

SIMON FRASER UNIVERSITY

Paper S-108

MEMORANDUM

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| Chairman of Senate | S. M. 4/3/68 From..... John Matthews, Dean |
| Secretary of Senate | Faculty of Arts |
| Subject..... MBA program | Date..... February 16, 1968 |

May I submit a special request for this item to be included on the agenda for the Senate Graduate Studies Committee meeting on February 27 and on the Senate agenda for the March meeting of Senate?

I understand that the Department of Economics and Commerce is committed to the Princeton Aptitude Test on the 6th of April for applicants.

It is anticipated that the full documentation will be available on Friday, February 16. I can, if necessary, undertake to furnish members of the University Committee with the documents as soon as they reach me and, if that is not too late, they could go to Senate members not later than Monday, February 25th.

I realize that referral back or major amendment at any stage might stultify this timetabling and that it is important for all concerned to have sufficient time to study the papers, so that I must leave this to your best judgement.

John Matthews

JM:els
cc. Dr. Copes

S.M. 4/3/68

SIMON FRASER UNIVERSITY

Grad Studies

Department of Economics and Commerce

15 February, 1968

The Department of Economics and Commerce proposes:

1. That an M.B.A. program, to be given on a part-time evening basis, be initiated at S.F.U. commencing September, 1968.
2. That the program normally cover six semesters with a total of 10 courses plus a research paper.
3. That the following ten courses comprise the required curriculum:
 - a) Organization and Management Theory
 - b) Industrial Human Relations
 - c) Socio-Technical Systems
 - d) Market Strategies
 - e) Management Information and Controls
 - f) Managerial Economics
 - g) Operations Research
 - h) Business Research
 - i) Business and Society
 - j) Business Policy
4. That the program be primarily for persons in regular employment in private or public corporations who have had several years of experience in a managerial capacity. Admissibility will be judged on the basis of some or all of the following:
 - a) Undergraduate grades
 - b) Letters of recommendation
 - c) ETS test results
 - d) Extended application forms
 - e) Cultural equivalent exams
 - f) Personal interviews

Normally, candidates admitted will be expected to possess a bachelor's degree (in any discipline) with at least a good second class (B) standing. However, considerable weight will be attached to the other criteria of admission and a few candidates may be admitted who do not possess a university degree if their relevant qualities in other respects are considered outstanding.

S.M. 4/3/68

SIMON FRASER UNIVERSITY

Gra. Swan

Department of Economics and Commerce

CURRICULUM FOR THE EVENING M. B. A. PROGRAM

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| <u>Semester 1</u> | A. Organization and Management Theory B. Industrial Human Relations |
| <u>Semester 2</u> | C. Socio-Technical Systems D. Market Strategies |
| <u>Semester 3</u> | E. Management Information and Controls F. Managerial Economics |
| <u>Semester 4</u> | G. Operations Research H. Business Research |
| <u>Semester 5</u> | Research |
| <u>Semester 6</u> | I. Business and Society J. Business Policy |

A. Organization and Management Theory

This course establishes the philosophy and conceptual framework for the entire M. B. A. program. It is based on the proposition that every business organization must deal with three basic problems: (1) technical rationality--how to produce a good or service economically enough to meet a market demand at a profit; (2) coping with uncertainty--how to react to challenges, threats, and opportunities stemming from changes in environmental forces which cannot be accurately predicted or controlled; and (3) organizational rationality--how to operate in a way to attain a high degree of technical rationality and yet be sufficiently flexible to effectively cope with changes and uncertainties in the environment. Management is analyzed in terms of the decisions and actions required of technical, environmental, and administrative managers in meeting the problems of technical rationality, coping with uncertainty, and organizational rationality.

B. Industrial Human Relations

Managers spend much of their time working with other people. To be effective they must have a good understanding of human behavior and know how to motivate people. The effective manager is skilled in interpersonal relations. He is able to communicate nonverbally as well as verbally, and he is able to perceive and deal with human relations problems that arise in business. The skills required for effective interpersonal relations are learned in this course. Students will gain an understanding of industrial human relations through readings, and they will improve their leadership potential through laboratory exercises in interpersonal relations in small groups.

C. Socio-Technical Systems

Every business organization produces goods or services for sale in the market. The production system is a combination of technology (i. e., tasks, physical layout of facilities, equipment available) and a social system (i. e., the personal relationships among people performing the tasks). Both taken together constitute a socio-technical system. In this course students will study man-machine relationships in different industries (e. g., manufacturing, banking, insurance, advertising, retailing, construction). They will analyze the technological and social factors that affect productivity and morale in a company. Particular attention is paid to effective supervision of the work force.

D. Market Strategies

The business organization has regular relationships with four types of markets: (1) labor markets, in which personnel are hired; (2) money markets, in which funds are procured; (3) resource markets, in which equipment and raw materials are purchased; and (4) product markets, in which goods are sold. Changes in the activities of individuals, groups, and organizations in these markets produce uncertainties for the company (e. g., labor strikes, change in interest rates, change in resource prices, change in consumer tastes). The company must develop strategies for dealing with entities in the four markets in which it operates. In this course students will study the process of strategy formulation and analyze various cooperative and competitive strategies. Such topics as long-range planning, diversification, mergers, and new product and new market development are covered. Explicit attention will be given to the spatial aspects of these topics.

E. Management Information and Controls

Managers need various types of information to make rational decisions and to control operations in the business organization. This course will deal with such matters as the methods of search for information; the techniques by which information is stored and retrieved; data processing; communication of information; and simulation of business operations. The emphasis is on accounting and budgeting activities as means of aiding managers to make decisions and to determine when operating results depart significantly from planned objectives.

F. Managerial Economics

This course shows students how elements of theoretical economics can help managers make better practical decisions. Supply and demand analysis is studied for insights into the process of pricing and to help answer such questions as "How much should a company spend on advertising?" Cost theory is studied for insights into how to design and operate a rational production system. Capital budgeting is studied for insight into the factors that determine investment decisions. The rigorous approach to these and other matters which economists have developed encourages students to develop their own analytical approach to the solution of quantitative business problems.

G. Operations Research

In recent years highly sophisticated mathematical techniques have been developed to help managers make better decisions. This approach to decision making, referred to as operations research, views decision making as a logical process that can be expressed and analyzed mathematically. The model is the central tool of this approach. Models focus on the basic elements and relationships in business systems and enable management to manipulate variables and predict performance before interfering with actual operations. In this course students will study the problems of decision making under uncertainty and learn how Bayesian statistics and other quantitative techniques can help managers make better decisions.

H. Business Research

As business management becomes increasingly complex, there is a need to rely more on research reports for information needed in decision making. This course will give the student an appreciation for the methods and aims of business research and how it contributes to effective business management. They will learn what business research can and cannot do, how to evaluate research, and the relation of the research and development department to the rest of the organization. In his research semester each student will do a major research project based on his own business experience. He will work closely with a faculty member in designing and carrying out the project.

Grad Studies

I. Business and Society

This course is related to the Market Strategies course. The latter deals with the immediate environment of the business organization, whereas the Business and Society course deals with the larger social environment of business. Business is the creature of society and it must follow broad social trends if it is to survive. This course analyzes the relations between business and other social institutions such as government, religion, and education. It focuses on the nonmarket forces in the environment which influence the decisions managers make. It deals with the appropriate strategies by which business reacts to external social forces, and it analyzes business ethics as a type of nonmarket social control over business.

J. Business Policy

This is the capstone course in the M.B.A. program. In it the student will bring together all that he has learned in previous courses and integrate it in an understanding of overall company operations. There is an emphasis on the functions, responsibilities, and viewpoint of top-level general management. The students will analyze the problems which affect the character and success of the total enterprise. The problems of policy in business have to do with the choice of purposes, the molding of organizational character, the definition of what needs to be done, and the mobilization of resources for the attainment of goals in the face of competition and adverse circumstances.