



A handwritten signature in black ink, appearing to read "J. N. Weber", is written over the bottom right portion of the page. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

SIMON FRASER UNIVERSITY SCUS 80-102

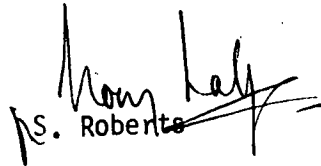
MEMORANDUM

To..... Mr. H.M. Evans, Secretary
..... S.C.U.S.
Subject... CURRICULUM CHANGES - BUSINESS
ADMINISTRATION

From..... Sheila Roberts, Secretary
..... Faculty of Arts Curriculum Committee
Date..... 1980-12-05

The Faculty of Arts Curriculum Committee at its meeting of December 4, 1980 approved the attached curriculum changes from the Department of Business Administration. Would you please place the same on the agenda of the next SCUS meeting.

Thank you.


S. Roberts

Attachment

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THE RATIONALE FOR THE REVISIONS TO THE UNDERGRADUATE

CURRICULUM - BUSINESS ADMINISTRATION

When the Department of Economics and Commerce had its external review some five years ago, all three reviewers pointed to the need for both more required and specialized courses in Business Administration than were present in the undergraduate curriculum. The curriculum was seen as lacking depth, structure and coherence. While some steps toward improvement have been taken, it would not be unfair to say that the criticisms still apply.

The program proposed here is designed to meet the criticisms of that earlier review without prejudicing the primary objective of providing a university education and not job training. That aspect of the program which is professional is nevertheless presented in terms of an analytical framework and not occupational skills. In addition, students will be taking most of their Lower Division courses outside the department and can take as many as half their Upper Division courses outside the department.

The proposal includes a set of core courses required of students before admission to the Major (or Honors), as well as a set of core courses to be taken in the third year. Very rigid criteria were applied in selecting the core. Essentially, only those courses which were deemed essential (as opposed to desirable) were selected. As can be observed, these courses are not necessarily within the department.

Four objectives are fulfilled by the Lower Division core courses - preparing the student in literacy, ensuring minimal mathematical sophistication, introducing the essential tools and setting of business, and providing some glimpse of what Business Administration is about. This process is completed in the Upper Division core, while also ensuring that the student has some introduction to the revenue generating activities of the firm (marketing), the capital generating activities of the firm (finance) and finally the monitoring of the firm (managerial accounting).

In keeping with the philosophy of the program, we have avoided marked specialization at the undergraduate level. We have however, provided an opportunity for students to take "an Area of Concentration", should they so choose. An Area of Concentration is defined as a cohesive set of courses comprising at least 14 credit hours in some aspect of Business Administration. This is well short of providing a Major in such areas as marketing or finance (which many universities do) while still presenting a logical, structured set of courses to enable the student to pursue an area in depth. In order to ensure that students cannot complete the program without some structure beyond first courses, a student who elects not to take an Area of Concentration must select at least two pairs of courses from Areas of Concentration.

The program presented here represents an important step forward for the Department and its students. It is both rigorous and demanding, and the student who graduates from it can take pride in his/her achievements.

Dr. B. Schoner
Business Administration

DEPARTMENT OF BUSINESS ADMINISTRATION

A. LOWER DIVISION REQUIREMENTS

Majors

MATH 100-3 (if B.C. Grade 12 Math has not been completed)
 CMPT 103-3
 ECON 200-3
 (Note: a 100 Division ECON course is required for ECON 200)
 ECON 205-3
 MATH 157-3
 Any one of ENGL 101-3
 ENGL 102-3
 ENGL 103-3
 ENGL 104-3
 PHIL 001-3
 PHIL 110-3

BUS. 221-3

BUS. 270-3

BUEC 332-3 This Upper Division course should be taken in lower levels
 by students planning to Major in Business Administration.

Honors

In addition to the Major requirements Honors students must take

MATH 158-3

B. UPPER DIVISION REQUIREMENTS

Majors

All Business Majors must take the following Upper Division core courses

BUS. 307-3 or ECON 301-5

BUS. 328-3 or both BUS. 222-3 and BUS. 324-3

BUS. 312-4

BUS. 343-3

BUEC 332-3

BUEC 333-3

Majors must complete at least 30 credit hours including at least three
 400 Division courses.

Honors

In addition to the Major requirements Honors students must take

ECON 305-5

BUS. 336-5

In addition to the CORE program, Majors and Honors students may elect to take an Area of Concentration in one of the following areas:

Accounting/Management Information Systems
 Business, Government and Society
 Finance
 Marketing
 Organization Behavior
 Quantitative Methods in Business

An Area of Concentration will comprise a cohesive set of courses in the subject area totalling at least 14 credit hours, including courses in the core.

Rationale: Students will have the option of achieving a degree of structure and depth in areas of particular interest. In addition, the statement of the area of concentration in the calendar provides guidance to the student.

Students not electing to take an Area of Concentration must take at least two courses from each of the two Areas of Concentration listed above.

Rationale: The purpose of this requirement is to ensure that students are reasonably familiarized beyond one course in at least two areas of Business Administration.

The requirements of the individual Areas of Concentration are given below.

The Area of Concentration

1. Accounting Management Information Systems

Lower Division -

BUS. 222-3 Accounting: Structure and Method

Upper Division -

BUS. 324-3 Managerial Accounting I

plus at least three of the following courses, at least one of which must be the 400 division:

BUS. 320-3 Financial Accounting Assets
 BUS. 321-3 Financial Accounting Equities
 BUS. 337-3 Management Information Systems I
 BUS. 421-3 Accounting Theory
 BUS. 424-3 Managerial Accounting
 BUS. 428-3 Management Information Systems II

3
 BUS. 221-3 - This course is a Lower Division requirement.

2. Business, Government and Society

- BUS. 303-3 Business in Society (former BUS. 103-3)
- BUEC 391-3 Law in the Economic Society (former BUEC 293-3)

plus at least 9 credits taken from courses listed below:

- BUS. 374-3 Macro Perspectives on Organizations
- BUEC 396-3 The Structure of Industry
- BUEC 397-5 Government and Business
- BUS. 403-3 Seminar in Business and Society
- BUEC 495-3 Legal Aspects of Economic Relationships
- BUEC 496-5 Public Policy Environment of Business

3. Finance

Required -

- Core: BUS. 312-4 Business Finance
- BUS. 413-4 Financial Management
- BUS. 415-4 Investments

and at least one of the following courses:

- ECON 310-3 Money and Banking
- ECON 445-3 International Finance

4. Marketing

Required -

- Core: BUS. 343-3 Introduction to Marketing
- BUS. 347-4 Buyer Behavior
- BUS. 444-4 Marketing Research

and at least one of the following

- BUS. 448-4 Promotion Management
- BUS. 446-4 Marketing Strategy

5. Organization Behavior

ALL students must take -

- BUS. 372-3 Micro Perspectives on Organizations
- BUS. 374-3 Macro Perspectives on Organizations

and BUS. 270-3 - This course is a Lower Division Requirement.

The student must elect one.

(a) Industrial Relations Concentration

Required -

- BUEC 384-3 Industrial Relations
- BUEC 385-3 Collective Bargaining

(b) Personnel Stream

Required -

- BUS. 481-3 Personnel Management I: Manpower Planning and Staffing Decisions
- BUS. 482-3 Personnel Management II: Reward Systems and Employee Development
- BUS. 270-3 This course is a Lower Division requirement.

(c) Organization Development Stream

Required -

- BUS. 487-3 Organizational Development and Change

plus at least one of the following:

- BUS. 488-3 Human Relations in Business
- BUS. 489-3 Small Groups and Organizations

6. Quantitative Methods in Business

Required -

- MATH 158-3 Calculus for Social Sciences II
- BUS. 336-5 Management Science

plus at least three of the following courses:

- ECON 331-5 Introduction to Mathematical Economics
- BUS. 444-5 Marketing Research
- BUS. 473-5 Operations Management
- BUS. 437-3 Decision Analysis in Business
- BUEC 433-3 Forecasting in Business and Economics

N.B. Students are encouraged to take BUEC 332-3 in their lower levels.

C. MINOR REQUIREMENTS

Lower Division

- BUS. 221-3
- BUS. 270-3
- ECON 200-3 - a 100 division ECON course is required

ECON 205-3
MATH 157-3

Upper Division

At least 15 credit hours including the following courses:

BUS. 343-3
BUS. 307-3 or ECON 301-5
BUS. 312-4
BUS. 328-3 or BUS. 222-3 and BUS. 324-3

SUGGESTED COURSES IN OTHER DEPARTMENTS

The department has compiled listing of courses which are complementary to the Business Administration program for students' guidance. This list is available from the Departmental Advisors.

DEPARTMENT OF BUSINESS ADMINISTRATION

CURRENT COURSES No. & Credit Hours	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>100 Division</u> BUS. 103-3	Business in Society	Dropped Replaced by BUS. 303-3	-	-	-
<u>200 Division</u> BUS. 221-3	Introduction to Accounting	Prerequisite added. At least 15 credit hours. Students are strongly advised to take MATH 157-3, CREDIT 103-3 and a 100 division English course, or PHIL 001-3 or PHIL 110 as part of the 15 credit hours required as a prerequisite to this course.	-	-	BUS. 221-3
BUS. 222-3	Accounting Structure and Method	-	-	-	BUS. 222-3
BUS. 225-0	Accounting Practicum I	-	-	-	BUS. 225-0
BUEC 231-3	Introduction to Model Building in Business Administration and Economics	Retain course. Drop from Business Curriculum.	-	-	-
BUS. 276-3	Introduction to Organizational Behavior and Decision Making	Prerequisite changed. ENGL 100 Division or PHIL 001 or 110 and 30 credit hours.	-	-	BUS. 270-3
BUEC 290-3	Introduction to Labour Economics	-	-	-	BUEC 290-3
BUEC 293-3	Law in the Economic Society	Dropped. (Change of number) Replaced by BUEC 290-3 391-3	<i>NEW PREREQUISITE</i>	-	-

DEPARTMENT OF BUSINESS ADMINISTRATION

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CURRENT COURSES No. & CREDIT HOURS	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>300 Division</u>					
BUS. 307-3	Managerial Economics	Formerly BUS. 103-3	-	Business in Society	BUS. 303-3
BUS. 312-4	Business Finance	Course Description and Prerequi- sites changed. BUS. 221-3 and BUS. 325-3; or BUS. 221-3 and BUS. 222-3	-	-	BUS. 312-4
BUS. 320-3	Financial Accounting: Assets	-	-	-	BUS. 320-3
BUS. 321-3	Financial Accounting: Equities	-	-	-	BUS. 321-3
BUS. 324-3	Managerial Accounting I	-	-	-	BUS. 324-3
BUS. 325-0	Accounting Practicum II	-	-	-	BUS. 325-0
BUS. 326-0	Accounting Practicum III	-	-	-	BUS. 326-0
BUS. 327-0	Accounting Practicum IV	-	-	-	BUS. 327-0
			BUS. 328-3	Accounting for Management	BUS. 328-3
BUEC 332-3	Elementary Economic and Business Statistics I	Prerequisites changed. ECON 200-3 or ECON 205-3, MATH 157-3 and 30 credit hours.	-	-	BUEC 332-3
BUEC 333-3	Elementary Economic and Business Statistics II	Prerequisites changed. BUEC 332-3 and 30 credit hours.	-	-	BUEC 333-3

DEPARTMENT OF BUSINESS ADMINISTRATION

CURRENT COURSES No. & Credit Hours	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>AD</u> Division (cont.)		Formerly BUS. 436-5. Change of number and prerequisites only.		Management Science	BUS. 336-5
BUS. 337-3	Management Information Systems I	-	-	-	BUS. 337-3
BUS. 343-3	Introduction to Marketing	Title and Prerequisites changed.	-	-	BUS. 343-3
BUS. 346-3	International Business	-	-	-	BUS. 346-3
BUS. 347-3	Buyer Behavior	-	-	-	BUS. 347-3
BUS. 348-4	Promotion Management	Dropped. Replaced by BUS. 448-4 Change of number and prerequisites	-	-	-
BUS. 371-3	Organization Theory	DROPPED - Replaced by BUS. 372-3 and BUS. 374-3	-	-	-
		Replaces BUS. 371-3	BUS. 372-3	Micro Perspectives on Organizations	BUS. 372-3
BUS. 373-5	Operations Management	Dropped. Replaced by 473-5 Change of prerequisites	-	-	-
		Replaces BUS. 371-3	BUS. 374-3	Macro Perspectives on Organizations	BUS. 374-3
BUEC 386-5	Industrial Relations	Dropped. Replaced by BUEC 384-3 and BUEC 385-3	-	-	-
		Replaces BUS. 386-5	BUEC 384-3	Industrial Relations	BUEC 384-3

DEPARTMENT OF BUSINESS ADMINISTRATION

IV

CURRENT COURSES No. & CREDIT HOURS	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>300 Division (cont.)</u>					
BUS. 387-3	Personnel Management	Replaces BUS. 386-5 Dropped. Replaced by BUS. 481-3 and BUS. 482-3 Formerly BUEC 293-3. Change of number only	BUEC 385-3	Collective Bargaining	BUEC 385-3
BUS. 393-3	Commercial Law	-	-	-	BUS. 393-3
BUEC 396-3	The Structure of Industry	-	-	-	BUEC 396-3
BUEC 397-5	Government and Business	-	-	-	BUEC 397-5

DEPARTMENT OF BUSINESS ADMINISTRATION

CURRENT COURSES No. & Credit Hours	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>400 Division</u>					
BUS. 403-3	Seminar in Business and Society	-	-	-	BUS. 403-3
BUS. 413-3	Financial Management	Change of Description <i>prerequisite credit vector</i>	-	-	BUS. 413-4
			BUS. 415-4	Investments	BUS. 415-4
BUS. 421-3	Accounting Theory	-	-	-	BUS. 421-3
BUS. 424-3	Managerial Accounting II	-	-	-	BUS. 424-3
BUS. 425-0	Accounting Practicum V	-	-	-	BUS. 425-0
BUS. 426-0	Accounting Practicum VI	-	-	-	BUS. 426-0
BUS. 427-0	Accounting Practicum VII	-	-	-	BUS. 427-0
BUEC 433-5	Forecasting in Business and Economics	-	-	-	BUEC 433-5
BUS. 436-5	Management Science	DROPPED - Replaced by BUS. 336-3 Change of number and prerequisites	-	-	-
			BUS. 437-3	Decision Analysts in Business	BUS. 437-3
BUS. 444-5	Marketing Research	-	-	-	BUS. 444-5

DEPARTMENT OF BUSINESS ADMINISTRATION

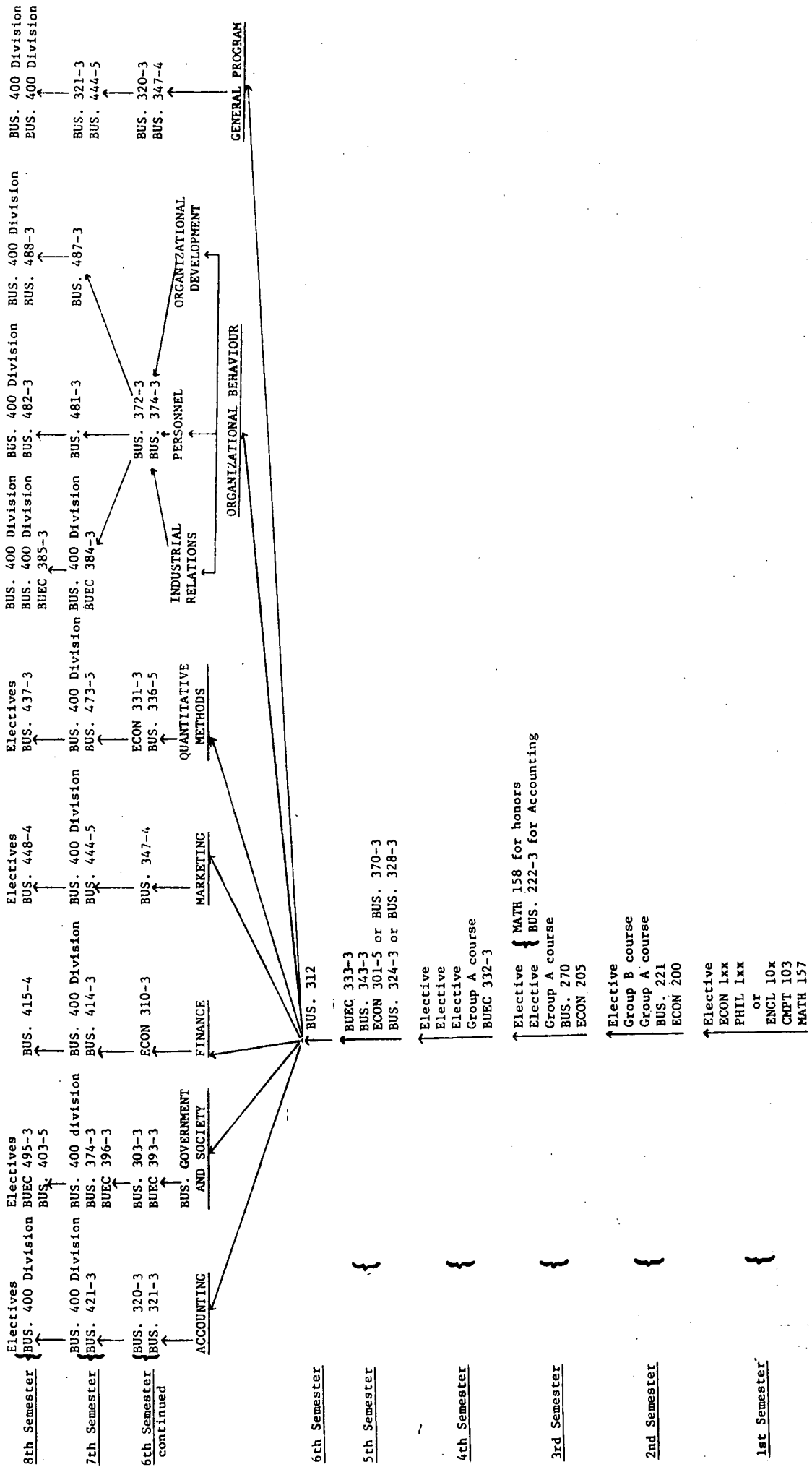
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CURRENT COURSES No. & CREDIT HOURS	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>400 Division (cont.)</u>			BUS. 446-4	Marketing Strategy	BUS. 446-4
BUS. 472-3	Seminar in Organizational Behavior	Formerly BUS. 348-4 Change of number and prerequisites		Promotion Management	BUS. 448-4
BUS. 477-3	Seminar in Small Business Administration			Operations Management	BUS. 472-3
BUS. 478-3	Seminar in Administration Policy	Formerly BUS. 373-5 Change of number and prerequisites			BUS. 473-5
					BUS. 477-3
					BUS. 476-3
		Replaces BUS. 387-3	BUS. 481-3	Personnel Management I	BUS. 481-3
		Replaces BUS. 387-3	BUS. 482-3	Personnel Management II	BUS. 482-3
BUS. 488-3	Human Relations in Business		BUS. 487-3	Organizational Development and Change	BUS. 487-3
BUS. 489-3	Small Groups and Organizations				BUS. 488-3
					BUS. 489-3

DEPARTMENT OF BUSINESS ADMINISTRATION

CURRENT COURSES No. & CREDIT HOURS	TITLE	ACTION TAKEN	NEW COURSE PROPOSALS	TITLE	NEW CURRICULUM
<u>400 Division (cont.)</u>					
BUS. 492-3	Selected Topics in Business Administration	-	-	-	BUS. 492-3
BUS. 493-3	Selected Topics in Business Administration	-	-	-	BUS. 493-3
BUS. 494-3	Selected Topics in Business Administration	-	-	-	BUS. 494-3
			BUEC BUS. 495-3	Legal Aspects of Economic Relationships	BUEC BUS. 495-3
			BUEC BUS. 496-5	Public Policy Environment	BUEC BUS. 496-5
BUS. 498-3	Directed Studies	-	-	-	BUS. 498-3
			BUS. 499-5	Directed Studies	BUS. 499-5

SAMPLE PROGRAMS



SENATE COMMITTEE ON UNDERGRADUATE STUDIES

COURSE PROPOSAL FORM

Calendar Information

Department BUSINESS ADMINISTRATION

Abbreviation Code: BUS. Course Number: 221 Credit Hours: 3 Vector: 2-1-0

Title of Course: Introduction to Accounting

Calendar Description of Course: A survey course designed to give students some familiarity with financial statements as the output from the accounting process, with an emphasis on terminology, relationships and interpretation. Conventional financial statements (including national income accounts) and their limitations as well as potential different statement on different measurement bases will be covered.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): At least 15 credit hours. NOTE: Students are strongly advised to take MATH 157-3, CMPT 103-3 and a 100 division English course, or PHIL 001-3 or PHIL 110-3 as part of the 15 credit hours required as a prerequisite to this course.

What course (courses), if any, is being dropped from the calendar if this course is approved:

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

- Faculty
Staff
Library
Audio Visual
Space
Equipment

5. Approval

Date: Dec. 8, 1990 Dec. 8, 1990

DEC 16

Handwritten signatures and titles: Department Chairman, Dean, Chairman, SCUS

S 73-34b:- (When completing this form, for instructions see Memorandum, SCUS 73-34a. Attach course outline).

BUS. 221-3

INTRODUCTION TO ACCOUNTING

Prerequisite: At least 15 credit hours.

Note: Students are strongly advised to take MATH 157-3, CMPT 103-3 and a 100-Division English course, or PHIL 001-3 or PHIL 110-3 as part of the 15 credit hours required as a prerequisite to this course.

Textbook: Required, A. Thompson Montgomery, Financial Accounting Information, (Addison-Wesley Publishing Company, Don Mills, 1978)

Art Guthrie, Dan McDonald and Turgut Var, Accounting: Canadian Scene, (Kendall & Hunt, Dubuque, 1980)

Objective of the course: In recent years, the objectives and the coverage of the first courses in accounting have been changing. The changes have reflected progressive awareness of two facts:

- a. Majority of students enrolling in elementary accounting courses do not intend to be accounting majors.
- b. Both groups of students (nonaccountants and future accountants) have the same essential information requirements related to basic accounting.

In recognition of these facts, this course will teach you how to read and understand financial statements. In order to master the language of business (i.e. accounting) you will be exposed to both vocabulary and grammar. Learning vocabulary involves becoming familiar with both the exact definition of accounting words and how they are used. The grammar part, involves merely an agreed ordering of information. Both are considered to be essential. However, disagreements on several main issues (for example, various valuation approaches, etc.) will be emphasized throughout the course. THIS COURSE WILL NOT TEACH YOU BOOKKEEPING.

Course Coverage: ACCOUNTING INFORMATION AND ITS ENVIRONMENT, VERIFICATION
THE CONCEPT OF NET WORTH - BALANCE SHEET
NET INCOME-BOTTOM LINE AND CHANGES IN BLANCE SHEET
CONCEPTS OF WORKING CAPITAL, AND FUNDS FROM OPERATIONS
CHANGES IN FINANCIAL POSITION AND CASH BUDGET
MEASUREMENT OF ASSETS AND LIABILITIES
FINANCIAL STATEMENT ANALYSIS
PRESENT VALUE CONCEPT
CURRENT VALUE AND PRICE LEVEL ADJUSTMENTS
ALL IN THE FAMILY: COMBINATIONS AND CONSOLIDATIONS

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 270 Credit Hours: 3 Vector: 2-1-0

Title of Course: Introduction to Organizational Behavior and Decision Making

Calendar Description of Course: Introduction to basic behavioral concepts pertinent to an understanding of the business organization. Attention will be directed to the resource allocation process together with an elaboration of models describing rational and subjectively rational (behavioral) decision-making processes

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

ENGL 100 Division or PHIL 100 or 110 and 30 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec 9/80 Dec 9/80 DEC 16 '80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

JS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 303

Credit Hours: 3 Vector: 2-1-0

Title of Course: Business in Society

Calendar Description of Course: This course examines the changing role of business in Canadian society. Emphasis is placed on the historical, social and political developments which have and continue to shape the Canadian business community.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

What course (courses), if any, is being dropped from the calendar if this course is approved: BUS. 103-3

2. Scheduling

How frequently will the course be offered? at least 2 times a year

Semester in which the course will first be offered? September 81.

Which of your present faculty would be available to make the proposed offering possible? Richards, Wexler

Objectives of the Course

To introduce the student to the historical, social and political processes which have shaped the business community in Canada.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty)
Staff) None
Library)
Audio Visual)
Space) None
Equipment)

5. Approval

Date: Dec 8/80 Dec 9/80

DEC 16 '80

J C Hoyl
Department Chairman

Robert C Brown
Dean

J W Webster
Chairman, SCUS

MS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SIMON FRASER UNIVERSITY
SCHOOL OF BUSINESS ADMINISTRATION AND ECONOMICS
EXAMPLE OF COURSE OUTLINE

Course: 303
Title: Business and Society

Semester: Fall, 1981
Instructors: Mark Wexler
John Richards

Intent: This course examines the changing role of business in Canadian society. The emergence of the business community in Canada will be treated in historical, social and political perspectives.

Example of Topics

- 1) Introduction to the Canadian business community
- 2) The early years of business
- 3) The staples theory
- 4) Hinterland metropolis perspectives
- 5) The concept of the elite
- 6) Foreign investment and Canadian business
- 7) Social power and the business community
- 8) Ethnic groups and business in Canada
- 9) The government, business interface
- 10) Regulation and business
- 11) Social responsibility
- 12) The future of the business community in Canada

Example of texts:

- 1) Michael Bliss
1974 A Living Profit: Studies in the Social History of Canadian Business 1883-1911. Toronto: McLelland & Stewart.
- 2) Wallace Clement
1975 The Canadian Corporate Elite: An Analysis of Economic Power. Toronto: McLelland & Stewart.

- 3) Gustavus Myers
1975 A History of Canadian Wealth. Toronto: J. Lorimer & Co.
- 4) David K. Banner
1979 Business and Society: Canadian Issues. Toronto:
McGraw-Hill.

Example of Evaluation:

- 1) research paper - 40%
- 2) mid term - 20%
- 3) final exam - 40%

COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 312 Credit Hours: 4 Vector: 2-2-0

Title of Course: Business Finance

Calendar Description of Course:

Role and function of financial managers, financial analysis, compound interest valuation and capital budgeting, management of current assets, introduction to financial instruments and institutions.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): BUS. 221-3 and BUS. 325-3; or BUS. 221-3 and BUS. 222-3

What course (courses), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec 8/80 Dec 8/80

DEC 16

J. C. Hoyt
Department Chairman

Robert C. Brown
Dean

J. D. Webster
Chairman, SCUS

SCUS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 328 Credit Hours: 3 Vector: 2-1-0

Title of Course: Accounting for Management

Calendar Description of Course:

This course is designed for students who are not completing a concentration in accounting to give them an adequate background in Management Accounting.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): BUS. 221

Students may not have credit for both BUS. 328-3 and BUS. 324-3.

What course (courses), if any, is being dropped from the calendar if this course is approved: none

2. Scheduling

How frequently will the course be offered? each semester

Semester in which the course will first be offered? 81-3

Which of your present faculty would be available to make the proposed offering possible? Var McDonald, Teasley, Gordon, Fleischer, Magid, Etherington

Objectives of the Course

The major purpose of this course is to show how accounting can assist in solving the problems that confront those who are directly responsible for the management of an enterprise.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty)

Staff) Memo attached

Library)

Audio Visual

Space

Equipment

5. Approval

DEC 16 '80

Date: Dec 8/80 Dec. 8/80

J. C. Hoyle
Department Chairman

Robert C. Brown
Dean

J. McDonald
Chairman, SCUS

JS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

BUS. 326 ACCOUNTING FOR MANAGEMENT
(Not for Accounting Concentration)

Prerequisite: BUS.221-3

3 Credits

Objective of the Course: The major purpose of this course is to show how accounting can assist in solving the problems that confront those who are directly responsible for the management of an enterprise.

Textbook:

Matulich and Heitger, Managerial Accounting, McGraw-Hill, 1980, or similar books.

Course Coverage:

1. An Overview of Accounting Cycle and Financial Statements
2. The Importance of Accounting Information in Decision Making and The Decision-Making Process
3. Cost Flows and Concepts-Product Costing
4. Cost Allocation and Manufacturing Operations - Concept of Overhead
5. Cost Behaviour and Cost-Volume-Profit Analysis
6. Relevant Costs and Alternative Choice Decisions
7. Basic Budgeting Concepts, Profit Planning, Behavioural Aspects
8. Flexible Budgeting and Standard Costs for Control
9. Responsibility Accounting and Decentralized Operations
10. Introduction to Capital Budgeting Decision
11. Summary and Integration.

Grading:

Short tests, etc.	30%
Mid-term	30
Final Exam	<u>40</u>
	100%

Tools:

You will be assigned short cases and problems regularly during the semester. These material will be discussed during the tutorials. Your participation in these discussions will count towards your final grade. You will be expected to communicate your ideas in written form throughout the semester.

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

COURSE PROPOSAL FORM

School of Business Adminis-
Department tration and Economics

Calendar Information

Abbreviation Code: BUEC Course Number: 332

Credit Hours: 3 Vector: 2-1-0

Title of Course: Elementary ^{Economic} and Business Statistics I

Calendar Description of Course:

An introduction to elementary statistical techniques with emphasis on their application to business and economics. Students will be required to carry out projects of individual interest.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

ECON 200-3 or ECON 205-3, MATH 157-3 and 30 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved:

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec. 8/80 Dec. 8/80

DEC 16 80

J. C. Hoyle
Department Chairman

Robert C. Burr
Dean

[Signature]
Chairman, SCUS

US 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUEC Course Number: 333 Credit Hours: 3 Vector: 2-1-0

Title of Course: Elementary Economic and Business Statistics II

Calendar Description of Course: An introduction to more advanced statistical techniques including an introduction to econometrics and operations research. Students will be required to apply the statistical techniques discussed to data they collect in analysing problems of individual interest.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

BUEC 332-3 (formerly ECON 332-3); 30 credit hours.

Students with credit for Ec/Com 236-3 may not take this course for further credit.

What course (courses), if any, is being dropped from the calendar if this course is approved:

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec. 8/80 Dec. 8/80

DEC 16 '80

J.C. Hoyle
Department Chairman

Robert Brown
Dean

Stan Webber
Chairman, SCUS

SCUS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

CHANGE OF PRE-REQUISITES
AWD NUMBER
SENATE COMMITTEE ON UNDERGRADUATE STUDIES ONLY

COURSE PROPOSAL FORM

1. Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 336 Credit Hours: 5 Vector: 3-2-0

Title of Course: Management Science

Calendar Description of Course: The application of Management Science techniques to the analysis of marketing finance, production, or organizational and administrative problems.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): BUEC 332-3 (formerly ECON/COMM 332-3); 60 credit hours.

Co-Requisites: BUEC 333-3 (formerly ECON/COMM 333-3)

What course (courses), if any, is being dropped from the calendar if this course is approved:

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

3. Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec. 8/80 Dec. 8/80 DEC 16 '80

J. C. Hoyle
Department Chairman

Robert C. Burman
Dean

Richard J. Webster
Chairman, SCUS

SCUS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

JUL 25 1980

CHANGE OF TITLE

AND PRE-REQUISITE ONLY FACULTY OF ARTS

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 343 Credit Hours: 3 Vector: 2-1-0

Title of Course: Introduction to Marketing

Calendar Description of Course: The environment of marketing; relation of social sciences to marketing; evaluation of marketing theory and research; assessment of demand, consumer behavior analysis; market institutions; method and mechanics of distribution in domestic, foreign and overseas markets; sales organization; advertising; new product development, printing and promotion; marketing programs.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

60 credit hours including ECON 200-3 and ECON 205-3.

What course (courses), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

The objective of this course is to provide students with the opportunity to be exposed to the basic concepts of marketing.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: June 20, 1980 June 4/80 DEC 16 80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

S 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department BUSINESS ADMINISTRATION

Abbreviation Code: BUS. Course Number: 372 Credit Hours: 3 Vector: 2-1-0

Title of Course: MICRO PERSPECTIVES ON ORGANIZATIONS

Calendar Description of Course: This course will examine models and concepts which are used to understand individuals and small groups in organizational settings. It explores issues of motivation, group and intergroup dynamics, leadership, communication, decision-making, organization climate, and organizational effectiveness.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): BUS. 270-3 or permission of the Department;
60 credit hours

What course (courses), if any, is being dropped from the calendar if this course is approved: BUS. 371-3 Both BUS. 372 and 374 replace BUS. 371-3

2. Scheduling

How frequently will the course be offered? 4 times per year

Semester in which the course will first be offered? September, 1981

Which of your present faculty would be available to make the proposed offering possible? Andrews, Field, Pinfield, Tjosvold, McGill, Wexler

Objectives of the Course

To provide students with greater depth of understanding of the role of the individual and the small group in organizations.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

- Faculty - see attached memos
- Staff - see attached memos
- Library - see attached memos
- Audio Visual - none
- Space - none
- Equipment - none

5. Approval

Date: Dec 4/80 Dec 8/80 DEC 16 '80

JC Hoyle
Department Chairman

Robert C. Bunn
Dean

A. D. Webster
Chairman, SCUS

S 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SIMON FRASER UNIVERSITY

SCHOOL OF BUSINESS ADMINISTRATION AND ECONOMICS

COURSE OUTLINE

COURSE: BUS. 372

SEMESTER: Spring, 1981

TITLE: Micro Perspectives on Organizations INSTRUCTORS: Andrews, Field, Pinfield
Wexler, Tjosvold

This course develops in detail the role of the individual and small group in business organizations. Its emphasis will be on the theories of individual and group behavior, and the goals of the course are to be able to understand, predict, and influence individual and small group behavior.

Major topics to be included:

1. Nature of theory
2. Role of scientific investigation
3. Individual learning
4. Individual motivation
5. Group formation and norms
6. Group and intergroup dynamics
7. Leadership
8. Communication
9. Decision-making
10. Organizational effectiveness
11. Job redesign

Text: (Example)

T. Mitchell, People in Organizations, McGraw-Hill, 1978.

Evaluation System: (Example)

Tutorial participations	- 10%
Mid-term exam	- 30%
1 research paper	- 20%
Final exam	- 40%

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Department BUSINESS
ADMINISTRATION

Calendar Information

Abbreviation Code: BUS. Course Number: 374 Credit Hours: 3 Vector: 2-1-0

Title of Course: MACRO PERSPECTIVES ON ORGANIZATIONS

Calendar Description of Course: This course will examine theories of organization which use the organization as a basic unit of analysis. It will show how the structure and internal processes of an organization are linked to and partially determined by forces in the external environment of the organization. Contextual factors such as the technology and corporate strategy of the organization will also be examined.

Nature of Course LECTURE/TUTORIAL
Prerequisites (or special instructions): BUS. 270-3 Introduction to Organizational Behaviour and Decision-Making
or permission of the Department; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: BUS. 371-3 Note: BUS. 372 or BUS. 374 both replace BUS. 371-3

2. Scheduling

How frequently will the course be offered? 4 times per year?

Semester in which the course will first be offered? September 1981

Which of your present faculty would be available to make the proposed offering possible? Field, Hoyt, McGill, Rogow, Pinfield, Wexler

Objectives of the Course

To provide the student with further depth than can be provided in BUS. 270 in their understanding of models and theories of organizations and their environments.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty - see attached memoranda

Staff - see attached memoranda

Library - see attached memoranda

Audio Visual - none

Space - none

Equipment - none

5. Approval

Date: Dec 8/80 Dec 8/80 DEC 16 80
J.C. Hoyt Robert Brown J.P. Weber
Department Chairman Dean Chairman, SCUS

S 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SIMON FRASER UNIVERSITY
SCHOOL OF BUSINESS ADMINISTRATION AND ECONOMICS

Example of Course Outline

COURSE: BUS. 374-3

SEMESTER: Future

TITLE: Macro Perspectives on Organizations

INSTRUCTOR: Field, Hoyt, McGill,
Pinfield, Rogow, Wexler

This course examines organizational structure and processes from various contemporary macro-theoretical perspectives. It develops in more detail (than BUS.270) the structures of organizations, processes between units within an organization and the ongoing linkages between different yet interdependent organizations. The emphasis upon contextual rather than individual or small group factors provides the perspective on management normally experienced by the most senior executives of an organization.

Major topics to be included:

Examples:

1. Organizational macro-processes (introduction)
2. Organizational structures
3. Organizational technology
4. Organizational typologies
5. Organizational power/politics/conflict
6. Organizational resource allocation
7. Organization-environment relations
8. Managing the organizational environment
9. Macro concepts of organizational effectiveness
10. Reading the organizational environment
11. Managing organizational boundaries
12. Organizations and society

Example of texts:

Robert H. Miles. Macro-Organizational Behavior. Goodyear: 1980.

C. Perrow. Complex Organizations: A Critical Essay. Wadworth: 1979.

Example of evaluation system:

tutorial participations	-	10%
mid-term exam	-	30%
1 research paper	-	20%
Final exam	-	40%

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

School of Business Administration
Department and Economics

1 Calendar Information

Abbreviation Code: BUEC Course Number: 384 Credit Hours: 3 Vector: 3-0-0

Title of Course: INDUSTRIAL RELATIONS

Calendar Description of Course:

Industrial Relations systems, legal and other environmental settings for labour-management relations, structure of bargaining and bargaining organizations, political supplements or alternatives to collective bargaining.

Nature of Course Lecture

Prerequisites (or special instructions):

Economics 200 and 205. 60 credit hours.

BUEC 280 recommended. Students with credit for BUEC 386-3 may not take this course for further credit.

What course (courses), if any, is being dropped from the calendar if this course is approved: BUEC 386-5 INDUSTRIAL RELATIONS

2. Scheduling

How frequently will the course be offered? Twice a year.

Semester in which the course will first be offered? 81-3 (or earlier, if permission obtainable)

Which of your present faculty would be available to make the proposed offering possible? K. Strand, R. Rogow

3 Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty
Staff
Library
Audio Visual
Space
Equipment

none

5. Approval

Date: Dec 8/80 Dec 8/80 DEC 16 '80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

SC 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

Calendar Description: -

Industrial relations systems, legal and other environmental settings for labour-management relations, structure of bargaining and of bargaining organizations, political supplements or alternatives to collective bargaining.

Topics: -

1. The "Industrial Relations System" model and alternative theoretical approaches.
2. National and regional differences in environmental forces.
3. The legal and "public policy" settings.
4. The structure of collective bargaining: (a) determinants, (b) Canadian and British Columbian aspects.
5. The structure of bargaining organizations: (a) unions and (bargaining and non-bargaining) coalitions of unions, (b) employers and (bargaining and non-bargaining) coalitions of employers.
6. The establishment of the bargaining relationship: -
 - (a) certification and voluntary recognition.
 - (b) unit determination.
 - (c) "employee" and "union" definitions.
 - (d) majority support and prohibited interferences with it.
 - (e) subsequent changes in bargaining units.
 - (f) the role of labour relations boards in determining and changing bargaining relationships.
7. "Essential services" dispute resolution.
8. Compulsory arbitration.
9. Public sector collective bargaining.
10. Political action by unions and employer organizations.
11. Other political processes (labour standards legislation, incomes policies, etc.).

1. CONCEPTS AND MODELS OF AN "INDUSTRIAL RELATIONS SYSTEM"

- * r John Dunlop, "Industrial Relations and Industrial Society", in Bakke, Kerr and Anrod (Editors). Unions, Management and the Public, 3rd edition.
- r John Crispo, The Canadian Industrial Relations System, Chapter 1, "The Study of Industrial Relations", pp. 2-13.
- s Davies, "The Role ^{and} Relevance of Theory in Industrial Relations", Labour Gazette, October 1977, pp. 436-445.

READINGS questions: -

1. What do Dunlop's and Crispo's (p.11) models of the industrial relations system have in common?
2. How do they differ?
3. What would Davies dislike most about both of them?

GENERAL questions: -

1. What phenomena, relationships, or processes does the field of industrial relations concentrate on?
2. What are the relationships between the field of industrial relations and:
 - (a) such standard social science disciplines as economics, sociology, and political science?
 - (b) the "commerce" or "management" or "organizational behaviour" areas of study?
3. What standards might we apply to decide whether a given model of industrial relations is a good one?

2. NATIONAL AND REGIONAL DIFFERENCES IN ENVIRONMENTAL FORCES

- * r Arthur Kruger, "Direction of Unionism in Canada", in H.C. Jain (Editor), Canadian Labour and Industrial Relations, pp. 27-34.
- r Lloyd G. Reynolds, Labour Economics and Labour Relations, 6th Edition, Chapter 14, "Industrial Relations Systems: A Comparative View", pp. 335-362.

* "r" designates required readings.
"s" designates suggested readings.

READINGS questions: -

1. After reading Reynolds, what differences in industrial relations systems would you expect to find in different countries?what similarities?
2. How does Kruger's treatment of environmental influences on industrial relations compare with Reynolds'?Dunlop's?

GENERAL questions: -

1. In what ways do the environmental settings of the following pairs of industrial relations systems differ? -
 - (a) Canada vs. U.S.A.
 - (b) B.C. vs. Canada
 - (c) B.C. construction industry vs. B.C. health care industry.
2. How powerful are the environmental forces in constraining or moulding the behaviours of the parties in industrial relations? Do they retain substantial freedom of action, or are they more "acted upon" than "actors"?

3. THE LEGAL AND "PUBLIC POLICY" SETTINGS

- r H.D. Woods, Labour Policy in Canada, 2nd edition, Chapter 1, pp. 1-18.
- s Woods, Chapter 2, pp. 19-31 only.
- r J. Douglas Muir, "Highlights in the Development of the Legal System" in S.M.A. Hameed (Editor), Canadian Industrial Relations, pp. 97-107.
- s John A. Fossum, Labor Relations, 1979, Chapter 4, "Federal Statutory Labor Law", pp. 60-76.

READINGS questions:

1. What is the significance for public policy of Woods' statements that: -
 - (a) "Law is the surface codification of the rules of the industrial relations system."
 - (b) "....labour relations are power relations."
 - (c) Collective agreements are "systems of private government."?
2. To Muir, what are the main features of present-day Canadian labour legislation?
3. Based on your reading of Fossum's Chapter 4, how similar -- or how different -- are U.S. and Canadian labour laws?

GENERAL questions: -

1. What are the relationships between the power of laws regarding industrial relations and the power of the industrial relations parties? What should they be?
2. What objectives have Canadian governments aimed at in their efforts to influence the rule-making processes?
3. Are there trade-offs among these objectives? Can you think of alternative objectives that might have been pursued?
4. If provincial authority over industrial relations were (and always had been) subordinate to federal authority would the present state of industrial relation be any different?
5. "Canadian public policy doesn't care what the industrial relations rules are: its concern is confined to how they are arrived at." Is this true? Should it be true?

4. THE STRUCTURE OF COLLECTIVE BARGAINING

(a) Determinants

- r Arnold Weber, "Stability and Change in the Structure of Collective Bargaining", in American Assembly, Challenges to Collective Bargaining, pp. 13-22.
- r Hugh Clegg, Trade Unionism Under Collective Bargaining, Chapter 3, "Structure", pp. 29-39.
- w Gordon Bloom and Herbert Northrup, Economics of Labor Relations, 7th edition, pp. 201-208.

READINGS questions: -

1. What, to Weber, determines the shape of collective bargaining structure?
2. How does Bloom and Northrup's treatment of "multiunit bargaining" compare with Weber's?
3. How does Clegg distinguish among "industrial", "occupational", and "general" unionism? Is he discussing how unions are structured, how bargaining units are structured, or both?

GENERAL questions: -

1. What is "collective bargaining structure"?
2. To what extent should we consider bargaining structure as something external to collective bargaining processes (e.g. as environments, as "givens"), versus considering it as internal to those processes (e.g. as part of the procedural rules agreed on by the parties, rules that continue only as long as they reflect the parties consensus)?

3. What are the relationships between bargaining structure and the relative power of labour, management, and government?

(b) Canadian and B.C. Aspects

- r Robert Christy, "The Structure of Collective Bargaining", in Hameed, pp. 187-192 only.
- r Ed Finn, "All You Wanted to Know about Industry-Wide Bargaining", Labour Gazette, August 1975, pp. 105-121.
- r Joseph Rose, "Labour-Management Relations in Canada's Construction Industry", Proceedings of 1978 annual meeting, Industrial Relations Research Association, pp. 103-110.
- r Corporations and Labour Unions Returns Act (CALURA) data: "Bargaining Structure", 8 pp.
- r Negotiated Working Conditions, B.C., 2 pp.

READINGS questions: -

1. To what extent does Christy's article provide answers to the following questions: -
 - (a) "Is Canadian bargaining too decentralized?"
 - (b) "Has Canadian bargaining centralization increased?"
 - (c) "Is B.C. bargaining different?"
2. Would you conclude from Finn's article that industry-wide bargaining is against management's best interests?
3. Would Rose agree?
4. What, if any, answers to questions "1(a),(b),(c)" do the CALURA and B.C. data suggest?

GENERAL questions: -

1. How would you describe Canadian bargaining structure in terms of the dimensions of structure identified in II A (1)?
2. What criteria would you suggest we use in determining whether Canadian bargaining structure is in need of change?
3. Are there Canadian industries, occupations, or locations in which unusual bargaining structures would be desirable?

5. STRUCTURE OF BARGAINING ORGANIZATIONS

(a) Unions and (bargaining and non-bargaining) coalitions of unions

- r Clegg, Chapter 4, "Government", pp. 40-54.

- r W. A. Howard, "Australian Trade Unions in the Context of Union Theory", Journal of Industrial Relations, September 1977, pp. 255-273.
- s Jes Odam, "First the Handshake...", Vancouver Sun, June 29, 1979, 4 pp.

READINGS questions: -

1. How does Clegg see the relation between bargaining structure and the distribution of power within unions?
2. What implications, if any, does this have regarding the relation between bargaining structure and union structure?
3. To Howard, what have been the main determinants of Australian union structure? What have been the behavioural consequences of that structure?

GENERAL questions: -

1. What are the main determinants of union structure? (e.g., the relative impacts of bargaining structure, ideology, market forces, propinquity, employer structure, law, historical accident, etc.)
2. What difference does union structure make? Are industrial relations "processes" or "outputs" different under different structures?
3. How does union structure interact with cooperation/conflict relationships among unions?
4. Are the "macro" aspects of union structure more important than the "micro"?

(b) Employers and (bargaining and non-bargaining) coalitions of Employers

- r J. B. O'Reilly, "The Pulp and Paper Industry", in Conference Board in Canada, Industrial Relations in Canada, 1978, pp. 36-45.
- r D. Q. Mills, Labor-Management Relations, Chapter 9, pp. 118-124, 133-139 only.

READINGS questions: -

1. To what does Mills attribute differences among industries in bargaining structure?
2. What problems in achieving inter-employer cooperation does he see?
3. Is the Canadian pulp industry experience, as summarized by O'Reilly, consistent with Mills' argument?

GENERAL questions: -

1. What are the relationships between employing organization structure and union structure?
2. Which of the following dimensions of employing organizations' structure would you expect to have the strongest impact on industrial relations "outcomes"?
 - (a) size of firm,
 - (b) size of establishment,
 - (c) ownership characteristics of firm,
 - (d) industry/product line/technology.

(c) Canadian and B.C. Aspects

- r CALURA data, "Union Structure", 8 pp.
- r B.C. union data, 2 pp.
- s Crispo, pp. 157-183
- s Paul Malles, Employment Insecurity and Industrial Relations in the Canadian Construction Industry, Chapter 2, pp. 11-19; Chapter 6, pp. 49-53.
- s "Are Independent Local Unions Company-Dominated?", Labour Gazette, December 1977, 2 pp.

READINGS questions:

1. How decisive a role does the Canadian Labour Congress play in its affiliates' bargaining activities? ...non-bargaining activities?
2. What implications for public policy do you draw from the assigned statistics on union structure?
3. How much of a "special case" is construction union structure?

GENERAL questions:

1. What is your explanation for the observed variations (regional, industrial, occupational, and temporal) in the extent of unionization in Canada?
2. What implications for a model of the Canadian industrial relations system does your answer have?
3. What criteria would you use to answer the question: "Is Canadian union structure too centralized? ...not centralized enough?"

6. ESTABLISHING THE BARGAINING RELATIONSHIP

(a) Certification and Voluntary Recognition

- r Crispo, Chapter 3, pp. 37-66 only
- s Woods, Chapter 4, "Labour Relations Boards: pp. 100-154

(b) Unit Determination

- s Edward Herman, Determination of the Appropriate Bargaining Unit by Labour Relations Boards in Canada, pp. 39-48
- r BCLRB, HEU/HSA/Kelowna General decision, Canada Labour Relations Boards Reports, 1977, pp. 58-72
- r BCLRB, McMahon Ltd. & Miscellaneous Workers decision, CLRBR, 1978, Vol. 2, pp. 222-231

(c) "Employee" and "Union" Definitions

- r BCLRB, Vernon Jubilee/H.S.A. decision #33/1978, CLRBR, 467-79
- s BCLRB, School Trustees District 61 & CUPE decision #22/1978 CLRBR, 1978, Vol. 2, pp. 454-460

(d) Majority Support and Prohibited Interferences With It

- s Christie, "The Law of Unfair Labour Practices", Hameed, 71-81
- s Vancouver Sun, May 3, 1977, "Guest Home Organizing Drama", 1 p.
- r Kidd Bros. Produce Ltd. decision, BCLRB #53/1976
- s OLRB, Dylex decision, OLRB Reports, June 1977, pp. 357-70
- r BCLRB, 1978 Annual Report, pp. 48-49
- r BCLRB, McCallum Motors and Machinists, CLRBR, 1979, Vol. 1, Part 4, pp. 557-66

(e) Subsequent Changes in Bargaining Units

- r BCLRB, CAIMAW & Western Canada Steel decision, Labour Research Bulletin, pp. 73-78.
- s BCLRB, B.C. Ice and Cold Storage & Meat Cutters decision, CLRBR, 1978, Vol. 2, pp. 545-49

(f) The Role of Labour Relations Boards in Determining and Changing Bargaining Relationships

- s John Clark, "Paul Weiler and the BCLRB", Labour Gazette, November/December 1978, 4 pp.
- r John Baigent, "The Labour Code of B.C.", in Conference Board in Canada, Industrial Relations in Canada, 1977
- s Vancouver Sun, June 13, 1978, "...Panelist Stays...", 1 p.

READINGS questions:

1. How, according to the assigned readings, does the certification process affect collective bargaining structure?

2. Why is so much attention given to the certification process by Canadian public policy?
3. What criteria do Boards use in "unit determination"?
4. How would you describe the ⁽⁹⁾ALRB's general philosophy regarding the establishment of the bargaining relationship?
5. How effective has the law been in preventing interference with the free expression of majority wishes in choice of a bargaining agent?

GENERAL questions: -

1. "Canadian public policy enables any work group, no matter how weak in relation to its employer it may be, to compel him to engage in meaningful collective bargaining." Assess this statement.
2. Should unions be permitted to use the picket line as an organizing weapon?
3. Would you like to see a change in the ability to change existing bargaining units possessed by: -
 - (a) Labour Relations Boards?
 - (b) the bargaining parties jointly?
 - (c) either of the bargaining parties separately?

7. "ESSENTIAL SERVICES" DISPUTE RESOLUTION

- r James Matkin, "Government Intervention in Labor Disputes: The B.C. Experience", Labour Gazette, pp. 514-21, August 1975.
- r "Back-to-Work Legislation", Labour Gazette, Nov.-Dec. 1978, 1 p.
- s John Munro and Ed Finn articles in Labour Gazette, April 1975, pp. 255-74; John Crispo article in Labour Gazette, September 1975, pp. 619-28
- s Stephen Petcheinis, "Collective Bargaining in the Railway Industry", Hameed, pp. 223-36

READINGS questions: -

1. How do the readings distinguish (explicitly or implicitly) between "essential industry" disputes and other disputes?
2. Why did Matkin prefer an ad hoc response to a permanent and pre-stated statutory provision for handling emergency strikes?
3. What, according to Finn, makes railway collective bargaining so difficult? Would Petcheinis agree?

DISCUSSION questions: -

1. Should the same public policy rules apply to "essential industry" collective bargaining and strikes as apply to collective bargaining and strikes in general?
2. What is the range of public policy options regarding "essential industry" collective bargaining and strikes?
3. How does B.C. public policy attempt to deal with "essential industry" collective bargaining and strikes?
4. "The strike in an essential industry is not normally a strike against the immediate employer (who often colludes in or engineers its occurrence), and is not normally intended to be an exercise in bilateral attrition." Do you agree?

8. COMPULSORY ARBITRATION

- r Joseph Loewenberg et. al., Compulsory Arbitration, Chapter 6, pp. 173-201
- r H. J. Glasbeek, "Compulsory Arbitration in Canada", Chapter 2 in Loewenberg, pp. 45-81
- s Mark Thompson and James Cairnie, "Compulsory Arbitration: The Case of British Columbia Teachers", Industrial and Labor Relations Review, October 1973, pp. 3-17
- s "Prose and Cons of Compulsory Arbitration", Financial Post, June 12, 1971, 1 p.

READINGS questions: -

1. Do you agree with Thompson and Cairnie's conclusions regarding the effect of compulsory arbitration on B.C. teacher bargaining?
2. How do Chapters 2 (Glasbeek) and 6 (Loewenberg) differ, if at all, in their answers to the question "Is compulsory arbitration superior to collective bargaining?"?

DISCUSSION questions: -

1. In what areas of labour-management relations do we now use compulsory arbitration? How well does it work? Is this experience transferable to areas in which it has not been used often?
2. Does compulsory arbitration: -
 - (a) favour management more than labour?
 - (b) substitute rationality for power as the determinant of industrial relations rules?
 - (c) weaken or destroy collective bargaining?
3. What are the merits of "Med-Arb" and "Final Offer Selection" compared to conventional arbitration?

9. PUBLIC SECTOR COLLECTIVE BARGAINING

- r Shirley Goldenberg, "Public-Sector Labor Relations in Canada", in Industrial Relations Research Association, Public Sector Bargaining (1979), pp. 254-291.
- r John Anderson and Thomas Kochan, "Impasse Procedures in the Canadian Federal Service...", Industrial and Labor Relations Review, April 1977, pp. 283-301
- s Labour Gazette articles: Huggins, Laberge, Barnes and Kelley, Nozolillo, Levine. 18 pp.
- s J.E. Hodgetts and O.P. Dwivedi, Provincial Governments as Employers, Chapter 10, pp. 161-177
- s John Crispo, "Seminar Report", in Collective Bargaining in the Public Sector (Institute of Public Administration of Canada, 1973), pp. 95-105
- s Peach and Keuchle, Chapter 9, "Government Employee Unionism", pp. 287-314

READINGS questions: -

1. What's the impact of arbitration on federal employee bargaining, according to Anderson and Kochan's study?
2. How different from one another -- and from private-sector bargaining -- are bargaining relations at the federal, provincial and municipal levels, according to the readings?
3. What major disagreements about federal employee bargaining exist regarding (a) the scope of bargaining issues, and (b) comparability with the private sector?
4. Why does Gil Levine expect a continuation of high levels of public sector strike activity?

DISCUSSION questions: -

1. Should the public sector be a pattern setter or a pattern follower? Would your answer be the same for wages as for other items (e.g. job enrichment, job security, opportunities for women workers)?
2. (a) Should private sector experience be our model for the procedural structuring of public sector bargaining?
(b) Are some dimensions of public sector bargaining closer fits to the private sector than others are? If so, would you identify these dimensions by level of government, by essentiality or interruptability of function, by closeness to market forces, or by...?
3. Would you consider the federal government's innovation of a dual route to dispute resolution (the arbitration/strike choice) a success?

4. (a) Are public sector unions at a disadvantage in collective bargaining compared to private sector unions?
- (b) Are public sector managers at a disadvantage in collective bargaining compared to private sector managers?

10. POLITICAL ACTION BY UNIONS AND EMPLOYING ORGANIZATIONS

- r Richard Miller, "Political Affiliation of the Trade Unions", in Hameed, pp. 59-69
- r David Kwavnik, "Labour's Lobby in Ottawa", Labour Gazette, July 1973, pp. 433-38
- r Jean Boivan, "Organized Labour Political Action: A Comparison of the CLC and AFL-CIO Experiences Since 1956", Relations Industrielles, Vol. 26, No. 3 (August 1971), pp. 571-74
- s J. Patrick Boyer, "The Legal Status of Union Political Contributions in Canada Today", The Business Quarterly, Autumn 1978, pp. 20-35

READINGS questions: -

1. Why, according to Boivan, is it difficult to compare union political activity in Canada and the U.S.?
2. What problems in the NDP-labour coalition does Miller point to?
3. To what extent, and in what way, is CLC activity to influence government policy effective, according to Kwavnik?

DISCUSSION questions: -

1. In what sense, if any, are the following allegations true?
 - (a) "Labour political action can be revolutionary; it can be reformist; it cannot be conservative."
 - (b) "The parliamentary system prevents Canadian labour from being both principled and effective. So far, it has opted primarily for the former option."
 - (c) "Quebec's is the most politically radical labour movement in North America."
 - (d) "The NDP is no more a labour party than the U.S.'s Democratic Party is."
 - (e) "Unions would be more effective if they avoided political activity."
 - (f) "Regionalism and ethnicity outweigh class as explanatory variables concerning Canadian voting behavior."
 - (g) "Labour is most effective politically at the municipal level, least effective at the national level."

2. How would we recognize "effective" or "successful" labour political action if we saw it? What criteria for, and measurement of, success could we use?

11. OTHER POLITICAL PROCESSES (Labour Standards Legislation, Incomes Policies, etc.)

- r Paul Malles, Canadian Labour Standards in Law, Agreement, and Practice, pp. 3-18, 81-101
- s John Munro, "A Better Deal for Canada's Unorganized Workers", Labour Gazette, pp. 347-53, August 1977; Malles, "Labour Standards and Collective Bargaining", pp. 354-56
- s "Labour Standards", B.C. Ministry of Labour Annual Report

READINGS questions: -

1. How would former federal Labour Minister Munro have responded to the statement: "Labour Standards laws hurt unions and help workers."?
2. Would Malles agree?
3. How would a decision on whether a discharge were "unjust" be arrived at under the Minister's proposed change in the Canadian Labour Code?

DISCUSSION questions: -

1. "Canadian public policy does too much for employee groups with bargaining power and too little for those without it." Assess this statement.
2. Is the governmental "extension" of all or a portion of collective agreements to the non-union sector of an industry desirable?
3. Under what circumstances would labour standards legislation be a viable substitute for collective bargaining? More specifically, what factors contribute to, and what factors work against, such viability?

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

School of Business Administration
Department: and Economics

Calendar Information

Abbreviation Code: BUEC Course Number: 385 Credit Hours: 3 Vector: 3-0-0

Title of Course: COLLECTIVE BARGAINING

Calendar Description of Course: The collective agreement negotiation process and the work stoppage: analytics, experience, legal and market constraints. Contents of the collective agreement. Administration of the collective agreement. Roles of third parties in collective bargaining.

Nature of Course Lecture

Prerequisites (or special instructions):

Economics 200 and 205. 60 credit hours.
BUEC 280 recommended. Students with credit for BUEC 386-3 may not take this course for further credit.

What course (courses), if any, is being dropped from the calendar if this course is approved:

BUEC 386-5 INDUSTRIAL RELATIONS

2. Scheduling

How frequently will the course be offered? Twice a year

Semester in which the course will first be offered? 81-3 (or earlier, if permission obtainable)

Which of your present faculty would be available to make the proposed offering possible?
R. Rogow, K. Strand

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

- Faculty
 - Staff
 - Library
 - Audio Visual
 - Space
 - Equipment
- none

5. Approval

Date: Dec 4/80 Dec 8/80 DEC 16 80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

SCUS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

Calendar Description: -

- The collective agreement negotiation process and the work stoppage: analytics, experience, legal and market constraints.
- Contents of the collective agreement.
- Administration of the collective agreement: the grievance and arbitration processes.
- Roles of third parties in collective bargaining.

Topics: -

1. Analytics of the negotiation process.
2. Legal and market constraints to the negotiation process.
3. Analytics of the work stoppage.
4. Legal and market constraints to the work stoppage and to behaviours associated with it (picketing, strike-breakers, allies, etc.).
5. Bargaining outcomes: contents of the collective agreement.
6. Workplace rules: format and subject matter.
7. Grievance systems and contract administration.
8. Grievance arbitration: (a) general aspects,
(b) the disciplinary process,
(c) managerial freedom to change the rules.
9. Innovations in contract administration, grievance handling, and grievance arbitration.
10. The work stoppage during the life of the collective agreement.
11. Labour-management cooperation mechanisms.

1. ANALYTICS OF THE NEGOTIATION PROCESS

- * r Arthur Sloan and Fred Whitney, Labor Relations, 3rd ed., Chapter 5, "At the Bargaining Table", pp. 187-216
- r Crispo, Chapter 13, "Collective Bargaining", pp. 324-52, 364-69 only
- s David Peach and David Keuchle, The Practice of Industrial Relations, Chapter 5, "Negotiation: Theory and Practice", pp. 94-117 only
- r Daniel Quinn Mills, Labor-Management Relations, Chapter 9, "Management Preparation for Negotiations", pp. 126-33, 139-41 only

READINGS questions: -

1. Note the table entitled "Environmental Factors and Industrial Peace: on pp. 330-31 in Crispo. Which of the factors listed should have the greatest impact on the probability of the parties reaching agreement without a strike?
2. Why might the simultaneous existence of "distributive", "integrative", and "intraorganizational" bargaining (e.g. Crispo pp. 366-67) be of interest to a student of collective bargaining?
3. In what ways, according to Sloan and Whitney, is collective bargaining a sequential or staged process?
4. Does Chamberlain's "bargaining power" formula (e.g. Peach, p. 101) make sense to you?
5. What differences would you expect between management's preparations for negotiations, as described by Mills, and the union's preparations?

GENERAL questions: -

1. What are negotiators' main informational tasks?
2. How difficult is it to renegotiate a collective agreement?
3. With what structural, environmental, or intraorganizational factors should that difficulty vary?
4. "The less skilled the other party's negotiator, the better off your party is." Discuss the strengths and weaknesses of this statement.

2. LEGAL AND MARKET CONSTRAINTS ON NEGOTIATIONS

- r BCLRB, CAIMAW/Noranda decision #151/1974, CLRB, 1975, Vol. 1, pp. 145-162
-

- * "r" designates required readings.
- "s" designates suggested readings.

- r BCLRB, Pulp Bureau and CPU decision No. 62/1977,
 CLRBR, 1978, Vol. 1, pp. 60-80
- s Frank Anton, "Work Stoppages: Should Authorization
 be Mandatory?", Hameed, pp. 347-58
- r Ted Weinstein, "An Interview with Stanley Hartt", Labour
 Gazette, June 1975, pp. 362-65
- s "Conciliators Wasting Time?", Labour Gazette, July 1977,
 1 p.
- r B.C. mediation, 1 p.
- s Federal mediation, 3 pp.

READINGS questions: -

1. What do the two BCLRB decisions suggest about the feasibility and desirability of enforcing the statutory obligation to bargain in good faith during contract renegotiations?
2. What do the readings suggest about the advantages and disadvantages of compulsory conciliation?
3. Have compulsory strike votes achieved the objectives of their framers, according to Anton?

GENERAL questions: -

1. (a) To what extent does public policy reflect the relative weight given to such alternative goals as: -
 - (1) preventing or minimizing the frequency and seriousness of strikes?
 - (2) encouraging bargaining outcomes preferred by government leaders?
 - (3) aiding unions and management to achieve whatever outcomes they wish (and their relative bargaining power can achieve)?(b) What trade-offs exist among (1), (2), and (3)?
2. Should Canadian jurisdictions eliminate compulsory conciliation and/or the related ban on stoppages before conciliation ends? Can they eliminate...?

3. ANALYTICS OF THE WORK STOPPAGE

- r Crispo, Chapter 15, "Industrial Conflict and its Resolution", pp. 411-418
- r Walter Stewart, Strike!, Chapter 1, "Causes of Strikes, The Running-Shoe Factor", pp. 25-39; Chapter 2, "Cost of Strikes: The Guy in Back is Paying", pp. 40-52
- s Financial Post, "The Veteran, the Rookie, and the Deadlock", December 9, 1978, 1 p.
- r Stuart Jamieson, "Patterns of Industrial Conflict", Hameed, pp. 339-46

- s B.C. Labour Ministry, "Labour Disputes in B.C., 1979", LRB 1/79, pp. 12-25
- s Woodruff Imberman, "Strikes cost more than you think", Harvard Business Review, May-June 1979, pp. 133-38

READINGS questions: -

1. According to Crispo's Chapter 15, what functions does the stoppage perform?
2. Could alternatives to the stoppage perform these functions?
3. What is Stewart objecting to in his discussion of Table 4.
4. To Jamieson, is the cause and the nature of Canadian strikes since the late 1960's different from the cause and nature of earlier strikes?

GENERAL questions: -

1. "The work stoppage could not occur unless one or more of the following are true: -
 - (a) somebody miscalculated or misunderstood.
 - (b) 'irrational' motivations prevail (e.g. revenge, clash of deeply held values, catharsis, expressive and symbolic behaviour).
 - (c) someone other than the negotiators (e.g. clientele, government) has to be pressured.
 - (d) one side's negotiator is scared to come clean with his principles."Assess this statement.
 2. Discuss the relative importance of (a), (b), (c) and (d). Under what conditions would that relative importance change?
 3. In explaining why the number and nature of strikes is so variable among industries, occupations, nations, and eras, how much weight would you give to: -
 - (a) psychological explanations?
 - (b) structural explanations?
 - (c) political explanations?
 4. What criteria would you use to answer the question: - "Is the level of strikes in Canada too high?"?
4. LEGAL AND MARKET CONSTRAINTS TO THE WORK STOPPAGE AND TO BEHAVIOURS ASSOCIATED WITH IT

- r Crispo, pp. 431-36, 443-49
- s Suzanne Handman and John Leopold, "The Legality of Picketing", Relations Industrielles, Vol. 34, No. 1 (1979), pp. 158-82.
- r CLRB, Association of Broadcast Employees and CKLW decision, April 5, 1978, CLRBR, pp. 306-15
- * BCLRB, Declaratory Opinion on the October 14th 'Day of Protect', Labour Research Bulletin, October 1975, pp. 17-26

READINGS questions: -

1. How does the Task Force (in Crispo 431-36) suggest that picketing be treated?
2. What does Crispo 443-49 imply about the enforcement problem in labour law?
3. What are the public policy implications of the BCLRB's 'Day of Protest' decision?

GENERAL questions: -

1. Should public policy discourage employer operation during a strike?
2. Develop a rationale for a consistent public policy on the conditions under which peaceful picketing will be permitted.
3. Should the job retention rights of strikers be protected by statute? If so, to what extent?

5. BARGAINING OUTCOMES: CONTENTS OF THE COLLECTIVE AGREEMENT

- r John C. Anderson, "Determinants of Bargaining Outcomes in the Federal Government of Canada", Industrial and Labor Relations Review, January 1979
- r Beal, Wickersham, and Kleinast, The Practice of Collective Bargaining, Chapter 8, "The Nature of the Labor Agreement", pp. 249-63

READINGS questions: -

1. What, according to Anderson, are the main "Determinants ..."?
2. How convincing do you find his argument?
3. Why do collective agreements of craft and industrial units differ from each other?
4. Are there elements common to all collective agreements?

GENERAL questions: -

1. To what extent would the determinants of public and private sector bargaining outcomes be similar?
2. To what extent do we discover bargaining power by observing differences in bargaining outcomes? Are there any logical problems with this method?
3. To what extent can you/can't you infer the relative power of the bargaining parties from an examination of the collective agreement?
4. What portion of the rules of the workplace would you expect to find outside of the collective agreement? What is the significance of a rule's location?

6. WORKPLACE RULES: FORMAT AND SUBJECT MATTER

- r Peter Doeringer and Michael Piore, Internal Labor Markets and Manpower Analysis, Chapter 4, "Wage Determination...", pp. 64-90
- s Tom Lupton (Ed.), Payment Systems, pp. 35-63 (Donald Roy), pp. 92-102 (Leonard Sayles)
- r "Work Assignment: Windsor Utilities" arbitral award, pp. 64-67 of Chapter 7 of Queen's Labour Relations Law Casebook, 2nd Ed.
- r Beal, Chapter 12, "Job Rights", pp. 374-89 only
- r Doeringer and Piore, Chapter 3, pp. 41-63
- s Stuart Philpott, "The Union Hiring Hall as a Labour Market: A Sociological Analysis:", British Journal of Industrial Relations, March 1965, pp. 17-30

READINGS questions: -

1. How are wages determined within the internal labour market?
2. Were the workers described by Roy behaving rationally?
3. What implications for compensation policy would you draw from Sayles' article?
4. Why are internal labour markets of interest to the student of industrial relations?
5. How serious an interference with allocative efficiency is the seniority principle, according to the readings?
6. How free is management to change work assignments and job classifications, according to the arbitrator in Windsor Utilities?
7. What kind of socialization function did the Vancouver longshore hiring hall perform, according to Philpott?

GENERAL questions: -

1. If you were comparing the market for labour services within the large manufacturing plant or within the jurisdiction of a craft union local with the economist's model of a labour market, would you emphasize: -
 - (a) the former's closeness of fit to the latter?
 - (b) the former as a functional alternative to the latter?
 - (c) the former as a regrettable interference with or 'rigidity' in or 'imperfection' in the latter?
2. "It is easy to understand labour's acceptance of the seniority principle, but management's acceptance of it appears irrational and dysfunctional." Do you agree?
3. Under what conditions would a union be most likely to wish to emphasize control of entry into jobs within the internal labour market?

4. Once the collective agreement is signed, how much can the organizations and individuals involved change the terms of the wage-effort bargain?
5. Wage structure within the bargaining unit can be determined by: -
 - (a) industrial engineering and personnel management techniques,
 - (b) collective bargaining,
 - (c) customary and historical relationships.Which is best? To what extent are the three complementary?

7. GRIEVANCE SYSTEMS AND CONTRACT ADMINISTRATION

- r J. Douglas Muir, "Administration of the Agreement",
Hameed, 359-63
- r Beal, pp. 390-412
- s Peach and Kuehler, Chapter 7, "Contract Administration",
pp. 181-238
- s William Brown, "A Consideration of 'Custom and Practice'",
British Journal of Industrial Relations, March 1972,
pp. 42-61
- s James Kuhn, "The Grievance Process", in Dunlop and Chamberlain (Eds.), Frontiers of Collective Bargaining,
pp. 252-270

READINGS questions: -

1. "All grievances concern differences in interpreting contract language." Would Muir agree?
2. The designers of Canadian public policy intended the grievance mechanism to be a substitute for the use of power and of tactical maneuvering during the term of the agreement. To what extent would the readings see this intent as achieved?
3. What kinds of problems arising during the term of the agreement are least amenable to resolution through the grievance mechanism, according to the readings?

GENERAL questions: -

1. With what factors would you expect the level and composition of grievances to be associated?
2. Would Canadian union members be better off with the British rather than the U.S. model of contract administration?
3. Is a grievance system viable in a non-union setting?
4. Under what conditions can the grievance procedure be used by the parties and individuals involved as a power medium?a communication medium?an adaptive, rule-making medium?

5. How effective are management's weapons against contract-violating or statute-violating job actions during the life of the agreement?

8. GRIEVANCE ("RIGHTS") ARBITRATION

- r Paul Weiler, "Avoiding the Arbitrator: Some New Alternatives to the Conventional Grievance Procedure", Arbitration-1977: Proceedings of the Thirtieth Annual Meeting, National Academy of Arbitrators, Toronto, April 12-15, 1977
- r Clive McKee and Owen Shime addresses, B.C. Department of Labour, Labour Research Bulletin, November 1975, pp. 17-24 and August 1975, pp. 17-22
- r BCLRB decision, "W.M. Scott and Canadian Food and Allied Workers", #46/76. (18 pp.)
- s Peach and Kuechle, Chapter 8, "Arbitration", pp. 239-286
- s Paul Weiler, "The Code, the Collective Agreement, and the Arbitration Process...", in M.A. Hickling (Ed.), Grievance Arbitration, pp. 1-17
- s Crispo, pp. 4360442

READINGS questions: -

1. How different are the McKee and Shime orientations toward arbitration?
2. Would you describe Section 96 of the B.C. code as a substitute for grievance arbitration?as a complement to grievance arbitration?
3. How does Weiler see the responsibilities of (a) the arbitrator and (b) the LRB regarding the arbitration process?

GENERAL questions: -

1. Are there any effective alternatives to North American-style grievance arbitration?
2. Can/should grievance arbitration be made less "legalistic"?
3. Should grievance arbitration be limited strictly to the determination of whether rights under the agreement have been violated?
4. To what extent do/should courts and LRBs act as appeal bodies in 'rights' arbitrations?
5. Under what conditions could grievance arbitration be an effective way to handle problems generated by technological change during the life of the agreement?
6. Do grievance systems and grievance arbitration interfere with "management's right to manage" too much?not enough?in the right amount but the wrong way?

CHANGE OF NUMBER AND PREREQUISITES ONLY

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUEC Course Number: 391 Credit Hours: 3 Vector: 2-1-0

Title of Course: Law in the Economic Society

Calendar Description of Course: An introductory examination of the history, evolution and aspirations of the rule of law in general, and as pursued and developed within Civil and Co-mon Law jurisdictions with emphasis on the working of the Canadian Federal and Provincial legislative, administrative and judicial forces, in particular. Students will be encouraged to identify and analyse various socio-economic legal issues and how legal principles are developed within the concepts of Canadian Law and its reaction to

Nature of Course Lecture/Tutorial evolving socio-economic forces that affect our individual and collective legal rights, duties and privileges and powers.

Prerequisites (or special instructions): BUEC 390-3 may not be taken concurrently with BUS. 393.

Students interested in further courses relating to Canadian legal system may wish to consider POL. 422-3; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: BUEC 293-3

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

- Faculty
Staff
Library
Audio Visual
Space
Equipment

5. Approval

Date: Dec 8/80 Dec 8/80 DEC 16 80
Department Chairman Dean Chairman, SCUS

US 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

COURSE PROPOSAL FORM

1. Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 413 Credit Hours: 4 Vector: 2-2-0

Title of Course: Financial Management

Calendar Description of Course:

Firm financial management and policy; introduction to the pricing of risky securities, portfolio theory, the capital asset pricing model and option theory; capital budgeting under uncertainty; capital structure; dividend policy.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

BUS. 312-4, BUEC 333-3, and either BUS. 325-3, or BUS. 324-3. BUS. 415-4 is strongly recommended; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date:

Dec 8/80

Dec 8/80

DEC 16 80

J. C. Hoyle
Department Chairman

Robert C. Brown
Dean

H. D. Weber
Chairman, SCUS

SCUS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 415 Credit Hours: 4 Vector: 2-2-0

Title of Course: Investments

Calendar Description of Course:

Introduction to personal and institutional investment and portfolio management, approaches to security analysis, efficient markets, portfolio theory, capital asset pricing model, option pricing.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

BUS. 312-4, BUEC 333-3; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved:

None

2. Scheduling

How frequently will the course be offered? 1-2 per year

Semester in which the course will first be offered? Fall 1981

Which of your present faculty would be available to make the proposed offering possible? Cheng, Grauer, Herzog.

Objectives of the Course

This course will cover the function and operation of capital markets, the determinants of the prices and securities, the relationship between risk and return, and investment management.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty See attached

Staff See attached

Library See attached

Audio Visual

Space

Equipment

5. Approval

Date: Dec 15/80

DEC 15 1980

J. C. Hoyle
Department Chairman

Robert C. Brown
Dean

John P. Webster
Chairman, SCUS

US 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SIMON FRASER UNIVERSITY

BUS.415

Proposed Course Outline

This course will cover the function and operation of capital markets, the determinants of the prices of securities, the relationship between risk and return, and investment management.

REQUIRED TEXTS

W.F. Sharpe, Investments (Prentice-Hall, 1978)

Lorie and Hamilton, The Stock Market: Theories and Evidence (Irwin, 1973; PB).
A readable text covering recent stock market research.

SUPPLEMENTAL MATERIAL

1. Francis and Archer, Portfolio Analysis (Prentice-Hall, 1971).
Somewhat more advanced treatment of Portfolio theory and the capital asset pricing model. But presents some more advanced ideas in a readable fashion.
2. Francis, Investments - Analysis and Management (McGraw-Hill, 1976).
Covers much the same material as Sharpe, and is recommended if you have difficulty with any particular topic in Sharpe.
3. Lorie and Brealey, Modern Developments in Investment Management (Praeger, 1972; PB). A collection of readings dealing with the stock market, portfolio management, and the evaluation of securities. Contains many of the papers now considered classics in this field.
4. Sharpe, Portfolio and Capital Markets (McGraw-Hill, 1970).
Sharpe's classic text - the standard reference in its area.

Note: Approximately two weeks will be spent on each of the topics listed below.

<u>Topic</u>	<u>Readings</u>
1. Introduction and Setting	Sharpe 1,2,3, pp. 501-512, 19
a. Overview: Investment and Compound Interest Valuation	
b. Investment Instruments	
c. Securities Markets	
d. Investment Returns Information	Lorie and Hamilton 6-9
2. Security Analysis	
a. Bond Valuation and the term structure	Lorie and Hamilton 6-9
b. Stocks - Fundamental Analysis	Sharpe 9-13
- Technical Analysis	

BUS 415
Course Outline
Continued

3. Portfolio theory and the Capital Asset Pricing Model.

Readings

Sharpe 4-8
Lorie and Hamilton 10-12

4. Efficient Markets

Weak form tests
semi-strong form tests
Strong form tests
Investment performance
Measures

Lorie and Hamilton 4,5
Sharpe Ch 18 (545-558)
(449-460)

5. Options - Pricing: Theory & Applications

Sharpe 14, 15

6. Institutional Investment Management

Sharpe 16-18
Lorie and Hamilton 13-15

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department BUSINESS ADMINISTRATION

Abbreviation Code: BUS. Course Number: 437

Credit Hours: 3 Vector: 0-3-0

Title of Course: DECISION ANALYSIS IN BUSINESS

Calendar Description of Course:

A seminar in the use of Bayesian techniques
in business decisions.

Nature of Course seminar

Prerequisites (or special instructions):

BUEC 333-3 ; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved:

none

2. Scheduling

How frequently will the course be offered? once a year

Semester in which the course will first be offered? 81-1

Which of your present faculty would be available to make the proposed offering possible? E. Love, B. Schoner

Objectives of the Course

Bayesian techniques are applicable in virtually all areas of business.
This course provides a framework for implementation.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty - see attached memos

Staff - see attached memos

Library - see attached memos

Audio Visual

Space

Equipment

5. Approval

Date:

Dec 8/80

Dec 8/80

DEC 16 80

E. C. Hoyle
Department Chairman

Robert C. Brown
Dean

[Signature]
Chairman, SCUS

3 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a.
attach course outline).

DECISION ANALYSIS IN BUSINESS

Calendar Description: A seminar in the use of Bayesian techniques in business decisions.

Topics:

- (1) Probability Review. A review of probability in which the subjective view of probability is contrasted with the classical view. The implications of permitting probability measures on parameters is investigated.
- (2) Structure of Decision Analysis Models. The model structure is sketched in terms of a set of acts, a set of possible states of nature, a payoff structure and probabilities of state of nature. The role of information and its explicit incorporation in the model is discussed.
- (3) Utility and Payoffs. An axiomatic development of utility is presented.
- (4) Decision Analysis without Sampling. Decision rules are discussed. Single stage and multistage models are examined. Two person, zero sum games are discussed in terms of unknown prior probability functions.
- (5) Decision Analysis with Sampling. Examples in normal and extensive form. Expected value of information.
- (6) Decision Analysis with Discrete Sample Observations. Conjugate families of distribution. Beta priors with binomial sampling.
- (7) Decision Analysis with Continuous Sample Observations. Normal priors, normal samples. Other standard distributions.
- (8) Multiattribute Decisions. Extensions to situations where utilities are over many attributes.

Liberal use of business problems and cases will be made throughout the course. The text will be similar to Tummala, V.M.R., Decision Analysis with Business Applications, Intext, 1973, supplemented where necessary by readings and cases.

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

JUL 25 1980

NEW COURSE PROPOSAL FORM**FACULTY OF ARTS**Department BUSINESS ADMINISTRATION1. Calendar InformationAbbreviation Code: BUS. Course Number: 446 Credit Hours: 4 Vector: 0-4-0Title of Course: Marketing Strategy

Calendar Description of Course:

Marketing strategy focuses on the analysis of market problems and opportunities and the development of appropriate strategies. Topics include: analytical techniques, strategic planning methods and managerial problems of planning. Case analysis and problem solving will be the major orientation of the course.

Nature of Course: Seminar

Prerequisites (or special instructions): Business Administration 343 Introduction to Marketing
Business Administration 347 Buyer Behavior
60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: None

2. SchedulingHow frequently will the course be offered? Fall and Spring SemestersSemester in which the course will first be offered? Fall 1981.

Which of your present faculty would be available to make the proposed offering possible? B. Schoner, K. Kendall, R. Wyckham. Mauser.

Objectives of the Course

The objective of the course is to provide students with the opportunity to deal with the management and strategy implications of the concepts dealt with in Bus. 343 and 347.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty NoneStaff NoneLibrary NoneAudio Visual NoneSpace NoneEquipment None5. ApprovalDate: June 20, 1980Dec 8/80

DEC 16 80

[Signature]
 Department Chairman

[Signature]
 Dean

[Signature]
 Chairman, SCUS

US 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

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Course Outline

BUS. 446-4 Marketing Strategy

The primary thrust of this course will be an analysis of case situations using concepts developed in Business 343 and 347. In addition, students will be exposed to a model of strategic planning.

Two 2 hour seminars will be held each week.

TOPICS

1. The Marketing Philosophy of Management Reviewed
2. A Review of Marketing Concepts
3. The Nature of Strategic Marketing Planning
4. Analyzing Market Opportunity
5. Evaluating Corporate Capability.
6. Product Portfolio Analysis
7. Experience Analysis
8. The Human Dimension in Planning
9. Preparing A Strategy Marketing Plan

READING LIST

- Abell D.F., John S. Mammond Strategic Market Planning Prentice/Hall,
- Ackoff, R.L. "Management Misinformation System," Management Science, Dec. 1967
- Assael, H. and A.M. Roscoe. "Approaches to Market Segmentation Analysis,"
Journal of Marketing, Oct. 1976
- Burck, G. "Myths and Realities of Corporate Pricing," Fortune, April 1972.
- Buzzell, R.D., B.T. Gale and R.G.M Sutton. "Market Share - A Key to Profitability," Harvard Business Review, Jan. - Feb. 1975.
- Cadbury, N.D. "When, Where and How to Test Market," Harvard Business Review, May - June, 1975.
- Catry, B. and M. Chevalier, "Market Share Strategy and the Product Life Cycle,"
Journal of Marketing, Oct. 1974.

READING LIST

- Davidson, J.H. "Why Most New Consumer Brands Fail," Harvard Business Review, Mar. - Ap. 1976.
- Day, G.S. "Diagnosing the Product Portfolio," Journal of Marketing, April 1977.
- Dhalla, N.K. and S. Yuseph. "Forget the Product Life-Cycle Concept," Harvard Business Review, Jan. - Feb. 1976.
- Doyle, P. and I. Fenwick. "Planning and Estimation in Advertising," Journal of Marketing Research, Feb. 1975
- Edelman, F. "Art and Science of Competitive," Harvard Business Review, July 1965
- Fogg, C.D., "Planning Gains in Market Share," Journal of Marketing, July 1974
- Haley, R.I. "Benefit Segmentation: A Decision-Oriented Research Tool," Journal of Marketing, 1968.
- Kotler, P. "What Consumerism Means for Marketers," Harvard Business Review, May - June 1972.
- Kotler, P. and S.J. Levy. "Broadening the Concept of Marketing," Journal of Marketing, Jan. 1969.
- Levitt, T. "Exploit the Product Life Cycle," Harvard Business Review, Nov. - Dec. 1965.
- Little, J.D.C. "Models and Managers, the Concept of a Decision Calculus," Management Science, April 1970.
- Lambin, J.J. "What is the Real Impact of Advertising," Harvard Business Review, May - June 1975.
- Lunn, T. "Segmenting and Constructing Markets," in RM Worcester (ed). Consumer Market Research Handbook.
- Morein, J.A. "Shift from Brand to Product Line Marketing," Harvard Business Review, Sept. - Oct. 1975.
- Schoeffler, S., R.D. Buzzell, and D.F. Heany, "Impact of Strategic Planning on Profit Performance," Harvard Business Review, March - April 1974.
- Wind, Y. and H.J. Claycamp. "Planning Product Line Strategy: A Matrix Approach," Journal of Marketing, Jan. 1976.
- Winer, L. "Are You Really Planning Your Marketing," Journal of Marketing, Jan. 1965.
- Yankelovich, D. "New Criteria for Market Segmentation," Harvard Business Review, March - April 1964.
- Young, S. "Copy Testing Without Magic Numbers," Journal of Advertising Research, 1972

READING LIST

- Abell D.F., John S. Hammond Strategic Market Planning Prentice/Hall,
- Ackoff, R.L. "Management Misinformation System," Management Science, Dec. 1967
- Assael, H. and A.M. Roscoe. "Approaches to Market Segmentation Analysis," Journal of Marketing, Oct. 1976
- Burck, G. "Myths and Realities of Corporate Pricing," Fortune, April 1972.
- Buzzell, R.D., B.T. Gale and R.G.M Sutton. "Market Share - A Key to Profitability," Harvard Business Review, Jan. - Feb. 1975.
- Cadbury, N.D. "When, Where and How to Test Market," Harvard Business Review, May - June, 1975.
- Catry, B. and M. Chevalier, "Market Share Strategy and the Product Life Cycle," Journal of Marketing, Oct. 1974.
- Davidson, J.H. "Why Most New Consumer Brands Fail," Harvard Business Review, Mar. - Ap. 1976.
- Day, G.S. "Diagnosing the Product Portfolio," Journal of Marketing, April 1977.
- Dhalla, N.K. and S. Yuseph. "Forget the Product Life-Cycle Concept," Harvard Business Review, Jan. - Feb. 1976.
- Doyle, P. and I. Fenwick. "Planning and Estimation in Advertising," Journal of Marketing Research, Feb. 1975.
- Edelman, F. "Art and Science of Competitive Bidding," Harvard Business Review, July 1965.
- Fogg, C.D., "Planning Gains in Market Share," Journal of Marketing, July 1974.
- Haley, R.I. "Benefit Segmentation: A Decision-Oriented Research Tool," Journal of Marketing, 1968.
- Kotler, P. "What Consumerism Means for Marketers," Harvard Business Review, May - June 1972.
- Kotler, P. and S.J. Levy. "Broadening the Concept of Marketing," Journal of Marketing, Jan. 1969.
- Levitt, T. "Exploit the Product Life Cycle," Harvard Business Review, Nov. - Dec. 1965.
- Little, J.D.C. "Models and Managers, The Concept of a Decision Calculus," Management Science, April 1970.
- Lambin, J.J. "What is the Real Impact of Advertising," Harvard Business Review, May - June 1975.
- Lunn, T. "Segmenting and Constructing Markets," in RM Worcester (ed)., in Consumer Market Research Handbook.
- Morein, J.A. "Shift from Brand to Product Line Marketing," Harvard Business Review, Sept. - Oct. 1975.
- Schoeffler, S., R.D. Buzzell, and D.F. Heany, "Impact of Strategic Planning on Profit Performance," Harvard Business Review, March - April 1974.
- Wind, Y. and H.J. Claycamp. "Planning Product Line Strategy: A Matrix Approach," Journal of Marketing, Jan. 1976.
- Winer, L. "Are You Really Planning Your Marketing," Journal of Marketing, Jan. 1965.
- Yankelovich, D. "New Criteria for Market Segmentation," Harvard Business Review, March - April 1964.
- Young, S. "Copy Testing Without Magic Numbers," Journal of Advertising Research, 1972

SENATE COMMITTEE ON UNDERGRADUATE STUDIES & COURSE NUMBER

NEW COURSE PROPOSAL FORM

1. Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 448 Credit Hours: 4 Vector: 2-2-0

Title of Course: Promotion Management

Calendar Description of Course: An integrative approach to the study of promotion including advertising publicity, personal selling and sales promotion; evaluation of the role promotion has in marketing and the economy; formulation and analysis of promotional goals. planning, organizing and controlling; utilization of market research studies; forecasting, budgeting, media selection; promotion institutions.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

BUS. 343-3 (formerly COMM 343-3), BUEC 332-3 (formerly ECON/COMM 332-3), BUS. 347-3 (formerly COMM 347-3); 60 credit hours. Students with credit for BUS. 348-4 may not take this course for further credit.

What course (courses), if any, is being dropped from the calendar if this course is approved:

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

3. Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec 8/80 Dec 8/80 DEC 16 '80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

US 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

CHANGE OF NUMBER AND PREREQUISITES ONLY

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 473 Credit Hours: 5 Vector: 3-2-0

Title of Course: Operations Management

Calendar Description of Course: The management of operating systems including allocation and scheduling of resources; control of costs, inventories, quality, and manpower; design of operating systems including location, layout and manpower; establishment of work methods and standards.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions):

BUEC 332-3 (formerly ECON/COMM 332-3); BUS. 336-3 (formerly BUS. 436-3); 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: BUS. 373-5

2. Scheduling

How frequently will the course be offered?

Semester in which the course will first be offered?

Which of your present faculty would be available to make the proposed offering possible?

Objectives of the Course

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty

Staff

Library

Audio Visual

Space

Equipment

5. Approval

Date: Dec 8/80 Dec 8/80 DEC 16 '80

J. C. Lloyd
Department Chairman

Robert Brown
Dean

J. P. Weber
Chairman, SCUS

JS 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 481 Credit Hours: 3 Vector: 1½-1½-0

Title of Course: Personnel Management I: Manpower Planning and Staffing Decisions

Calendar Description of Course: Development of specific manpower objectives from an analysis of organization goals and strategy. An analysis of procedures and skills which are used to translate objectives into staffing decisions such as employee selection and placement.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): BUS. 372-3 Organization Behaviour and BUEC 382-3 Elementary Economic and Business Statistics I; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: BUS. 387-3 Personnel Management

2. Scheduling

How frequently will the course be offered? Each semester.

Semester in which the course will first be offered? September, 1981.

Which of your present faculty would be available to make the proposed offering possible? Janz, Andrews, McGill, Field, Tjosvold

Objectives of the Course

1. To introduce students to line and staff roles in manpower planning, recruitment, selection, placement, transfer and promotion.
2. To provide an integration between organization behaviour research and personnel policies and practices.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty None) - see attached memo

Staff None)

Library None - see attached

Audio Visual - Video cassette portable recorder and playback system.

Space - Large seminar room or large lecture hall adaptable to group discussion.

Equipment - None

5. Approval

Date: Dec 4/80 Dec 4/80 DEC 16 '80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

S 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Each course outline).

SIMON FRASER UNIVERSITY

Department of Business Administration

Example of Course Outline

COURSE: BUS. 481-3

TITLE: Personnel Management I: Manpower Planning and Staffing Decisions

INSTRUCTOR: Janz

Purpose:

This course will examine line and staff roles in manpower planning and staffing decisions. In addition the course will give students an opportunity to integrate what they have learned about organization behaviour and organization theory with an understanding of personnel policies and practices.

Major Topics to be Included:

1. Staffing Policies and Strategies.
2. Manpower planning.
3. Job analysis.
4. Recruitment Policies and Practices.
5. Theory and research on employment interviewing.
6. " " " " employment testing.
7. " " " " biographical data analysis.
8. " " " " criterion measurement.
9. Internal staffing issues (e.g. promotion, transfer, dismissal).
10. Equal employment opportunity.
11. The role of unions in staffing decisions.

Example of Texts:

Staffing Policies and Strategies, Edited by Dale Yoder and Herbert Heneman. The Bureau of National Affairs, 1974.

Example of Evaluation Systems:

Tutorial participation	15%
Midterm Exams	30%
Research Paper	20%
Final Exam	35%

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department Business Administration

Abbreviation Code: BUS. Course Number: 482 Credit Hours: 3 Vector: 1½-1½-0

Title of Course: Personnel Management II: Reward Systems and Employee Development

Calendar Description of Course: The design and administration of reward systems and employee development programs. How these systems and programs are affected by internal and external factors such as organizational goals, corporate strategy, technology, labour markets, and government regulations.

Nature of Course Lecture/Tutorial

Prerequisites (or special instructions): BUS. 372-3 Organizational Behaviour; 60 credit hours

What course (courses), if any, is being dropped from the calendar if this course is approved: BUS. 387-3 Personnel Management
Note: BUS. 481 and BUS. 482 both replace BUS. 387

2. Scheduling

How frequently will the course be offered? Twice per year.

Semester in which the course will first be offered? September, 1981

Which of your present faculty would be available to make the proposed offering possible? Andrews, Janz, McGill, Field, Tjosvold

Objectives of the Course

1. To introduce students to line and staff roles in the design and administration of reward systems and employee development programs.
2. To provide an integration between organization behaviour research and personnel policies and practices.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty None) - see attached memo

Staff None)

Library None - see attached memo

Audio Visual

Space

Equipment

5. Approval

Date: Nov 4/80 Dec 4/80 DEC 16 '80

[Signature]
Department Chairman

[Signature]
Dean

[Signature]
Chairman, SCUS

73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

SIMON FRASER UNIVERSITY

Department of Business Administration

Example of Course Outline

COURSE: BUS. 482-3

TITLE: PERSONNEL MANAGEMENT II: Reward Systems and Employee Development

Purposes:

1. This course will introduce students to line and staff roles in the design and administration of reward systems.
2. It will serve that same function for the design and administration of employee development programs.
3. It will provide students a chance to integrate ideas from organization behaviour and organization theory with various issues in personnel management.

Major Topics to be Included:

1. Work and rewards theory.
2. Worker attitudes and expectations.
3. Productivity, Time Study, and Incentive Pay Plans.
4. Wage and Salary Administration, Theory and Practice.
5. Executive compensations.
6. Benefits and services.
7. Government regulations and union constraints.
8. The analysis of training needs.
9. The design and implementation of training programs.
10. Theory and practice of training evaluation.
11. Management development and career planning.

Examples of Texts:

Motivation and Commitment, Edited by Yoder and Henneman, 1975

Training and Development, Edited by Yoder and Henneman, 1976
(Bureau of National Affairs)

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Calendar Information

Department BUSINESS ADMINISTRATION

Abbreviation Code: BUS. Course Number: 487 Credit Hours: 3 Vector: 0-3-0

Title of Course: ORGANIZATIONAL DEVELOPMENT AND CHANGE

Calendar Description of Course: This course examines the underlying concepts, principles, and assumptions of organizational development. Throughout the course, organizations are viewed as systems composed of subsystems in dynamic interaction.

Nature of Course Seminar

Prerequisites (or special instructions): BUS. 372 -3; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: none

2. Scheduling

How frequently will the course be offered? Twice a year

Semester in which the course will first be offered? Fall, 1981

Which of your present faculty would be available to make the proposed offering possible? Andrews, Field, Pinfield, Tjosvold, Wexler

Objectives of the Course

1. To introduce students to theories of organizational change and development
2. To provide an advanced level review of some major concepts in organizational behaviour
3. To provide an introduction to action research methods

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty - see attached memos

Staff - see attached memos

Library - see attached memos

Audio Visual - none

Space - none

Equipment - none

5. Approval

Date: Nov 8/80 Nov 8/80 DEC 16 '80

J. C. Hoyle
Department Chairman

Robert Brown
Dean

J. Weber
Chairman, SCUS

73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Each course outline).

SIMON FRASER UNIVERSITY
SCHOOL OF BUSINESS ADMINISTRATION AND ECONOMICS

COURSE OUTLINE

COURSE: BUS. 487

SEMESTER: FALL, 1981

TITLE: Organizational Development and Change

INSTRUCTORS: Andrews, Field,
Pinfield, Tjosvold, Wexler

This course examines the underlying concepts and principles of the theory and practice of organizational development. It critically reviews major approaches to organizational interventions and introduces action research methodology.

Major topics to be included:

1. History of organizational development
2. Models of organizational change
3. Organizational development interventions
4. Organizational diagnosis
5. Current trends in organizational development
6. Development of the change agent-client relationship
7. Motivation of the client system
8. Action research methodology
9. Team building and development
10. Organizations as open systems

Example of text:

E. F. Huse, Organization Development and Change, 2nd Edition,
West Publishing, St. Paul, MN, 1978.

Example of Evaluation System:

Seminar participation:	25%
Mid-term exam	20%
Research paper	25%
Final exam	30%

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

BUSINESS ADMINISTRATION AND
ECONOMICS

Calendar Information

Abbreviation Code: BUEC Course Number: 495-3 Credit Hours: 3 Vector: 0-3-0

Title of Course: Legal Aspects of Economic Relationships

Calendar Description of Course: A selected number of legal concepts will be examined in depth together with their effects on economic relationships.

Nature of Course - seminar

Prerequisites (or special instructions): BUEC 293, ECON 200 and ECON 205;
90 credit hours; or permission
of Department; 60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved: None

2. Scheduling

How frequently will the course be offered? Once each year

Semester in which the course will first be offered? 81-1

Which of your present faculty would be available to make the proposed offering possible? M. Stark or M. Stark and J. Knetsch jointly

Objectives of the Course

This course will examine relevant legal concepts, processes, principles and theory, and their economic consequences.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty None
Staff None
Library None
Audio Visual None
Space None
Equipment None

5. Approval

DEC 16 '80

Date: June 20, 1980

Dec 4/80

[Signature]

Department Chairman

[Signature]

Dean

[Signature]

Chairman, SCUS

73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Each course outline).

PROPOSED SYLLABUS

BUEC-495-3

Title: LEGAL ASPECTS OF ECONOMICS RELATIONSHIPS

RATIONALE:

The offering of a course such as is proposed by BUEC 495 ought to 'round out' the law-related courses presented in the School of Business Administration and Economics, establishing an approach to legal studies of a special character for schools or faculties of similar kind.

In some other school or faculties similar to this school the approach is to develop 'rule oriented', 'information gathering', and perhaps 'how to do' courses resulting in a variety of courses confined to specific areas of law rather than relating those areas to their economic and business contexts.

This school has adopted an approach that is designed to motivate the student to be aware, in a culture as opposed to a 'rule oriented' or 'information gathering' sense, of the legal environment within which he experiences, observes and deals with a variety of business and economic legal relationships and exchanges between individuals, individually and collectively.

It is submitted that the graduate of a program such as is offered by the School of Business Administration and Economics is more likely to be involved with and exposed to and be called upon to deal with a greater variety of legal relationships than graduates from many other programs might experience.

BUEC 495 will concentrate on critical interpretation of jurisprudential methods and concrete and developing legal principles affecting economic relationships in a variety of legal/economic contexts.

A shifting variety of legal issues will be explored and will likely change from offering to offering depending largely on the interests of the students, but in all likelihood there will be inquiry into :

- The process and the varying attitudes to and interpretations of Stare Decisis. For example, do the restraints of Stare Decisis create or hinder economic efficiency?
- differing methodologies of judicial reasoning--such as the realists 'result oriented' approach versus the positivists' approach and the criticisms of people like R.A. Posner
- the impact that public policy might have on judicial decision making and statutory interpretation. For example the recent impact of the Court of Appeal of Ontario decision involving Seneca College's hiring practices and the Ontario Human Rights Legislation
- the expanding jurisprudence on tortious liability imposed on experts, professionals and others to whom members of society look and rely upon. In other words--the effect that the 1963 dicta of the House of Lords of England in Hedley Byrne and Co. Ltd. v. Heller and Partners has had on the law of torts and perhaps even contract

- is the economist's concept of efficiency supported by the common law in contracts, torts, administrative law or public policy?
- the impact on the economic society (or society in general) of the growing demand at law for accountability of fiduciaries in general and directors in particular for the effects of their conduct on (for example) their corporations and those corporations on the economy etc.
- consumerism
- concepts of damages for breach of contract versus for tort and the blurring of the distinction between them
- the history, development and future of contract law and in particular the emerging and expanding concept of promissory estoppel to substitute for the element of 'consideration' in contract. That is--what would be the economic consequences of contract if consideration ceased to be an essential ingredient?

BUEC 495 will differ from its prerequisite BUEC 293 in its level of rigour, its concentration on legal aspects of economic relationships and by the level of students permitted to take the course. BUEC 293 is essentially a broad survey course of our socio-economic legal environment designed to upgrade and improve legal literacy in the lower level Business Administration and/or Economics student.

BUEC 495, on the other hand, is designed to encourage the student to develop a sophisticated awareness through in-depth research of the history, evolution, and present posture of various legal issues, propositions, processes, and concepts affecting and affected by his business and economic relationships.

BUEC 495 will consist of seminar readings, discussions, research papers and student presentations.

BUEC 495 has been offered each spring semester for the last three years as a Special Topics Course and the enrollment has settled down to from 17 to 21 students. The majority of the research papers prepared and presented were of high calibre.

Attached is a list (certainly not exhaustive) of possible readings:

SUGGESTED READINGS

- Barton, J.H. "The Economic Basis of Damage for Breach of Contract," 1 J of Legal Studies (1972) 277
- Beck, S.M. et. al., Business Associations Casebook, (1979)
- Buchanan, J.M. "Good Economic--Bad Law," 60 Virginia Law Quarterly (1974)
- Cheshire, G.C. and Fifoot, C.H.S., The Law of Contract, (1964)
- Cheshire, G.C. and Fifoot, C.H.S., Law of Contract, 6th Edition
- Coval, S.C. and Smith, J.C., "The Supreme Court and a New Juresprudence for Canada," 53 Canadian Bar Review (1975) 819
- Denning, Various writings of Lord Justice Denning, Chdief Justice of the Court of Appeal of England
- Ellickson, R. "Alternatives to Zoning: Covenants, Nuisance Rules and Fines as Land Use Controls," 40 U. of Chicago Law Review, (1973) 681
- Evershed, Lord. "The Tudicial Process in Twentieth Century England,"
- Friedman, L.M. and Macauley, S., Law and the Behavioral Sciences, (1969)
- Friedman, T.W., Legal Theory (1967)
- Friedman and McCaulay Law and the Behavioral Sciences
- Gower, L.C.B., Modern Company Law
- Herbert, A.P. Uncommon Law (1935)
- Hirsch, W.Z. Law and Economics: An Introductory Analysis (Academic Press 1979.)
- Holmes, O.W. "The Path of the Law," 10 Harvard Law Journal (1897) 457
- Hohfeld - Fundemental Legal Conceptions
- Kent, E.A., Ed. Law and Philosophy (1970)
- Komesar, "Toward a General Theory of Personal Injury Loss," 3 J of Legal Studies (1974) 457
- Konessky, Samuel J. and Brandies The Legacy of Holmes (1961)
- Kronman and Posner eds., The Economics of Contract Law (1979)
- Laskin, B. "The Supreme Court of Canada," 53 Canadian Bar Review, (1975) 457
- Posner, R.A. Economic Analysis of Law 1973
- Posner, R.A. "Some User and Abusers of Economics in Law," 46 University of Chicago Law Review (1979) 281
- Priest, G. "Common Law Process and the Selection of Efficient Rules," 6 J of Legal Studies, (1976) 113
- Rabin, "Nuisance Law: Rethinking Fundamental Assumptions," 63 Virginia Law Review (1977) 1299
- Rubin, "Why is the Common Law Efficient," 6 J of Legal Studies (1977)
- Sindell, - Settlement Vol.
- Summers, R.S. "Notes on Justificatory Force of Reason Invoking Precedent,"
- Wade, H.W.R. Administrative Law (1971)

Williams, G.H. Learning The Law (1953)

Wright, C.A. and Linden, A.M. Canadian Tort Law (1975)

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

Business

Department Administration

Calendar Information

Abbreviation Code: BUEC Course Number: 496 Credit Hours: 5 Vector: 0-5-0

Title of Course: PUBLIC POLICY ENVIRONMENT OF BUSINESS

Calendar Description of Course: The public policy environment, from a macro-perspective, in which business functions. Survey of policy making institutions. Analysis of general public policy bearing upon energy, transportation, defense, natural resources, trade, manpower planning, regional development, science, and cultural autonomy, with special reference to the impact on business of such policy.

Nature of Course Seminar
Prerequisites (or special instructions):

ECON 200 and ECON 205 ; .60 credit hours.

What course (courses), if any, is being dropped from the calendar if this course is approved:

none

2. Scheduling

How frequently will the course be offered? once per year

Semester in which the course will first be offered? 1981-2

Which of your present faculty would be available to make the proposed offering possible?
J. Richards, R. Schwindt, M. Wexler

Objectives of the Course

To provide the student with a general view of the public policy making institutions in Canada and experience in analyzing the impacts of broad policies upon Canadian business.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

- Faculty)
- Staff) See Attached Memo
- Library)
- Audio Visual
- Space
- Equipment

5. Approval

Date:

Dec 15/80 Dec 4/80 DEC 16 1980

J.C. Hoyt Robert Brown J.H. Dickson

Department Chairman Dean Chairman, SCUS

3 73-34b:- (When completing this form, for instructions see Memorandum SCUS 73-34a. Attach course outline).

BUEC 496 PUBLIC POLICY ENVIRONMENT OF BUSINESS

RATIONALE:

The proposed course would be a companion to BUEC 397. While BUEC 397 "Government and Business" deals with public policy toward business (i.e. it is a micro approach), BUEC 496 would involve the study of the public policy environment within which business functions (i.e. a macro approach). The distinction is best clarified by example. Competition policy, which is studied in BUEC 397, prescribes and proscribes specific business behaviour. It is clearly a policy directed toward business. Conversely, "science policy," "trade policy" and "manpower policy" are broadly defined incorporating economic as well as non-economic goals. Such policies, while not directed exclusively toward business certainly have impact upon business. The study of these policies and their impact on business would constitute the subject matter of BUEC 496.

TENTATIVE COURSE OUTLINE

I. The Institutions

This portion of the course would serve as an introduction to those institutions which influence, set and implement the public policy relevant to this course. For example the survey of institutions will include: Economic Council of Canada, Science Council, National Energy Board, Department of Finance, Department of Industry, Trade and Commerce, Foreign Investment Review Agency, and the Treasury Board.

II. The Policies

This portion of the course will deal with the inception, goals and impacts upon business of specific policies. The discussions will include policies bearing upon manpower, energy, innovation, industrial strategy, foreign ownership, cultural autonomy, international trade, defense, environmental concerns, regional development, and natural resources.

Course Material:

No adequate text exists for this type course. Instead students will be required to read the policy documents in the original, position papers and policy critiques (as available from such sources as: Canadian Public Policy, Institute for Research on Public Policy, Fraser Institute, C.D. Howe Institute).

F. Transportation

Readings: National Transportation Act of 1967
K. Ruppenthal and W.T. Stanbury ed, Transportation:
Regulation Competition and the Public Interest

G. Energy

Readings: Gov't of Canada, Energy, Mines and Resources,
The National Energy Program - 1980
Canadian Public Policy, papers on Energy
Self-insufficiency

H. Regional Development

Readings: Thomas Berger, Northern Frontier, Northern
Homeland The Report of the Mackenzie Valley
Pipeline Inquiry
L. Auer, Regional Disparities of Productivity and
Growth in Canada
Economic Council, Living Together, A Study of
Regional Disparities

I. Inflation

Readings: Economic Council, The Inflation Dilemma

J. Manpower

Readings: Economic Council, People and Jobs: A Study of the
Canadian Labour Market
S. Star, In Search of a Rational Immigration Policy,
CPP
Canada, Dept. of Manpower and Immigration, Canadian
Immigration and Population Study

K. Growth

Readings: Economic Council, Options for Growth

Requirements:

Each student will be required to prepare a term paper and to present work in progress and a final report to the class for critical review.

I. Institutions

Survey of the institutions which influence, set and implement public policy bearing upon business activity in Canada. The survey would include: Economic Council of Canada, Science Council of Canada, National Energy Board, Department of Industry, Trade and Commerce, Foreign Investment Review Agency, and the Department of Finance.

II. Policies

A. Industrial Strategy

Readings: A. Breton, A Conceptual Basis for an Industrial Strategy
A. Rotstein, ed. An Industrial Strategy for Canada

B. Science Policy

Readings: Science Council of Canada, Forging the Links: A Technology Policy for Canada
Kristian Palda, The Science Council's Weakest Link: A Critique of the Science Council's Technocratic Industrial Strategy for Canada
D.J. Daly, "Weak Links in the "Weakest Link"

C. Trade Policy

Readings: Economic Council, Looking Outward, a New Trade Strategy for Canada
D. Daly and S. Globerman, Tariff and Science Policies: Applications of a Model of Nationalism

D. Defense

Readings: G. Rosenbluth, The Canadian Economy and Disarmament
Canada, House of Commons, Special Studies Prepared for the Special Committee on Defence

E. Foreign Ownership

Readings: Gov't of Canada, Foreign Direct Investment in Canada
A. Safarian, Foreign Ownership of Canadian Industry
Stephen Globerman, U.S. Ownership of firms in Canada

SENATE COMMITTEE ON UNDERGRADUATE STUDIES

NEW COURSE PROPOSAL FORM

1. Calendar Information

Department: Business Administration

Abbreviation Code: BUS. Course Number: 499 Credit Hours: 5 Vector: N/A

Title of Course: Directed Studies

Calendar Description of Course: An intensive and independent reading and research course on topics selected in consultation with the supervising instructor, and approved by the Chairman of the Department.

Nature of Course N/A

Prerequisites (or special instructions): Permission of the Chairman of Business Administration Program; 90 credit hours. Student may take this course for credit once only.

What course (courses), if any, is being dropped from the calendar if this course is approved: None (however, this course will fulfill the need which, at present, is met by the use of G.S. 400-5)

2. Scheduling

How frequently will the course be offered? Each semester, on an individual basis

Semester in which the course will first be offered? 81-1

Which of your present faculty would be available to make the proposed offering possible? Any Faculty member with expertise in the particular area and who consents to assume the additional teaching responsibility.

3. Objectives of the Course

To expose the student to research methodology and to increase knowledge in an area of special interest or need.

4. Budgetary and Space Requirements (for information only)

What additional resources will be required in the following areas:

Faculty None
Staff None
Library None
Audio Visual None
Space None
Equipment None

5. Approval

Date: Sept 23, 1980

Dec 8/80

J.C. Hoyle
Department Chairman

Robert C. Brown
Dean

W. Webster
Chairman, SCUS

RATIONALE:

At present students make use of Bus. 498-3 and G.S. 400-5 to

- (a) strengthen their background in an area of particular interest
- (b) to meet the need of an additional 400 level, 5 credit course when the scheduled 400 level Bus. courses are filled. The content of Bus. 499-5 will not duplicate a course offering on the regularly scheduled programme.

Students in the Department make use of G.S. 400-5, but this entails the co-operation (never denied) of Interdisciplinary Studies and makes for additional paper work to register. In view of the number of students in our Department who take advantage of this reading and research course, it seems both reasonable and efficient to have such a course mounted by the Department, since to obtain credit for G.S. 400 as a Bus. course, the content must be Business Administration, and the Supervisor a Faculty member in Bus.

SIMON FRASER UNIVERSITY

MEMORANDUM

To Faculty of Arts Curriculum Committee

From Roger Blackman,

Associate Dean of Arts

Subject Curriculum Changes - Business Administration.

Date December 3, 1980.

The net impact of the curriculum changes proposed by Business Administration is an increase in yearly course offerings of 14. This is detailed in the table below:

Effect on BUS. Course Offerings of Proposed New Curriculum

	Old Program Total	Courses Dropped	Frequency Decreased	Frequency Unchanged	Frequency Increased	New Courses	New Program Total
Number of BUS. courses	39	8	3	24	4	18	49
Number of BUS. course Offerings Per Year	(124)	-24	-4	-	+5	+37	+14

The budgetary impact of the New Program thus includes the need for $3\frac{1}{2}$ full-time faculty - an initial cost of approximately \$90,000 p.a. (assuming the positions to be filled by Assistant Professors at Step 1 of the 80/81 salary scale; market differential included).



RB/lm

Roger Blackman