

Office of Graduate Studies and Postdoctoral Fellows

Maggie Benston Student Services

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DATE

No.

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

10 November 2014

GS2014.17

MEMORANDUM -

ATTENTION

Senate

FROM

Mary-Ellen Kelm, Acting Dean of

Graduate Studies

RE:

Beedie School of Business

For information:

Acting under delegated authority at its meeting of June 9, 2014, SGSC approved the following new courses for the Graduate Certificate in Science and Technology Commercialization program which was approved by Senate on November 3, 2014.

New courses effective Fall 2015:

Beedie School of Business

New courses:

BUS 790 Lab to Market

BUS 791 Opportunity Identification and Assessment

BUS 792 Financial Literacy for Entrepreneurs

BUS 793 Business Models

BUS 794 Leadership and Managing Teams

BUS 795 Financing the New Venture

BUS 796 Business Plan I

BUS 797 Business Plan II



No

SIMON FRASER UNIVERSITY DEAN OF GRADUATE STUDIES

New Graduate Course Proposal Form

PROPOSED COUR	RSE			
Subject leg. MAPHI BUS		Number (eg. 810	1790	Units leg. 412
Course Title (max 80 characters) Lab to Market				
Short Title lappears on transcript Lab to Market	s, max 25 charact	ers)		
Course Description for SFU Cater				
Innovation management assess viability, and man these frameworks to an in	age resource	s in the comm	and applied to articulate value and applied to articulate value. To be or a related interest.	value propositions, The students will apply
Available Course Components:	☑ Lecture □S	eminar 🗆 Labor	atory Practicum Donline	0
Grading Basis Letter grades	☐ Satisfactory/U	nsatisfactory 🗆 In	Progress/Complete This is a ca	pstone course Yes No
Prerequisites (if any) see att	1	***************************************		
☐ This proposed course is combi				
Additional course requirements f	or graduate stude	ents See attacl	ned document (if this space is insu	fficient)
			18	
			naby 🖸 Vancouver 🗆 Surrey	
Estimated enrolment 15	Date of initial of January 201	5	Course delivery leg. 3 hrs/week 3.5 hrs/week for 6 weeks	
Yes No Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students will require criminal record checks)				
Justification See attached de		The second second		
Required course for new	certificate pr	ogram		
RESOURCES If additional resources are requ	uired to offer th	is course. The dea	partment proposing the course	should be prepared to
provide information on the sou	rce(s) of those	additional resour	ces.	should be prepared to
Faculty member(s) who will norm Elicia Maine or Sarah Lub		ourse 🗆 informa	ion about their competency to teac	:h the course is appended
Number of additional faculty med 0	mbers required in	order to offer this	course	
Additional space required in orde	er to offer this cou	urse 🗆 see attac	ned document	
Additional specialized equipmen	t required in orde	r to offer this cours	se See attached document	
Additional Library resources req	uired (append det	ails) 🗌 Annually	\$ One-time \$	

PROPOSED	COURSE	from first page
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Program (eg. MAPH) BUS	Number (eg. 810) 790	Units (eg. 4) 2
Course title (max 80 characters) Lab to Market		

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

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

Other Faculties

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

Name of Faculty	Signature of Dean or Designate	Date
•		

Departmental Approval (non-departmentalized faculties need not sign)

Department Graduate Program Committee Mark Wexler	Signature M. Weilek	Date April 15/14
Department Chair Mark Wexler	Signature M. M. Wexler	Date April 15/14

Faculty Approval

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

Faculty Graduate Program Committee Mark Wexler	Signature M. N. Wexlex	Date April 15/14

Senate Graduate Studies Committee Approval

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

Senate Graduate Studies Committee	/Signature	Date
1 44 17		Date
M.E. KELM	7	November 7 2014
	T -/	10000111011 2014
		100000000 1 2019

CONTACT

Department / School / Program Beedie/Graduate Programs	Contact name Sharan Minhas	Contact email busarcrd@sfu.ca
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BUS 790: LAB TO MARKET

Instructor: Elicia Maine Office Phone: 778-782-5260

Email: emaine@sfu.ca

Semester: Spring 2015

LMS: TBA

COURSE DESCRIPTION

This course outlines challenges and opportunities in the commercialization of science. Innovation management frameworks are introduced and applied to articulate value propositions, assess viability, and manage resources in the commercialization of science. The students will apply these frameworks to an invention within their own lab or a related interest.

OBJECTIVES

- Define a value proposition
- Assess the viability of an invention
- Create a technology roadmap, mapping technology objectives to market opportunities
- Assess the advantages and disadvantages of the market for technology versus the product market
- Recognize disruptive technology opportunities

BOOK AND MATERIALS

Maine, E.M.A. and Ashby, M.F. (2002), "Succeeding with New Materials"

Cases TBA

LEARNING AND ASSESSMENT

Assessment summary

Individual	Participation	20%	
	Final Project	60%	
Group	Group Project	20%	
	Total	100%	



New Graduate Course Proposal Form

PROPOSED COURSE

Subject (eg. MAPH) BUS		Number (eg. 810)	791	Units (eg. 4)2	
Course Title (max 80 characters) Opportunity Identification	and Assessm	ient			
Short Title lappears on transcript Opportunity ID & Assess	s, max 25 charac	ters)			
Course Description for SFU Cater	ndar 🗌 see atta	ched document	Learning outcomes identified		
Frameworks for identifying	ig customers	, prioritizing tar	get markets, customer segr	nentation.	
technology adoption, pro-	duct develop	ment and produ	uct/service pricing. Students	will define value	
propositions for an invent	tion within the	eir own lab.			
Available Course Components:					
Grading Basis DLetter grades				one course ☐Yes ☑No	
Prerequisites (if any) see att	ached document	(if more space is rec	uired)		
☐ This proposed course is combi	ned with an unde	rarad course: Cours	e number and units:		
= 20 N			ed document (if this space is insuffic	in all	
Additional course requirements .	or graduate stoo.	Lines Dace attach	ed document in this space is insuffic	enti	
Campus at which course will be o	·		naby 🛮 Vancouver 🗎 Surrey 🗖 G	NW Sepal Building	
Estimated enrolment	Date of initial of		Course delivery leg. 3 hrs/week for		
15	January 201		3.5 hours/week for 6 weeks		
If the "Yes" box is checked, all st	udents will requi	re criminal record c	n or vulnerable adults hecks)		
Justification See attached de					
Required course for new	certificate pr	rogram			
RESOURCES					
If additional resources are requi	uired to offer th	is course, the dep	artment proposing the course sho	ould be prepared to	
provide information on the source(s) of those additional resources.					
Faculty member(s) who will normally teach this course is appended					
Colleen Collins or Sarah Lubik or Brent McFerran					
Number of additional faculty members required in order to offer this course O					
Additional space required in orde	er to offer this co	urse 🗆 see attach	ed document		
None					
Additional specialized equipment required in order to offer this course					
Additional Library resources required (append details) Annually \$ One-time \$					
None					

PROPOSED COURSE from first	page
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Program (eg. MAPH) BUS Nu	ımber (eg. 810) 791	Units (eg. 4) 2
Course title (max 80 characters) Opportunity Identification and Assessment		

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

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

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Other Faculties

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

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

Department Graduate Program Committee Mark Wexler	Signature Wixles	Date April 15/14
Department Chair Mark Wexter	Signature M.M. Wielek.	Date April 15/14

Faculty Approval

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

Faculty Graduate Program Committee Mark Wexler	Signature M. Wolle	Date April 15/14.
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Senate Graduate Studies Committee Approval

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

		
Senate Graduate Studies Committee	/Signature	Date
11 = 1/		Date
M.E.KEI'U		Mayoushou 7 2011/
		November 7, 2014
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CONTACT

Department / School / Program Beedie/Grad Programs	Contact name Sharan Minhas	Contact email busarcrd@sfu.ca

BUS 791: OPPORTUNITY IDENTIFICATION & ASSESSMENT

Instructor: Collin Collins/Sarah Lubik

Semester: Spring 2015

Office Phone:

LMS: TBA

Email:

COURSE DESCRIPTION

This course outlines the process for opportunity identification and assessment for a scientific invention. Students will learn frameworks for identifying customers, prioritizing target markets, customer segmentation, technology adoption, product development and product/service pricing. Students will define value propositions for an invention within their own lab or a related interest and will apply these marketing frameworks to commercialize their technology.

OBJECTIVES

- Understanding your potential customers
- Determining market prioritization
- Market segmentation
- Analysing co-creators, adoption and diffusion
- Defining the value proposition (problems solved; minimum viable product/concept; early validation)
- Determining product development process
- Deciding on product/service pricing

BOOK AND MATERIALS

Cases TBA

LEARNING AND ASSESSMENT

Assessment summary

Individual	Participation	20%	
	Final Project	60%	
Group	Group Project	20%	
	Total	100%	



SIMON FRASER UNIVERSITY DEAN OF GRADUATE STUDIES

New Graduate Course Proposal Form

Additional Library resources required (append details) Annually \$_

PROPOSED COURSE Subject [eq. MAPH] BIIS Number leg. 8101792 Units (eg. 4)? Course Title [max 80 characters] Financial Literacy for Entrepreneurs Short Title (appears on transcripts, max 25 characters) Fin Lit for Entrep Develop proficiency in performing financial calculations and in reading and interpreting financial statements. Students will choose a public corporation of interest and will interpret the information found in their annual financial statements Online O. Grading Basis ØLetter grades ☐ Satisfactory/Unsatisfactory ☐ In Progress/Complete | This is a capstone course ☐ Yes ☑ No Prerequisites (if any) see attached document (if more space is required) ☐ This proposed course is combined with an undergrad course: Course number and units: Additional course requirements for graduate students | See attached document (if this space is insufficient) Campus at which course will be offered (check all that apply) ☐ Burnaby ☑ Vancouver ☐ Surrey ☐ GNW ☑ Sepal building Estimated enrolment Date of initial offering Course delivery leg. 3 hrs/week for 13 weeksl May 2015 3.5 hours/week for 6 weeks Yes No Practicum work done in this class will involve children or vulnerable adults [If the Yes" box is checked, all students will require criminal record checks] Justification See attached document (if more space is required) Required for new certificate program RESOURCES If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources. Faculty member(s) who will normally teach this course 🔝 information about their competency to teach the course is appended lan Hand or Jan Simon Number of additional faculty members required in order to offer this course

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Program (eg. MAPH) BUS	Number (eg. 810) 792	Units (eg. 4) 2
Course title (max 80 characters) Financial Literacy for Entrepreneurs		

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

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

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Other Faculties

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Signature of Dean or Designate	Date
	Signature of Dean or Designate

Departmental Approval (non-departmentalized faculties need not sign)

M. n. Wester	Date April 15/14
Signature (1)	Date Apr. 115/14
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Faculty Approval

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

Faculty Graduate Program Committee	Signature	Date
Mark Wexler	m.n. Wexlex	April 15/14.

Senate Graduate Studies Committee Approval

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Senate Graduate Studies Con	nmittee Signa	ature /	Date	
M.G. KELM			 Novem	her 7 2014
			 1,40,000	July 1, 5-0.7

CONTACT

Department / School / Program Beedie/Graduate Programs	Contact name Sharan Minhas	Contact email busarcrd@sfu.ca
	Ondian minado	Dusaiciu@siu.ca



BUS 792: Financial Literacy for Entrepreneurs

Instructor: Ian Hand/Jan Simon

Semester: Summer 2015

Office Phone:

LMS: TBA

Email:

COURSE DESCRIPTION

This course will allow students to develop proficiency in performing financial calculations and in reading and interpreting financial statements. Students will choose a public corporation of interest and will interpret the information found in their annual financial statements.

OBJECTIVES

- Proficiency in key financial calculations, including net present value, discounted case flow, and terminal value
- Proficiency in reading and interpreting financial statements, including the balance sheet, income statement and cash flow.
- · Ability to glean strategic information and trends from corporate annual reports

BOOK AND MATERIALS

Cases TBA

LEARNING AND ASSESSMENT

Assessment summary

Individual	Participation	20%	
	Final Project	60%	
Group	Group Project	Group Project 20%	
	Total	100%	



SIMON FRASER UNIVERSITY DEAN OF GRADUATE STUDIES

New Graduate Course Proposal Form

PROPOSED COURSE

Subject (eg. MAPH) BUS	Numb	per (eg. 810)793		Units (eg. 4)2			
Course Title (max 80 characters) Business Models							
Short Title (appears on transcript Business Models	Short Title (appears on transcripts, max 25 characters) Business Models						
Course Description for SFU Caler	ndar see attached doo	cument Learning outcome	s identified				
Develop alternate busine end of the course studen business model.	ss models for comn ts will be able to red	mercializing an invention cognize the key aspects	or a related and conside	I technology. By the erations of a			
Available Course Components:	☑ Lecture ☐ Seminar	☐ Laboratory ☐ Practicum	□Online □	J			
Grading Basis Detter grades	☐ Satisfactory/Unsatisfac	ctory 🗌 in Progress/Complete	This is a capst	one course Yes No			
Prerequisites (if any) see att	ached document (if more :	space is required)					
☐ This proposed course is combi	ned with an undergrad cor	urse: Course number and units	:				
Additional course requirements f				ienti			
Additional coolse requirements			spece is insume	ieikļ			
		*					
Campus at which course will be	offered Icheck all that and	alvi Fi Burnaliy Fi Vancouver	Пѕиггач П	CNIM Secel building			
	Date of initial offering	Course delivery le					
Estimated enrolment	May 2015	3.5 hours/wee					
Tiges 77 No Practicum work	done in this class will inv	olve children or vulnerable adu					
If the "Yes" box is checked, all st							
Justification See attached d							
Required course for new	certificate program	1					
RESOURCES If additional resources are req provide information on the sou	uired to offer this cours rce(s) of those addition	se, the department proposing all resources.	g the course sh	ould be prepared to			
Faculty member(s) who will normally teach this course information about their competency to teach the course is appended Sarah Lubik or Jan Kietzman or Terry Beech							
Number of additional faculty members required in order to offer this course 0							
Additional space required in orde None	Additional space required in order to offer this course						
Additional specialized equipmen None	t required in order to offer	r this course See attached	document				
Additional Library resources req	uired (append details)	Annually \$	One-time \$				

PROPOSED COURSE from t	first	nana
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Program (eg. MAPH) BUS	Number (eg. 810) 793	Units (eg. 4) 2
Course title (max 80 characters) Business Models		2

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

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Name of Faculty	Signature of Dean or Designate	Date	
			

Departmental Approval (non-departmentalized faculties need not sign)

Department Graduate Program Committee Mark Wexler	Signature M.M. Weller	Date
Department Chair	Signature	Date
Mark Wexler	m.m. Willer	April 15/14

Faculty Approval

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Faculty Graduate Program Committee Mark Wexler	Signature M. M. Willa.	Date 15/14
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Senate Graduate Studies Committee Approval

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Senate Graduate Studies Committee M 'E . KELM	Sig	nature		Date Alovember	7 De01	4
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CONTACT

Department / School / Program Beedie/Graduate Programs	Contact name Sharan Minhas	Contact email busarcrd@sfu.ca



BUS 793: Business Models

Instructor: Sarah Lubik / Jan Kietzmann /

Semester: Summer 2015

Terry Beech

LMS: TBA

Office Phone:

Email:

COURSE DESCRIPTION

This course will introduce students to alternative business models and commercialization strategies. Students will develop alternate business models for commercializing their inventions or a related technology. By the end of the course they will be able to recognize the key aspects and considerations of a business model, including the value proposition, positioning, cost structure, partnership strategies and method of value capture. They will also discuss the advantages and constraints around pivoting.

OBJECTIVES

- Discussion and analysis of business model frameworks and existing science and technology business models
- Introduction to method of capturing value, positioning, and pivoting
- Application of business model frameworks to students' own invention / technology interests
- Analysis of key resources, key activities, and cost structure of proposed venture
- Competitor analysis
- Understanding the role of key partners and channels
- Understanding the function and trade-offs of various types of prototype development
- Validation of the market and the business model for each student's commercialization idea

BOOK AND MATERIALS

Cases TBA

LEARNING AND ASSESSMENT

Assessment summary

Individual	Participation	20%	······································
	Final Project	60%	
Group	Group Project	20%	
Fair in East of Control	Total	100%	



New Graduate Course Proposal Form

Additional Library resources required (append details) Annually \$_

None

PROPOSED COURSE Subject leg. MAPH) BUS Number leg. 810/794 Units (eg. 4)2 Course Title (max 80 characters) Leadership and Managing Teams Short Title (appears on transcripts, max 25 characters) Lead & Manage Teams Course Description for SFU Calendar | see attached document | Learning outcomes identified Developing and balancing critical management competencies at the individual, interpersonal, team and organizational levels. Focus is on effective organization, motivation and leadership. □Online □ Grading Basis D Letter grades D Satisfactory/Unsatisfactory D In Progress/Complete This is a capstone course Yes No Prerequisites (if any) see attached document (if more space is required) ☐ This proposed course is combined with an undergrad course: Course number and units: . Additional course requirements for graduate students See attached document (if this space is insufficient) Campus at which course will be offered (check all that apply) Burnaby Vancouver Surrey GNW Segui building Date of initial offering Estimated enrolment Course delivery leg. 3 hrs/week for 13 weeks) September 2015 3.5 hours/week for 6 weeks 15 ☐ Yes ☑ No Practicum work done in this class will involve children or vulnerable adults [If the "Yes" box is checked, all students will require criminal record checks] Justification See attached document (if more space is required) Required course for new certificate program RESOURCES If additional resources are required to offer this course, the department proposing the course should be prepared to provide information on the source(s) of those additional resources. Faculty member(s) who will normally teach this course information about their competency to teach the course is appended Gary Wagenheim or Carolyn Egri or Paul Terry Number of additional faculty members required in order to offer this course Additional space required in order to offer this course see attached document None

PROPOSED	COURSE	from first	page
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Program (eg. MAPH) BUS	Number (eg. 810) 794	Units (eg. 4) 2
Course title (max 80 characters) Leadership and Managing Teams		

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Department Graduate Program Committee Mark Wexler	Signature M. 1. Kyle R	Date April 15/14
Department Chair	Signature	Date
Mark Wexler	m.n. 11 liles.	April 15/14

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Faculty Graduate Program Committee	Signature	Date
Mark Wexler	m.n. Whilex	April 15/14

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Senate Graduate Ștudies Committee	Signature	Date
M.E. Valu		Date
LINELP		November 7 2014
		 - CUCHIDO JOUT

CONTACT

Department / School / Program Beedie/Graduate Programs	Contact name Sharan Minhas	Contact email busarcrd@sfu.ca

BUS 794: LEADERSHIP & MANAGING TEAMS

Instructor: Gary Wagenheim

Semester: Fall 2015

Office Phone:

LMS: TBA

Email: wagenhei@sfu.ca

COURSE DESCRIPTION & OBJECTIVES

Students will be provided an opportunity to develop and improve their managerial competencies for effectively organizing, motivating and leading organizations. The major goal of the course is to assist students in developing and balancing critical management competencies at the individual, interpersonal, team, and organizational level. The basic learning objectives are to assist students in developing:

- · self-awareness and the ability to evaluate their management competencies
- an understanding of fundamental management concepts and roles
- insights into the dilemmas, issues, and problems involved in management
- the ability to apply their managerial competencies in "real world" organizations a reflection-in-action and life-long learning practice

A variety of learning methodologies including lecture, self-assessment instruments, role-plays, experiential activities, and small group work will be incorporated into the class. Bandura's Social Learning Theory and Kolb's Experiential Learning model will be utilized providing an opportunity for students to assess their current management skills level, learn guiding concepts and theories, develop critical analysis skills, practice management skills, apply skills in a life-setting, and develop a reflection-in-action practice to ensure lifelong learning.

Since this course is a management skills practicum you will be expected to be involved. Participation is critical to your learning and the overall success of the class. Be prepared to speak up, get involved, and engage in learning activities. This is an intensive course with little extra time between sessions so please read all assigned material and prepare self-assessments prior to the course. Then come to class prepared to discuss, question, and disagree. The professor and fellow students will challenge you.

Self-assessments: Please consult the schedule below to determine when each self-assessment in the Whetten and Cameron text will be addressed. Please prepare self-assessments ahead of time and bring your results to class. You can't learn if you are not here; attendance is mandatory. Students are expected to comply with all Simon Fraser University regulations regarding student code of honor and conduct.

BOOK AND MATERIALS

Course Texts: Whetten, D. & Cameron, K. (2011). Developing Management Skills (8th edition). Prentice Hall, Upper Saddle River, NJ.

Goleman, D. (1996). "What makes a leader?"

"Bob Knowlton" case

"Donna Dubinsky and Apple Computer (A)"

LEARNING AND ASSESSMENT

Assessment summary

Individual	Individual Leadership Paper	70%	
Group	Group Assignment	30%	
(株代40分) (14)	Total	100%	

COURSE SCHEDULE

Class 1 Sept. 4 (pm) Leadership, Self-Awareness and Stress Management

Skill Assessments: (complete these before the readings;

bring results of self-assessments to class):

PAMS (W&C, pp. 24-28; Step 1: self-assessment only; you do

not have to complete Step 2 with associates

Emotional intelligence assessment (W&C, pp. 47-48)

Locus of control scale (W&C, pp. 52-54) Tolerance of ambiguity (W&C, pp. 54-55)

Stress management assessment (W&C, pp. 106-107)

Time management (W&C, pp. 107-108)

Type A personality inventory (W&C, pp. 108-109) Social readjustment rating scale (W&C, pp. 109-111)

Sources of personal stress (W&C, p. 111)

Readings:

W&C. Introduction (pp. 1-23)

W&C. Ch. 1. Developing Self-Awareness (pp. 44-83) W&C. Ch. 2. Managing Personal Stress (pp. 105-146) Goleman, D. (1996). "What makes a leader?" [Binder]

Class 2 Sept. 5 (am) Conflict

Skill Assessments:

Managing Interpersonal Conflict (W&C, pp. 374-375) Strategies for Handling Conflict (W&C, pp. 375)

Readings:

W&C, Ch. 7. Managing Conflict (pp. 373-404)

"Bob Knowlton" case [Binder]

Delegating and Empowering

Skill Assessments:

Effective Empowerment and Delegation (W&C, pp. 440-441)

Readings:

W&C, Ch. 8. Empowering and Delegating (pp. 439-473)

Class 3 Sept. 5 (pm) Communication

Skill Assessments:

Communicating supportively (W&C, pp. 234-235) Communicating styles (W&C, pp. 235-237)

Readings:

W&C Ch. 4. Building relationships by communicating

supportively (pp.232-265)

Skill Analysis: "Find Somebody Else" (W&C, pp. 266-267)

Class 4 Sept 6 (am) Teams and Teamwork

Skill Assessments:

Team Development Behaviors (W&C, pp. 490-491)

Diagnosing the Need for Team Building (W&C, pp. 491-492)

Readings:

W&C Ch. 9. Building Effective Teams and Teamwork (pp.

489-518)

Class 5 Sept 6 (pm) Power and Influence

Skill Assessments:

Gaining Power and Influence (W&C, pp. 280-281) Using Influence Strategies (W&C, pp. 281-282)

Readings:

W&C Ch. 5. Gaining Power and Influence (pp. 279-309)

"Donna Dubinsky at Apple Computer (A)"

COMPREHENSIVE LEADERSHIP PAPER (70%)

This assignment consists of an individual paper relating your experiences in the class, experiential exercises, self-assessment instruments, and teams. This paper is an opportunity to develop a leadership style that is correct for you. You should delineate and discuss why certain concepts and theories are important to you regarding: self-awareness and personal growth, leadership, interpersonal skills, and group skills. This paper should relate why certain theories, methods, and behaviors are effective, by using personal class experiences, selected readings from the text and articles, and personal life/work experiences. Please limit examples from outside the classroom since I do not know the circumstances and was not able to observe your behavior.

While your statement of significant personal learning may be somewhat general and abstract, I expect you to support it with concrete examples from class and your study group. You may find it valuable to limit your paper to two or three themes as identified by course topics. Possibly stating your learning experience as a theory then building a case, e.g., my role in the group, my hidden agenda, my learning edge in this course, my feelings toward other members and how it affects my productivity, how I communicate, my group/class contribution, or analysis of feedback I received. Please do not simply recount various experiential exercises or classes and how they were conducted -- rather find a common theme from your reactions, feelings, or behaviors, which will help you gain insight about your leadership. Clarifying and applying your learning will help develop your understanding and contribute to your personal growth. Integration of theory to what is personally effective will help you gain the knowledge necessary to analyze work situations and be an effective leader.

Use this opportunity to crystallize your ideas about leadership. Please be honest and creative in taking a serious look at yourself. Allow yourself the opportunity to grow by formulating a work and life leadership philosophy.

Papers should be 10-page minimum and 15-page maximum (double-spaced, 1" margins, 12-point Times New Roman font).



Papers will be graded according to how thoroughly it addresses the student's personal leadership style. I will adhere to strict confidentiality regarding the content of students' papers.

TEAM ASSIGNMENT (30%)

This group assignment is an opportunity to analyze and evaluate your MOT study team's experience using the theories, concepts and models learned thus far in the course. By applying and integrating theory to what is personally important and effective, you will gain the knowledge necessary to analyze work situations and be an effective team leader.

In your analysis, please use specific examples from personal experiences in the retreat team exercises, class sessions, and exercises as well as team meetings to illustrate key points. Your analysis should address the following questions:

- 1. What stage of development is our team at? (forming—conforming—storming—performing)
- 2. What roles have different people assumed in the team? Does this vary depending on what we are doing?
- 3. How are we doing in terms of balanced participation?
 - a. Who are the high participators? Who are the low participators?
 - b. Who talks to whom? Who responds to whom? Are there interaction patterns that consistently exclude certain people?
 - c. Have there been any shifts in nature of participation? (e.g., high to low, low to high) If yes, why have these happened?
 - d. How are silent people treated? Is their silence taken by others to mean consent? Disagreement? Disinterest? Why have people been silent?
- 4. How do we deal with conflict?
 - a. What issues generate conflict?
 - b. How do we resolve conflicts?
- 5. How effective are we as a team?
 - a. What is contributing to our team's effectiveness?
 - b. What is impairing our team's effectiveness?
- 6. What changes are needed to improve the effectiveness of our team? Develop an Action Plan for Becoming a High Performing Team

This group assignment is worth 30% of your final grade for Bus 761. Assignments will be graded using the following criteria:

- Quality and thoroughness of analysis.
- Identification of relevant team development, team roles, and team leadership issues.
- Creative and original thinking, and synthesis of ideas
- Accurate and effective integration of theory and practice.
- Clear focus, organization, writing, and presentation.

Papers are to be typed in Times Roman 12-point font double-spaced with 1" borders with a 10-page maximum limit.



New Graduate Course Proposal Form

PROPOSED COURSE

C. Li and MARIN SUIG					
Subject (eg. MAPH) BUS	<u>l</u>	Number leg. 810	795		Units leg. 4)2
Course Title (max 80 characters) Financing the New Ventu					
Short Title (appears on transcrip Finance New Venture					
Course Description for SFU Cale	ndar 🗌 see attacl	hed document [Learning outcomes	identified	
Sources of capital availa capital, non-dilutive finan own technology commer	icing, and publ	in invention to ic markets. S	o market, includi tudents will crea	ng angel inv te financial s	estors, venture statements for their
Available Course Components:	☑ Lecture ☐ Ser	minar 🗆 Labora	atory Practicum	□Online □	
Grading Basis ALetter grades	☑ Satisfactory/Uns	satisfactory 🗆 In	Progress/Complete	This is a capsto	one course Yes No
Prerequisites (if any) see att	ached document lif	more space is rea	quired)	L	
Bus 792 Financial Litera	cy for Entrepre	eneurs			
☐ This proposed course is combi	ned with an underg	rad course: Cours	se number and units: .		
Additional course requirements f	or graduate studen	ts See attach	ed document lif this s	pace is insufficie	entl
8					
Campus at which course will be o	offered (check all th	nat apply) Bur	naby 🖸 Vancouver	□Surrey □GI	NW Sogal Building
Estimated enrolment 15	Date of initial offer September 20		Course delivery (eg. 3.5 hours/week	3 hrs/week for 1 for 6 weeks	3 weeksl
☐ Yes ☑ No Practicum work (If the "Yes" box is checked, all st	done in this class v udents will require	will involve childre criminal record c	en or vulnerable adult hecks)	5	
Justification See attached do	ocument (if more sp	pace is required)			
Required course for new certificate program					
RESOURCES		-			
If additional resources are requ	uired to offer this	course, the dep	artment proposing	the course sho	uld he prepared to
provide information on the sou	rce(s) of those ad	Iditional resourc	es.		and be propertied to
Faculty member(s) who will norm Jan Simon or Ian Hand or	Bank Care Clark to the Contract of Contract of Contract of the Contract of the Contract of		on about their compe	tency to teach th	e course is appended
Number of additional faculty men O	Number of additional faculty members required in order to offer this course				
Additional space required in orde None	r to offer this cours	se See attach	ed document		
Additional specialized equipment None	required in order t	to offer this course	e See attached do	ocument	
Additional Library resources requ None	iired (append detai	ls) Annually S	·] One-time \$	

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Program (eg. MAPH) BUS	Number (eg. 810) 795	Units (eg. 4) 2
Course title (max 80 characters) Financing the New Venture		

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

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

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

Other Faculties

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

Name of Faculty Signature of Dean or Designate		Date	
•			

Departmental Approval (non-departmentalized faculties need not sign)

Department Graduate Program Committee Mark Wexler	Signature M-M. Wille	Date April 15/14
Department Chair	Signature	Date
Mark Wexler	m. m. while	April 15/14

Faculty Approval

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

Mark Wexler M. M. Wilek Date April 15/14.	Faculty Graduate Program Committee Mark Wexler	Signature M. M. Willer	Date April 15/14.
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Senate Graduate Studies Committee Approval

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

Senate Graduate Studies Committee M. C., KET, M	Signature	Date
T. T. NOCK		November 7, 2014

CONTACT

Department / School / Program Beedie / Graduate Programs	Contact name Sharan Minhas	Contact email busarcrd@sfu.ca
		1 3 3 3 4 7 4 6 5 1 4 . 0 4

BUS 795: FINANCING THE NEW VENTURE

Instructor: Jan Simon / Ian Hand / Malcolm Kendall

Semester: Fall 2015

Office Phone:

LMS: TBA

Email:

COURSE DESCRIPTION

This course will introduce students to the sources of capital available to them for taking their invention to market, including angel investors, venture capital, non-dilutive financing, and public markets. Students will learn the benefits and pitfalls of various types of deal structure. Students will create financial statements for their own technology commercialization, and will "pitch" their ideas at the end of the course.

OBJECTIVES

- Discussion and examples of using different sources of capital for financing a venture
- Understanding of the key aspects of financing deal structure
- Students will become proficient at creating financial statements to translate their commercialization strategy into an initial business plan
- Developing the ability and confidence to pitch technology commercialization plan to investors

BOOK AND MATERIALS

Cases TBA

LEARNING AND ASSESSMENT

Assessment summary

Individual	Participation	20%	
	Final Project	60%	
Group	Group Project	20%	
	Total	100%	



New Graduate Course Proposal Form

PROPOSED COURSE

Subject (eg. MAPH) BUS		Number (eg. 810	796	Units (eg. 4)2
Course Title (max 80 characters) Business Plan I	l			. 32
Short Title (appears on transcrip Business Plan I	ts, max 25 charact	ers)		
Course Description for SFU Cale	ndar 🗌 see atta	ched document	Learning outcomes identified	
Integrates the frameworks advisor in drawing together attractiveness, competitor a	and content of	the GCSTC cou	urses. Students work one-	on-one with a faculty
Available Course Components:	□ Lecture □ S	eminar 🗆 Labor	atory Practicum Donline	e Project
Grading Basis Letter grades	☐ Satisfactory/Ur	nsatisfactory 🗹 In	Progress/Complete This is a	capstone course ☐ Yes ☑ No
Prerequisites (if any) ☐ see att BUS 790 Lab to Market BUS 791 Opportunity Identifica	ached document (i	if more space is re		
☐ This proposed course is combi	ned with an under	grad course: Cour	se number and units:	
Additional course requirements f				sufficient)
Campus at which course will be o	offered (check all t	hat apply) 🗆 Bur	naby 🗆 Vancouver 🗀 Surrey	GNW
Estimated enrolment 15	Date of initial offer May 2015	ering	Course delivery (eg. 3 hrs/wee 1 hr /week for 11 weeks	k for 13 weeks)
☐ Yes ☑ No Practicum work (If the "Yes" box is checked, all st	done in this class udents will require	will involve childre criminal record cl	n or vulnerable adults necks)	
Justification See attached do	cument (if more s	pace is required)		
Required course for new	certificate pro	gram		
RESOURCES If additional resources are requered information on the sources.	rce(s) of those ac	iditional resource	es.	
Faculty member(s) who will norm Sarah Lubik, Elicia Maine,	ally teach this cou Colleen Collir	rse □informations, Paul Terry of	on about their competency to tea or Ian Hand	ach the course is appended
Number of additional faculty men O				
Additional space required in order None	to offer this cours	see attache	d document	· · · · · · · · · · · · · · · · · · ·
Additional specialized equipment None	required in order t	to offer this course	see attached document	
Additional Library resources requ None	ired (append detai	ls] Annually \$	□ One-time	\$

	Number (eg. 810) 796	Units (eg. 4) Q
Course title (max 80 characters) Business Plan I		
APPROVAL SIGNATURE		
ountaine where mere insidut de au das	rse it must first be sent to the chairs of each t rtap in course content. The chairs will indicate te space or via a separate memo or e-mail (al	Ab A sussils
he new course proposal must also be s	ent to the Library for a report on library resou	irces.
	with, signatures indicate approval by the depa	
Ither Faculties he signature(s) below indicate that the upport(s) the approval of the new cours	Dean(s) or designate of other Faculties affect se.	ed by the proposed new course
Name of Faculty	Signature of Dean or Designate	Date
	ntalized faculties need not sign!	
epartmental Approval (non-departme		
epartmental Approval (non-departme Department Graduate Program Committee an McCarthy	Signature / : W	Date 14-May-2014
Department Graduate Program Committee		Date 14-May-2014 Date 14-May-2014
Department Graduate Program Committee an McCarthy Department Chair Ian McCarthy aculty Approval aculty approval indicates that all the no	Signature / : W	Date 14-May-2014 Date 14-May-2014 s have been resolved, and that the eccessary resources.
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Department / School / Program Contact name Contact email



BUS 796: Business Plan I

Instructor: Sarah Lubik / Elicia Maine / Colleen

Semester: Summer 2015

Collins / Paul Terry / Ian Hand

LMS: TBA

Office Phone:

Emaîl:

COURSE DESCRIPTION

This course will integrate the frameworks and content of the certificate courses. Students will work one-on-one with a faculty advisor in drawing together: opportunity identification, value proposition, value creation, industry attractiveness, competitor analysis, and commercialization strategy. This is the first part of a two part course.

OBJECTIVES

- Integrate frameworks and content of courses-to-date into a coherent and compelling business plan
- Customize business plan to each student's particular invention/product or service idea
- Allow for detailed analysis of the commercialization potential of science and engineering research in university labs
- Integration across faculties and development of commercialization mentors for the student entrepreneurs

BOOK AND MATERIALS

Relevant business plans and reference material TBA

LEARNING AND ASSESSMENT

Assessment summary

Evaluation in the course will be in progress/complete assessed by the faculty instructor on the content of the business plan. For the first part of the course, emphasis will be on opportunity identification and assessment, market selection, value proposition, competitor analysis, and industry attractiveness.



SFU SIMON FRASER UNIVERSITY DEAN OF GRADUATE STUDIES

New Graduate Course Proposal Form

PROPOSED COURSE

Subject (eg. MAPH) BUS		Number (eg. 810	1707		
Course Title (max 80 characters)			7/9/		Units (eg. 4)Q
Business Plan II					
Short Title (appears on transcript Business Plan II	s, max 25 charact	ers)			
Course Description for SFU Calen	idar 🔲 see atta	ched document [71 earning outcomes	idontifical	
Integrate the frameworks and co together: opportunity identificat development plan, competitor a second part of a two part course	ontent of the GC tion, value propo malysis, partners	STC courses. St	udents work one-on-	one with a facu	Ity advisor in drawing as model, financials, ation strategy. This is the
Available Course Components:	□ Lecture □ S	eminar 🗆 Labor	story Practicum	□ Online ☑	Project
Grading Basis Letter grades	コ Satislactory/Ur	nsatisfactory 1	Progress/Complete		one course Yes No
Prerequisites (if any) see atta	sched document [if more snace is rea	nuired		
BUS 790 Lab to Market; BUS 7 BUS 793 Business Models; BU	91 Opporunity I S 796 Business	dentification & As Plan I	sessment; BUS 792	Financial Liter	racy for Entrepreneurs;
☐ This proposed course is combin	ned with an under	grad course: Cours	se number and units: _		
Additional course requirements for	or graduate stude	nts See attach	ed document (if this s	pace is insufficie	entl
Campus at which course will be of	ffered (check all t	hat apply Burn	naby 🖸 Vancouver	□Surrey □GN	JW D
Estimated enrolment	Date of initial offe September 20	ering	Course delivery leg. : 1 hr/week for 11	3 hrs/week for 1	and the state of t
th the res box is checked, att stu	idents will require	e criminal record cl	D os milenantia and is		
Justification See attached do					
Required course for the n	ew certificate	program			
RESOURCES					
f additional resources are requi provide information on the sour	cc(3) or (11036 a)	antional resource	25.		
Faculty member(s) who will normal Sarah Lubik, Elicia Maine,	ally teach this cot Colleen Collin	ns, Paul Terry	on about their compete or lan Hand	ency to leach the	course is appended
Number of additional faculty mem O	bers required in	order to offer this o	ourse		
Additional space required in order None	to offer this cour	se 🗆 see attache	ed document		
Additional specialized equipment i None	required in order	to offer this course	see attached doo	cument	
Additional Library resources requi None	red (append deta	ils] 🗌 Annually S		One-time \$	

Program (eg. MAPH) BUS	Number (eg. 810) 797	Heite for (1 a)
Course title (max 80 characters)	107	Units (eg. 4) 2
Business Plan II		
APPROVAL SIGNATUR	RES	
When a department proposes a new committee where there might be an observable appropries	ourse it must first be sent to the chairs of eac verlap in course content. The chairs will indic riate space or via a separate memo or e-mail	th faculty graduate program ate that overlap concerns have
he new course proposal must also be	e sent to the Library for a report on library res	tattached to this form).
Ince overlap concerns have been dea enate Graduate Studies Committee.	lt with, signatures indicate approval by the de	partment, home faculty and
ther Faculties he signature(s) below indicate that th upport(s) the approval of the new cou	ne Dean(s) or designate of other Faculties affe rrse.	cted by the proposed new course
Name of Faculty	Signature of Dean or Designate	Date
epartmental Approval (non-departm	nentalized faculties need not sign)	
epartmental Approval (non-departm Department Graduate Program Committe	se Signature	Date 14-May-2014
e partmental Approval (non-departm Department Graduate Program Committe Department Chair		Date 14-May-2014 Date 14-May-2014
Department Graduate Program Committe Department Chair	Signature	
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Department Graduate Program Committee Department Chair Department Chair Department Chair Department Committee Department Committee Department Committee Department Committee	Signature Signature Signature Necessary course content and overlap concerning the required Library funds and any other in Signature Signature Approval Ty report has been seen, and all recourse income.	Date 14-May-2014
Department Graduate Program Committee Department Chair Department Chair Department Chair Department Committee Committee Department Chair Department C	Signature Signature Signature Necessary course content and overlap concerning the required Library funds and any other in Signature Signature Approval Ty report has been seen, and all recourse income.	Date 14-May-2014 Just dealt with. Once approved, new
epartment Graduate Program Committee epartment Chair culty Approval culty approval indicates that all the culty/Department commits to provide sculty Graduate Program Committee nate Graduate Studies Committee / SC approval indicates that the Libraurse proposals are sent to Senate for	Signature Signature Signature Signature Signature Signature Signature Signature Signature Approval ry report has been seen, and all resource issure information.	Date 14-May-2014 Date dealt with. Once approved, new
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Contact email



BUS 797: Business Plan II

Instructor: Sarah Lubik / Elicia Maine / Colleen

Semester: Fall 2015

Collins / Paul Terry / Ian Hand

LMS: TBA

Office Phone:

Email:

COURSE DESCRIPTION

This course will integrate the frameworks and content of the certificate courses. Students will work one-on-one with a faculty advisor in drawing together: opportunity identification, value proposition, value creation, industry attractiveness, business model, financials, development plan, competitor analysis, partnership strategy, entrepreneurial team and commercialization strategy. This is the second part of a two part course.

OBJECTIVES

- Integrate frameworks and content of other courses into a coherent and compelling business plan
- Customize business plan to each student's particular invention/product or service idea
- Work one-on-one with a faculty supervisor to create a polished business plan for the venture commercializing the students product/service

BOOK AND MATERIALS

Relevant business plans and reference material TBA

LEARNING AND ASSESSMENT

Assessment summary

Evaluation in the course will be in progress/complete assessed by the faculty instructor on the content of the business plan.

Academic Honesty

Plagiarism is the unacknowledged use of other people's ideas or work. Plagiarism is often unintentional and can be avoided through careful work habits and familiarity with academic conventions. But whether intentional or unintentional, plagiarism is recognized as a serious academic offence. The university's strong stance against plagiarism reflects our shared commitment to intellectual honesty, and the original contributions of each student and faculty member validate and sustain the university as a vital centre of knowledge and research. It is your responsibility, as a student and a member of the academic community, to ensure that you have correctly acknowledged and cited all the resources you have used in writing your work.

The following examples are representative but not exhaustive of activities constituting academic dishonesty:

- Plagiarism (presenting the work of another person as your own)
- Submitting the same work more than once without prior approval
- Translating a work from one language to another without complete and proper citation.