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**MEMORANDUM**

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**ATTENTION** Senate **DATE** May 22, 2012  
**FROM** Jon Driver, Vice-President, Academic and Provost, and Chair, SCUP **PAGES** 1/1  
**RE:** Beedie School of Business: Revisions to the Master of Business Administration Program (SCUP 12-14)

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At its May 16, 2012 meeting SCUP reviewed and approved the revisions to the Master of Business Administration Program within the Beedie School of Business.

**Motion:**

That Senate approve the revisions to the Master of Business Administration Program within the Beedie School of Business, effective September 2012.

encl.

c: C. Collins

MEMO

Dean of  
Graduate Studies

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Student Services Centre  
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TO SCUP

TEL

FROM Wade Parkhouse, Dean, Graduate Studies



RE Beedie School of Business

[GS2012.13]

CC Colleen Collins

DATE 23 April, 2012

At its meeting of 16 April, 2012, SGSC approved the following revisions to the MBA program and is forwarding it to SCUP for consideration:

**Effective Date is September 2012**

**Beedie School of Business**

[GS2012.13]

**Masters of Business Administration (MBA)**

Program requirements:

i) Increase of total required units from 45 to 55

ii) New courses:

- BUS 719-3 Managing People
- BUS 723-2 Introduction to Managerial Thought
- BUS 724-2 Organizational Analysis
- BUS 725-2 Cross Cultural Experience
- BUS 726-2 Business Innovation and Creativity
- BUS 729-2 Comprehensive Examination

iii) Minor course changes:

- Change of title: BUS 707-2 Business Ethics
- Change of title: BUS 708-3 Financial Management
- Change of title: BUS 712-2 Managing a Globalized Workforce
- Change of units, course description, and deletion of comprehensive exam component: BUS 718-3 Business Strategy

Senators wishing to consult a more detailed report of curriculum revisions may do so by going to Docushare:

<https://docushare.sfu.ca/dsweb/View/Collection-12682>

If you are unable to access the information, please call 778-782-3168 or email [shelley\\_gair@sfu.ca](mailto:shelley_gair@sfu.ca).



**FACULTY OF BUSINESS ADMINISTRATION**

**Memo**

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

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

**Date: February 16, 2012**

**Re: MBA Program Change Rationale**

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The first cohort in our Full-Time MBA program was admitted in the Fall of 2007. The program became an established, successful part of the Beedie School of Business.

In September of 2010, it was agreed that it was an opportune time to review the program. The Academic Chair, Dr. Hannah and his MBA committee consulted extensively with students, staff, and faculty, and researched other programs and what they were doing. Overall, there was a reasonable degree of satisfaction with the program, but there was also a consensus that it could be improved.

That committee has recommended a number of changes to the program that they believe will position it program for continued growth and success.

The main goals of the changes are as follows:

To ensure that our graduates learn all of the fundamental disciplines of business, including the management of human capital and international business; to improve graduates' integrative thinking skills, so that they are able to employ skills, creativity, and knowledge from multiple disciplines when making business decisions; to ensure that our students are aware that business decisions have implications for a broad set of stakeholders



**FACULTY OF BUSINESS ADMINISTRATION**

**Memo**

**To: Wade Parkhouse, Dean of Graduate Studies**  
**From: Colleen Collins, Associate Dean, Graduate Programs**  
**Date: February 16 2011—revised May 23, 2012**  
**Re: MBA Program Calendar Changes**

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

- Change the title of BUS 707 Ethical Decision Making to Business Ethics
- Change the title of BUS 708 Finance to Financial Management
- Change the title of BUS 712 Cross-Cultural Management to Managing a Globalized Workforce
- Change the credits for BUS 718 Business Strategy from 4 credits to 3 credits and change the course description
- Delete Bus 701-2
- Remove the Comprehensive Exam component from BUS 718 Business Strategy

The SFU MBA Program would like to request the addition of the following new courses:

- BUS 719 Managing People
- BUS 723 Introduction to Managerial Thought
- BUS 724 Organizational Analysis
- BUS 725 Cross-Cultural Experience
- BUS 726 Business Innovation and Creativity
- BUS 729 Comprehensive Examination
- Change the program requirements to a minimum of 55 units (currently they must complete 45 units).
- The following calendar changes:

<b>From:</b>  <b>Program Requirements</b>	<b>To:</b>  <b>Program Requirements</b>
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Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 45 55 units of prescribed courses including a comprehensive examination as follows:

- ~~BUS 701-2 Strategy~~
- BUS 702-3 Marketing Management
- BUS 703-3 Managerial Economics
- BUS 704-3 Leadership and Groups
- BUS 705-3 Financial/Managerial Accounting
- BUS 706-2 Data and Decisions
- BUS 707-2 ~~Ethical Decision Making~~  
**Business Ethics**
- BUS 708-3 ~~Finance~~  
**Financial Management**
- BUS 709-3 Managing Information
- BUS 710-3 Managing Global Enterprises
- BUS 711-3 Negotiation and Conflict Resolution
- BUS 712-2 ~~Cross-cultural Management~~  
**Managing a Globalized Workforce**
- BUS 714-3 Entrepreneurship
- BUS 715-3 Operations Management
- BUS 716-3 Sustainability
- BUS 718-4 ~~Strategic Management/~~  
~~Comprehensive Examination 3~~  
**Business Strategy**
- **BUS 719-3 Managing People**
- **Bus 720-2 Special Topics in Business Administration**
- **Bus 721-3 Special Topics in Business Administration**
- **Bus 722-4 Special Topics in Business Administration**
- **BUS 723-2 Introduction to Managerial Thought**
- **BUS 724-2 Organizational Analysis**
- **BUS 725-2 Cross Cultural Experience**
- **BUS 726-2 Business Innovation and Creativity**
- **BUS 727-0 MBA Internship**
- **BUS 729-2 Comprehensive**

Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 55 units of prescribed courses including a comprehensive examination as follows:

- BUS 702-3 Marketing Management
- BUS 703-3 Managerial Economics
- BUS 704-3 Leadership and Groups
- BUS 705-3 Financial/Managerial Accounting
- BUS 706-2 Data and Decisions
- BUS 707-2 Business Ethics
- BUS 708-3 Financial Management
- BUS 709-3 Managing Information
- BUS 710-3 Managing Global Enterprises
- BUS 711-3 Negotiation and Conflict Resolution
- BUS 712-2 Managing a Globalized Workforce
- BUS 714-3 Entrepreneurship
- BUS 715-3 Operations Management
- BUS 716-3 Sustainability
- BUS 718-3 Business Strategy
- BUS 719-3 Managing People
- Bus 720-2 Special Topics in Business Administration
- Bus 721-3 Special Topics in Business Administration
- Bus 722-4 Special Topics in Business Administration
- BUS 723-2 Introduction to Managerial Thought
- BUS 724-2 Organizational Analysis
- BUS 725-2 Cross Cultural Experience
- BUS 726-2 Business Innovation and Creativity
- BUS 727-0 MBA Internship
- BUS 729-2 Comprehensive Examination

<b>Examination</b>	
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If you have any further questions or concerns, please let me know.

Sincerely,

Dr. Colleen Collins  
Associate Dean Graduate Programs  
Faculty of Business Administration  
Simon Fraser University  
778-782-5195

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## **Proposal for Revised Beedie Full-Time MBA Program**

### **Overall Summary**

The first cohort in our Full-Time MBA program was admitted in the fall of 2007. In September of 2010, and with the appointment of a new Academic Chair, it was an opportune time to review the program's design. The new chair and his MBA committee reviewed feedback from students, took into account the new mission of the Beedie School of Business, and compared the structure of the program with numerous other prominent programs. As a result of that review process, we are proposing a completely revamped program that includes multiple new courses, several course changes, and a new approach to course delivery.

### **Background**

We originally created our full-time MBA program in 2007. At the time, we perceived that an opportunity existed to create a new, one-year full-time program targeted at students with no academic background in business. The program has been successful, and we have just admitted our fifth cohort this year.

We are now considering substantial changes in the program, largely in response to two things. First, in 2007 the business school had no well-conceived strategy and mission. Now, we have a clear direction that includes an emphasis on innovation and sustainability. Second, we have had an opportunity to receive feedback from many graduates of the program. They told us that (a) there was slack time in their schedules, (b) that we should make several changes to our curriculum, and (c) they wanted more opportunities to apply their new knowledge in an integrative way. We have made a number of changes to the curriculum in order to address the issues raised by the students, and to align the program with the school's mission.

### **New Modular Structure**

We are also changing how we deliver our courses. We are moving to a modular structure, where instead of having four or five independent courses running at the same time, we will now have either two or three courses taught in an integrated fashion with joint assignments or cases. Many other MBA programs have moved to a modular approach, recognizing that it enables greater coordination across instructors and helps students to integrate their knowledge. While we recognize that changes in delivery do not require approval from Senate, we note this change here in order to demonstrate that, taking into account the curriculum changes and the delivery changes, what we are proposing is a very different MBA program.

### **Change in Credits**

We recognize that this new program includes ten more credits than the old one, which in turn will mean a higher level of tuition. We wish to be very clear, however, that these changes are made for pedagogical reasons, and we explain those reasons in more detail below. If the changes are approved our new tuition would be approximately \$33,423.50. That would still make our tuition \$7000 cheaper than the national average of comparable MBA programs for domestic students, and over \$20,000 cheaper than the national average for international students (see Appendix 1). Our closest competitor, the Sauder School of Business at UBC, charges \$42,179 for Canadian Students and \$52,541 for International Students.

Next, we discuss the new courses we would like to add to the program. In each case, we explain the rationale for adding that course. We then discuss a number of minor changes to course titles.

New Courses

1. *BUS 723 Introduction to Managerial Thought* (2 credits) replacing *Strategy* (2 credits)

In order to provide students with an overview of the courses they take each semester, we have created a course titled *Introduction to Managerial Thought*. It consists of a single day at the beginning of each of the three semesters of the program. All instructors that semester teach an integrative case from the perspective of their course. This introduces students to the content of their courses, and provides an opportunity for them to see how the knowledge from their courses might be integrated. This day also facilitates the transition to our new, integrated, modular structure by providing another occasion for instructors to connect their courses.

The addition of this course would not change the number of credits in the program, as it replaces a 2-credit *Strategy* course.

Course Description:

This unique course takes place over three days. One day takes place at the beginning of the fall semester; the second at the beginning of the spring semester; the third at the beginning of the summer semester. The purpose of each day is to provide you with an introduction to the courses you will take in each semester. During these days, each of the upcoming semester's instructors will teach a case or analyze a business from the perspective of their course.

2. *BUS 719 Managing People* (3 credits)

When we interviewed our graduates, all of them felt that the program suffered because it did not have a course on *Managing People*. Every other program researched had a course on this topic. Our graduates felt they were lacking knowledge on how to help organizations to attract and retain good employees.

Course Description:

*Managing People* focuses on organizational behaviour and human resources management, with the goal of understanding how organizations can develop an engaged, committed, motivated, and productive workforce.

3. *BUS 724 Organizational Analysis* (2 credits)

Our graduates also told us that they would like us to do a better job providing them with opportunities to employ skills, creativity, and knowledge from multiple disciplines when making business decisions. In addition to changing our method of delivering courses, we have added opportunities for students develop and test their integrative thinking skills. We would like to conclude the fall semester with a half course that is a business simulation. This will enable students to apply all the concepts they have learned that semester in the context of a paper-and-pencil simulation of a business.

Course Description:

This course is built around a unique experience. It is an intensive 2-½ day behavioural simulation, during which groups of 20 students assume leadership positions (e.g. CEO, CFO, SVP). It provides an integrated experience to conclude the semester.



*JK*

4. *BUS 726 Business Innovation and Creativity* (2 credits)

In our mission, the Beedie School emphasizes its thought leadership in the area of innovation. We have many top-notch teachers and researchers who are experts in technology and innovation management, and our students want to learn from these experts. Further, there is an increasing demand from employers for students who are creative and innovative. We hope that creative graduates will be able to come up with solutions to help business operate in ways that are economically, socially, and environmentally sustainable. In order to align the content of the program with our expertise and our mission, we would like to add a class on *Business Innovation and Creativity*.

Course Description:

Students are introduced to a method for dealing with difficult, complex, “wicked” problems. Students learn to reframe problems by deeply understanding their context and the users who are affected by them, and to develop solution requirements based on this deep understanding. Throughout the course, students observe their own and their colleagues’ problem solving approach and learn how they can become better problem solvers.

5. *BUS 725 Cross-Cultural Experience* (2 credits)

Another aspect of our new mission is cross-cultural management. In an increasingly globalized business world, companies can only succeed if they have employees that are able to manage individuals from different cultures. In order to provide our students with hands-on experience, we would like to have a mandatory course where students will observe management practices in another culture or cultures.

We presently run two kinds of optional cross-cultural experiences. First, we arrange an international trip for students to travel to another country and observe differences in how organizations there do business. Second, for international students whose visas will not permit them to travel outside of Canada, and for those students who are interested in first nations issues, we arrange a local trip where students visit a number of B.C. first nations and learn about their cultures.

At the present time, these experiences are optional and have an additional cost; as a result, many students choose not to go. We would like all of our graduates to have these experiences, and therefore would like to make this a mandatory course. The tuition fees for this course will go towards the cost of these cross-cultural experiences.

Course Description:

This course is designed to expose students to a new cultural and institutional setting in ways that will not only educate them about this particular setting, but will also help them gain a broader understanding of the complexities of working in a multicultural business environment.

*JK*

6. *BUS 729 Comprehensive Examination (2 credits)*

The capstone examination for the course is a week long, computerized business simulation that tests students' knowledge of all of the material in the program. This examination was previously part of the Business 718 course in Business Strategy, but since it covered more topics than just strategy, we would like to include it as a two-credit course. We are also reducing the Strategy course from 4 credits to 3.

Course Description:

This course serves as a capstone experience and a comprehensive examination for the MBA program. Students must obtain a passing grade in this course in order to complete the program. Students will participate in a comprehensive simulation called CAPSIM. CAPSIM is used in leading business schools around the world to help students enact, and in turn be tested on, their knowledge of business.

**Changes to Existing Courses**

We will change the names of the following courses, but their content will not be changing.

a. *BUS 707 Ethical Decision-Making, to BUS 707 Business Ethics*

This change will reflect the fact that ethics play a role not just in decision-making, but also in all aspects of business.

b. *BUS 708 Finance, to BUS 708 Financial Management*

This change will reflect the course's emphasis on training managers how to manage the finances of their business, in contrast to simply being aware of the details of finance in business.

c. *BUS 712 Cross-Cultural Management, to BUS 712 Managing a Globalized Workforce*

The change in course title should make it clear how this course relates to and complements the Managing the Globalized Enterprise course. Managing a Global Workforce focuses largely on the challenges of managing individuals and teams across cultures, and Managing the Globalized Enterprise, as explained earlier, will focus on country-level issues.

d. Changing *BUS 718 Business Strategy* from 4 credits to 3 credits

Since we have removed the comprehensive exam component from this course, we are reducing its credits from 4 to 3. The course description has been changed to reflect those changes.

Course Description:

A capstone course in strategy that integrates material learned in the program's more micro-focused courses, this course focuses on the development and implementation of organizational-level strategies.

# Appendix 1

Master of Business Administration (MBA)

Comparable: SFU MBA

University	School	Tuition	Tuition Diff.	\$/Course	\$/Course Diff	Intl Tuition	\$/Course	Courses
SFU Current	Beedie	\$ 27,000	\$ -	\$ 1,688	\$ -	\$ 27,000	\$ 1,688	16
SFU Proposed	Beedie	\$ 33,424	\$ 6,424	\$ 1,592	\$ (96)	\$ 33,424	\$ 1,592	21
UBC	Sauder	\$ 42,179	\$ 15,179	\$ 2,812	\$ 1,124	\$ 52,541	\$ 3,503	15
U of T	Rotman	\$ 80,931	\$ 53,931	\$ 2,698	\$ 1,010	\$ 99,001	\$ 3,300	30
Western	Ivey	\$ 73,500	\$ 46,500	\$ 3,063	\$ 1,375	\$ 88,500	\$ 3,688	24
York	Schulich	\$ 50,000	\$ 23,000	\$ 2,083	\$ 395	\$ 60,000	\$ 2,500	24
Queens		\$ 69,000	\$ 42,000	\$ 3,450	\$ 1,762	\$ 75,000	\$ 3,750	20
Royal Roads		\$ 37,190	\$ 10,190	\$ 2,324	\$ 636	\$ 55,800	\$ 3,488	16
McGill	Desautels	\$ 69,500	\$ 42,500	\$ 4,088	\$ 2,400	\$ 69,500	\$ 4,088	17
Ryerson	Ted Rogers	\$ 15,427	\$ (11,573)	\$ 964	\$ (724)	\$ 21,619	\$ 1,351	16
McMaster	DeGroote	\$ 33,105	\$ 6,105	\$ 1,655	\$ (33)	\$ 58,677	\$ 2,934	20
Wilfrid								
Laurier	Laurier	\$ 23,328	\$ (3,672)	\$ 1,166	\$ (522)	\$ 29,100	\$ 1,455	20
Windsor	Odette	\$ 17,275	\$ (9,725)	\$ 960	\$ (728)	\$ 37,000	\$ 2,056	18
Concordia								
MBA	John Molson	\$ 15,106	\$ (11,894)	\$ 795	\$ (893)	\$ 42,704	\$ 2,248	19
Alberta		\$ 24,500	\$ (2,500)	\$ 1,289	\$ (399)	\$ 47,000	\$ 2,474	19
Calgary	Haskayne	\$ 27,720	\$ 720	\$ 1,386	\$ (302)	\$ 56,034	\$ 2,802	20
					\$ (1,688)			
	<b>Average</b>	\$ 39,949	\$ 14,340	\$ 2,001	\$ 313	\$ 53,306	\$ 2,682	20
	<b>Median</b>	\$ 33,264	\$ 8,148	\$ 1,671	\$ (17)	\$ 54,171	\$ 2,651	20
	<b>Max</b>	\$ 80,931	\$ 53,931	\$ 4,088	\$ 2,400	\$ 99,001	\$ 4,088	30
	<b>Min</b>	\$ 15,106	\$ (11,894)	\$ 795	\$ (893)	\$ 21,619	\$ 1,351	15

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## Simon Fraser University

### **Master of Business Administration**

*Beedie School of Business*

*Simon Fraser University Calendar 2012 Spring*

This master of business administration (MBA) program provides broad-based and rigorous business education to prepare students for the global business world. The program is designed for individuals who are early in their career and have non-business undergraduate degrees.

Students who completed the graduate diploma in business administration (GDBA) at a suitable standard will qualify for waivers of equivalent courses.

### **Admission Requirements**

Entry is competitive. Meeting the minimum admission requirements does not guarantee acceptance. Applicants must have an undergraduate degree with a minimum 3.0 cumulative grade point average (CGPA) (B average) or an undergraduate degree and the graduate diploma in business administration (GDBA) with a minimum 3.0 cumulative grade point average (CGPA). In addition, applicants will be assessed on the basis of their verbal and quantitative community experience, other achievements, and letters of reference.

Students can apply online at [http://www.sfu.ca/dean-gradstudies/prosp\\_students/application\\_process/](http://www.sfu.ca/dean-gradstudies/prosp_students/application_process/) and then submit the following documentation.

- Simon Fraser University's online graduate studies application for admission
- MBA program application essay
- official undergraduate transcripts mailed directly from the granting institution
- resume
- three confidential letters of reference mailed directly from the referees, preferably 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 [1.3.2 Admission to a Graduate Diploma Program](#)). The minimum acceptable test scores are: TOEFL 88 with a minimum of 20 in each category (Internet based exam); or TOEFL 570 and TWE 5 (paper based exam); or TOEFL 230 (computer based exam) and IELTS with a 7.0 overall band score.
- a recent passport-style photograph
- interview (shortlisted candidates only)

Applicants should also refer to the program website located at [www.sfubusiness.ca/mba](http://www.sfubusiness.ca/mba).

### **Program Requirements**

Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete 45 units of prescribed courses including either a final essay or comprehensive examination (BUS 718) as follows.

Course work follows three general themes: foundation (F), transformation (T) and exploration (E).

- BUS 701-2 Strategy <sup>F</sup>

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- BUS 702-3 Marketing Management <sup>F</sup>
- BUS 703-3 Managerial Economics <sup>F</sup>
- BUS 704-3 Leadership and Team Building <sup>T</sup> \*
- BUS 705-3 Financial/Managerial Accounting <sup>F</sup>
- BUS 706-2 Data and Decisions <sup>F</sup>
- BUS 707-2 Ethical Decision Making <sup>T</sup>
- BUS 708-3 Finance <sup>F</sup>
- BUS 709-3 Managing Information <sup>F</sup>
- BUS 710-3 Emerging Markets <sup>F</sup> \*
- BUS 711-3 Negotiation and Conflict Resolution <sup>F</sup>
- BUS 712-2 Cross-Cultural Management <sup>T</sup>
- BUS 714-3 New Ventures <sup>E</sup> \*
- BUS 715-3 Operations Management <sup>F</sup>
- BUS 716-3 Sustainability <sup>T</sup>
- BUS 718-4 Strategic Management/Comprehensive Examination <sup>F</sup> \*
- BUS 727-0 MBA Internship <sup>E\*</sup>

*Feb charges.*

and one of

- BUS 713-4 Essays <sup>E+</sup>
- BUS 718-4 Strategic Management/Comprehensive Examination <sup>F</sup>

<sup>F</sup>foundation

<sup>T</sup>transformation

<sup>E</sup>exploration

\*Students entering a PhD program following completion of the required courses above may substitute a research assistantship during their first or second term of the PhD program for BUS 727 MBA Internship.

<sup>+</sup>pre-session course

Graduate diploma in business administration graduates may apply for course waivers for BUS 702, 703, 704, 705, 706, 708. A minimum 3.0 CGPA in that diploma program is required.

Courses from the other master of business administration programs or other programs may be used as substitutes for these courses at the discretion of the academic chair.

All graduate students must satisfy the academic requirements that are specified in the graduate general regulations (residence, course work, academic progress, supervision, research competence requirement, completion time, and degree completion), as well as the specific requirements for the program in which they are enrolled, as shown above.

**Academic Requirements within the Graduate General Regulations**

All graduate students must satisfy the academic requirements that are specified in the Graduate General Regulations (residence, course work, academic progress, supervision, research competence requirement, completion time, and degree

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*Handwritten mark*

*Feb changes*

EMO

Dean of  
Graduate Studies

MAIL ADDRESS  
Laggie Benston  
Student Services Centre  
100  
Burnaby BC V5A 1S6  
Canada

MEETING ADDRESS  
388 University Drive  
Burnaby BC V5A 1S6  
Canada

**TO: Senate**

TEL

FROM Wade Parkhouse, Dean, Graduate Studies

*Wade Parkhouse*

RE Beedie School of Business

[GS2012.07]

CC Colleen Collins

DATE January 17, 2012

**For information**

Acting under delegated authority at its meeting of 16 January 2012, the SGSC approved the following curriculum revisions:

**Effective Date is September 2012**

**Beedie School of Business**

[GS2012.07]

**a. Master Program Business Administration (MBA)**

- i) Change to title: BUS 704-3 Leadership and Groups
- ii) Change to title: BUS 710-3 Managing Global Enterprises
- iii) Change to title: BUS 714-3 Entrepreneurship
- iv) Change to title: BUS 718-4 Business Strategy

**b. Master Program Business Administration (MOT MBA)**

- i) Change to number: BUS 757-2 Negotiations

Senators wishing to consult a more detailed report of curriculum revisions may do so by going to DocuShare:

<https://docushare.sfu.ca/dsweb/View/Collection-12682>

If you are unable to access the information, please call [778-782-3168](tel:778-782-3168) or email [shelley\\_gair@sfu.ca](mailto:shelley_gair@sfu.ca).

# New Graduate Course Proposal Form

## PROPOSED COURSE

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>719</b>	Units (eg. 4) <b>3</b>
Course Title (max 80 characters) <b>Managing People</b>		
Short Title (appears on transcripts, max 25 characters) <b>Managing People</b>		
Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified Develops an understanding of issues in the management of people and work as well as the design and functioning of organizations. The field of organization theory and management currently includes a number of different conceptual perspectives. Focuses on four major views (frames) that comprehend much of the existing theory and research on organizations.		
Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Grading Basis <input checked="" type="checkbox"/> Graded <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete		
Prerequisites (if any) <input type="checkbox"/> see attached document		
<input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____		
Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)		
Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input checked="" type="checkbox"/> Vancouver - Segal		
Estimated enrolment <b>60</b>	Date of initial offering <b>Fall 2012</b>	Course delivery (eg. 3 hrs/week for 13 weeks) <b>6 hrs/week for 6 weeks</b>
Justification <input type="checkbox"/> See attached document <b>Program did not have a component on managing people. Feedback from students and community recommend its inclusion.</b>		

## 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 <input checked="" type="checkbox"/> information about their competency to teach the course is appended <b>Carolyn Egri</b>
Number of additional faculty members required in order to offer this course <b>0</b>
Additional space required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional Library resources required (append details) <input type="checkbox"/> Annually \$ _____ <input type="checkbox"/> One-time \$ _____ <b>0</b>

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**PROPOSED COURSE** from first page

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>719</b>	Units (eg. 4) <b>3</b>
Course title (max 80 characters) <b>Managing People</b>		

**APPROVAL SIGNATURES**

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 <i>Gileen Collins</i>	Signature <i>[Signature]</i>	Date <i>Feb 16 / 2012</i>
Department Chair	Signature	Date

**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 <i>Gileen Collins</i>	Signature <i>[Signature]</i>	Date <i>Feb 16 / 2012</i>
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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 <i>W Backhouse</i>	Signature <i>[Signature]</i>	Date <i>Apr 24 / 12</i>
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**CONTACT**

Upon approval of the course, the Dean of Graduate Studies office will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

Department / School / Program <i>Beechie</i>	Contact name <i>Maïssa McCrae</i>	Contact email <i>McCrae @ sfu.ca</i>
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BEEDIE SCHOOL OF BUSINESS

## Beedie Full-Time MBA

### BUS 719 Managing People Fall 2012

Instructor: Professor Carolyn Egri  
Office: TBA  
Telephone: 778-782-3456  
Email: [egri@sfu.ca](mailto:egri@sfu.ca)

#### Required Texts:

Bolman, L.G., & Deal, T.E. (2008). *Reframing Organizations: Artistry, Choice, and Leadership* (4<sup>th</sup> edition). San Francisco, CA: Jossey-Bass. [ISBN: 978-0-7879-8798-5]

Supplemental Cases and Readings Package.

#### Course Overview and Objectives:

The purpose of this course is to develop an understanding of issues in the management of people and work as well as the design and functioning of organizations. The field of organization theory and management currently includes a number of different conceptual perspectives. In this course, we will focus on four major views (*frames*) that comprehend much of the existing theory and research on organizations.

1. A *structural* frame, which emphasizes goals, roles, formal relationships, and the rational side of organizations.
2. A *human resource* frame, which emphasizes needs, attitudes, skills, and the human side of organizations.
3. A *political* frame, which examines power, conflict, and coalitions among those who have vested interests to protect and who want to advance within a context of scarce resources.
4. A *symbolic* frame, which explores how organizations create meaning and belief through symbols, myths, rituals, and ceremonies.

We will begin by viewing organizations through each of the four frames separately. Once we understand and know how to use each frame in its own terms, we will turn to the more challenging objective of integrating the frames and considering how to use all four frames simultaneously for leadership effectiveness and organizational change.

A variety of learning methods will be utilized to encourage both an intellectual understanding and a personal sense of the subject matter. Brief lectures will be complemented by experiential learning techniques (e.g., case analyses, role plays, discussion groups, exercises, videos) to facilitate understanding of course concepts and their application to organizational situations.

#### Assignments and Grading

Individual Case Analyses (2@15%)	30%
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BEEDIE SCHOOL OF BUSINESS

Team Report	25%
Personal Case Study	30%
Class Contribution	15%

*CURICULUM VITAE***CAROLYN PATRICIA EGRI**

Beedie School of Business  
Simon Fraser University  
8888 University Drive  
Burnaby, B.C. V5A 1S6

Telephone: (778) 782-3456  
FAX: (778) 782-4920  
email: egri@sfu.ca

15 August 2011

**I. EDUCATION****University of British Columbia, Faculty of Commerce and Business Administration**

1994 PhD. (Organizational Behaviour)

1983 M.Sc. (Business Administration -- Human Resource Management).

1975 Bachelor of Commerce (Organizational Behaviour/Industrial Relations--Honours)

**II. EMPLOYMENT AND ACADEMIC APPOINTMENTS****Simon Fraser University, Beedie School of Business, Burnaby, B.C.**

✓ 2005-present Professor

1999-2005 Associate Professor

1994-1999 Assistant Professor

1992-1994 Lecturer

2003-2006 Faculty, Sustainable Enterprise Academy.

York University Schulich School of Business—Simon Fraser University.

1998-2002 Instructor, Foundation Program in Management for Women,  
Faculty of Continuing Studies

**Xi'an Jiaotong University, Xi'an, China**

2005-present. Visiting Professor of Management

**Macquarie University, Sydney, Australia**

2010 (Oct/Nov) Visiting Scholar, Faculty of Business and Economics

**Hong Kong Polytechnic University, Hong Kong, China**

2007 (Feb) Visiting Fellow (Management Strategy), Faculty of Business Administration

**Helsinki School of Economics Executive Education, Singapore**

2002 Visiting Professor, Executive MBA Program

2002, 2004 Instructor, Nokia Focus Program (Singapore; Beijing, China)

**The International Finance Corporation (World Bank Group), Washington, DC**

2003-2004 Faculty, "Building Better Business" IFC Sustainability Learning Program

**Training Resources for the Environmental Community, Vashon, WA, U.S.A.**

2002-2004. Instructor, "Leadership Development Program".

✓



# New Graduate Course Proposal Form

## PROPOSED COURSE

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>723</b>	Units (eg. 4) <b>2</b>
Course Title (max 80 characters) <b>Introduction to Managerial Thought</b>		
Short Title (appears on transcripts, max 25 characters) <b>Introduction to Managerial Thought</b>		
Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified <b>Provides students with an integrated introduction to the courses they will take in each semester. Semester's instructors teach a case or analyze a business from the perspective of their course</b>		
Available Course Components: <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Grading Basis <input checked="" type="checkbox"/> Graded <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete		
Prerequisites (if any) <input type="checkbox"/> see attached document		
<input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____		
Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)		
Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input checked="" type="checkbox"/> Vancouver - Segal		
Estimated enrolment <b>60</b>	Date of initial offering <b>Summer 2012</b>	Course delivery (eg. 3 hrs/week for 13 weeks) <b>6 hrs each of 3 semesters</b>
Justification <input type="checkbox"/> See attached document <b>Integrates courses offered each term. Students enroll only in final term.</b>		

## 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 <input checked="" type="checkbox"/> information about their competency to teach the course is appended <b>David Hannah</b>
Number of additional faculty members required in order to offer this course <b>0</b>
Additional space required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional Library resources required (append details) <input type="checkbox"/> Annually \$ <sup>0</sup> _____ <input type="checkbox"/> One-time \$ <sup>0</sup> _____

**PROPOSED COURSE** from first page

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>723</b>	Units (eg. 4) <b>2</b>
Course title (max 80 characters) <b>Introduction to Managerial Thought</b>		

**APPROVAL SIGNATURES**

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	Signature	Date
Department Chair	Signature	Date

**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 <i>Coleen Collins</i>	Signature <i>[Signature]</i>	Date <i>Feb 16 / 2012</i>
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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 <i>W. P. Doherty</i>	Signature <i>[Signature]</i>	Date <i>Apr 24 / 12</i>
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**CONTACT**

Upon approval of the course, the Dean of Graduate Studies office will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

Department / School / Program <i>Beedie</i>	Contact name <i>Melissa McCrae</i>	Contact email <i>McCrae@sfsu.ca</i>
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Revised Justification for Business 723: Introduction to Managerial Thought (2 credits)

April 2012

This course, titled *Introduction to Managerial Thought*, is organized and taught by a single instructor, usually the Academic Chair of the MBA Program. It will involve considerable preparation time because the course instructor must convene meetings with all of the instructors who are teaching in each semester. S/he must coordinate the course's instruction and evaluation, must choose cases for each of the three days of instruction, organize visits from managers from local industry to at least two of the sessions.

This course is designed to introduce students to the content of the courses they take each semester, and to help teach students how to integrate the material from those courses. It consists of approximately 20 hours of instruction, consisting of a full day at the beginning of each of the three semesters of the program. All instructors who are teaching that semester will teach an integrative case from the perspective of their course. This day also facilitates the transition to our new, integrated, modular structure by providing another occasion for instructors to connect their courses.

The evaluation for the course will take place in the third day, when the students will engage in a case competition organized and coordinated by the course instructor. Students will be introduced to the content of that semester's courses, and they are expected to work in teams to apply those ideas in a case analysis. Students' grades will depend on the quality of their presentations relative to other teams, and will follow the usual grading norms for graduate programs.

**Course Description:**

This unique course takes place over three days. One day takes place at the beginning of the fall semester, with the second at the beginning of the spring semester and the third at the beginning of the summer semester. The purpose of each day is to provide you with an introduction to the courses you will take in each semester. During these days, each of the upcoming semester's instructors will teach a case or analyze a business from the perspective of their course.



## Beedie Full-Time MBA

### BUS 723 Introduction to Managerial Thought Fall 2012

Instructor: David Hannah  
Email: dhannah@sfu.ca

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#### Introduction & Course Objectives

This unique course takes place over three days. One day takes place at the beginning of the fall semester; the second at the beginning of the spring semester; the third at the beginning of the summer semester. The purpose of each day is to provide you with an introduction to the courses you will take in each semester. During these days, each of the upcoming semester's instructors will teach a case or analyze a business from the perspective of their course.

Attendance at these days is mandatory. If for any reason you are unable to attend one of the days, you must write a paper, minimum 12 pages in length, that serves the same purpose of the day: introducing and applying material from every course to a case or organization. That paper must be submitted before classes begin in that semester. If papers are submitted late, that will influence students' grades in the course.

#### Evaluation

Provided that students attend and participate in all three case days, grades will be determined by teams' performance in a case competition on the third instructional day, the one that takes place immediately before the summer semester. In that presentation, your team will be asked to analyze a case and present recommendations to the course instructors. The instructors will rank the presentations, and grades will be determined by teams' rankings. All members of a team will receive the same grade. Presentations will be graded based on the following criteria:

- **Use of course concepts:** how accurately and extensively did you utilize concepts learned in the class?
- **Thoroughness:** have you covered all the important issues, and been clear about why you have chosen to focus on some issues and not on others?
- **Engagingness:** was the presentation engaging? Was the audience entertained?

**Curriculum Vitae  
David R. Hannah**

Associate Professor, Faculty of Business Administration  
Simon Fraser University, Burnaby, British Columbia, Canada

**Education**

- 2000 Ph.D. Organization Science, University of Texas at Austin. Advisor: Janice Beyer.
- 1992 B.Comm. Industrial Relations Management, University of British Columbia. (With honors).

**Employment History**

- ✓ Sept 2010 – Present Academic Chair, MBA Program, Faculty of Business Administration, SFU.
- Sept 2008 – Present Simon Fraser University, Associate Professor, Management and Organization Studies.
- Feb 2009 University of York, Distinguished Visiting Fellow, York Management School.
- Aug 2001 – Aug 2008 Simon Fraser University, Assistant Professor, Management and Organization Studies.
- Sept 2000 - July 2001 Texas A&M University, Visiting Assistant Professor, Management
- Aug 1993 – Jul 1995 Fletcher’s Fine Foods, Vancouver, B.C, Personnel Manager.

**Awards and Honors**

2008 Ascendant Scholar, Western Academy of Management.

**Research Awards**

- 2006 Annual Excellence in Research Award, SFU Faculty of Business Administration.
- 2002 Finalist for Best Paper from a Dissertation, Technology and Innovation Management Division, Academy of Management.
- 2000 Best Paper, Western Academy of Management Conference.

**Teaching Awards**

- 2010, 2008, 2007, SFU Faculty of Business Administration Teaching Honor Roll  
2005, 2003
- 2005 TD-Canada Trust Distinguished Teaching Award





# New Graduate Course Proposal Form

## PROPOSED COURSE

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>724</b>	Units (eg. 4) <b>2</b>
Course Title (max 80 characters) <b>Organizational Analysis</b>		
Short Title (appears on transcripts, max 25 characters) <b>Organizational Analysis</b>		
Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified <b>A behavioral simulation during which students assume the leadership positions of a diversified multinational corporation. Gives students an opportunity to apply and integrate the knowledge acquired with a heavy emphasis on giving and receiving effective feedback.</b>		
Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Grading Basis <input checked="" type="checkbox"/> Graded <input checked="" type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete		
Prerequisites (if any) <input type="checkbox"/> see attached document		
<input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____		
Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient) <b>Provides experiential learning opportunity in organization analysis, which is a component of most MBA programs.</b>		
Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input checked="" type="checkbox"/> Vancouver - Segal		
Estimated enrolment <b>60</b>	Date of initial offering <b>Fall 2012</b>	Course delivery (eg. 3 hrs/week for 13 weeks) <b>3 hrs/week 6 weeks</b>
Justification <input type="checkbox"/> See attached document		

## 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 <input checked="" type="checkbox"/> information about their competency to teach the course is appended <b>Tom Lawrence and Andrew von Nordenflycht</b>
Number of additional faculty members required in order to offer this course <b>0</b>
Additional space required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional Library resources required (append details) <input type="checkbox"/> Annually \$ _____ <input type="checkbox"/> One-time \$ _____ <b>0</b>

**PROPOSED COURSE** from first page

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>724</b>	Units (eg. 4) <b>2</b>
Course title (max 80 characters) <b>Organizational Analysis</b>		

**APPROVAL SIGNATURES**

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	Signature	Date
Department Chair	Signature	Date

**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 <i>Colleen Cousins</i>	Signature <i>Colleen Cousins</i>	Date <i>Feb 16/2012</i>
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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 <i>W Partridge</i>	Signature <i>W Partridge</i>	Date <i>Apr 24 /12</i>
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**CONTACT**

Upon approval of the course, the Dean of Graduate Studies office will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

Department / School / Program <i>Beedie</i>	Contact name <i>Melissa McCrae</i>	Contact email <i>mccrae@sfu.ca</i>
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BEEDIE SCHOOL OF BUSINESS

### Beedie Full-Time MBA

### BUS 724 Organizational Analysis Fall 2012

Instructor: Professor Tom Lawrence, Professor Andrew von Nordenflycht  
 Office: TBA  
 Telephone: TBA  
 Email: [tom\\_lawrence@sfu.ca](mailto:tom_lawrence@sfu.ca), [vonetc@sfu.ca](mailto:vonetc@sfu.ca)

#### COURSE OVERVIEW AND OBJECTIVES

Middle and Senior Managers are increasingly responsible for rapidly managing and resolving competing claims for the organization's limited resources (financial and human). Doing so requires advanced capabilities at managing "cross-functionally" and between business units. The sophisticated interpersonal and action skills required to translate one's technical knowledge into effective actions are therefore critical. Equally important are the "systems" managers must design, maintain, and update in order to facilitate the implementation of the firm's strategy.

This course is built around a unique experience – an intensive 2 1/2 day behavioral (not computer) simulation, during which groups of 20 students assume the leadership positions (e.g., CEO, CFO, EVP, SVP, VP, etc.) of a diversified multinational corporation. Based on the behavioral simulation, which serves as the students' common experience, this course is intended to give you an opportunity to apply and integrate the knowledge you have acquired this semester. This course places a heavy emphasis on effective feedback giving and receiving.

#### STUDENT EVALUATION

Group Simulation Analysis	75%
Class Participation	25%

Since this is a simulation-based course on an intensive schedule, attendance is mandatory at all five scheduled sessions for which you have signed up. Failure to attend a single session will result in a zero for the course. If you cannot attend all sessions for which you have signed up, you will have to retake the course next year.

#### Group Simulation Analysis (75 percent of course mark)

You will write an analysis of the simulation experience in a group covering two to three roles from the simulation. Your group is a function of the role you choose to play in the simulation, as the group composition is pre-defined by the roles in the simulation. This analysis should include answers to the following:

1. How effective was the company in both simulation runs? Compare and contrast across weekends. What worked better in one run than the other? Why? What led to any differences?
2. How effective were each of your group members (your analysis group, not your simulation weekend group) in their particular roles? Compare and contrast across weekends. Why? What led to any differences?

x

3. How personally successful were each of your group members (your analysis group)? How did the members of your group that had the same roles in the different runs of the simulation compare and contrast? What led to those similarities and differences?
4. What did you learn through this experience (both the simulation and comparing across the different runs)?

You should not consult with other analysis groups as you prepare the behavioral simulation analysis. The analysis should not exceed 10 double-spaced typewritten pages using 12-point font. The limit does not include appendices, which you are free to use to provide charts, figures, or other background material not necessary in the main body of your analysis. However, appendices which are not directly referenced in the main text will not be read.

Your analysis will be evaluated equally on the following criteria:

- **Specificity of analysis** - how effective you are at bringing in specific examples from each weekend to illustrate points made in your analysis.
- **Analysis of effectiveness** - analyzing effectiveness at company, role, and personal levels.
- **Contrast analysis** - analyzing the underlying reasons behind different outcomes in the two weekends.
- **Learning insight** - how insightful is your summary of your learning from the simulation and group analysis.
- **Quality of written analysis** - overall writing flow and presentation.

### **Class Participation (25 percent of course mark)**

Since this is a simulation based course on an intensive schedule, attendance is mandatory at all five scheduled sessions for which you have signed up. Failure to attend a single session will result in a zero for the course. If you can not attend all sessions for which you have signed up, it would be best to take this course another semester. Your class participation mark will be calculated based upon attendance at the three simulation days and participation in the post-simulation discussions.

### **Policy Regarding Re-reads of All Graded Coursework**

In the event that you feel something was missed in the grading of your work (be it mathematical error or other), please write a brief summary of what you feel needs further attention and submit this re-read request with your marked work. If you request a re-read, it will be read from scratch and your grade may go up or down. Each grade component is considered final one week after given to the class and will no longer be open for re-reading or discussion. We do not accept personal lobbying efforts on behalf of grades other than in writing. We are happy to discuss your work with you for educational purposes, but keep in mind that once we discuss the work the grade is considered final if you have not already had the work re-read.



**COURSE SCHEDULE**

**DATE**

**Introduction to the Course**

**SIMULATION**

- Day 1**      **5:00 pm to 8:00 pm in Segal XXXX (Dress in business attire)**  
Role selection, initial briefing, press conference about vision and strategy
  
- Day 2**      **9:00 am to 4:00 pm in Segal XXXX (Dress in business attire)**  
Corporate meetings and preparation for Board of Directors  
  
**4:00 pm to 6:00 pm in Segal XXXX (Dress in business attire)**  
Presentation to Board of Directors
  
- Day 3**      **9:30 am to 3:30 pm in Segal XXXX (Casual attire)**  
Debrief and feedback session

**Assignment due date: Group Simulation Analysis Paper due by XX:XX on 12/XX.**



**COURSE CONTRACT**

I recognize the commitment required on my part to create a positive learning environment for both my classmates and me. This commitment entails a significant amount of effort including, but not limited to, the following:

- 1) I promise to assume my role during the simulation weekend and not "break character." I recognize that staying in role improves the simulation experience for all of my classmates.
- 2) I promise not to communicate with classmates in other runs of the simulation about any aspect of the simulation until the debriefs. I recognize that such communication would jeopardize the simulation experience for my classmates.
- 3) I promise not to tell people outside of the course about the details of the simulation, so as to avoid ruining the simulation experience for students who may take the course in the future.
- 4) I recognize that I will be required to block off and attend an entire three day weekend (Friday evening through Sunday afternoon) for the simulation exercise and that no portion of that weekend's activities can be missed without damaging the experience for my classmates.
- 5) I recognize that attendance at all five sessions (including the three day weekend) is mandatory and that I will receive a zero for the course if I miss any of the sessions.
- 6) I have read the complete syllabus and understand the deadlines and requirements for the course.

\_\_\_\_\_  
Student's Printed Name

\_\_\_\_\_  
Student's Signature

\_\_\_\_\_  
Date

## Thomas B. Lawrence

3243 West 2<sup>nd</sup> Avenue, Vancouver, British Columbia, Canada V6K 1K9  
Cell: 778-859-8362 E-mail: tom\_lawrence@sfu.ca

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### Education

**Ph.D. in Organizational Analysis.** University of Alberta, July 1993.

Dissertation: *Institutional Entrepreneurs in Emerging Industries.*

**Bachelor of Commerce (with Distinction).** University of Alberta, 1986. Major: Finance.

### Major Research Interests

- Social innovation
- Institutional work
- Power and politics in organizations
- Inter-organizational collaboration
- Language and culture in organizations
- Organizational sensemaking

### Academic Awards and Honors

- 2010      **2010 Greif Research Impact Award**, awarded by the Greif Center for Entrepreneurial Studies at the University of Southern California to the entrepreneurship paper that appeared in a top-tier management or entrepreneurship journal six years ago and received the highest number of citations in the five years following publication. (For: Maguire, S., Hardy, C., & Lawrence, T. B. 2004. Institutional entrepreneurship in emerging fields: HIV/AIDS treatment advocacy in Canada. *Academy of Management Journal*, 47(5): 657-679.)
- Featured Article for Invited Dialogue, Journal of Management Inquiry.** Based on the scholarly impact of a recent article and book, my co-authors and I were invited to write an essay (Lawrence, T. B., Suddaby, R. & Leca, B. In press. "Institutional work – Refocusing institutional studies of organization") to which 6 sets of authors were invited to respond.
- Showcase Symposium**, Annual Meeting of the Academy of Management. (For: Maitlis, S. & Lawrence, T. B. 2010. The wellspring of opportunity: Conversation as the source of positive organizational change.)
- 2009      **Gianni Montezemolo Visiting Professor in Strategy & Marketing**, Judge Business School, Cambridge University.
- Visiting Fellow**, Clare Hall, Cambridge University.

- 1997 **Showcase Symposium**, Annual Meeting of the Academy of Management. (For: Cropper, S., Gray, B., Hardy, C., Lawrence, T. B. Palmer, I., & Phillips, N. "New perspectives on interorganizational collaboration: Integrating international experience").
- 1993 **Inaugural Recipient**, Chulalongkorn-University of Victoria, Professorial Exchange Program.
- 1992 **Graduate Student Teaching Award**, University of Alberta.  
**Business Ph.D. Award**, Faculty of Business, University of Alberta.
- 1990 **Sage Publications Best Doctoral Paper**, Research Methods Division, Annual Meeting of the Academy of Management.  
**Doctoral Research Grant**, Center for International Business Studies, University of Alberta.  
**Walter H. Johns Fellowship**, Faculty of Business, University of Alberta.  
**Doctoral Fellowship**, Social Sciences and Humanities Research Council.
- 1987 **National Doctoral Fellowship**, Association of American Collegiate Schools of Business.

#### Academic Positions Held

- ✓ 2011 - **W. J. VanDusen Professor of Management, Professor of Management and Organization Studies, Beedie School of Business, Simon Fraser University**
- ✓ 2006 - **Director, CMA Centre for Strategic Change and Performance Measurement, Beedie School of Business, Simon Fraser University**
- 2002 - 2011 **Weyerhaeuser Professor of Change Management, Associate Professor of Management and Organization Studies, Faculty of Business Administration, Simon Fraser University**
- 1992 - 2002 **Associate Professor, Faculty of Business, University of Victoria (since 1998)**  
**Assistant Professor, Faculty of Business, University of Victoria (1992-1998)**
- Fall, 2000 **Visiting Associate Professor, University of British Columbia**
- 1999, 2000 **Visiting Associate Professor, Royal Roads University**
- Fall, 1993 **Visiting Professor, Chulalongkorn University, Bangkok, Thailand**



**ANDREW VON NORDENFLYCHT**

Beedie School of Business, Simon Fraser University  
500 Granville Street | Vancouver, BC V6C 1W6 | Canada  
778-782-2236 | [vonetc@sfu.ca](mailto:vonetc@sfu.ca) | <http://www.bccdc.sfu.ca/profiles/AndrewvonNordenflycht>

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**RESEARCH INTERESTS**

*Disciplines:* Strategy; Organizational Economics & Organization Theory; Business History  
*Topics:* Governance in Human Capital-Intensive Firms; Professional Services; Airlines.

**EDUCATION**

**Massachusetts Institute of Technology, Sloan School of Management**  
Ph.D. in Management, June 2004  
Committee: Tom Kochan, Bob Gibbons, Rebecca Henderson, Simon Johnson  
Thesis: *Governing the Human Capitalists: Ownership & Authority in Advertising and Airlines*

**Stanford University**  
B.A. in History (with Distinction), Phi Beta Kappa, June 1991

**ACADEMIC POSITIONS**

✓ **Simon Fraser University, Faculty of Business Administration** Vancouver, British Columbia  
Associate Professor, September 2010  
Assistant Professor, August 2004—August 2010

**University of Washington, Management & Organization Dept.** Seattle, WA  
Visiting Scholar, September 2010—July 2011

**The Wharton School, University of Pennsylvania, Management Dept.** Philadelphia, PA  
Visiting Assistant Professor, September 2005—December 2005

**REFEREED JOURNAL ARTICLES**

von Nordenflycht, A. 2011. "Let's Get Testing: Making Progress on Understanding Professional Service Firms," *Academy of Management Review*, 36(1): 180-187.

von Nordenflycht, A. 2010. "Firm Size and Industry Structure under Human Capital Intensity: Insights from the Evolution of the Global Advertising Industry," *Organization Science*, 22: 141-157.

von Nordenflycht, A. 2010. "What is a Professional Service Firm? Towards a Theory and Taxonomy of Knowledge Intensive Firms," *Academy of Management Review*, 35(1) Jan: 155-174.

von Nordenflycht, A. 2007. "Is Public Ownership Bad for Professional Service Firms? Ad Agency Ownership, Performance and Creativity," *Academy of Management Journal*, 50(2): 429-445.



# New Graduate Course Proposal Form

## PROPOSED COURSE

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>725</b>	Units (eg. 4) <b>2</b>
Course Title (max 80 characters) <b>Cross Cultural Experience</b>		
Short Title (appears on transcripts, max 25 characters) <b>Cross Cultural Experience</b>		
Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified Designed to expose students to a new cultural and institutional setting in ways that will not only educate them about this particular setting but will also help them gain a broader understanding of the complexities of working in a multi-cultural business environment.		
Available Course Components: <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input checked="" type="checkbox"/> Field Study		
Grading Basis <input type="checkbox"/> Graded <input checked="" type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete		
Prerequisites (if any) <input type="checkbox"/> see attached document		
<input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____		
Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)		
Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input checked="" type="checkbox"/> Offsite		
Estimated enrolment <b>60</b>	Date of initial offering <b>Spring 2013</b>	Course delivery (eg. 3 hrs/week for 13 weeks) <b>10 days off campus</b>
Justification <input type="checkbox"/> See attached document <b>Provides for a required cross-cultural component through either a local or international field school experience.</b>		

## 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 <input checked="" type="checkbox"/> information about their competency to teach the course is appended <b>Mila Lazarova</b>
Number of additional faculty members required in order to offer this course <b>0</b>
Additional space required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional Library resources required (append details) <input type="checkbox"/> Annually \$ _____ <input type="checkbox"/> One-time \$ _____ <b>0</b>

**PROPOSED COURSE** from first page

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>725</b>	Units (eg. 4) <b>2</b>
Course title (max 80 characters) <b>Cross Cultural Experience</b>		

**APPROVAL SIGNATURES**

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	Signature	Date
Department Chair	Signature	Date

**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 <i>Colleen Collins</i>	Signature <i>Colleen Collins</i>	Date <i>Feb 16/2012</i>
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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 <i>W Parkhouse</i>	Signature <i>W Parkhouse</i>	Date <i>Apr 24/12</i>
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**CONTACT**

Upon approval of the course, the Dean of Graduate Studies office will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

Department / School / Program <i>Beeble</i>	Contact name <i>Melissa McCrae</i>	Contact email <i>McCrae@sfu.ca</i>
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Revised Justification for Business 725: Cross Cultural Experience (2 credits)

April 2012

Cross-cultural management is an important focus of research and teaching at the Beedie School of Business. In an increasingly globalized business world, companies can only succeed if they have managers and employees that are able to manage individuals from different cultures. Presently, we have an optional cross-cultural trip in our Full-Time MBA program. This trip allows students to learn about cross-cultural management in an immersive, experiential way by traveling to a different culture and meeting with businesses and managers there.

Since the trip is optional, many students choose not to go. Over the five years of the program, only 71 out of 277 students have gone on our international trips. This year, out of a class of 52, seven are traveling to Chile and Argentina and five are traveling to the west coast of Vancouver Island to learn about aboriginal business in first nations communities.

The students who have gone unanimously agree that the trips were great learning experiences. For example, they report that the “culture shock” they experience on the trip helps them understand the difficulties faced by people who must work outside their home countries. Students also report that they have developed closer connections to their traveling classmates, something that they value a great deal. Most cite their trip as their best learning experience in the program. Further, many of the students who did not go have subsequently told us they wish they had gone on the trip. Ultimately, our students are worse off for not having gone on a cross-cultural trip, and that is why we would like to make this a mandatory course.

In doing so, we would be the fourth major Canadian full-time MBA program that we know of to have a mandatory trip, along with McGill, Ryerson, and Saskatchewan. Nine other Canadian MBA programs have optional trips. Sixteen do not have trips, which we feel reflects poorly on their programs. Mandatory trips are more common in the U.S.: out of 22 U.S. programs we researched, ten have mandatory trips and five have optional ones. The trend in both countries is towards more trips and more mandatory trips.

We have looked into multiple ways of funding the cross-cultural experience. The present optional model does not work because so many students choose not to go. We looked into a field school model, but at present there is no mandatory field school at SFU, so there is no precedent for us to follow. We therefore prefer to have this as a required course. We will continue to offer students the option of choosing an international trip and a local, first-nations based trip, which will be appropriate for students who visas do not permit them to travel outside of Canada.

**Course Description:**

This course is designed to expose students to a new cultural and institutional setting in ways that will not only educate them about this particular setting, but will also help them gain a broader understanding of the complexities of working in a multicultural business environment.



## BEEDIE FULL-TIME MBA BUS 725: CROSS-CULTURAL EXPERIENCE SPRING 2013

Instructor: Professor Mila Lazarova  
Office: TBA  
Telephone: 778-782-7720  
Email: mbl@sfu.ca

**Required Text:** TBA

### Course Objectives:

This course is designed to expose students to a new cultural and institutional setting in ways that will not only educate them about this particular setting but will also help them gain a broader understanding of the complexities of working in a multicultural business environment.

### Course Organization:

The course will involve a trip to a foreign country, or to first nations in British Columbia, with scheduled company visits and visits to local cultural landmarks. Students will have a pre-trip meeting, guided discussions during the trip, and a post-trip discussion. They will complete a series of related papers about their experience.

### Grading:

Paper 1 (pre-departure)	20%
Paper 2 (during or immediately following trip)	50%
Paper 3 (two weeks post-trip)	30%

### Paper 1: *Pre-departure paper*

In this paper you will share your expectations about the trip. You will also be asked to share anything you know about the country or first nation we will be visiting. You do not need to do extensive research to prepare this paper but do mention anything you learn as you are preparing for the trip (paper length - 2-3 pages)

### Paper 2: *The trip itself*

In this paper you need to describe the trip itself. What did you observe? What were the characteristics of the culture? How were these characteristics visible to you during the visit? What impressed you? What disappointed you? What cultural similarities and differences are there between your own culture and the one you visited? Which of these did you observe in

your visit? How do you feel about your experience? What did you learn about the other culture? About yourself? (paper length - 5 to 10 pages)

**Paper 3: *Reflections and Implications***

In the last paper you need to write about two key issues: first, the extent to which your initial expectations about the country or first nation (as described in your pre-departure paper) were met or not. Did the visit confirm your expectations? What surprised you, if anything? Please refer specifically to your own writing and talk about how your own perceptions were changed (or remained unchanged) by the trip. What do you know now that you did not know before? You are strongly encouraged to do some additional research, beyond your personal experiences, to complete this paper.

The second part of the paper will discuss the implications for international management. What are some management approaches that will work in this culture? What are some approaches that do not? You should conclude with some reflections on the broader themes of international management: What did you learn from this trip about managing a globalized workforce? (paper length – 5 pages)

**MILA B. LAZAROVA**

Simon Fraser University  
Beedie School of Business  
8888 University Drive, Burnaby  
British Columbia, CANADA V6G 1J3

Office phone: (778) 782-6784  
Office fax: (778) 782-4920  
E-mail: mila\_lazarova@sfu.ca

**ACADEMIC EXPERIENCE**

- ✓ 2009 – current **Simon Fraser University** **Burnaby, BC, Canada**  
*Associate Professor.* Beedie School of Business. International Business Area.  
*Associate Director.* Centre for Global Workforce Strategy.
- 2010 - 2011 **Wirtschaftsuniversität Wien** **Vienna, Austria**  
Vienna University of Economics and Business Administration  
*Visiting Professor.* November 2010-April 2011.
- 2004 –2009 **Simon Fraser University** **Burnaby, BC, Canada**  
*Assistant Professor.* Faculty of Business Administration. International Business Area.
- 2002 – 2003 **Simon Fraser University** **Burnaby, BC, Canada**  
*Instructor.* Faculty of Business Administration. International Business Area.
- 1997 – 2002 **Rutgers University** **New Brunswick, NJ, USA**  
*Research Assistant.* School of Management and Labor Relations.

**EDUCATION**

- 1997-2004 **Rutgers University** **New Brunswick, NJ, USA**  
Ph.D., Industrial Relations and Human Resources, January 2004
- 1997-2000 **Rutgers University** **New Brunswick, NJ, USA**  
Master of Science, Industrial Relations and Human Resources, May 2000
- 1992-1997 **University of National and World Economics** **Sofia, Bulgaria**  
Master of International Economic Relations, July 1997
- 1995-1996 **Duke University** **Durham, NC, USA**  
Exchange scholar. Competitive scholarship award for the Virtual University International Exchange Program, sponsored by the Open Society Institute of New York and Duke University.

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# New Graduate Course Proposal Form

## PROPOSED COURSE

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>726</b>	Units (eg. 4) <b>2</b>
Course Title (max 80 characters) <b>Business Innovation and Creativity</b>		
Short Title (appears on transcripts, max 25 characters) <b>Business Innovation and Creativity</b>		
Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified Explores the process of innovation. Students will use tools developed for the purpose of understanding customers' experience with products and services, such as the customer's "journey" and the stakeholders involved. They will learn to frame business issues in terms of the customer's perspective, how customers' experience can be understood through observational research, and how solutions can be developed through structured creative thinking.		
Available Course Components: <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Grading Basis <input checked="" type="checkbox"/> Graded <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete		
Prerequisites (if any) <input type="checkbox"/> see attached document		
<input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____		
Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)		
Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input checked="" type="checkbox"/> Vancouver - Begal		
Estimated enrolment <b>60</b>	Date of initial offering <b>Summer 2013</b>	Course delivery (eg. 3 hrs/week for 13 weeks) <b>2hrs/week for 6 weeks</b>
Justification <input type="checkbox"/> See attached document <b>Requested by students, consistency with new Beedie School mission and also suggested by Dean's advisory board.</b>		

## 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 <input checked="" type="checkbox"/> information about their competency to teach the course is appended <b>Jan Kietzmann</b>
Number of additional faculty members required in order to offer this course <b>0</b>
Additional space required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional Library resources required (append details) <input type="checkbox"/> Annually \$ _____ <input type="checkbox"/> One-time \$ _____ <b>0</b>



**PROPOSED COURSE** from first page

Program (eg. ECON) BUS	Number (eg. 810) 726	Units (eg. 4) 2
Course title (max 80 characters) Business Innovation and Creativity		

**APPROVAL SIGNATURES**

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	Signature	Date
Department Chair	Signature	Date

**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 <i>Colleen Collins</i>	Signature <i>[Signature]</i>	Date <i>Feb 16/2012</i>
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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 <i>W Parkhouse</i>	Signature <i>[Signature]</i>	Date <i>Apr 24/12</i>
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**CONTACT**

Upon approval of the course, the Dean of Graduate Studies office will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

Department / School / Program <i>NA FACULTY</i>	Contact name	Contact email
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BEEDIE SCHOOL OF BUSINESS

## Beedie Full-Time MBA

### BUS 726 Business Innovation and Creativity Summer 2013

Instructor: Professor Jan Kietzmann  
Office: TBA  
Telephone: TBA  
Email: jan\_kietzmann@sfu.ca

#### **Business Innovation and Creativity**

##### Course Description

Innovation is a central challenge facing businesses in all sectors of the economy. Yet it is notoriously hard: the type of thinking needed to run a business day-to-day is quite different from the creativity required for true innovation. The result is that new product success is the exception, not the rule. Yet exceptions do exist: companies like Amazon, Apple and Google are widely known for their repeated success with innovation.

In this course, we explore the process of innovation. We see innovations as opportunities to create customer experiences, which can be addressed through the methodology of design. The approach includes deep customer understanding, and analysis of the business environment, the competition and the company's resources.

Students will use tools developed for the purpose of understanding customers' experience with products and services, such as the customer's "journey" and the stakeholders involved. They will learn to frame business issues in terms of the customer's perspective, how customers' experience can be understood through observational research, and how solutions can be developed through structured creative thinking.

##### Course Objectives

To develop an appreciation of the value of deep customer understanding in business.

To understand how to find customer insight.



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To apply creative thinking techniques to solve difficult problems and develop new products and services.

### Readings

A readings package will be provided.

### Teaching Method

The course will be taught primarily through discussion and facilitated group work. Some concepts and tools will be introduced through short lectures and then put into practice in teams. Some short articles will be assigned as pre-reading and participants will work on an observation project between the two sessions.

Students will be assigned a real-world project, with an external client, at the beginning of the course and will work in teams to develop an innovation to address the issues identified in the project. During the course, students will maintain a personal journal discussing how their own thinking and approach to problems have developed during the course.

### Grading

#### *Customer Insight (Group): 20%*

Students will conduct qualitative research (observation and interviewing) to understand the customer's world as it affects their innovation. Based on this research, identify several broad themes for further development and at least one original insight that has implications for innovation. They will present their conclusions to their instructor and to their client.

Grading will be based on the appropriateness of the methodology, the rigour of the research, the thoroughness of the analysis and quality of insight.

#### *Final Project (Group): 30%*

At the end of the course, students will present their proposed innovation to their instructor and the client. Their presentations will be graded on a set of criteria that include the thoroughness of their research, the degree to which they have incorporated feedback from the Customer Insight assignment and the viability/feasibility/desirability of their proposals.

#### *Personal Journals (Individual): 50% (15% + 15% + 20%)*

Students will maintain a personal journal throughout the course. They will submit three entries: one at the beginning of the course for 15% of their total grade, one in the middle for a further 15%, and one capstone entry at the end for 20%. In the



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final entry, students will be expected to articulate their own personal process of innovation.

Journals will be graded on the basis of the student's ability to demonstrate that s/he has learned the critical skills of empathy, openness, analysis and synthesis.

# CURRICULUM VITAE

23 FEBRUARY 2012

## DR. JAN KIETZMANN

✓ Assistant Professor  
Beedie School of Business  
Simon Fraser University  
250-13450 102nd Avenue  
Surrey, British Columbia  
Canada V3T 0A3

e: [jan\\_kietzmann@sfu.ca](mailto:jan_kietzmann@sfu.ca)  
t: +1 (778) 782 - 5187  
f: +1 (778) 782 - 3621  
<http://www.sfubusiness.ca>  
<http://mobility.lse.ac.uk>

## EDUCATIONAL BACKGROUND

- |      |       |   |
|------|-------|---|
| 2007 | PhD   | <b>The London School of Economics, London, United Kingdom</b><br>Department of Management, Information Systems and Innovation Group<br>Thesis: "In Touch out in the Field: Coalescence and Interactive Innovation of Technology for Mobile Work"<br>Supervisor: Carsten Sørensen (PhD Aalborg University) |
| 2002 | MEC   | <b>Dalhousie University, Halifax, N.S., Canada</b><br>Faculties of Business, Computer Science & Law<br>Master of Electronic Commerce (First Class)  |
| 1998 | BComm | <b>University of Victoria, Victoria, B.C., Canada</b><br>Bachelor of Commerce (Distinction)   |

## RESEARCH

### Statement of scholarly (research) interests and objectives

My research projects include a number of very interesting and diverse interests and objectives. In different ways, they all relate to Innovation and Entrepreneurship. The research is at varying stages of my data collection, analysis and writing-up of findings.

The impact of Social Media on firms is one of three main areas of research that occupy my time. I have had two papers accepted, and am working on another two with a colleague from the London School of Economics and am on one early-stage study with Michael Parent.

The second area of research involves working with Ian McCarthy and Leyland Pitt on understanding the "Creative Consumer" phenomenon. We have so far presented our research at a number of international conferences and will be submitting our main paper to Research Policy very soon. We're currently defining the focus of our next study.

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# New Graduate Course Proposal Form

## PROPOSED COURSE

Program (eg. ECON) <b>BUS</b>	Number (eg. 810) <b>729</b>	Units (eg. 4) <b>2</b>
Course Title (max 80 characters) <b>Comprehensive Examination</b>		
Short Title (appears on transcripts, max 25 characters) <b>Comprehensive Examination</b>		
Course Description for SFU Calendar <input type="checkbox"/> see attached document <input type="checkbox"/> Learning outcomes identified <b>A capstone experience and a comprehensive examination for the MBA program.</b>		
Available Course Components: <input type="checkbox"/> Lecture <input checked="" type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> _____		
Grading Basis <input checked="" type="checkbox"/> Graded <input type="checkbox"/> Satisfactory/Unsatisfactory <input type="checkbox"/> In Progress/Complete		
Prerequisites (if any) <input type="checkbox"/> see attached document		
<input type="checkbox"/> This proposed course is combined with an undergrad course: Course number and units: _____		
Additional course requirements for graduate students <input type="checkbox"/> See attached document (if this space is insufficient)		
Campus at which course will be offered (check all that apply) <input type="checkbox"/> Burnaby <input type="checkbox"/> Vancouver <input type="checkbox"/> Surrey <input type="checkbox"/> GNW <input checked="" type="checkbox"/> Vancouver - Segal		
Estimated enrolment <b>60</b>	Date of initial offering <b>Summer 2012</b>	Course delivery (eg. 3 hrs/week for 13 weeks) <b>3 hrs/week for 6 weeks</b>
Justification <input type="checkbox"/> See attached document <b>Fulfills capstone requirement. Previously combined with Strategy course - dividing them into separate components makes faculty allocation easier.</b>		

## 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 <input checked="" type="checkbox"/> information about their competency to teach the course is appended <b>Michael Parent</b>
Number of additional faculty members required in order to offer this course <b>0</b>
Additional space required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional specialized equipment required in order to offer this course <input type="checkbox"/> see attached document <b>0</b>
Additional Library resources required (append details) <input type="checkbox"/> Annually \$ <sup>0</sup> _____ <input type="checkbox"/> One-time \$ <sup>0</sup> _____

**PROPOSED COURSE** from first page

Program [eg. ECON] BUS	Number [eg. 810] 729	Units [eg. 4] 2
Course title (max 80 characters) Comprehensive Examination		

**APPROVAL SIGNATURES**

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	Signature	Date
Department Chair	Signature	Date

**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 <i>C. Neen Collins</i>	Signature <i>[Signature]</i>	Date <i>Feb 12/2012</i>
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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 <i>W. Parkhouse</i>	Signature <i>[Signature]</i>	Date <i>Apr 24/12</i>
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**CONTACT**

Upon approval of the course, the Dean of Graduate Studies office will consult with the department or school regarding other course attributes that may be required to enable the proper entry of the new course in the student record system.

Department / School / Program <i>MA F10007</i>	Contact name	Contact email
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BEEDIE SCHOOL OF BUSINESS

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**Beedie Full-Time MBA**  
**BUS 729 COMPREHENSIVE EXAMINATION**  
**Summer 2013**

Instructor: Professor Michael Parent  
Office 3245  
Telephone 778-782-5214  
Email mparent@sfu.ca

This course serves as a capstone experience and a comprehensive examination for the MBA program. You must obtain a passing grade in this course in order to complete the program.

We have arranged for you to participate in a comprehensive simulation called CAPSIM. CAPSIM is used in leading business schools around the world to help students enact, and in turn be tested on, their knowledge of business. Details will be provided in class and online, but the gist of the exercise is that you will participate as a company in a given competitive industry.

The exercise has two components: a group exercise (worth 50% of your final grade) and an individual final exam (worth 50%). Each is outlined below:

**Group Exercise**

You will be randomly assigned to groups for this exercise in the first class. Each group will form a company in a given industry. Each member in the team, in turn, will occupy a specific position (CEO, CFO, CMO, etc...) in that company. As a company, you will be competing against every other company (essentially the rest of your classmates who will be in companies of their own) in your industry to create the most value over 8 rounds of competition. At the end of play, the team with the largest cumulative profit wins. Details will be provided in class and online.

The grade is based solely on your performance as a team, as follows:

- |                                     |           |
|-------------------------------------|-----------|
| • 1 <sup>st</sup> place             | 20 points |
| • 2 <sup>nd</sup> place             | 19        |
| • 3 <sup>rd</sup> place             | 18        |
| • 4 <sup>th</sup> – 5 <sup>th</sup> | 17        |
| • 6 <sup>th</sup> – 7 <sup>th</sup> | 16        |
| • 8 <sup>th</sup> or lower          | 15        |

I will award scores of less than 15 points in cases of exceptionally poor performance.

**Individual Exercise**

Once you have completed the group simulation, you will do it all over again, but this time, on your own! CAP-XM is an online exam that will have you competing against computer-based companies in your own business simulation industry. Once you have completed the decision-





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making part of the exercise, the simulation will ask you to answer a series of multiple-choice questions.

The simulation and exam will last approximately 6 hours. Your grade will be based equally on your performance in the simulation and on the correctness of your responses. The simulation itself will grade the exam, and provide a % grade to me, that I will then pro-rate to a grade out of 20 marks for the course.

# Michael Parent, MBA, Ph.D.

*mparent@sfu.ca*

+1.778.782.5214

September 2011

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✓ **CURRENT POSITION**

**Professor**  
Segal Graduate School  
Beedie School of Business  
Simon Fraser University  
Vancouver, British Columbia, CANADA

**ADMINISTRATIVE APPOINTMENTS**

January 2008 - present  
**Director**  
*CIBC Centre for Corporate Governance & Risk Management*  
*Faculty of Business Administration, Simon Fraser University*

July 2003 – August 2006  
**Academic Director, MBA & GDBA Programs**  
*Faculty of Business Administration, Simon Fraser University*

**RECENT APPOINTMENTS**

September 2008 – present  
**Visiting Professor, Rotterdam School of Management**  
*Erasmus University, Rotterdam, Netherlands.*

April 2009 – August 2011  
**Visiting Professor, Department of Business Administration and Social Sciences**  
*Luleå University of Technology, Luleå, Norbotten, Sweden.*

July 2006 – June 2007  
**Visiting Professor, Faculty of Business, Economics, & Law**  
*The University of Queensland, Brisbane, Australia*

**Associate Member, National Centre for Information Systems Research (NCISR)**  
*The Australian National University, Canberra, Australia. [www.ncisr.org.au](http://www.ncisr.org.au)*

**PREVIOUS ACADEMIC EMPLOYMENT**

July 1996-June 2002  
**Assistant Professor**  
The Richard Ivey School of Business  
The University of Western Ontario  
London, Ontario, CANADA

**EDUCATION**

1997 - Ph.D. (Management - MIS & Marketing), Queen's University, Kingston.  
Degree granted with "Outstanding Dissertation" notation.  
1992 - M.B.A., Queen's University.  
1982 - B.Com. (Honours), Carleton University.

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**From:** Ivana Niseteo [mailto:iniseteo@sfu.ca]  
**Sent:** February-23-12 11:33 AM  
**To:** mba@sfu.ca  
**Cc:** Todd Mundle  
**Subject:** Re: MBA New Courses

Hi Somi,

I have finished reviewing the proposal for six new MBA graduate courses and have determined that no additional library resources will be required to support them. I have added the following courses to the appropriate list on the Library Course Assessments page at <http://www.lib.sfu.ca/collections/course-assessments> , and this will be adequate proof of library sign-off:

BUS 719 : Managing People  
BUS 723 : Introduction to Managerial Thought  
BUS 724 : Organizational Analysis  
BUS 725 : Cross Cultural Experience  
BUS 726 : Business Innovation and Creativity  
BUS 729 : Comprehensive Examination

Best,

Ivana

---

Ivana Niseteo, MA, MLIS  
Collections Librarian  
Liaison Librarian for Linguistics, French, Humanities, French Cohort in Arts  
Bennett Library, Simon Fraser University  
Tel: 778.782.6838 | Fax: 778.782.6926 | [iniseteo@sfu.ca](mailto:iniseteo@sfu.ca)

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## SFU MBA Program (full-time)

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**From:** SFU MBA Program (full-time) <mba@sfu.ca>  
**Sent:** February-17-12 2:14 PM  
**To:** 'paul\_budra@sfu.ca'; 'rwakkary@sfu.ca'; 'jcnesebit@sfu.ca'; 'george\_agnes@sfu.ca'; 'duncan\_knowler@sfu.ca'; 'margo\_moore@sfu.ca'; 'cameron@sfu.ca'  
**Cc:** 'Colleen Collins' (colleen.collins@sfu.ca)  
**Subject:** Full Time MBA - New Courses  
**Attachments:** Memo MBA Program Changes 2012 2013.pdf; BUS719ManagingPeople.pdf; BUS723IntroductiontoManagerialThought.pdf; BUS724OrganizationalAnalysis.pdf

**Importance:** High

Good Afternoon,

The MBA program is submitting new course proposals for:

BUS 719 Managing People  
BUS 723 Introduction to Managerial Thought  
BUS 724 Organizational Analysis  
BUS 725 Cross Cultural Experience  
BUS 726 Business Innovation and Creativity  
BUS 729 Comprehensive Examination

As the attached adobe acrobat files couldn't be reduced in size any further, this email includes the new course proposals for BUS 719, 723 and 724. A second email will be sent with the remaining course proposals.

These will be submitted to Senate by the deadline for SGSC this Monday, Feb 20<sup>th</sup>. If you find there is any overlap, please let me know.

Thank you kindly,

**Somi Mann**

MBA Program Assistant  
Segal Graduate Programs  
Beedie School of Business at Simon Fraser University  
500 Granville Street Vancouver BC V6C 1W6  
778-782-3552 office  
778-782-5122 fax  
[mba@sfu.ca](mailto:mba@sfu.ca)  
[www.beedie.ca](http://www.beedie.ca)

 Please consider the environment before printing this e-mail

x

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# 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 MBA	Contact name Somi Mann	Contact email mba@sfu.ca
Please revise the following elements of the indicated graduate course: <input type="checkbox"/> Catalogue number <input type="checkbox"/> Units <input checked="" type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____		

## CURRENT COURSE

Please complete only the fields to be changed.

Program (eg. ECON) BUS	Number (eg. 810) 707	Units (eg. 4) 2
Course title (max 80 characters) Ethical Decision Making		
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"/> _____		
Grading basis <input checked="" 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. ECON) BUS	Number (eg. 810) 707	Units (eg. 4)
Course title (max 80 characters) Business Ethics		
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"/> _____		
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

[Signature]  
Signature

[Signature]  
Signature

Feb 16 / 2012  
Date

Apr 24 / 12  
Date



# 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 MBA	Contact name Somi Mann	Contact email mba@sfu.ca
Please revise the following elements of the indicated graduate course: <input type="checkbox"/> Catalogue number <input type="checkbox"/> Units <input checked="" type="checkbox"/> Title <input type="checkbox"/> Description <input type="checkbox"/> Other: _____		

## CURRENT COURSE

Please complete only the fields to be changed.

Program (eg. ECON) BUS	Number (eg. 810) 708	Units (eg. 4) 3
Course title (max 80 characters) Finance		
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 checked="" type="checkbox"/> Online <input type="checkbox"/> _____		
Grading basis <input checked="" 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. ECON) BUS	Number (eg. 810) 708	Units (eg. 4)
Course title (max 80 characters) Financial Management		
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"/> _____		
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

Coleen Collins  
Faculty graduate studies committee name

W. Partridge  
Senate graduate studies committee name

[Signature]  
Signature

[Signature]  
Signature

Feb 16 / 2012  
Date

Apr 24 / 17  
Date

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# Graduate Course Minor Change Form

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## DEPARTMENT

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

## CURRENT COURSE

Please complete only the fields to be changed.

Program (eg. ECON) BUS	Number (eg. 810) 712	Units (eg. 4) 2
Course title (max 80 characters) Cross-Cultural Management		
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 checked="" type="checkbox"/> Online <input type="checkbox"/> _____		
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. ECON) BUS	Number (eg. 810) 712	Units (eg. 4)
Course title (max 80 characters) Managing a Globalized Workforce		
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"/> _____		
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

Coleen Collins  
Faculty graduate studies committee name

W Parkhouse  
Senate graduate studies committee name

[Signature]  
Signature

[Signature]  
Signature

Feb 16/2012  
Date

Apr 24/12  
Date

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# Graduate Course Minor Change Form

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## DEPARTMENT

Department / School / Program MBA	Contact name Somi Mann	Contact email mba@sfu.ca
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 checked="" type="checkbox"/> Description <input type="checkbox"/> Other: _____		

## CURRENT COURSE

Please complete only the fields to be changed.

Program (eg. ECON) BUS	Number (eg. 810) 718	Units (eg. 4) 4
Course title (max 80 characters)		
Short title (appears on transcripts, max 25 characters)		
Course description for SFU Calendar <input type="checkbox"/> see attached A capstone course in strategy that integrates material learned in the program's more micro-focused courses, this course focuses on the development and implementation of organizational-level strategies. This course satisfies the comprehensive exam requirement. Prerequisite: 30 units of course work in the MBA program.		
Available course components <input type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Laboratory <input type="checkbox"/> Practicum <input checked="" type="checkbox"/> Online <input type="checkbox"/> _____		
Grading basis <input checked="" 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. ECON) BUS	Number (eg. 810) 718	Units (eg. 4) 3
Course title (max 80 characters)		
Short title (appears on transcripts, max 25 characters)		
Course description for SFU Calendar <input type="checkbox"/> see attached A capstone course in strategy that integrates material learned in the program's more micro-focused courses, this course focuses on the development and implementation of organizational-level strategies.		
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"/> _____		
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

[Signature]  
Faculty graduate studies committee name

[Signature]  
Senate graduate studies committee name

[Signature]  
Signature

[Signature]  
Signature

Feb 16, 2012  
Date

Apr 24/12  
Date