



Dean of Graduate Studies

S.13-45

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**MEMORANDUM**

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ATTENTION Senate  
FROM Wade Parkhouse, Dean of Graduate  
Studies  
RE: Beedie School of Business

DATE 7 February 2013  
No. GS2013.04

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**For information:**

Acting under delegated authority at its meeting of 4 February 2013, SGSC approved the following curriculum revision:

**Effective Date is Fall 2013**

**Beedie School of Business**

- a) Master of Business Administration
  - 1. Change of program requirements to 56 units from 55
  - 2. Change of units from 2 to 3: BUS 706-3 Data and Decisions
  - 3. Removal of requirement of passport style photograph
  - 4. Change of courses eligible for waivers in the GDBA program
- i) Removal of BUS 704 Leadership and Groups
- ii) Addition of BUS 707 Business Ethics
- iii) Addition of BUS 719 Managing People



BEEDIE SCHOOL OF BUSINESS

**Memo**

**To: Wade Parkhouse, Dean of Graduate Studies**

**From: Colleen Collins, Associate Dean, Graduate Programs**

**Date: January 16, 2013**

**Re: MBA Program Calendar Changes**

The SFU MBA Program would like to request the following changes:

- Change the credits for BUS 706 Data and Decisions from 2 credits to 3 credits
  - Please see attached for justification of changes from Academic Chair, Dr. David Hannah
- Changes to the courses eligible for waivers for graduates of the GDBA program
  - Removal of BUS 704 Leadership and Groups
  - Addition of BUS 707 Business Ethics and BUS 719 Managing People
- Change the program requirements to a minimum of 56 units (currently they must complete 55 units).
- The following calendar changes:

<p>From:</p> <p><b>Application</b></p> <p>Students can apply online at Simon Fraser University's online graduate studies application for admission, found at <a href="http://www.sfu.ca/dean-gradstudies/future/application_process">www.sfu.ca/dean-gradstudies/future/application_process</a>.</p> <p>Admission is based on the following.</p> <ul style="list-style-type: none"> <li>• MBA program application essay found at <a href="http://www.beedie.sfu.ca/mba">http://www.beedie.sfu.ca/mba</a>.</li> <li>• official undergraduate transcripts mailed directly from the granting institution</li> <li>• a resume</li> <li>• three confidential letters of reference mailed <b>sent</b> directly from the referees, preferably</li> </ul>	<p>To:</p> <p><b>Application</b></p> <p>Students can apply online at Simon Fraser University's online graduate studies application for admission, found at <a href="http://www.sfu.ca/dean-gradstudies/future/application_process">www.sfu.ca/dean-gradstudies/future/application_process</a>.</p> <p>Admission is based on the following.</p> <ul style="list-style-type: none"> <li>• MBA program application essay found at <a href="http://www.beedie.sfu.ca/mba">http://www.beedie.sfu.ca/mba</a>.</li> <li>• official undergraduate transcripts mailed directly from the granting institution</li> <li>• a resume</li> <li>• three confidential letters of reference sent directly from the referees, preferably</li> </ul>
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- from supervisors or former professors
- graduate management admission test (GMAT) results
- applicants whose primary language is not English, or whose previous education was conducted in another language, must submit evidence of satisfactory completion of a standardized English test that is acceptable to the University (see graduate general regulation 1.3.12).
- ~~a recent passport style photograph~~
- interview (shortlisted candidates only)

### Program Requirements

Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of ~~55~~ 56 units from the following list including a comprehensive examination (BUS 718).

- BUS 702 Marketing Management (3)
- BUS 703 Managerial Economics (3)
- BUS 704 Leadership and Groups (3)
- BUS 705 Financial/Managerial Accounting (3)
- BUS 706 Data and Decisions ~~(2)~~ (3)
- BUS 707 Business Ethics (2)
- BUS 708 Financial Management (3)
- BUS 709 Managing Information (3)
- BUS 710 Managing Global Enterprises (3)
- BUS 711 Negotiation and Conflict Resolution (3)
- BUS 712 Managing a Globalized Workforce (2)
- BUS 714 Entrepreneurship (3)
- BUS 715 Operations Management (3)
- BUS 716 Sustainability (3)
- BUS 718 Business Strategy (3)
- BUS 719 Managing People (3)
- BUS 720 Special Topics in Business Administration (2)
- BUS 721 Special Topics in Business Administration (3)
- BUS 722 Special Topics in Business Administration (4)
- BUS 723 Introduction to Managerial Thought (2)
- BUS 724 Organizational Analysis (2)
- BUS 725 Cross Cultural Experience (2)
- BUS 726 Business Innovation and Creativity (2)
- BUS 727 MBA Internship (0) or

- from supervisors or former professors
- graduate management admission test (GMAT) results
- applicants whose primary language is not English, or whose previous education was conducted in another language, must submit evidence of satisfactory completion of a standardized English test that is acceptable to the University (see graduate general regulation 1.3.12).
- interview (shortlisted candidates only)

### Program Requirements

Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 56 units from the following list including a comprehensive examination (BUS 718).

- BUS 702 Marketing Management (3)
- BUS 703 Managerial Economics (3)
- BUS 704 Leadership and Groups (3)
- BUS 705 Financial/Managerial Accounting (3)
- BUS 706 Data and Decisions (3)
- BUS 707 Business Ethics (2)
- BUS 708 Financial Management (3)
- BUS 709 Managing Information (3)
- BUS 710 Managing Global Enterprises (3)
- BUS 711 Negotiation and Conflict Resolution (3)
- BUS 712 Managing a Globalized Workforce (2)
- BUS 714 Entrepreneurship (3)
- BUS 715 Operations Management (3)
- BUS 716 Sustainability (3)
- BUS 718 Business Strategy (3)
- BUS 719 Managing People (3)
- BUS 720 Special Topics in Business Administration (2)
- BUS 721 Special Topics in Business Administration (3)
- BUS 722 Special Topics in Business Administration (4)
- BUS 723 Introduction to Managerial Thought (2)
- BUS 724 Organizational Analysis (2)
- BUS 725 Cross Cultural Experience (2)
- BUS 726 Business Innovation and Creativity (2)

<ul style="list-style-type: none"> <li>• BUS 728 Research Internship * (0)</li> <li>• BUS 729 Comprehensive Examination (2)</li> </ul> <p>*for students entering the PhD program</p> <p><del>Students receiving waivers for completion of a graduate diploma in business administration complete 30 units.</del></p> <p>Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 704, 705, 706, 707, 708, 719. A minimum 3.0 CGPA in that diploma program is required.</p>	<ul style="list-style-type: none"> <li>• BUS 727 MBA Internship (0) or</li> <li>• BUS 728 Research Internship * (0)</li> <li>• BUS 729 Comprehensive Examination (2)</li> </ul> <p>*for students entering the PhD program</p> <p>Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 705, 706, 707, 708, 719. A minimum 3.0 CGPA in that diploma program is required.</p>
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If you have any further questions or concerns, please let me know.

Sincerely,

Dr. Colleen Collins  
Associate Dean, Segal Graduate School  
Beedie School of Business  
Simon Fraser University  
778-782-5195

## **Justification for expansion of Business 706 (Data and Decisions) from 2 credits to 3 credits**

One of the foundation courses in the Beedie School of Business Full-Time MBA program is Data and Decisions. This course has two key purposes. The first is to provide students with a solid foundation in statistics and business analytics; the second is to help students learn how to make effective decisions. At present, Data and Decisions is a half course, taking place over six sessions. The feedback from students and instructors is that this is not enough time to achieve the purposes of the course. To illustrate, one student commented that the course was “just getting to the good stuff” when it ended.

We would therefore like to expand the course from a half course to a full course. This change will have three advantages:

1. Additional time can be spent on conventional and emerging techniques from the field of business analytics. This will help ensure that our students have more than just a cursory understanding of this important technical material.
2. Better integration with Bus 707: Ethical Decision Making. The current half course does not permit a full discussion of the role of objectives and trade-offs in decision-making. A full course would permit coverage of analytic techniques for including non-quantitative objectives and constraints. Specifically, this would permit a fuller integration of the technical material from this course and the ethical and other qualitative issues raised in Bus 707.
3. Better understanding of data. Data is a critical enabler of business analytics, visualization and evidence-based decision making. However, many students lack an understanding of the technological infrastructure for creating and organizing data. The full course includes a session on topics such as query languages, data warehousing, and multi-dimensional data.

Overall, the result of moving from a half-course to a full-course would be to give students a broader and fuller understanding of business analytics and its potential role within managerial decision making.

In the MBA program, half courses are two credits and full courses are three credits, meaning that this change would result in a tuition increase of \$607.70 (current per credit tuition fee).

### **Course Description:**

The graduates of MBA programs are expected to be masters of a well-defined set of financial and analytical skills. In this course, students will acquire skills and knowledge in data analysis and statistics, and will also learn a contextual framework to apply their skills and knowledge to real-world problems. This will be accomplished in two ways:

1. The course considers analytic tools within the broader context of a decision-making methodology. Statistical tools are introduced according to their potential role in a standardized process model of decision-making and problem solving.

2. The course emphasizes hands-on problem solving using sophisticated decision making tools. The decision problems addressed in the course are sufficiently large and complex that solution by hand (or even with general-purpose tools such as Excel) is generally impractical. As a result, students must draw on state-of-the art business analytics tools. The theory part of the course arises from this hands-on experience. That is, once we have useful results, it is natural to ask: Where did these come from? How does the software do this? What are the limitations of the approach?

### Comparison of the Existing Course and the Proposed Full-Credit Course:

Existing Half-Course		Proposed Full Course		Exercise
Session	Topic	Session	Topic	
1	Integrative Case Day Course introduction Outline connections with other courses	1	Integrative Case Day Course introduction Outline connections with other courses	Introduction to purpose of course Case analysis
2	Course introduction Human decision making traps Process model of decision making	2	Course introduction Human decision making traps Process model of decision making	Distributions Histograms in Excel Importing data into SAS
3	Gap analysis: Statistical hypothesis testing	3	Gap analysis I: Statistical hypothesis testing	Hypothesis testing in EXCEL Hypothesis testing in SAS ENTERPRISE GUIDE
		4	Gap analysis II: Bayesian reasoning and evidence	Bayesian networks
4	Root Cause Analysis I: Basic linear regression	5	Root Cause Analysis I: Basic linear regression	Scatterplots Correlation Regression in EXCEL Regression in SAS ENTERPRISE GUIDE
5	Root Cause Analysis II: Multiple regression	6	Root Cause Analysis II: Multiple regression	Multiple regression Stepwise regression Transformations Data mining
		7	Understanding data	Fundamental of SQL and data warehousing
		8	Root Cause Analysis III: Data mining	Contingency tables Statistical tests of independence Classification tree construction using KNIME
		9	Objectives and Trade-offs: Stated and	Swing weights and multi-criteria

			revealed preference	decision making
6	Evaluation of Alternatives: Monte Carlo simulation Decision trees	10	Evaluation of Alternatives I: Monte Carlo simulation	Monte Carlo simulation using @RISK
7*	Final Exam	11	Evaluation of Alternatives II: Decision tree analysis	Decision tree analysis using PRECISIONTREE
		12	Final Exam	

\*Half courses in the MBA program have six sessions and full courses have twelve. In the current course the instructor has chosen to have seven sessions because he felt the course needed to cover more material.



# Graduate Course Minor Change Form

This form is for an SFU department or program to request a minor change to an existing graduate course. After approval and signature by the faculty graduate studies committee, this form should be forwarded to the Dean of Graduate Studies for approval by the Senate Graduate Studies Committee (SGSC). SGSC will forward the approval to Senate for information.

## DEPARTMENT

Department / School / Program <b>Business</b>	Contact name <b>Colleen Collins</b>	Contact email <b>dodd@sfu.ca</b>
Please revise the following elements of the indicated graduate course: <input type="checkbox"/> Catalogue number <input checked="" type="checkbox"/> Units <input type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____		

## CURRENT COURSE

Please complete only the fields to be changed.

Program (eg. LBST) <b>Bus</b>	Number (eg. 810) <b>706</b>	Units (eg. 4) <b>2</b>
Course title (max 80 characters)		
Short title (appears on transcripts, max 25 characters)		
Course description for SFU Calendar <input type="checkbox"/> see attached		
Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks) <input type="checkbox"/> Yes <input type="checkbox"/> No		
Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory <input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____		
Prerequisites (if any)		
This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No		
Course number and units: _____		
Additional course requirements for graduate students		

## REVISED COURSE

Please complete only the fields to be changed.

Program (eg. LBST) <b>Bus</b>	Number (eg. 810) <b>706</b>	Units (eg. 4) <b>3</b>
Course title (max 80 characters)		
Short title (appears on transcripts, max 25 characters)		
Course description for SFU Calendar <input type="checkbox"/> see attached		
Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Practicum work done in this class will involve children or vulnerable adults (If the "Yes" box is checked, all students and instructors will require criminal record checks) <input type="checkbox"/> Yes <input type="checkbox"/> No		
Grading basis <input type="checkbox"/> Graded <input type="checkbox"/> Satisfactory / Unsatisfactory <input type="checkbox"/> In Progress / Complete <input type="checkbox"/> _____		
Prerequisites (if any)		
This is combined with an undergrad course. <input type="checkbox"/> Yes <input type="checkbox"/> No		
Course number and units: _____		
Additional course requirements for graduate students		

## APPROVALS

Colleen Collins  
Faculty graduate studies committee name

W Parkhouse  
Senate graduate studies committee name

Colleen Collins  
Signature

W Parkhouse  
Signature

Feb 13/13  
Date

Feb 14/13  
Date