


**GRADUATE STUDIES AND  
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**MEMORANDUM**


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ATTENTION Senate  
FROM Wade Parkhouse, Chair of Senate  
Graduate Studies Committee (SGSC)  
RE: Beedie School of Business

DATE September 15, 2015  
No. GS2015.31

**For information:**

Acting under delegated authority at its meeting of September 14, 2015, SGSC approved the following curriculum revisions effective **Summer 2016**:

Beedie School of Business

- a) Admission change: Executive Master of Business Administration (EMBA)
- b) Program change: Master of Business Administration (MBA)
- c) Program change: Management of Technology Master of Business Administration (MOT MBA)
- d) Course changes (equivalency, description): BUS 510, 511, 552, 555, 556, 557, 702, 703, 705, 707, 708, 719, 751, 753, 754, 764, 766



**Memo to SGSC**

**To: Senate Graduate Studies Committee**  
**From: Ian McCarthy, Associate Dean, Graduate Programs**  
**Re: Curriculum revisions for EMBA, MBA, MOT, and GDBA**  
**Date: September 8, 2015**

The following curriculum revisions have been approved by the Beedie School of Business and are forwarded to the Senate Graduate Studies Committee for approval. These curriculum items should be effective for Summer 2016. Please include them on the next SGSC agenda.

**i). *Executive MBA, Graduate Programs, Beedie School of Business***

***Admission change to Executive MBA***

***Removal of the mandatory GMAT requirement from the admissions criteria.***

**ii). *MBA, Graduate Programs, Beedie School of Business***

***Program change to MBA***

***Addition of advance credit for BUS 702, 703, 705, 707, 708 and 719 for students of the GDBA program***

**iii). *MOT MBA, Graduate Programs, Beedie School of Business***

***Program change to MOT MBA***

***Addition of advance credit for BUS 751, 753, 754, 764 and 766 for students of the GDBA program***

**iv). *Course changes – equivalency and course descriptions***

***BUS 510 equivalent to BUS 705 and BUS 766***

***BUS 511 equivalent to BUS 707 and BUS 753***

***BUS 552 equivalent to BUS 703 and BUS 751***

***BUS 555 equivalent to BUS 708 and BUS 764***

***BUS 556 equivalent to BUS 702 and BUS 754***

***BUS 557 equivalent to BUS 719***

Thank you for your attention herein. Should you have any questions or concerns, please do not hesitate to contact me.



**BEDDIE SCHOOL  
OF BUSINESS**

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A handwritten signature in black ink, appearing to read 'I. P. McCarthy'.

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Dr. Ian P. McCarthy  
Professor in Technology & Operations Management  
Associate Dean, Graduate Programs, Beedie School of Business

## Calendar Entry Change for SFU's Beedie School of Business' Executive MBA Program

<p>Summary of change:</p> <p><i>Removal of the mandatory requirement for a GMAT examination.</i></p>
<p>Rationale for change:</p> <p><i>see attached</i></p>
<p>Effective term and year:</p> <p><i>Summer 2016</i></p>
<p>Will this change impact current students? If yes, what is the plan for current students?</p> <p><i>No</i></p>

FROM	TO
<p>[...]</p> <p>Admission Requirements</p> <p>Applicants will be considered for admission based on the following criteria:</p> <ul style="list-style-type: none"> <li>• Simon Fraser University's online graduate studies application for admission</li> <li>• executive MBA application essay</li> <li>• minimum of ten years of business experience, with a minimum of four years of managerial responsibilities</li> <li>• resume</li> <li>• <del>undergraduate degree (B average) or any of the following professional designations (i.e. CA, CMA, CGA, CPA, CFA, PEng)*</del></li> <li>• three confidential letters of reference, preferably from supervisors, former professors or significant clients</li> <li>• interview (shortlisted candidates only)</li> </ul>	<p>[...]</p> <p>Admission Requirements</p> <p>Applicants will be considered for admission based on the following criteria:</p> <ul style="list-style-type: none"> <li>• Simon Fraser University's online graduate studies application for admission</li> <li>• executive MBA application essay</li> <li>• minimum of ten years of business experience, with a minimum of four years of managerial responsibilities</li> <li>• resume</li> <li>• <b>an undergraduate degree in any discipline, with a cumulative grade point average (CGPA) of at least 3.0/4.33 (B), or a grade point average of at least 3.33/4.33 (B+) based on the last 60 credits of undergraduate courses (all graduate work is also considered), or a professional designation such as CA, CMA, CGA, CPA, CFA,</b></li> </ul>

~~\*while priority will be given to those with a university degree or a professional designation, a limited number of applicants may be admitted who do not hold a formal degree but possess exceptional business management qualifications. In such cases, a GMAT (graduate management admissions test) result may be requested.~~

[...]

**PEng.**

- **exceptional managers (as determined by career progression and responsibilities relative to EMBA peer group) who have a CGPA lower than a 3.0/4.33 (B) in their undergraduate degree, or lack a formal degree or professional designation, but have other outstanding qualifications may be admitted into the program.**
- **the GMAT is an optional component. Applicants will be evaluated on the depth of their work experience, academic background and management/leadership skills. In some cases, the GMAT may be recommended as a way to strengthen an application file.**
- **three confidential letters of reference, preferably from supervisors, former professors or significant clients**
- **interview (shortlisted candidates only)**

[...]

# EMBA GMAT requirement for Admission

Proposal for Consideration by the Graduate Programs Committee

Currently, admission to the weekend EMBA requires one of the following:

- Undergraduate degree with a 3.0 CGPA or 3.33 upper division GPA; or
- Approved professional designation (e.g. CFA, CA); or
- GMAT score of at least 500

In line with other leading business schools in Canada we seek approval to remove the mandatory requirement for a GMAT examination for the EMBA program. The basis for this request is as follows:

1. **The GMAT exam has been found to be a weak predictor of performance in an EMBA program.** In a study of the predictors of success in an Executive MBA program<sup>1</sup>, it was found that the GMAT exam had a weak, if any, relationship to academic success in an EMBA program. Work experience, and more specifically career advancement, was found to have a significant and positive relationship to performance in an EMBA program.
2. **The GMAT exam has been shown to be age and gender biased.** As the EMBA program admits students with an average of 20 years of work experience, using an age-biased admissions test is problematic. Further, the EMBA program aims to have (and is recognized for) a good gender balance. Using a gender biased admissions test is problematic in pursuit of this goal.<sup>2</sup>
3. **Our competitors in the EMBA market are increasingly waiving the mandatory GMAT requirement based on work experience.** For example, a top competitor school, Queen's, waives the mandatory GMAT requirement for experienced prospective students<sup>3</sup>. At the end of this proposal we list EMBA programs in Canada where the GMAT is not required at all.
4. **The GMAT requirement is affecting our ability to recruit top EMBA candidates.** Many of the prospective students we have contacted from the past 3-5 years of recruitment initiatives have indicated they chose another school because the GMAT was not mandatory and was waived in lieu of relevant work experience. The majority of those who had been asked to write the GMAT exam for admission to the Beedie EMBA had either: been accepted and had begun an EMBA at another school who did not require them to write the GMAT exam; indicated they had not begun getting ready for the GMAT exam; or indicated they would love to start the EMBA program, provided we didn't require a GMAT for admissions. We currently have more than 30 prospective students that we have asked to write GMAT scores for admission to the EMBA program. Examples include: a Regional VP for Starbucks, a Senior Director of Sales for Bell, a Fire

<sup>1</sup> Gropper, D. M. (2007). Does the GMAT Matter for Executive MBA Students? Some Empirical Evidence. *Academy of Management Learning & Education*, 6(2): 206 – 216.

<sup>2</sup> Gropper, D. M. (2007). Does the GMAT Matter for Executive MBA Students? Some Empirical Evidence. *Academy of Management Learning & Education*, 6(2): 206 – 216.

Hancock, Terence (1999). The Gender Difference: Validity of Standardized Tests in Predicting MBA Performance. *Journal of Education for Business*, v75: 91-93.

<sup>3</sup> [http://business.queensu.ca/mba\\_programs/emba\\_nat/admissions\\_and\\_fees/index.php](http://business.queensu.ca/mba_programs/emba_nat/admissions_and_fees/index.php)

Chief, and a Chief News Editor at the Vancouver Sun. These candidates are very experienced professionals that would make an excellent contribution to an EMBA classroom. We will likely lose most of these prospective students because of the GMAT requirement.

5. **Removing the GMAT requirement would allow for more consistency internally among our other EMBA cohorts.** Currently, neither the EMBA in Aboriginal Business in Leadership, the EMBA in the Northwest, nor the EMBA Teck require a GMAT score for admission, regardless of whether or not the candidate has an undergraduate degree. Removing the GMAT requirement for the weekend EMBA would provide internal consistency among our EMBA cohorts.

**EMBA programs in Canada where the GMAT is not required at all:**

**McGill:** <http://www.embamcgillhec.ca/en/application/admission-criteria/>

**Royal Roads University:** <http://www.royalroads.ca/prospective-students/master-business-administration-executive-management/program-admission>

**University of Regina:** <http://www.uregina.ca/business/levene/programs/emba/admission-information.html>

**Athabasca University:** <http://business.athabascau.ca/mba/online-executive-mba/mba-admissions/>  
<http://business.athabascau.ca/mba/accelerated-mba/admissions/>  
<http://business.athabascau.ca/che/>  
<http://business.athabascau.ca/mba/online-executive-mba-hockey/hockey-mba-admission-requirements/>

## Calendar Entry Change for Masters of Business Administration (MBA)

<p><b>Summary of change:</b></p> <p>To allow students who have completed or have been enrolled in the graduate diploma in business administration program at SFU, to apply for advance credit for BUS 702, 703, 705, 707, 708, 719. A minimum grade of B (3.0) in the course equivalent is required.</p>
<p><b>Rationale for change:</b></p> <p>Coding these courses as equivalent will allow students who transfer from one program to another to apply the courses taken during one program to the program requirements of a different program, when the course material is considered equivalent. As well, this coding change will prevent students from receiving credit for two (or three) courses that have essentially the same content.</p>
<p><b>Effective term and year:</b> Summer 2016</p>
<p><b>Will this change impact current students? If yes, what is the plan for current students?</b></p> <p>Yes. The opportunity for students to apply for advance credit will apply to all current and previous students who have completed the equivalent course with a minimum of a B (3.0) grade.</p>

FROM	TO
<p><b>Program Requirements</b></p> <p>Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 56 units from the following list including a comprehensive exam (BUS 729), selected special topics and substitute courses from other Graduate Business programs at the discretion of the Academic Chair:</p> <p>BUS 702 - Marketing Management (3)            BUS 703 - Managerial Economics (3)            BUS 704 - Leadership and Teamwork (3)            BUS 705 - Financial/Managerial Accounting (3)            BUS 706 - Data and Decisions (3)            BUS 707 - Business Ethics (2)            BUS 708 - Financial Management (3)            BUS 709 - Managing Information (3)            BUS 710 - Managing Global Enterprises (3)            BUS 711 - Negotiation and Conflict Resolution (3)            BUS 712 - Managing a Globalized</p>	<p><b>Program Requirements</b></p> <p>Students must maintain a minimum 3.0 grade point average (GPA) (B average) and complete a minimum of 56 units from the following list including a comprehensive exam (BUS 729), selected special topics and substitute courses from other Graduate Business programs at the discretion of the Academic Chair:</p> <p>BUS 702 - Marketing Management (3)            BUS 703 - Managerial Economics (3)            BUS 704 - Leadership and Teamwork (3)            BUS 705 - Financial/Managerial Accounting (3)            BUS 706 - Data and Decisions (3)            BUS 707 - Business Ethics (2)            BUS 708 - Financial Management (3)            BUS 709 - Managing Information (3)            BUS 710 - Managing Global Enterprises (3)            BUS 711 - Negotiation and Conflict Resolution (3)            BUS 712 - Managing a Globalized</p>



<p>Workforce (2)  BUS 714 - Entrepreneurship (3)  BUS 715 - Operations Management (3)  BUS 716 - Sustainability (3)  BUS 718 - Business Strategy (3)  BUS 719 - Managing People (3)  BUS 720 - Special Topics in Business Administration (2)  BUS 721 - Special Topics in Business Administration (3)  BUS 722 - Special Topics in Business Administration (4)  BUS 723 - Introduction to Managerial Thought (2)  BUS 724 - Organizational Analysis (2)  BUS 725 - Cross Cultural Experience (2) *  BUS 726 - Business Innovation and Creativity (2)  BUS 727 - MBA Internship (0) ** or <u>BUS 728 - Research Internship (0) ***</u>  BUS 729 - Comprehensive Examination (2)</p> <p>* As part of this course, there is a mandatory cross-cultural study tour for all students in the full time MBA</p> <p>** Students with sufficient full time work experience may receive advanced standing for Bus 727 MBA Internship.</p> <p>*** for students entering the PhD program</p>	<p>Workforce (2)  BUS 714 - Entrepreneurship (3)  BUS 715 - Operations Management (3)  BUS 716 - Sustainability (3)  BUS 718 - Business Strategy (3)  BUS 719 - Managing People (3)  BUS 720 - Special Topics in Business Administration (2)  BUS 721 - Special Topics in Business Administration (3)  BUS 722 - Special Topics in Business Administration (4)  BUS 723 - Introduction to Managerial Thought (2)  BUS 724 - Organizational Analysis (2)  BUS 725 - Cross Cultural Experience (2) *  BUS 726 - Business Innovation and Creativity (2)  BUS 727 - MBA Internship (0) ** or BUS 728 - Research Internship (0) ***  BUS 729 - Comprehensive Examination (2)</p> <p><b>Students who have completed or have been enrolled in the graduate diploma in business administration program at SFU, may apply for advance credit for BUS 702, 703, 705, 707, 708, and 719. A minimum grade of a B (3.0) in the course equivalent is required.</b></p> <p>* As part of this course, there is a mandatory cross-cultural study tour for all students in the full time MBA</p> <p>** Students with sufficient full time work experience may receive advanced standing for Bus 727 MBA Internship.</p> <p>*** for students entering the PhD program</p>
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## Calendar Entry Change for Masters of Technology (MOT)

<p><b>Summary of change:</b></p> <p>To allow students who have completed or have been enrolled in the graduate diploma in business administration program at SFU, to apply for advance credit for BUS 751, 753, 754, 764 and 766. A minimum grade of B (3.0) in the course equivalent is required.</p>
<p><b>Rationale for change:</b></p> <p>Coding these courses as equivalent will allow students who transfer from one program to another to apply the courses taken during one program to the program requirements of a different program, when the course material is considered equivalent. As well, this coding change will prevent students from receiving credit for two (or three) courses that have essentially the same content.</p>
<p><b>Effective term and year:</b> Summer 2016</p>
<p><b>Will this change impact current students? If yes, what is the plan for current students?</b></p> <p>Yes. The opportunity for students to apply for advance credit will apply to all current and previous students who have completed the equivalent course with a minimum of a B (3.0) grade.</p>

FROM	TO
<p><b>Program Requirements</b></p> <p>Students will maintain a minimum 3.0 grade point average (B grade) and complete 54 units (46 units if accounting and managerial economics are waived), including BUS 780, from the following list.</p> <p>BUS 750 - Managing Technological Innovation (4)            BUS 751 - Managerial Economics for Technology Firms (4)            BUS 752 - Strategic Management of Technology-Based Firms (4)            BUS 753 - Ethics and Corporate Responsibility (2)            BUS 754 - Marketing Tech-based Products and Services (4)            BUS 755 - Topics in International Business (2)            BUS 757 - Negotiations (2)            BUS 758 - Business Operations Design (4)            BUS 761 - Leadership for the Technology Driven Enterprise (2)</p>	<p><b>Program Requirements</b></p> <p>Students will maintain a minimum 3.0 grade point average (B grade) and complete 54 units (46 units if accounting and managerial economics are waived), including BUS 780, from the following list.</p> <p>BUS 750 - Managing Technological Innovation (4)            BUS 751 - Managerial Economics for Technology Firms (4)            BUS 752 - Strategic Management of Technology-Based Firms (4)            BUS 753 - Ethics and Corporate Responsibility (2)            BUS 754 - Marketing Tech-based Products and Services (4)            BUS 755 - Topics in International Business (2)            BUS 757 - Negotiations (2)            BUS 758 - Business Operations Design (4)            BUS 761 - Leadership for the Technology</p>

BUS 762 - Project Management (4)  
BUS 763 - Managing Self and Others: An Organizational Simulation (2)  
BUS 764 - Financing the Organization (4)  
BUS 766 - Financial and Managerial Accounting (4)  
BUS 770 - Special Topics (2)  
BUS 771 - Special Topics (2)  
BUS 772 - Special Topics (2)  
BUS 773 - Special Topics (2)  
BUS 774 - Special Topics (4)  
BUS 776 - Special Topics in Biotechnology (4)  
BUS 778 - Directed Studies in Management of Technology (4)  
BUS 780 - Applied Project (6)

Course 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.

Students wishing to complete the biotechnology management stream must successfully complete four units of biotechnology specific courses as determined by the academic chair.

Biotechnology Management stream students are not required to complete the following course:  
BUS 762 - Project Management (4)

Driven Enterprise (2)  
BUS 762 - Project Management (4)  
BUS 763 - Managing Self and Others: An Organizational Simulation (2)  
BUS 764 - Financing the Organization (4)  
BUS 766 - Financial and Managerial Accounting (4)  
BUS 770 - Special Topics (2)  
BUS 771 - Special Topics (2)  
BUS 772 - Special Topics (2)  
BUS 773 - Special Topics (2)  
BUS 774 - Special Topics (4)  
BUS 776 - Special Topics in Biotechnology (4)  
BUS 778 - Directed Studies in Management of Technology (4)  
BUS 780 - Applied Project (6)

Course 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.

**Students who have completed or have been enrolled in the graduate diploma in business administration program at SFU, may apply for advance credit for BUS 751, 753, 754, 764 and 766. A minimum grade of a B (3.0) in the course equivalent is required.**

Students wishing to complete the biotechnology management stream must successfully complete four units of biotechnology specific courses as determined by the academic chair.

Biotechnology Management stream students are not required to complete the following course:  
BUS 762 - Project Management (4)



BEEDIE SCHOOL OF BUSINESS

Memo

To: Wade Parkhouse, Dean of Graduate Studies

From: Ian McCarthy, Associate Dean, Segal Graduate School

Date: June 17, 2015

Re: Request to Code Courses as Equivalent

Beedie School of Business

Description of the change: Request to code the courses as equivalent and add a sentence to the course description.

The following courses should be coded as equivalents to each other as indicated:

GDBA Courses	PT/FT MBA Courses	MOT MBA Courses
1. BUS 510	= BUS 705	= BUS 766
2. BUS 511	= BUS 707	= BUS 753
3. BUS 552	= BUS 703	= BUS 751
4. BUS 555	= BUS 708	= BUS 764
5. BUS 556	= BUS 702	= BUS 754
6. BUS 557	= BUS 719	No Equivalent

The following sentence should be added to the end of the course description for each course: "Students who have taken \_\_\_\_\_ may not take this course for further credit."

For example: For BUS 510 the sentence would read "Students who have taken BUS 705 or BUS 766 may not take this course for further credit."

Rationale for the changes:

- Coding these courses as equivalent will allow students who transfer from one program to another to apply the courses taken during one program to the program requirements of a different program, when the course material is considered equivalent. As well, this coding change will prevent students from receiving credit for two (or three) courses that have essentially the same content. Graduate Business courses are assigned numbers according to the program that the course is associated with which is why several Business courses have the same (or similar) course title and content.
- Formalizing the GDBA course equivalent waivers clarifies how students who have completed the GDBA will receive transfer credits into our Masters of Business Administration, Masters of Technology or Part-time Masters of Business Administration Programs. It also ensures that students transferring from the GDBA or continuing on from the GDBA to different MBA program will receive similar treatment.
- With the exception of BUS707 all of the courses listed for PT/FT MBA had their genesis as GDBA courses but were numbered differently to be consistent with course numbering in the MBA program.

- For BUS707 the process ran in the opposite direction: the equivalent GDBA course BUS511 was created based on the BUS707 syllabus. These courses are equivalent by design.
- Similarly the GDBA courses BUS 510, BUS552 served as models for the BUS766 and BUS751 in the MOT MBA. These courses are equivalent by design.
- The other MOT MBA courses BUS753, BUS754, and BUS555 have all been taught or will be taught by instructors who have taught the equivalent course in the GDBA program. Any differences between these courses are sufficiently small that it would not be fair to other students for a student to be allowed to take both for credit, nor would it be reasonable to expect a student to pay tuition for the same course twice.

#### Course Titles

##### Accounting

BUS 510 Financial and Managerial Accounting  
 BUS 705 Financial / Managerial Accounting  
 BUS 766 Financial and Managerial Accounting

##### Ethics

BUS 511 Business Ethics  
 BUS 707 Business Ethics  
 BUS 753 Ethics and Corporate Responsibility

##### Economics

BUS 552 Managerial Economics  
 BUS 703 Managerial Economics  
 BUS 751 Managerial Economics for Technology Firms

##### Finance

BUS 555 Managerial Finance  
 BUS 708 Financial Management  
 BUS 764 Financing the Organization

##### Marketing

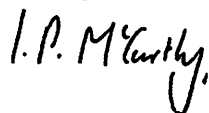
BUS 556 Marketing Management  
 BUS 702 Marketing Management  
 BUS 754 Marketing Tech-based Products and Services

##### Human Resource

BUS 557 Managing People and Organization  
 BUS 719 Managing People and Organization

If you have any further questions or concerns, please do not hesitate to contact me.

Sincerely,



Dr. Ian McCarthy  
 Associate Dean, Segal Graduate School  
 Beedie School of Business  
 Simon Fraser University