

**SIMON FRASER UNIVERSITY****M E M O R A N D U M**

TO: Senate

FROM: R. Saunders  
A/Chair, SCAPSUBJECT: Executive Master of Business  
Administration Program  
Curriculum Revision  
SCAP 89-15

DATE: May 18, 1989

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Action undertaken by the Senate Committee on Academic Planning/Senate Graduate Studies Committee gives rise to the following motion:

**Motion:**

"that Senate approve and recommend approval to the Board of Governors, as set forth in S. 90-16 the proposed change to the Executive Master of Business Administration program including

New course MBA 696-5 Seminar in Strategic Analysis"

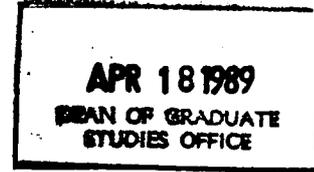
**SIMON FRASER UNIVERSITY  
MEMORANDUM**

To: Bruce Clayman, Dean  
Graduate Studies

From: C.E. Love, Director, Graduate Programs  
Faculty of Business Administration

Date: April 17, 1989

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Attached is a proposal from the EMBA Steering Committee recommending a change in the program. This change is being put forward in the light of the move to Harbour Centre.

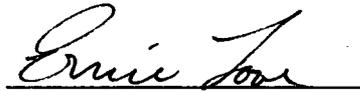
Enclosed is a new description of the EMBA program as it would appear on pages 260-261 of the University Calendar.

Please refer to the University Calendar for the current description.

~~If possible, we would like to have this change approved by the Senate prior to our move downtown in the Fall of 1989.~~ Deleted by SCAP

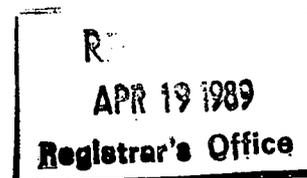
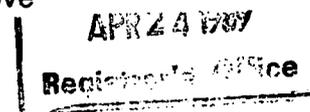
If you require any other information, please let me know.

Thank you.

  
C.E. Love

CEL/eb

Encls.



### Current Program

Twelve courses (nine of which are required), three electives plus a research project equivalent to one course.

### Proposed New Program

The program would consist of eleven courses (two of which are electives), plus a Seminar in Strategic Analysis. The seminar in Strategic Analysis will include a written project. This written project will be housed in the Library and would constitute the project component of the EMBA program.

### *Rationale for the Change*

There are two principal reasons for proposing this change. First, this change will shift the emphasis in the project to one of strategic analysis. As an Executive MBA program, with mid-career managers as the participants, this is the appropriate focus for the program, particularly in its third year. In looking at the curriculum of the program, we currently have two courses, *Business Policy* and *Business, Government & Society* as the required courses in the final fall semester. Both of these courses stress the strategic implications of decision-making and build upon the core courses they have taken to that stage. This Seminar in Strategic Analysis will allow us to continue this development by having the participants analyze a comprehensive situation from the viewpoint of senior management. It is for this reason that this seminar will be placed in the spring term of their final (3rd) year.

The second reason for proposing this change is to shift the emphasis, in a project, away from the individual and into a team effort. Throughout the Executive MBA program, we encourage and structure comprehensive case studies and class projects around working teams. This is the operating norm in all courses in the program and indeed has proven to be the most productive structure for our purposes. It makes sense then that we would structure this final, major strategic analysis in the same format.

It is perhaps worthwhile to contrast this focus for a project with the current emphasis. Because the current project is not linked sequentially after our two policy courses, we often find that projects are taking on too narrow a viewpoint. Our current structure encourages students to begin their project in the summer between second and third years. This means that they have not had the benefit of these two policy courses in structuring their problem. Furthermore, the current norm is for single student projects. This also exacerbates the problem. It is not possible for a single individual to carry out this type of comprehensive strategic analysis in a reasonable amount of time (again, when they have not had the benefit of the policy courses).

It should also be stressed here that a principal component of this proposal is that the final work will be presented to representatives of the industry. This external test, in the context of the Executive MBA program, will be much more demanding than the current format in which no presentation is required.

This is not a unique model that we are proposing. York University has had just such a project component in their MBA program for many years. Our strong contacts in the business community presumably will give us an added advantage in adopting this model.

There are only two other Executive MBA programs operating in Canada: University of Toronto and Concordia University. In both cases, these programs are part-time over two years whereas ours is over three years. The incorporation of the project into a required course, therefore, is not regarded as an erosion of the quality of the program. In fact, given the intent to focus the project on senior management issues, it is intended that the relevancy and, on balance, the quality of the projects, will improve.

New Graduate Course Proposal Form

CALENDAR INFORMATION:

Department: Faculty of Business Administration Course Number: MBA 696

Title: Seminar in Strategic Analysis

Description: Students working in teams will undertake a strategic industry analysis.

The teams will write up and present their results to representatives of the particular industries.

Credit Hours: 5 Vector: 3-2-0 Prerequisite(s) if any: MBA 607 MBA 691

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 30 When will the course first be offered: 91-1

How often will the course be offered: Once per year

JUSTIFICATION:

As a follow-up to MBA 607/MBA 691 this seminar is to focus on applying strategic analysis to an industry. It is to replace one elective in the spring term of the 3rd year. The written report from the seminar will replace the current project in the Library.

RESOURCES:

Which Faculty member will normally teach the course: Vining, Richards, Smart, Globerman

What are the budgetary implications of mounting the course: It will replace a current elective course, and therefore the budget impact will be minimal.

Are there sufficient Library resources (append details): Yes. The Library resources currently directed to individual projects are more than adequate for this seminar.

- Appended: a) Outline of the Course appended.  
b) An indication of the competence of the Faculty member to give the course.  
c) Library resources

Approved: Departmental Graduate Studies Committee: C.E. Love Date: April 14, 1989

Faculty Graduate Studies Committee: \_\_\_\_\_ Date: \_\_\_\_\_

Faculty: Smart Date: April 17, 1989

Senate Graduate Studies Committee: BPC Date: 18 April/89

Senate: \_\_\_\_\_ Date: \_\_\_\_\_

# Simon Fraser University

## Faculty of Business Administration

### Course Outline

COURSE: Business Administration 696-5 (evening)    **Semester:** Spring, 1990

TITLE: Seminar in Strategic Analysis    **Instructor:**

#### Lecture - Discussion:

Thursdays, 6:30 - 10:30 p.m.

Textbooks: Porter, M.F., Competitive Advantage, The Free Press, 1985.

Vining, A. and D. Weimer, Policy Analysis: Concepts and Practice, Prentice-Hall, 1988.

Plus journal and newspaper articles.

#### Course Objectives:

To integrate the various fields of study of the M.B.A. program utilizing a Policy Analysis framework.

#### Course Outline:

Students, working in teams of four, will be required to undertake a strategic industry analysis. Such analysis could, for example, focus on a single firm, a larger corporate setting, some sector of the economy, an organization involved in major change or the analysis of a significant government policy initiative. A written report will be submitted at the end of the seminar. This report will be placed in the Library as partial fulfillment of the M.B.A. degree. Furthermore, a requirement of the seminar is that the team will make a presentation of their findings to representatives from the particular industry.

#### Evaluation of Student's Performance in the Course:

Instructor will give a Pass/Fail grade based on the following:

- (a) Written report (for Library submission)
- (b) Group presentation to representatives from the industry or firm involved.