

FACULTY COUNCIL SCHULICH SCHOOL OF BUSINESS

A meeting of the Schulich Faculty Council for the 2018/19 academic year will be held on
Friday November 9th 2018 at 11:30am in SSB E111.

AGENDA

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1. Welcome & Chair's Remarks	
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http://www.yorku.ca/finance/documents/Budget_Consultation_Fall_2018.pdf	
4. Dean's Remarks	
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6. Adjournment	

CONSENT AGENDA

A consent agenda item is deemed to be approved unless, prior to the commencement of a meeting, a member of the Council of the Faculty of the Schulich School of Business advises the Chair, James McKellar, of their request to debate it.

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If you are unable to attend the meeting, please send your regrets to council secretary
Emily Rush at erush@schulich.yorku.ca.

Subject: Freedom of Speech Policy Initiative: Faculty Council Secretaries Please Note
Date: Friday, October 26, 2018 at 8:15:39 AM Eastern Daylight Time
From: Senate Secretaries/Faculty Council Secretaries Info. on behalf of Robert Everett
To: SENATE-S@YORKU.CA

FACULTY COUNCIL SECRETARIES: Information regarding development of a freedom of speech policy has now been posted at <https://secretariat.info.yorku.ca/freedom-of-speech-policy/>. Please click on Mandate, Policy Principles and Resources for background documentation from the policy working group. This is a very important initiative of great interest to the community.

Students, faculty and staff will be receiving an email today advising them of the site and the upcoming consultation sessions currently scheduled.

The working group would also appreciate input from Faculty Councils on a set of questions posed for the public consultation phase which was launched on October 25 and ends November 9. It would be grateful if you could create space for discussion by your Council or, given the timelines, by an appropriate committee. Please forward your responses to the questions to me by noon on Friday, November 9.

Please let me know if you have any questions. With thanks, Bob

Robert Everett
Senior Assistant Secretary of the University
University Secretariat

**The 649th Meeting of Senate
held on Thursday, September 27, 2018**

Remarks

The Chair of Senate, Professor Franck van Breugel of the Lassonde School of Engineering, greeted continuing and new Senators. Senate Executive member Professor Carl Ehrlich served as Acting Vice-Chair in the absence of Professor Alison Macpherson.

Senators were encouraged to attend a “Community Forum on Renewing Institutional Focus” sponsored by Senate Executive, on Thursday, October 4, 2018 from 4:30 to 6:00 p.m. in Accolade West 206. The idea emerged from a suggestion made by three Senators that there should be a discussion of this kind at Senate, and the Executive Committee felt that a community forum would be a more appropriate venue. The President and Provost will be in attendance along with members of the Executive Committee. The Chair also urged Senators to join in celebrating graduating students at the Fall Convocation ceremonies.

President Rhonda Lenton announced that Anne Russon, Glendon, and Nantel Bergeron, Science, will be honoured as Distinguished Research Professors at Convocation. She thanked Ananya Mukherjee-Reed, Dean of the Faculty of Liberal Arts and Professional Studies, as she takes up the position of Provost, Okanagan Campus at UBC. She also congratulated Lisa Philipps on her appointment as Provost and Vice-President Academic, as well as the first Deputy Provost Markham, Rui Wang, and the new Dean of the Faculty of Graduate Studies, Thomas Loebel.

Regarding public policy matters, President Lenton discussed the possible implications of the Ernst and Young audit of provincial spending conducted for the provincial government, core elements of York’s mission and vision that should resonate with Queen’s Park, and sector-wide advocacy undertaken by the Council of Ontario Universities to position universities favourably. In response to the government’s mandating of a free speech policy by January 1, 2019, Osgoode Professor Lorne Sossin has agreed to lead an initiative that will engage the community and governing bodies that will be announced in the coming weeks.

As York regains momentum following the strike, the senior administration is committed to constructive engagement through a dialogue aimed at aligning resources with academic priorities, addressing key policy questions, and finding solutions to pressing challenges.

A new award has been established to honour Dr Robert Everett of the University Secretariat. The award in his name will recognize up to three students (undergraduate or graduate) for valuable and significant contributions to University governance.

Reports

Under the auspices of the Academic Policy, Planning and Research Committee, Provost Philipps presented the Autumn Report on Complement and Enrolment.

Approvals

On a recommendation from the Executive Committee, Senate elected Robert Heynen, Assistant Professor, Liberal Arts and Professional Studies, and Pamela Millet, Associate Professor, Education, to the Academic Standards, Curriculum and Pedagogy Committee.

Senate approved recommendations of its Academic Standards, Curriculum and Pedagogy Committee to:

- close the 15-credit College - University Accounting Bridge Program, School of Administrative Studies, Liberal Arts and Professional Studies
- close the Diploma in Theatre & Performance Studies, in the Graduate Program in Theatre & Performance Studies, AMPD / Graduate Studies
- change admission and degree requirements for the Master of Real Estate and Infrastructure, Schulich / Graduate Studies
- authorize the granting of degrees at the University's convocations held in Fall 2018, February 2019 (Convocation *In Absentia*) and Spring 2019, and individually to students at any point during the year who have fulfilled the degree program requirements for receipt of degrees; authorize the granting of diplomas and certificates at the University's Convocations held in Fall 2018, February 2019 (Convocation *In Absentia*) and Spring 2019, and individually to students at any point during the year who have fulfilled the requirements for receipt of diplomas and certificates; and authorize the forwarding of recommendations for certification by the Faculty of Education to the Ontario College of Teachers for those students who have been deemed "recommended for certification" by the Council of the Faculty of Education.

Committee Information Reports

As they presented reports at the inaugural meeting of 2018-2019, the Chairs of Senate committees briefly described their roles on behalf of Senate, how they conduct business and items Senate can expect to come to the floor from them during the year.

Executive (Professor Carl Ehrlich, Acting Vice-Chair)

The Executive Committee's information items included the following:

- approval of Senate committee members nominated by Faculty Councils

- current vacancies on Senate committees, and in the Council of Ontario Universities Academic Colleague position
- actions taken under Summer Authority
- the Committee's monitoring of the academic disruption
- the Committee's priorities for 2018-2019
- University Secretariat initiatives in support of governance and Senate
- suggestions by committees for facilitated discussions at Senate
- Senate meeting dates for 2018-2019 with changes approved for December
- the results of the Senator and Senate committee member surveys conducted in June and how they help inform the Executive's priorities
- a new agenda package layout, with all appendices compiled together
- a summary of actions taken by Senate in 2017-2018
- Committee and Sub-Committee membership for 2018-2019

Academic Policy, Planning and Research (Professor Les Jacobs, Chair)

APPRC shared its priorities for the year, which include planning for the Markham Centre Campus and a review of the University's academic unit structures. Consultations on the budget were launched earlier in the day when APPRC met with Provost Philipps and Vice-President Finance and Administration Carol McAulay, and provided input.

The Committee also provided information on the following items:

- ways that the Committee will fulfill its mandate and resources for Senators
- its concurrence with proposals to establish the Carswell Chair for the Public Understanding of Astronomy (subsequently approved by the Board of Governors) and amend the SSHRC Research Opportunity Grants Program
- the latest developments in Markham Centre Campus Planning
- ongoing attention paid to student / faculty ratios in conjunction with complement planning discussions
- an electronic curriculum vitae exercise geared toward modernizing practices
- Sub-Committee members for 2018-2019

Academic Standards, Curriculum and Pedagogy (Professor Kim Michasiw, Chair)

ASCP provided information on its priorities for the year, which include revisions to the Common Grading Scheme for Undergraduate Faculties and a review of select Senate policies / regulations in the context of UAP priorities and emerging pressures to address any gaps in legislation. Other information items reported were the following:

- a minor change to degree requirements for the Honours Minor program in Marketing housed in the School of Administrative Studies, Faculty of Liberal Arts and Professional Studies

- the focus of recent discussions of the Markham Centre Campus curriculum and pedagogy
- programs at other universities approved by the ministry in 2017-18

Appeals (Professor Simone Pisana, Chair)

Professor Pisana provided an overview of the Committee's role and function on behalf of the Committee.

Awards (Professor Brenda Spotton Visano, Chair)

Professor Spotton Visano provided an overview of the Committee's role and function on behalf of the Committee and highlighted the upcoming call for nominations for the President's Research Excellence Awards – the President's Emerging Research Leadership Award, the newly-created President's Research Impact Award, and the President's Research Excellence Award. The Committee has explored possible means by which to increase nominations for all awards and to ensure the fullest recognition of diverse achievements (in regard to which it commended the Canada Research Chairs (CRC) [Unconscious Bias Training Module](#)).

Tenure and Promotions, Tenure and Promotions Appeals (Professor Thomas Baumgartner, Co-Chair)

Professor Baumgartner provided an overview of the Committee's role and function on behalf of the Committee and Co-Chair.

Additional information about this Meeting

Please refer to the full Senate agenda and supplementary material posted online with the September 27, 2018 meeting for details about these items.

<http://secretariat.info.yorku.ca/senate/meeting-agendas-and-synopses/>

October Meeting of Senate

Senate's next meeting will be held at 3:00 p.m. on Thursday, October 25, 2018.

The Senate Executive-sponsored **Community Forum on Renewing Institutional Focus** will be held on Thursday, October 4, 2018 from 4:30 to 6:00 p.m. in Accolade West 206

Office of the President

1050 KANEFF TOWER
4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3
T 416 736 5200

Memorandum

To: Dezső Horváth, Dean, Schulich School of Business

From: Rhonda Lenton, President & Vice-Chancellor

cc: Emily Rush, Office of the Associate Dean, Academic

Date: August 10, 2018

Subject: Budget Consultations

I am pleased to announce that, beginning this year, we will have a series of Budget Consultations with each Faculty and the broader University community. These sessions will provide an overview of York's Finances and provide an opportunity for members of our community to provide input into the Budget process by identifying priorities where investments should be directed.

These sessions have been coordinated to coincide with your Faculty Council meetings, to encourage as many faculty members to attend, and to ensure the participation of Lisa Philipps, Provost and Vice-President Academic, Carol McAulay, Vice-President Finance & Administration, and myself.

We would like to hold your Faculty's Budget Consultation session on Friday, November 9, 2018 at 11:30 am in Rm E111, SSB. Please confirm that this timing is acceptable to you by contacting Karen Hall at khall@yorku.ca.

We look forward to meeting with your Faculty.



To: Faculty Council, Schulich School of Business
From: Tom Wesson
Date: August 13, 2018
Re: SB/INTL 3000 3.0 – Calendar Description Change

RATIONALE:

This course was previously INTL 4400 3.00 and was re-sequenced to INTL 3000 3.00. The current calendar description language needs to be updated to reflect that year 3 enrollment does not require permission and the list of specified core courses be removed to include generic wording that encompasses all Year 1 and 2 core courses.

Course Change Proposal

The following information is required for all course change proposals at the undergraduate and graduate level. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading).

1. Program

BBA/iBBA Program

2. Course Number and Credit Value

SB/INTL 3000 3.00

3. Course Title

a) Long Course Title

Strategic Management for International Business

b) Short Course Title

Strategic Management for Intl Business

4. Existing Pre-requisites/Co-Requisites

5. Type of Course Change (indicate all that apply)

	in course number
	in credit value (provide course outline)
	in course title (provide course outline; short course titles may be a maximum of 40 characters, including punctuation and spaces)
X	in course description (provide course outline; short course descriptions may be a maximum of 60 words, written in present tense)
	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (provide statement of approval from other program)
	in cross-listing (provide statement of approval from other program)
	in pre/co-requisite
	expire course
	other (please specify)

6. Effective Session of Proposed Change(s)

Fall 2019

7. Academic Rationale

This course was previously INTL 4400 3.00 and was re-sequenced to INTL 3000 3.00. The current calendar description language needs to be updated to reflect that year 3 enrollment does not require permission and the list of specified core courses be removed to include generic wording that encompasses all Year 1 and 2 core courses.

8. Proposed Course Information

Please insert approved course information on the left, and proposed course information on the right. Please clearly and visibly indicate how course information has been changed using strikethrough (left column), bold, underlining, colours, etc. (right column).

Existing Course Information (Change from)	Proposed Course Information (Change to)
<p><i>Current Calendar Description:</i></p> <p>This core course focuses on the fundamental concepts of strategy and strategic management and explores the task of developing, implementing, executing and monitoring an organization's strategy, with particular focus on firms operating in international markets. The emphasis is on the problems and issues that affect the success of an entire organization. Examples are drawn from all sizes and types of organizations, although the majority of content and cases deal with profit-oriented enterprises operating in the competitive global business environment. The course uses readings, lectures, case discussions and role playing to expose students to a wide range of concepts and to the many type of situations that face managers and bear directly on an organization's ultimate success.</p> <p>Note: Not open to BBA students for credit. Not available to exchange students visiting Schulich. This course cannot be completed on Exchange. Enrolment for Year 3 students is with permission only and preference is given to iBBA students participating in a Year 4 exchange term.</p> <p>Prerequisites: All Year 2 requirements. Co-requisites: For students who entered the program in 2011 or earlier: SB/OMIS 2010 3.00 and SB/ACTG 2020 3.00. For students who entered the program in 2012 or later: SB/OMIS 2010 3.00.</p>	<p><i>New Calendar Description:</i></p> <p>This core course focuses on the fundamental concepts of strategy and strategic management and explores the task of developing, implementing, executing and monitoring an organization's strategy, with particular focus on firms operating in international markets. The emphasis is on the problems and issues that affect the success of an entire organization. Examples are drawn from all sizes and types of organizations, although the majority of content and cases deal with profit-oriented enterprises operating in the competitive global business environment. The course uses readings, lectures, case discussions and role playing to expose students to a wide range of concepts and to the many type of situations that face managers and bear directly on an organization's ultimate success.</p> <p>Note: Not open to BBA students for credit. This course cannot be completed on Exchange.</p> <p>Prerequisites: Successful completion of all Year 1 and 2 core courses.</p>

9. Consultation

For changes in integrations and cross-listings, as well as changes to courses that are integrated and/or cross-listed, please provide evidence that appropriate consultation has taken place.

Originator

Tom Wesson

Signature

August 13, 2018

Date

Tom Wesson

Name

SGMT

Area or Specialization

Approvals:

Area or Specialization

I have reviewed this change form and I support the proposed changes to the course.

Tom Wesson

Signature

August 13, 2018

Date

Tom Wesson

Name

SGMT

Area or Specialization

Degree Program

I have reviewed this change form and I support the proposed changes to the course.

Mike Valente

Signature

August 13, 2018

Date

Mike Valente

Name of Program Director

BBA/iBBA Program Director

Program

Program Committee

This course change has received the approval of the relevant Program Committee.

Mike Valente

Signature

October 4, 2018

Date

Mike Valente

Name of Committee Chair

BBA/iBBA Program Committee

Committee

Course Outline

Fall 2018

Mondays, 8:30 - 11:30, beginning on September 10th
W132

Instructor:

Assistant:

Brief Description

This core course focuses on the fundamental concepts of strategy and strategic management and explores the task of developing, implementing, executing and monitoring an organization's strategy, with particular focus on firms operating in international markets. The emphasis is on the problems and issues that affect the success of an entire organization. Examples are drawn from all sizes and types of organizations, although the majority of content and cases deal with profit-oriented enterprises operating in the competitive global business environment. The course uses readings, lectures, case discussions and role playing to expose students to a wide range of concepts and to the many type of situations that face managers and bear directly on an organization's ultimate success.

Note: Not open to BBA students for credit. This course cannot be completed on Exchange.

Prerequisites: Successful completion of all Year 1 and 2 core courses.

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Course Learning Outcomes

1. The skills to conduct strategic analysis of global business environments.
2. The skills to design and implement effective market strategies within the context of dynamic global business environments.

3. The skills to design and implement high level corporate strategies.
4. The skills to assess the ethical implications of strategic business decisions.
5. The ability to be an effective and value adding team member.
6. Refined presentation skills.
7. Comfort solving business cases.

Deliverables at a Glance

In the table below, the impact of each task on your final grade for the course is indicated in the “% weight” column.

Assignment/Task	Quantity	% Weight	Total %	Author
Case Analysis			20	Individual
Current topic presentations (in partners)			10	Pairs
Midterm case			30	Individual
Group project			30	Group
Class participation			10	Individual
			100%	

For details, see “Written Assignments/Projects and Exam Descriptions” and “Evaluation”.

Course Material

Required reading for this course includes the following book. It is available for purchase from the York University Bookstore (<http://bookstore.blog.yorku.ca>):

G.G. Dess, G.T. Lumpkin, A. Eisner, T. Peridis and D. Weitzner. **Strategic Management: Creating Competitive Advantages**, McGraw-Hill Ryerson, 5th edition (Feb. 19 2018), ISBN-13: 978-1259275845

A custom case book is also required, and can be purchased online. Info can be found here:

Course: INTL 3000 A/B Fall 2018

Professor(s): Zdenek Necas

Starting: Aug 29, 2018

Ending: Dec 21, 2018

1. Go to the Ivey Publishing website at www.iveycases.com ([Links to an external site.](#))[Links to an external site.](#)
2. [Log in](#) to your existing account or click "[Register](#)" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.
3. Click on this link or copy into your browser: <https://www.iveycases.com/CoursepackView.aspx?id=20040> ([Links to an external site.](#))[Links to an external site.](#)
4. Click "Add to Cart".
5. You may choose to order in either **print** or **digital** format.
 - o To order the material in digital format, check "digital download" and click "OK".

- To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.
- 6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
- 7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
 - If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
 - If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader.

This material is for your personal use only and is not to be shared or distributed in any form.

Canvas space has also been created for the course. It contains general information for Schulich students as well as course information. Students should check Canvas frequently.

Student Preparation for Class and Class Participation: Expectations

This course is about strategy and related concepts. The focus throughout is on strategic management: the task of formulating, implementing, and monitoring an organization's strategy. This course seeks to develop concepts and tools for designing and implementing effective market strategies in the rapidly changing global business environment. You will be challenged to think critically about various facets, perspectives, and paradoxes of the global business environment.

The course uses readings, lectures, student-led presentations, group case discussions, and role plays to expose students to a wide range of terms and concepts, as well as the kinds of situations that face managers and bear directly on an organization's ultimate success. The material covered draws on the evolving body of literature in strategic management and presents the prevailing views and ideas about the manager as the architect and implementer of strategy.

This course is divided into three sections. The first, strategic analysis provides a framework through which a student may analyze business challenges from the perspective of the firm. The second section, strategic formulation, involves the development of strategic options and interventions to address the identified business realities. Strategic implementation – the third part of this course – describes the ways and means through which business strategies can be operationalized into tactical activities.

Students are expected to develop an appreciation of the strategic issues facing managers and adopt an appropriate vocabulary and tool kit to respond to strategic issues. As such, the course uses case studies extensively to allow students to develop and demonstrate the skills in dealing with complex situations and

synthesize diverse information in order to identify the core problems, analyze relevant data, identify strategies that are appropriate to each situation, evaluate alternatives, and recommend specific courses of action for creative solutions to problems.

Class-by-Class Syllabus

Topics, readings, and other preparations for every class are listed below

Note: If any changes in this schedule become necessary, notifications will be posted on the course Canvas, and when changes need to be announced between classes, an email will be sent to students' email accounts, notifying them of the change.

Session 1 MODULE I: STRATEGIC ANALYSIS

Read:

Chapter 1: Creating Competitive Advantages

Session 2 MODULE I: STRATEGIC ANALYSIS

Read:

Chapter 2: Analyzing the External Environment of the Firm

Assignments:

Partner presentations begin

Session 3 MODULE I: STRATEGIC ANALYSIS

Prep:

Matching Dell

Read:

Chapter 3: Analyzing the Internal Environment of the Firm

Session 4 MODULE I: STRATEGIC ANALYSIS

Read:

Chapter 4: Assessing a Firm's Intellectual Assets

Assignments:

Partner presentations

Case analysis assigned

Session 5 MODULE II: STRATEGIC FORMULATION

Prep:

LinkedIn Corporation, 2012

Read:

Chapter 5: Business Level Strategy

Assignments:

Case analysis due

Session 6 MODULE II: STRATEGIC FORMULATION

Read:

Chapter 6: Corporate-Level Strategy

Assignments:

Partner presentations

Session 7 MODULE III: STRATEGIC FORMULATION

Prep:

Harley-Davidson: Internationalization in the Trump Era

Read:

Chapter 7: International Strategy

Session 8 MIDTERM

Case analysis to be completed during class period.

Session 9 MODULE II / III: STRATEGIC FORMULATION / IMPLEMENTATION

Read:

Chapter 8: Industry Change and Competitive Dynamics

Chapter 9: Creating Effective Organizational Designs

Assignments:

Partner presentations

Session 10 MODULE III: STRATEGIC IMPLEMENTATION

Prep:

Cola Wars Continue: Coke and Pepsi in 2010

Read:

Chapter 10: Strategic Control and Corporate Governance

Session 11 MODULE III: STRATEGIC IMPLEMENTATION

Read:

Chapter 11: Strategic Leadership

Chapter 12: Managing Innovation and Fostering Entrepreneurship

Assignments:

Partner presentations end

Session 12 Wrap-up
 Assignments:
 Group presentations
 Group report due

Written Assignments/Project and Exam: Descriptions

Please complete all papers below in 12-point font, Times New Roman, standard margins, double-spaced, and adhere strictly to page maxima. Late assignments will not be accepted.

Due Week Case analysis

5 One case will be designated as a written assignment. The case will be assigned two weeks prior to the due date. You are expected to develop and present a complete analysis of the assigned case. You must substantiate your recommendations using persuasive arguments and appropriate methods, and state all assumptions explicitly. Please follow the format for case analysis used in class. Reference your sources using APA, MLA, or Chicago citation formats.

Max length: 10 pages, including all appendices and references

Value: 20%

Due Week Midterm

8 The midterm will be a case analysis completed during the class period. Students will be expected to analyse the case using the format used in class. More details will be provided closer to the midterm date.

Value: 30%

Due Week Group project

12 Analysis of the strategy of a publicly traded company engaged in international business based on secondary research. The company must meet the following criteria: public company listed on the Canadian or US stock exchanges, stock capitalization min CAD10bn / USD10bn. Groups of 5-6 students will give 10 minute presentations, followed by 5-10 minutes of questions/discussion. The written report should include your findings, conclusions and recommendations. Page limit is 20 pages, including an executive summary, appendices, and references.

Value: 30%

Evaluation of Performance

All written assignments are expected to have correct citations throughout the assignment. Citation format is at the discretion of the student: APA, MLA, and Chicago are all acceptable. Assignments submitted without clear citations will be severely penalized.

No late assignments will be accepted. Extensions are at the discretion of the instructor, and must be requested well in advance of the original due date. Requests for extensions the night before an assignment is due will not be granted.

Written assignments will be evaluated based on content, organization, clarity, and writing style. Grammatical and spelling errors will negatively impact the overall grade of an assignment.

Participation – 10%

Attendance is mandatory. Grades will be assigned on a weekly basis for participation, specific contributions and the general level of constructive engagement demonstrated. Any behavior disrupting the course may have a negative impact on the participation grade.

Current topic presentation – 10%

Each student will sign up in pairs in the first class to give a 5-10 minute presentation on current developments related to an assigned topic. The presentation will draw on at least three sources published within the last three months, developing an argument regarding a topic in the course. Presentations are expected to have a higher level of analysis than an article summary. Grades will be allotted based on the presenter's level of preparedness as well as the level of engagement exhibited by the class. Articles must be emailed to the instructor a week before the presentation date. Copies of the presentation slides are not required.

Calculation of Course Grade

In this class, final course grades will be determined by the following process: Students will be assigned a numerical grade for each component (i.e. 8/10, 15/20, etc.). At the end of the semester, the total of these numerical grades will be tallied and translated to letters based on the following calculations:

A+ 90-100; A 80-89; B+ 75-79; B 70-74; C+ 65-69; C 60-64; D+ 55-59; D 50-54; F <50.

General Academic Policies: Grading, Academic Honesty, Accommodations and Exams

Grades at Schulich are based on a 9-value index system. The top grade is A+ (9) and the minimum passing grade is D (2). To keep final grades comparable across courses, the average course grade within a section of an undergraduate course is normally between 5.5 and 7.0.

The Schulich School does not use a percentage scale or prescribe a standard conversion formula from percentages to letter grades. Conversions within a course are at the discretion of the instructor.

For more details on the index, grading policy, and grade point average (GPA) requirements, consult your student handbook.

Academic honesty is fundamental to the integrity of university education and degree programs, and applies in every course offered at Schulich. Students should familiarize themselves with York University's policy on academic honesty, which may be found on the Schulich website:

<http://schulich.yorku.ca/current-students/academic-honesty/>

Accommodations. For accommodations sought due to exam conflicts, religious reasons, unavoidable absences or disabilities, please refer to the Student Handbook or contact Student Services.

For counseling & disability services, contact Student Services or see <http://www.yorku.ca/cds/>.

Exams (Absence from)

Mid-term. Students who miss a mid-term examination must contact their course instructor within 24 hours and provide the course instructor with documentation substantiating the reason for the absence. A copy of the documentation must also be submitted to Student Services; it will be placed in the student's file.

Final. Within 24 hours of missing a final examination, students must contact the Associate Director, Undergraduate Programs Unit at (416) 736-5060 and must also contact their course instructor. Formal, original documentation regarding the reason for missing the exam must be submitted to the <Director of Student Services, Associate Director, Undergraduate Programs Unit> (SSB Room W262) within 48 hours of missing the final exam. Students who miss a final exam due to illness must have their doctor complete an "Attending Physician's Statement." For a copy of this document, visit <http://www.registrar.yorku.ca/pdf/attending-physicians-statement.pdf>.

Quick Reference: Summary of Classes, Activities and Deliverables

Class No., Title and Date	In-Class Case/Exercise	Reading Preparation (excluding cases and optional readings)	Written Preparation
1. Mon Sept 10 Creating Competitive Advantages		Chapter 1	
2. Mon Sept 17 Analyzing the External Environment of the Firm	Partner Presentations	Chapter 2	
3. Mon Sept 24 Analyzing the Internal Environment of the Firm	Matching Dell	Chapter 3	
4. Mon Oct 1 Assessing a Firm's Intellectual Assets	Partner Presentations	Chapter 4	Case analysis assigned
Thanksgiving – University Closed – Mon Oct 8			
5. Mon Oct 15 Business-Level Strategy	LinkedIn Corporation, 2012 Case	Chapter 5	Case analysis due
6. Mon Oct 22 Corporate-Level Strategy	Partner Presentations	Chapter 6	
7. Mon Oct 29 International Strategy	Harley-Davidson: Internationalization in the Trump Era Case	Chapter 7	
8. Mon Nov 5	Midterm		
9. Mon Nov 12 Industry Change and Competitive Dynamics Creating Effective Organizational Designs	Partner Presentations	Chapter 8	
10. Mon Nov 19 Strategic Control and Corporate Governance	Cola Wars Continue: Coke and Pepsi in 2010 Case	Chapter 9	
11. Mon Nov 26 Strategic Leadership Managing Innovation and Fostering Entrepreneurship	Partner Presentations	Chapter 10/11	
12. Mon Dec 3 Wrap-up	Group Presentations		Group project due



Schulich
School of Business
York University

Memorandum

To: Faculty Council
From: Detlev Zwick, Associate Dean Academic
Date: October 31, 2018
Subject: Title change to recently approved Graduate Diploma in Communication, Culture and Leadership (CCLC)

OFFICE OF THE DEAN

Associate Dean Academic

4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3

T 416 736 5097
F 416 736 5762

ada@schulich.yorku.ca
ada.schulich.yorku.ca

With some frequency changes are made to program proposals as they make their way through the various approval levels of the Faculty of Graduate Studies and Senate, usually due to required revisions or the outcome of negotiations with interested parties.

At the April 20th 2018 meeting, Schulich Faculty Council approved the proposal for the new Graduate Diploma in Communication, Culture and Leadership (CCLC). The proposal has since continued to move through the university approval process and was most recently reviewed at the October 25th meeting of Senate.

For the record, Senate has approved the proposal conditional on the name of the program being changed to **Diploma in Communication, Culture and Leadership in Canadian Business**. This name change was requested to more clearly distinguish the program from existing offerings, notably the Graduate Program in Communication and Culture. No other changes to the proposal were made at Senate. The diploma will move ahead for approval by the Quality Council with this new title.

**SCHULICH SCHOOL OF BUSINESS
NOMINATING COMMITTEE SLATE FOR 2018-2019**

Chair of Council: James McKellar
Vice Chair: David Johnston

Ph.D. Program

Chair: Program Director	Eileen Fisher
Secretary:	Stephanie Allen
ACTG	Jeff Everett
FINE	Kee-Hong Bae
MKTG	Ela Veresiu
OMIS	Murat Kristal
ORGS	Christine Oliver
PLCY	Yuval Deutsch

Elected Student Members:	
Ph.D. Rep.	John Kurpierz
Ex Officio Voting Members:	
Associate Dean, Academic	Detlev Zwick
Associate Dean, Students	Marcia Annisette
Non-Voting Members:	
Assistant Dean, Students	Melissa Judd

Master Programs/Programs Coordinating Committee

Chair: Associate Dean Academic	Detlev Zwick
Secretary:	TBA
ACTG	Shanker Trivedi
ECON	Irene Henriques
FINE	Yelena Larkin
MKTG	Marshall Rice
OMIS	David Johnston
ORGS	Rekha Karambaya -interim
	Ruodan Shao
PLCY	Anoop Madhok
BBA/iBBA	Farrokh Zandi

Elected Student Members:	
1 st yr MBA rep.	
2 nd yr MBA rep.	
1st yr IMBA rep.	
2nd yr IMBA	
Student Rep BBA/iBBA	Alyssa Gallop
Student Rep MACC	
Student Rep MBAN	
Student Rep MFIN	
Student Rep FNEN	
Student Rep MGMT	
Student Rep MREI	
Ex Officio Voting Members:	
AD Academic	Detlev Zwick
AD Students	Marcia Annisette
Director BBA/iBBA	Mike Valente
Director IMBA	Thomas Medcof (Acting)
Director MAcc	Marcia Annisette
Director MBA	Ashwin Joshi
Director MBAN	Murat Kristal

Sept. 20, 2018

Director MFIN	George Klar
Director MGMT	Giri Kanagaretnam
Director MMKG	Marshall Rice
Director MREI	James McKellar
Director SCTE / EE Lead	Peter MacDonald
eLearning Lead	Ingo Holzinger
Ex Officio Non-Voting Members:	
Rep. Student Services	Melissa Judd
Rep IST	Mark Orlan
Rep CDC	Rob Hines
Rep Alumni	David Bell

Master's Admissions:

Chair:	Marcia Annisette
Secretary:	TBD
MREI	Jim Clayton
MKTG	Markus Geisler
ACTG	Sylvia Hsu
REAL	Sherena Hussain
OMIS	Zhepeng Li
PLCY	Charles McMillan
ECON	Perry Sadorsky
ACTG	Gregory Saxton

Student Member:	
MBA rep.	
Ex Officio Voting Members:	
AD Students	Marcia Annisette
Non-Voting Members:	
Assistant Director of Recruitment and Admissions	Hollis Sinker, Boris Remes or Imran Kanga

BBA/iBBA Programs:

Chair:	Program Director	Mike Valente
Secretary:		Nikki Jagdeosingh
OMIS		Adam Diamant
ORGS		Brent Lyons
FINE		Eli Prisman, Ambrus Kecskes
PLCY		Willow Sheremata
ACTG		Linda Thorne

Elected Student Members:		
1st yr BBA rep.		
2nd yr BBA rep.		
3rd yr BBA rep.		
4th yr BBA rep.		
iBBA rep.		
Ex Officio Voting Members:		
AD Academic		Detlev Zwick
AD Students		Marcia Annisette
Assoc. Director, BBA/iBBA		Farrokh Zandi
Non-Voting Members:		
Director SCTE		Peter MacDonald
Student Services Rep.		Keshia Gray
Career Centre Rep.		Phanindra Deonandan/Mark Freedman

Management:

Chair:	Dean Dezső J. Horvath
Secretary	Bela Husain
Ex Officio Members:	
Associate Dean, Academic	Detlev Zwick
Associate Dean Research	Preet Aulakh
Exec. Director External Relations	James McKellar
AD Students	Marcia Annisette
Executive Officer	Magda Szaki
Voting Members:	
Faculty Rep. – Chair of FC	James McKellar

Nominating:

Chair:	Ashwin Joshi
Secretary:	Nikki Jagdeosingh
ACTG	Charles Cho
PLCY	Theo Peridis
Elected Student Members:	
GBC President	James Prince
UBS President	Jatharsan Paramthillairajah
Ex Officio Members:	
AD Academic	Detlev Zwick

Research & Library:

Chair:	Assoc. Dean, Research	Preet Aulakh
Secretary:		Joanne Pereira
BSUS		Charles Cho
MKTG		Theo Noseworthy
Elected Student Members:		
MBA rep.		
BBA/iBBA rep.		Abeishon Srikanda
Ex Officio Voting Members:		
Bronfman Business Librarian		Sophie Bury
Ex Officio Non-Voting Members:		
Research Officer		Joanne Pereira
Exec. Director IST		Mark Orlan

Student Affairs:**Chair:**

Henry Kim

Vice-Chair

Moshe Farjoun

Secretary:

Ryan Kayet

MREI

Avis Devine

ENTR

Geoff Kistruck

ECON

Fred Lazar

PLCY

Stan Li

MKTG**Yigang Pan**

PLCY

Rob Philips

ACTG

Sandy Qu

ECON

Atipol Supapol

FINE

Yisong Tian

Elected Student Members:

Grad Rep.

Grad Rep.

Undergrad Rep.

Undergrad Rep.

Afreen Miah**Monica Peav**

Ex Officio Voting Members:

AD Academic

Detlev Zwick

Ex Officio Non-Voting Members:

AD Students

Marcia Annisette

Tenure & Promotions**Chair:**

Preet Aulakh

Secretary

Sabine Friedrich

Core Members Continuing

ACTG

Jeff Everett

Elected

MKTG

Russell Belk

FINE

Moshe Milevsky

Ph.D. Rep

Tatiana Astray**Noncore Members:**

ACTG

Ashwin Joshi

Kiridaran Kanagaretnam

ECON

Mark Kamstra

Atipol Supapol

ENTR

Eileen Fischer

Moren Levesque

OMIS

Ric Irving

Henry Kim

Tenure & Promotions Appeals

ECON

Fred Lazar

FINE

Mark Kamstra

ACTG

Dean Neu

Sept. 20, 2018

Kellogg-Schulich Executive MBA Program Committee:

Chair:	Detlev Zwick
Secretary:	Ardene Harris
Academic Program Director	Matthias Kipping
ORGS	Mike Valente
PLCY	Theodore Peridis
Associate Dean, Global Programs	Greg Haniffee
Assistant Dean, Exec MBA Programs	Su-Lan Tenn

Ex Officio Member:	
AD Academic	Detlev Zwick
Student Members:	
1 st year EMBA rep.	
2 nd year EMBA rep.	Catherine Fagnan

Senators:

6 Faculty including the Dean	Marcia Anisette (July 1, 2020)
	Detlev Zwick (July 1, 2020)
	Richard Irving (July 1, 2019)
	Brenda Gainer (July 1, 2019)
	Scott Yeomans (July 1, 2019)
Ex Officio	Dean Dezső J. Horváth

Student Senators:	
Graduate Student rep.	Michael Feehan
Undergraduate Student rep.	Ika Janiszewski

Senate Committees:

(* = designated Schulich slots)

Academic Policy, Planning & Research (APPRC)*	Ric Irving
Tenure & Promotions	Anoop Madhok
Executive*	Brenda Gainer
Sub-Committee on Honorary Degrees*	Irene Henriques
Academic Standards, Curriculum and Pedagogy (ASCP)	Tom Wesson
Sub-Committee on Coordination And Planning*	Tom Wesson
HPRC - Sub Committee of APPRC	

FOR INFORMATION

Faculty of Grad Studies:

Ex Officio	Dean Dezső J. Horváth
------------	-----------------------

Program Directors & Representatives:

Associate Dean Academic	Detlev Zwick
Ph.D.	Eileen Fischer
EMBA	Matthias Kipping
IMBA	Tom Medcof
MBA	Ashwin Joshi
MBAN	Murat Kristal
MAcc	Marcia Annisette
MFIN	George Klar
MMGT	Giri Kanagaretnam
MREI	James McKellar

Diploma Coordinators:

Business Sustainability	Charles Cho
Financial Engineering	Ming Dong

Student Representatives:

Ph.D.	Ramya Krishna
EMBA	
IMBA	
MBA	
MBAN	
MAcc	
MFIN	
MMGT	
MREI	

Area Coordinators / Specialization Directors

ACTG	Dean Neu
ARTM	Joyce Zemans
BSUS	Charles Cho
ECON	Irene Henriques
ENTR	Steve Pulver
FINE	Lilian Ng
FNSV	TBD
HIMP	Joseph Mapa (Director)
	Amin Mawani (Specialization Director)
IBUS	Farrokh Zandi
MINE	Richard Ross
MKTG	Theo Noseworthy
ORGS	Chris Bell
OMIS	Ric Irving
PLCY	Tom Wesson
PROP	James McKellar
SOCM	Brenda Gainer

Other Schulich/University Roles

MGMT 6100 Coordinator	TBD
Director YCG	TBD
Centre for Global Enterprise	Lorna Wright
Hennick Centre, Co-Director	Peter MacDonald
York University Pension Plan	Pauline Nolan-Shum
Executive Director, York Change	Ellen Auster

Other Academic Administrators

Associate Dean, Academic	Detlev Zwick
Associate Dean, Students	Marcia Annisette
Associate Dean, Research	Preet Aullakh
Exec. Director, External Relations	James McKellar
Director, Schulich Centre for Teaching Excellence	Peter MacDonald
Affirmative Action Coordinator	Shanker Trivedi

Area Affirmative Action Representatives

ACTG	Shanker Trivedi
ECON	Irene Henriques
FINE	Mark Kamstra
MKTG	Yigang Pan
ORGS	Chris Bell
OMIS	Scott Yeomans
PLCY	Justin Tan

YUFA Stewards

Jeff Everett
TBD

Course Change Proposal - The New Era of Marketing in China

The following information is required for all course change proposals at the undergraduate and graduate level. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading).

1. Program

Kellogg-Schulich Executive MBA Program

2. Course Number and Credit Value

EMBA 6015 2.00

3. Course Title

a) Long Course Title

The New Era of Marketing in China

b) Short Course Title

The New Era of Marketing in China

4. Existing Pre-requisites/Co-Requisites

N/A

5. Type of Course Change (indicate all that apply)

<input type="checkbox"/>	in course number
<input type="checkbox"/>	in credit value (provide course outline)
<input checked="" type="checkbox"/>	in course title (provide course outline; short course titles may be a maximum of 40 characters, including punctuation and spaces)
<input checked="" type="checkbox"/>	in course description (provide course outline; short course descriptions may be a maximum of 60 words, written in present tense)
<input type="checkbox"/>	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
<input type="checkbox"/>	in integration (provide statement of approval from other program)
<input type="checkbox"/>	in cross-listing (provide statement of approval from other program)
<input type="checkbox"/>	in pre/co-requisite
<input type="checkbox"/>	expire course
<input type="checkbox"/>	other (please specify)

6. Effective Session of Proposed Change(s)

Fall 2018

7. Academic Rationale

The professor made some changes after teaching the course once and in particular widened its scope somewhat. These changes are reflected in the modified title and short description. According to its originator at our partner school in the Kellogg Global Network, this is basically the same course, hence the change proposal rather than a new course proposal.

8. Proposed Course Information

Existing Course Information (Change from)	Proposed Course Information (Change to)
<p><i>Long Title:</i></p> <p><i>The New Era of Marketing in China</i></p> <p><i>Short Title:</i></p> <p><i>The New Era of Marketing in China</i></p> <p>Course Description:</p> <p>This course focuses on ways for companies to develop their marketing, branding and communication that is relevant to Chinese consumers. It seeks to build knowledge, understanding, and skills in the analysis of marketing problems and the development and implementation of marketing strategies in China.</p>	<p><i>Long Title:</i></p> <p><i>The China Consumer Market</i></p> <p><i>Short Title:</i></p> <p><i>The China Consumer Market</i></p> <p>Course Description:</p> <p>This course is designed to discuss various issues related to the Chinese consumer market and the strategies that successful Chinese companies employ to leverage this market. It will cover the history and the characteristics of the Chinese market and discuss the various strategies that enabled companies to succeed in this market.</p>

9. Consultation

N/A

Originator

Signature

Date

Ying Zhang
Name

Area or Specialization

Approvals:

Area or Specialization

I have reviewed this change form and I support the proposed changes to the course.

Signature

Date

Matthias Kipping
Name

Kellogg-Schulich Executive MBA
Area or Specialization

Degree Program

I have reviewed this change form and I support the proposed changes to the course.

Signature

Date

Matthias Kipping

Name of Program Director

Kellogg-Schulich Executive MBA

Program

Program Committee

This course change has received the approval of the relevant Program Committee.

Signature

Date

Detlev Zwick

Name of Committee Chair

Kellogg-Schulich Executive MBA

Committee

Required Attachments

- ☐ For changes in the number of credits, course title or course description, please attach the Schulich course outline (which must conform to program norms; see the Program Assistant for details).
- ☐ For cross-listed / integrated courses, please include a signed statement of agreement from the director of the other graduate course / other degree program.

Send to

Send an electronic copy of all forms and attachments, and forward emails of support from other faculty members , to the appropriate program committee secretary.

The China Consumer Market

Instructor: Ying Zhang

Program : Guanghua-Kellogg EMBA

Semester: Fall 2018

Time: November 7-12

Credit Hour: 15

Credits: 1

Prerequisite: N/A

Location: Shanghai

Contact Information:

Office: Bldg 2, Rm 446

Tel: 62756275

Email: zhang@gsm.pku.edu.cn

Office Hours: by appointments only

Brief Course Description

This course is designed to discuss various issues related to the Chinese consumer market and the strategies that successful Chinese companies employ to leverage this market. We will cover the history and the characteristics of the Chinese market, and discuss the various strategies that enabled companies to succeed in this market.

Course Objectives (tentative)

To enhance student understanding of Chinese market and competitive situation, and prepare for more advanced discussions about Chinese economy and management.

Detailed Course Plan

TOPIC 1: The History of the Chinese Market

TOPIC 2: The Characteristics of the Current Chinese Market

TOPIC 3: The New Players and the Leapfrog Effect

TOPIC 4: How Consumerism is Changing China

Teaching Methods

This course will involve lectures, case discussion and group assignments. Each student is expected to contribute regularly to classroom discussion.

IT tools to be used in the classroom (if any)

None

Textbooks

None.

References and Readings

Case materials will be handed out in class

Videos, CD-ROMs and other adjunct learning resources used

Video clips will be used when appropriate.

Rules students must follow

Attendance is crucial in the learning process. Email notification to the instructor has to be given for any class you are going to miss. A written answer to assignment questions has to be submitted BEFORE the class, for any class that you will miss (regardless of whether the absence is excused or not).

Course Assessment

Students will write a final assignment about a topic selected by the instructor at the end of the course.

Course Change Proposal – Mergers and Acquisitions

The following information is required for all course change proposals at the undergraduate and graduate level. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading).

1. Program

Kellogg-Schulich Executive MBA Program

2. Course Number and Credit Value

EMBA 6050 2.00

3. Course Title

a) Long Course Title

Discovering Mergers and Acquisitions

b) Short Course Title

Mergers and Acquisitions

4. Existing Pre-requisites/Co-Requisites

N/A

5. Type of Course Change (indicate all that apply)

<input type="checkbox"/>	in course number
<input type="checkbox"/>	in credit value (provide course outline)
<input checked="" type="checkbox"/>	in course title (provide course outline; short course titles may be a maximum of 40 characters, including punctuation and spaces)
<input type="checkbox"/>	in course description (provide course outline; short course descriptions may be a maximum of 60 words, written in present tense)
<input type="checkbox"/>	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
<input type="checkbox"/>	in integration (provide statement of approval from other program)
<input type="checkbox"/>	in cross-listing (provide statement of approval from other program)
<input type="checkbox"/>	in pre/co-requisite
<input type="checkbox"/>	expire course
<input type="checkbox"/>	other (please specify)

6. Effective Session of Proposed Change(s)

Fall 2018

7. Academic Rationale

This course is offered during Toronto International Week to both Kellogg-Schulich EMBA's as well as EMBA students in the Kellogg Global Network. To incorporate student feedback and align the title as closely as possible with the course content.

8. Proposed Course Information

Existing Course Information (Change from)	Proposed Course Information (Change to)
<i>Long Title:</i> <i>Discovering Mergers and Acquisitions</i> <i>Short Title:</i> <i>Mergers and Acquisitions</i>	<i>Long Title:</i> <i>Mergers and Acquisitions Strategy</i> <i>Short Title:</i> <i>M & A Strategy</i>

9. Consultation

N/A

Originator

Signature

Date

Theodoros Peridis & Graeme Deans
Name

Area or Specialization

Approvals:

Area or Specialization

I have reviewed this change form and I support the proposed changes to the course.

Matthias Kipping
Signature

Date

Matthias Kipping
Name

Kellogg-Schulich Executive MBA
Area or Specialization

Degree Program

I have reviewed this change form and I support the proposed changes to the course.

Signature

Date

Matthias Kipping
Name of Program Director

Kellogg-Schulich Executive MBA
Program

Program Committee

This course change has received the approval of the relevant Program Committee.

Signature

Date

Markus Biehl
Name of Committee Chair

Kellogg-Schulich Executive MBA
Committee

Required Attachments

- ☐ For changes in the number of credits, course title or course description, please attach the Schulich course outline (which must conform to program norms; see the Program Assistant for details).
- ☐ For cross-listed / integrated courses, please include a signed statement of agreement from the director of the other graduate course / other degree program.

Send to

Send an electronic copy of all forms and attachments, and forward emails of support from other faculty members , to the appropriate program committee secretary.

Global Electives@Schulich Fall 2018 EMBA 6050.02 – M&A Strategy

Instructors

Graeme Deans and Theodore Peridis
E-mail: gdeans@schulich.yorku.ca
tperidis@schulich.yorku.ca

Assistant

EMBA Office
Phone: (416) 736 5486
E-mail: embaoffice@schulich.yorku.ca

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Instructors' Biographies

GRAEME DEANS has over 30 years of management consulting experience. He started his career with Booz & Company (now Strategy& at PWC), and then spent 20 years at AT Kearney, where he led the global Strategy, M&A and Organization Consulting Practice. He was also the Chairman of AT Kearney Canada for 12 years and was the Managing Director of AT Kearney Southeast Asia for 7 years. Graeme is currently a Partner with EY's Transaction Advisory Services practice in Toronto, where he leads the firm's Canadian M&A, Integration and Divestiture Practice. Throughout Graeme's career he has advised Fortune Global 1000 clients on acquisitions, divestitures and strategic and operational issues in North America, Asia and Europe.

Graeme has taught at the Schulich School of Business for 9 years. He teaches M&A, microeconomics and macroeconomics at the MBA level, and Introduction to Business and a course on Management Consulting at the undergraduate level. He has been nominated for the Teaching Excellence Award seven times and has won the award twice.

Graeme has an undergraduate degree in Chemical Engineering from Queen's University and an MBA from the Amos Tuck School of Business at Dartmouth College. He has co-authored two books on business strategy, including one entitled "Winning the Merger Endgame" that was critically acclaimed by the Harvard Business Review and the Economist.

THEODORE PERIDIS is a professor of Strategic Management at York University's Schulich School of Business and the Director of the Global Leadership Program. He was a visiting professor at IMD in Lausanne, Switzerland, and is spearheading Schulich's Executive MBA program in India.

Theo has worked with many companies around the world as an advisor on strategic management issues and has served as a special consultant on structuring and managing acquisitions and alliances. Among those are global corporations such as American Express, Bombardier, Deutsche Bank, DuPont, General Electric, IBM, Nestle, Nokia, and SAP, as well as some small high-tech firms such as Microbix, Metalink, and Photovac.

His research addresses critical decisions of strategists whether leading entrepreneurial firms or major corporations and has appeared in many academic and practitioner journals. Among his current projects, he is looking at the integration challenges of mergers & acquisitions and the dynamics of strategy as practice.

Theo has taught in Europe, North America, Asia, and the Middle East. He was named "Best in Class" by Canadian Business magazine and voted "Professor of the Year" by the Joint Kellogg-Schulich EMBA program. His textbook on Strategic Management is currently on its 5th edition. He received a B.Sc. in Economics from the University of Athens, a M.A. in Management Science from the University of Kent, a M.Phil. in Management and a Ph.D. in Strategy from New York University. He is a Fellow of the Eastern Academy of Management and an International Fellow of AIM Research Institute in the UK.

Course Description

Businesses are constantly challenged to compete in the global marketplace and create value for their shareholders. Many of today's most successful companies respond to these challenges in creative and effective ways: restructuring, merging, acquiring, and collaborating with other companies. Dramatic events in mergers, takeovers and divestitures have become common occurrences. In the past few years, heightened competition, globalization, increasing turbulence, deregulation, radical technological change, and developments in the financial markets have intensified the battle for corporate control and have resulted in a phenomenal surge in the number of mergers, acquisitions and alliances. At the same time, experts question whether M&A creates shareholder value, or whether deals are done simply to enrich investment bankers, private equity firms and senior executives. In short, M&A exciting, controversial and has become a critical business issue.

In this course, we will examine M&A from a strategic and operational perspective. Buying or selling a company is not something we do every day and most managers do not possess the skills or even the vocabulary to understand where to start from and how to go about.

We start our exploration of the world of mergers and acquisitions from the motives of sellers and buyers. Why do people initiate those transactions? How do they prepare for and how they are supposed to react when a buyer comes knocking on the door? How do they reach an eventual agreement and how do they decide what is the right price to close the deal? Once a deal is signed and completed, and the investment bankers go home, managers are left behind to sort things out and make things work. How? What are the priorities? What are the imperatives to keep in mind? What timelines and what guidelines are at their disposal to get the job done?

We will examine several benchmark M&A strategies and transactions to understand what happened, why and how, but more importantly, what was the outcome and whether indeed, those transactions were worth the dislocations and upheaval they instigated. We explore how the individuals and personalities involved have critically influenced the eventual outcomes.

We dissect the motives behind those moves, the process of initiating and completing a transaction and the most important challenges of integrating an acquisition. While we do not dwell on the valuation methodologies and how deals get priced, we do address how the price paid critically affects subsequent decisions and the eventual success of any deal.

The objectives of this course are to:

- Address the fundamental questions that pertain to corporate control and investigate the strategic and organizational considerations that arise with ownership changes.
- Explore the motives of individual firms to engage in a merger or pursue an acquisition.
- Debate the various theoretical perspectives proposed to explain such organizational undertakings and contrast them with the typical pronouncements that accompany these moves.
- Discuss the activities that lead to negotiating and putting together a deal.
- Explore the integration challenges and the organizational, human resources, and operational issues that managers are called to tackle to extract value from their acquisitions.
- Learn from the multi-billion dollar mistakes of others so we can become better managers ourselves.

Deliverables at a Glance

The components of the final grade are as follows:

Assignment/Task	Weight %	(individual/Group)	Due
Class Participation	20%	Individual	In class
Joint Project Presentation	10%	Group	2018, Oct-26, in class
Joint Project Report	30%	Group	2018, Nov 6, 11:59 PM EST
Final take-home exam (report & reflection)	40%	Individual	2018, Nov 29, 11:59 PM EST
	100%		

Course Material

Required Readings and Cases are listed in the syllabus and are provided by your program. Prepare assigned readings and cases before each class. *The highly interactive format of this course relies on your preparation of the assigned material. Please, read and review carefully prior to each meeting.*

Class Preparation and Participation (20%)

Students are expected to come to class prepared to discuss the readings and the assignments indicated in the course outline. Active class participation is a must. We value quality contributions that advance the discussion in class and assist fellow students in better appreciating the material. Quantity does not count and it can even be detrimental to quality. Simply attending class does not count. Constructive insight and contributions are expected by all.

Student absence from a single class

According to EMBA program regulations, students are expected to attend each and every class. In the unusual circumstances of a legitimate absence, a student is required to notify both the instructors and the EMBA office in advance of the start time of the particular class.

In addition, the student must submit a 5 page write-up of the case that will be covered in class, containing the following:

- Analysis of the case: follow the study questions provided in the course outline.
- Reflection on the readings assigned to the particular class and their relation to the case. For your reflection you may want to consider what lessons, questions, or issues do the readings raise and how do they relate to the case.

The submission is due on the day of the particular class. Submit your write-up electronically both to the instructor and the EMBA office.

Points	Contribution
0	Does not show up for class.
1-2	Attends all classes but says nothing or very little.
3-4	Contributes to the discussion – even if the contributions are not highly original; demonstrates understanding of the case and assigned material - i.e. summarizes case facts or asks questions for clarification and is usually prepared, having read the cases before the class.
5-7	Makes meaningful contributions to the class by making points with elements of originality, bringing complementary perspectives that add constructively to the discussion. Demonstrates mastery of theoretical issues and concepts; is prepared for class having read and analyzed all cases prior to class and makes contributions to the case discussions; contributes to in-class group work.
8-9	Consistently makes substantive contributions to the class by presenting important points with a significant element of originality or demonstrating mastery of difficult theoretical issues or concepts; is always prepared having read and analyzed all cases prior to class, shares in class presentations, contributes to in-class group work. Helps others master the material and dependably elevates the quality of class discussions.

Written Assignments and Exams: Description and Evaluation

I. Group Project: presentation and report (group) *due October 26th and November 6th*

On October 26th students work together across the two sections (Red and Blue) and jointly with the “Digital Strategy: Individual and Organizational Transformation for a Digital Age” course. They focus on a case exploring complementary issues and raising unique managerial challenges. Professors Wade, Deans and Peridis work together on that day for a combined class experience.

Each group is expected to make a presentation during the day (October 26th) and submit a related assignment a week later (November 6th). Specific instructions and details about the case and the written assignment will be distributed to students during the first class. It should be noted though that most groups prefer to work during the International week and finalize the report submission while everybody is around. It is entirely up to the group.

II. Final Assignment (individual) *due Thursday, November 29th*

The final exam is a take-home assignment consisting of three parts (A. Report; B. Commentary; and C. Reflection). The students are encouraged to discuss the various components of the exam with the instructors during the week of the course, in order to prepare for it and submit their best work by the final deadline on Thursday, November 29th.

- A. *Report on an ongoing transaction:* For the first part of the final exam, select a particular transaction that is currently unfolding, that is, it has not closed yet and there are still outstanding issues to be resolved before the deal can be completed. A transaction involving public companies is preferable for this assignment. A particular transaction in which you have a direct involvement can be the focus of your work, subject to having first cleared it with the instructor.

The scope of the assignment is a critical analysis of the proposed transaction from a strategic perspective. While this should not be a finance focused assignment, and we will not expect you to carry extensive financial calculations about the valuation, pricing, or the financing of the deal, it is very likely that you will have to mention the financial aspects and comment on them as part of your overall assessment. You are not expected though to undertake and present independent financial valuation work.

It is to your advantage to select a transaction involving public companies, as the information will be more readily available and the news media will likely have offered substantive coverage and commentary on the deal. For your exam, you are to identify the pluses and minuses of the deal, the challenges moving forward, provide a strategic analysis of the proposed transaction and render conclusions and recommendations toward the board of directors of the acquiring company.

Note: We are looking for critical and value-adding material in your assignment. You are expected to do original work; you may find yourselves confined by all the work that has already been done. We expect to read new ideas and will base our evaluation on the originality, logic, and specificity of your recommendations.

Your final submission should explicitly identify, throughout your report, as well as in a list of references, all material that has been sourced to inform and support your work.

- B. *Comment:* You will be asked to react and comment on an article that summarizes the M&A criteria used by a leading M&A investor. Why is s/he viewing M&A activity in such light? Why is he prioritizing the pertinent issues in such a way?

We are looking to see how you juxtapose your thinking, your learnings from the course and your pertinent experiences, (if any) with those of the seasoned investor. Don't "waste" valuable space in your answer to present theories or models; instead provide your commentary and original thinking to the points made.

- C. *Reflection:* The second part of your final exam comprises a reflection where you are asked to discuss how the lessons from the course dovetail, reinforce or contrast with your own personal experiences and in what ways they are helping you become a more effective executive.

The focus of the reflection is not on events, nor theories, concepts and frameworks. Reflection is essentially about considering how specific elements of your own management style were confirmed,

challenged, put to question or reinforced through the course experience. How the material, the discussions, the interactions and the “aha” moments throughout the week can help you revisit your understanding of management and guide you to become a more effective leader and manager.

Your reflection paper will be deemed stronger if you can weave the case discussions and the material of the readings, while drawing conclusions about your own management style, values, and skills. Notice though, the emphasis is not on content (elements, theories, models, cases, attributes) but reflection; how did you approach things; what worked; what didn’t work; what were some of the surprising outcomes. What did you learn and how you will be a more effective manager, as a result of these learnings. The purpose here is not to summarize a list of theories and models of M&A, nor to superficially link theories to obvious managerial attributes. You should appreciate that the deeper and more personal your reflection, the easier and more successful the reflection paper.

Your submission in electronic form to the EMBA office is due on Thursday, November 29th, midnight EST. Please submit your paper to the following email address: embaassignments@schulich.yorku.ca

The document can be of any length although you are advised to restrict the first section (A) to four pages as anything beyond that is likely to contain many facts, which might crowd out critical analysis and conclusions; of course, you should briefly introduce the transaction, but you can safely assume that we know about it or we can find information on it from all the sources and references you will provide. You are more than welcome to attach exhibits, tables and technical appendices beyond the four pages, but they must be relevant to the argument you are developing and not as a crude way to show you possess a lot of material. The second part (B) should not go beyond a single page; the third part (C: Reflection) is reasonably expected to be fully developed within three pages

Employing the format and structure of a typical Executive Summary are likely useful tools to composing each section of your final exam.

Assignments and Exams: General Rules

Late Submissions

- Please contact the instructors a reasonable time before the submission deadline if, for any reason, you require an extension for any assignment. Please note that a few hours prior to the deadline is not considered reasonable.
- Assignments received late without an approved extension will receive the standard EMBA penalty – i.e. one letter grade applied each week (or fraction thereof) that the assignment is late.

Academic Honesty is fundamental to the integrity of university education and any degree program, and applies in every course offered at Schulich and within the Kellogg EMBA Global Network. This particular course is subject to the rules mandated by York University and the Kellogg Honor Code, which you signed at the outset of the program. For details please refer to your Student Guide and the following website:

http://www.schulich.yorku.ca/client/schulich/schulich_lp4w_lnd_webstation.nsf/page/Academic+Honesty!OpenDocument

Accommodations might be sought due to religious reasons, unavoidable absences or disabilities. In these cases, please contact the EMBA office (with copies to the instructor and the academic director).

Class-by-Class Syllabus

Session 1: Tuesday, October 23 8:30am - 11:45am

- *Course Introduction; Overview; Terminology*
- *M & A strategy and strategic frameworks*

Readings:

C.M. Christensen, R. Alton, C. Rising, and A. Waldeck, "The new M&A playbook", Harvard Business Review, March 2011.

Case: Service Corporation International

Study Questions:

1. What is SCI's M&A strategy prior to 1980? How and why is it successful?
 2. How does SCI's M&A strategy change and evolve? What is the strategic rationale for these changes? Are they successful? Why / why not?
 3. What should SCI's growth strategy be going forward? Should M&A be a part of it? Why / why not?
-

Session 2: Wednesday, October 24 8:30am-11:15am

- *M & A transaction process and key players*

Readings:

D. Lovallo, P. Viguerie, R. Uhlener, and J. Horn, "Deals without delusions", Harvard Business Review, December 2007.

M. J. Epstein, "The Determinants and evaluation of merger success", Business Horizons, 2005, (48), 37-46.

Case: Loblaw Companies Limited – Acquiring Shoppers Drug Mart

Study Questions:

1. What is the current situation in the Canadian grocery business?
 2. Consider the strategic opportunities and challenges for Loblaw in acquiring Shoppers.
 3. How will the combined companies create value through the acquisition? Identify and attempt to quantify the possible synergies that could be achieved.
-

Session 3: Thursday, October 25 8:30am – 11:45am

- *Structuring and negotiating an M&A deal*

Reading: S. Chaplinsky, "Methods of Valuation for Mergers and Acquisitions" Darden Business Publishing, UV0112, Rev. Apr 23, 2015

Case: The best deal Gillette could get? Procter & Gamble's acquisition of Gillette

Study Questions:

1. What role have the recent acquisitions of Whole Foods by Amazon and Jet.com by Walmart mean for the American grocery and retail business? (articles to be posted in advance)
 2. What were the possible synergies and forces propelling the merger between P&G and Gillette?
 3. Evaluate P&G's offer. What are the implications for various stakeholders from the particular structure of the deal as it was proposed?
-

Session 4: Friday, October 26 Joint Session 8:30am-16:30pm

This is a joint session across the two sections and together with the "Digital Strategy: Individual and Organizational Transformation for a Digital Age" course.

Case: to be handed out at the beginning of the week

Study Questions: to be distributed ahead of time

Presentations: You will prepare and deliver a series of presentations during the day.
Roles and detailed instructions will be handed out at the beginning of the day

Specific assignment instructions and the lay out of the day will be discussed with the students during the joint session. It suffices to say that students work in groups on a particular case and prepare presentations to senior management followed by a written report.

Session 5: Saturday, October 27 8:30am-11:45am

- **Integrating an acquisition**

Readings:

R. A. Burgelman, W. McKinney, "Managing the strategic dynamics of acquisition integration", California Management Review, May 2006, pp. 6-27.
R. Doherty, O. Engert, and A. West, "How the best acquirers excel at integration", McKinsey Quarterly, January 2016.

Case: Bombardier Transportation and the Adtranz Acquisition

Study Questions:

1. What are Bombardier (BBD), Bombardier Transportation (BT) and AdTranz' (AT) current situations and are each of them interested in BBD acquiring AT and merging it with BT?
2. How will the acquisition of AT create value for BBD and BT? What are the major synergy areas, and how significant are they? What are the risks?
3. What are the most pressing issues in integrating this acquisition?

Memo

From: Mike Valente, BBA/iBBA Program Director

To: Faculty Council

Re: BBA/iBBA Program Committee Work-plan

Date: September 12th, 2018

In addition to dealing with regular program-related business, the BBA/iBBA Committee includes the following for Fall 2018, Winter 2019:

Strategic initiatives of the committee are the following:

- Explore how the undergraduate program can understand and respond to issues and challenges related to student mental health and how our response can support and complement Schulich- and York-wide initiatives.
- Explore how we can improve the student experience by achieving greater integration of courses within programs.
- Develop an awareness campaign to help students understand the opportunities associated with a career in research and academia.

Additional and ongoing projects:

- Continue exploring ideas for improving student communication skills
- Continue exploring the feasibility of a certificate in Entrepreneurship
- Continue exploring the building of a library information literacy component into core undergrad courses.
- Develop ways to reward students with academic credit for entrepreneurial and other non-course related work experiences.
- Continue with a sub-committee to explore options to add experiential education opportunities to the students (such as coop, internship programs, etc.)
- Continue the development of program learning outcomes, appropriate assessments and improvements to the curriculum to ensure that the learning outcomes are met.
- Continue systematic research efforts for the undergraduate student population and other stakeholders to inform continuous program improvement initiatives as well as student experience more generally.
- Develop Guidelines for Modifications of Existing BBA/iBBA Elective Courses and for Creating New BBA/iBBA Elective courses.
- Assess the set of elective offerings for relevance and demand.
- Review the core courses of the BBA and the iBBA programs to optimize core and elective ratio.

Mike Valente
BBA/iBBA Program Director

Memo

From: Detlev Zwick, Associate Dean, Academic

To: Faculty Council

Re: Masters Program Committee / Program Coordinating Committee
Work-plan

Date: September 14th, 2018

The Committee's work plan for 2017-2018 includes the following.

- Review of new course and program proposals as well as change proposals for existing courses and programs (MPC, PCC)
- Review of academic policies and guidelines, as appropriate (PCC)
- Discussion and recommendations on the role of experiential and co-curricular education (PCC)
- Review of the policy/practice on mechanisms for approving advanced standing (MPC)
- Review, discussion and approval of program-level Expected Learning Outcomes and Assessment Plans. (MPC)
- Provide input to and support for the GBC's/UBS's mental health initiative

Additional items by program:

MBA

The MBA subcommittee's work plan for 2018-19 includes the following:

Regular tasks such as:

- Reviewing proposals for new courses and course changes as they arise
- Identifying and addressing major issues in the quality of course delivery (teaching) in the program

- Keeping abreast of market forces and developments at other leading MBA programs to ensure that Schulich's programs stay competitive
- Working with student groups to develop activities (e.g., case competitions) that enhance their academic experience

KEY Task for 2018-19:

- Finalizing the Program Learning Outcomes for the MBA Program

Additional tasks (this year) such as:

- Consistency of evaluation procedures across sections of the same course.
- Consistency of learning objectives across sections of the same course
- Overseeing the operationalization of the “backbone” within the curriculum
- Working with the domain experts to better integrate SGMT 6000 (Strategic Management) with MGMT 6100 (i.e., the “601” or the Strategy Field Study).
- Following developments in e-learning and its potential impact on the MBA curriculum
- Developing ways to increase the connectivity between the Toronto and Hyderabad campuses
- Serving as a resource to the Schulich Center for Teaching Excellence (SCTE) on the Center's initiatives
- Serving as a resource for the Associate Dean – Academic (ADA) on the ADA's initiatives

Master of Accounting

- Complete Curriculum Review of the MAcc Program in the light of the new soon to be released CPA competency map
- Assist with recruitment and enrollment efforts of the various cohorts of the Master of Accounting, the Diploma of Advanced Accounting and Diploma of Intermediate accounting

Master of Marketing

1. Work with the ADA on continuing development of the Assurance of Learning (AOL) procedure in the MMKG.
2. Conduct a continual evaluation of the first year of the MMKG program to assess areas of strength and weakness.
3. Implement changes for improvement based on student and instructor feedback.

Memo

From: Detlev Zwick (Chair), Matthias Kipping (Academic Director)

To: Faculty Council

Re: Kellogg-Schulich EMBA Committee Work Plan 2018-2019

Date: 14 September 2018

1. Monitor the functioning of the program following ongoing changes, namely the introduction of (a) our first hybrid courses, which will now also be offered to students from the partner schools in the Kellogg Global Network, and (b) a new experiential course on authentic leadership, which will be offered for the first time to the KS18 cohort in 2019-20.
2. Prepare the transition to the new Canvas learning management system, including developing processes for a more active involvement of instructors.
3. On-going approval of new courses at our partner programs that will be taken by our students and other routine administrative matters, such as student deferrals, petitions etc.
4. Working towards establishing program level learning outcomes and goals to start establishing an Assurance of Learning (AoL) system.

Memo

From: Eileen Fischer, Chair of Ph.D. Committee
To: Faculty Council
Re: Ph.D. Committee Work-plan
Date: September 11, 2018

Over the course of this academic year, the committee plans to

- Refine PhD recruitment procedures
- Continue to update PhD curriculum
- Continue to update the website to better reflect the PhD Program requirements
- Identify ways in which the Ph.D. program and support to students can be further improved.
- Encourage students to apply for major awards
- Review and rank students' applications for various awards (OGS, SSHRC, etc.), as is required by FGS
- Engage in the admissions process in Spring 2019 for Fall 2019

Memo

From: Marcia Annisette
To: Faculty Council
Re: Admissions Committee Work Plan for 2018-2019
Date: September 14, 2018

Work Plan

1. Review files of applicants to Masters Programs (except for EMBA applicants), who do not meet standard Schulich admission requirements and to decide whether to admit, admit on probation or reject the applications

Memo

From: Ashwin Joshi
To: Faculty Council
Re: Nominating Committee Work-plan 2018-2019
Date: September 14, 2018

The Nominating Committee will bring forth for approval a slate of names to serve on the various committees of the Faculty Council and Senate. The slates will be presented in a timely manner to ensure a smooth succession. The Committee will also make adjustments as needed to comply with any changes with the Faculty's various committees during the year.

Memo

From: Preet S. Aulakh, Associate Dean, Research

To: Faculty Council

Re: Research Committee Work Plan

Date: September 17, 2018

Work-plan

1. Process protocols for course-based research involving human participants
2. Oversee application of York Research Chair 2018-19 competition
3. Oversee applications of external research grants (e.g., SSHRC, NSERC, CIHR)
4. Oversee applications prestigious nominations- e.g., Royal Society of Canada, Bank of Canada
5. Promote creation of new 'Centre of Excellence' to capitalize on Schulich's research strengths
6. Collaboration with the service unit – 'Development and Alumni Relations' to take part in School's *Leading Change* campaign (e.g., Research building opening and other related activities)
7. Celebration of Schulich Research Day (January 2019)
8. Review Schulich's internal grant applications (e.g., Schulich Research Fellowship 2019)
9. Research Website: Work on further updates to web
10. Review data needs for accreditations
11. Approve contents for Spotlight of Research- 2019
12. Coordinate seminar series workshops throughout School

Memo

From: Henry Kim, Chair, Student Affairs Committee

To: Faculty Council

Re: Student Affairs Committee Work Plan for 2018-2019

Date: September 14, 2018

Student Affairs Committee Work Plan 2018 – 2019

The mandate of the Student Affairs Committee (SAC) is to hear appeals from undergraduate and graduate students (excluding EMBA and PhD students) requesting approvals for policy exemptions, including but not limited to, promotion standards, deferred exams, extended leaves of absence, etc.

SAC will endeavor to meet monthly, (or more frequently during peak periods), to ensure timely resolution to student cases. We are also committed to informing Committee members of human rights policies that should be considered when making decisions.

The Student Affairs Committee also adjudicates cases where a breach of academic honesty occurred. We currently anticipate no significant changes in the volume and type of cases heard this year. The Committee continues to monitor its structure and mandate to ensure student needs are met.

Memo

From: Preet S. Aulakh, Chair T&P Committee

To: Faculty Council

Re: T&P Committee Work Plan for 2018-2019

Date: September 17, 2018

The T&P Committee will review candidacy, tenure and promotion files throughout the year as these are presented to the committee. In addition, the committee will evaluate and respond to guidelines and/or queries that may arise from the Senate T&P Committee.

**Schulich School of Business
Minutes of Faculty Council**

A regular meeting of the Schulich Faculty Council for the 2017-2018 academic year was held on
Friday June 1st 2018 at 10:30am in room SSB W132.

In Attendance:

Chair: J. McKellar

Secretary: E. Rush

Voting Members of Faculty Council Present:

Senior Administration	D. Horváth, M. Annisette, M. Biehl, M. Szaki, T. Beechy (ret.), J. Zemans (ret.)		
Student Council Reps	B. Durrani (UBS)		
ACTG	C. Graham		
ARTM/NMLP			
BSUS			
ECON	I. Henriques		
FINE	Y. Larkin, M. Milevsky, L. Ng		
MKTG	A. Campbell, E. Fischer, B. Gainer, M. Giesler, A. Joshi, Y. Pan		
ORGS	R. Karambayya, K. Tasa		
OMIS	A. Diamant, R. Irving		
PLCY	J. Darroch, B. Eberlein, T. Peridis, W. Sheremata, S. Weiss		
PROP		OTHER:	

Voting Members of Faculty Council Absent:

P. Aulakh	D. Dimick (ret.)	M. Kristal	T. Noseworthy	J. Tan
E. Auster	M. Dong	F. Lazar	C. Oliver	L. Thorne
K-H. Bae	J. Everett	M. Levesque	R. Phillips	Y. Tian
R. Belk	M. Farjoun*	S. Li	J. Paramthillairajah	V. Trivedi
C. Bell	B. Graham (Alumni)	Z. Li	J. Prince (GBC)	A. Tsang
A. Bhanich-Supapol	S. Hsu	B. Lyons	E. Prisman	M. Valente
S. Bury (Library)	I. Janiszewski (UBS)	L. Maaskant	S. Qu	E. Waitzer
M. Cao	D. Johnston	I. Macdonald (ret.)	M. Rice	T. Wesson
C. Chan	M. Judd	D. Matten	H. Rosin	E. Westney (ret.)
J. Chung	M. Kamstra	A. Mawani	P. Sadorsky	B. Wolf
W. Cook (ret.)	A. Kecskes	R. McClean (ret.)	G. Saxton	L. Wright
D. Cumming	H. Kim	J. McKellar	P. Shum	S. Yeomans
P. Darke	G. Kistruck	C. McMillan	A. Simpson (GBC)	C. Zietsma (LOA)
A. DeCarufel	R. Krishna (PhD)	G. Morgan (ret.)	J. Smithin	D. Zwick
Y. Deutsch		D. Neu	A. J. Sirsi	
A. Devine				

Regrets, Leaves, Sabbaticals (*):

C. Cho	M. Kipping	E. Veresiu
K. Kanagaretnam*	A. Madhok	M. Waller*

Non-Voting Members of Faculty Council Present

M. Bhutani	A. Middleton	S. Siddik	F. Zandi
J. MacKay	M. Orlan	K. Welsby	

Non-Voting Members of Faculty Council Absent:

D. Barret	S. Hussain	S. Nahm
D. Bell	J. Jeyakumaran	C. Niederwanger
E. Caprioni	I. Kanga	C. Partland
M. Cernea	K. Kermer	J. Pinto
G. Chen	L. Kharlip	P. Pivato
T. D'Agostino	L. Korhani	B. Remes
P. Deonandan	M. Lefranc	H. Sinker
P. Dillon	P. Lyman	N. Sutherland
E. Farrell	R. Lynn	S. Tenn
A. Gravel	D. Mak	E. Wang
K. Gray	A. Makooie	D. Weitzner
A. Harris	R. Mayer	A. Welsh
L. Hillcoat	T. Mcqueen	D. Woticky
R. Hines	R. Moy	J. Wu
I. Holzinger	A. Mustapha	C. Zhuang

1. Welcome & Chair's Remarks

The Chair called the meeting to order and welcomed committee members. He also acknowledged that Associate Dean Academic Markus Biehl will be going on sabbatical next year and thanked him for his excellent work over the years.

2. Dean's Remarks

Dean Horváth also thanked M. Biehl for his work and then shared updates from the Schulich community:

- The labour disruption is still ongoing. Convocation events will go ahead as planned on June 22nd. Galen Weston, President and Executive Chairman of Loblaw Companies Ltd., will receive an honorary doctorate.
- Progress towards completion of the new building has been hampered by the strike and bad weather. The expected move in date at this time is before the end of July.
- Schulich BBA student Veno Suthesan has passed away. Visitations will take place on June 2nd and 3rd and the service and cremation will take place on June 3rd at the Chapel Ridge Funeral Home.
- Congratulations to James Darroch and his co-author Pat Meredith on winning the Donner Book Prize for their book *Stumbling Giants: Transforming Canada's banks for the Information Age*.
- Application and enrolment numbers are strong in spite of the labour disruption. The Dean's Annual Undergraduate Reception took place on May 15th with approximately 400 attendees.
- The ORGS area has recently hired Maxim Voronov and Ruodan Shao. Both will start on July 1st. The ACTG area has hired Matt Bamber. OMIS is awaiting approval to hire Johnny Rungtusanatham, and the MKTG area has a search underway.

- The Kellogg Schulich EMBA Program was ranked 6th globally in joint programs in the recent QS 2018 rankings.
- The Masters formal and teaching awards event took place on April 20th followed by the undergraduate event on April 25th. Congratulations to the award winners: Farrokh Zandi (1st place - masters level), Karen Chiykowski (2nd place - masters level), Alla Volodina (1st place - undergraduate level) and Greg Chiykowski (2nd place - undergraduate level).
- The Connect alumni event took place on April 27th-28th.
- The International Advisory Council's spring meeting took place on May 2nd, followed by a meeting of the Dean's Advisory Council on May 9th.
- Dean Horváth recently returned from China where the Shenzhen Alumni Chapter hosted its first event. A book launch for *Reimagining Capitalism* also took place at the Guanghua School of Business at Peking University.

3. **PhD/GBC/UBS Initiatives:**

GBC:

No representative in attendance.

PhD:

No representative in attendance.

UBS:

UBS President Jatharsan Paramthillairajah and 2nd year rep Belaaj Durrani gave an update on their initiatives for the coming year. The UBS team is currently in the planning process for a number of events, including an international students' orientation at the end of August, frosh week, and an alumni conference. They also expressed sadness at the passing of undergraduate student and former UBS rep Venio Suthesan.

4. **BBA/iBBA Program Committee**

- a) **Motion:** New Course Proposal for SB/MKTG 3150 3.00 Business Case Analysis and Presentation Skills Development

D. Zwick moved the motion, seconded by F. Zandi. D. Zwick explained that this course aims to bring greater integration of the co-curricular case participation and training into the undergraduate curricula. It will also help prepare students for interviews that utilize a case format. All in favour. Motion carried.

5. **Master Programs Committee**

- a) **Initiative:** Proposal for '4+1' Pathway to Master of Management Program

M. Biehl explained that this initiative is to provide a pathway for undergraduate students into the Master of Management. Students would complete their 4-year undergraduate program and add a final additional year to complete the Master of Management. Students would also be required to maintain a certain GPA and attend 3-4 events throughout their undergraduate programs. Council members expressed support for the pathway.

6. **EMBA Program Committee**

a) Motion: New Course Proposal for SB/EMBA 6075 2.00 Authentic Leadership Journey

M. Biehl moved the motion on behalf of the EMBA Program Committee. Seconded by A. Joshi. M. Biehl presented the rationale for the course, and a question was raised with regard to the limited number of required readings. M. Biehl indicated he would take the comment back to the course proponent with the recommendation that additional required readings be added to the list. All in favour. Motion carried.

7. Nominating Committee

a) Motion: Approval of Nominating Slate 2018-2019

The motion was moved by J. Darroch. Seconded by C. Oliver. All in favour. Motion carried.

8. Student Affairs Committee

a) Motion: Proposed Changes in Mandates and Guidelines – Student Affairs Committee and Student Petitions

M. Biehl presented the motion and went through the changes. Seconded by A. Joshi. All in favour. Motion carried.

9. Other Business

a) Motion: Summer Authority for Executive Committee

A. Joshi moved the motion, seconded by A. Campbell. All in favour. Motion carried.

b) For Information: ADA's Year-End Report on Academic Honesty & Grade Appeals

M. Biehl summarized the report and indicated that the number of academic integrity cases and grade appeals has increased over the past year. He provided a few ideas to help reduce the number of academic integrity cases including revising assignments and workload to ensure that they are well aligned with course learning outcomes.

10. Schulich Succession Planning Committee Final Report (*Chair, Interim Vice-President Academic & Provost Lisa Philipps and President & Vice-Chancellor Rhonda Lenton*)

President Lenton and Provost Philipps provided a verbal summary to council members of the Succession Planning Committee's final report. The report will be shared in full with the search committee membership. President Lenton and Provost Philipps spoke about the process involved in drafting the report as well as the School's identified challenges, strengths, opportunities and directions for the future. They thanked council members for their engagement throughout the process and indicated that regular updates would be provided to Faculty Council as the search process moves ahead.

11. Adjournment

A. Campbell moved for adjournment. Seconded A. Joshi. All in favour. The meeting adjourned.

Consent Agenda

The following items were approved by consent:

1. **EMBA Program Committee**
 - a) **New Course Proposal:** SB/EMBA 6560 2.00 Strategies for Growth
2. **BBA/iBBA Program Committee**
 - a) **Curricular Changes:**
 1. SB/MGMT 1000 3.00 Managing Contemporary Enterprise (*title & description*)
 2. SB/OMIS 2010 3.00 Operations Management (*prerequisite*)
 3. SB/MKTG 4300 3.00 Marketing Analysis (*retirement*)
3. **Master Programs Committee**
 - a) **Curricular Change:** SB/IMBA 5102 3.00 The Economic Environment of International Business (*description, learning objectives*)
4. **Minutes of the Last Meeting:** 2018.04.20