

## FACULTY COUNCIL

### FACULTY OF ADMINISTRATIVE STUDIES

A meeting of Faculty Council for the 1994/95 Academic Year will be held on Friday, March 3, 1995 at 9:30 a.m. in Room 031 ASB.

---

#### AGENDA

Item	Time	Description	Page
1.	3 min.	Chairperson's Remarks - LIB - DAPNE FLANIGAN	
2.	15 min.	Dean's Remarks	
3.	1 min.	Minutes of Previous Meeting	1
4.	1 min.	Business Arising from Minutes of Previous Meeting	
5.	15 min.	Enquiries & Communications York Bookstore Presentation IAN LITHGOW MICHAEL JACKEL	
6.	10 min.	PHD/UBC/GBC Initiatives GBC Motion re: Repeal of Grade Distribution Guidelines	4
7.	15 min.	MBA Program Committee New Course Proposals: FINE 6000.015 - An Introduction to Derivative Securities MGTS 6954.015 - Operations Planning and Control MKTG 6950.015 - Principles of Direct and Database Marketing PLCY 6700.03 - Strategic Organizational Design	15 22 31 43
		For Information: MBA I Programme Survey Results	59
8.	10 min.	BBA Program Committee New Course Proposals: FINE 4800.03 - Options, Futures and Other Derivative Securities MKTG 4300.03 - Marketing Analysis PLCY 4400.03 - Introduction to International Business PLCY 4600.03 - Entrepreneurship and Small Business	61 69 81 93
9.	? min.	Other Business	
10.		Adjournment	

Coffee and Donuts compliments of the UBC will be available from 9:00 - 9:30 a.m.  
outside Room 031

**NOTE: FACULTY COUNCIL MEMBERS WHO CANNOT ATTEND ARE ASKED TO SEND REGRETS TO CAROLE TRUSSLER AT AS000236 OR PHONE 55097**

## Faculty of Administrative Studies

### Minutes of Faculty Council

A regular meeting of Faculty Council for the 1994/95 academic year was held on Friday, March 3, 1995 at 9:30 a.m. in Room 031 ASB.

**In Attendance:** D. Dimick Acting Chair  
C. Trussler Recording Secretary

**Voting Members of Faculty Council:**

D.Armishaw	E.Auster	T.Beechy	D.Brewer
J.Buzacott	A.Campbell	W.Cragg	R.Cuff
J.Darroch	I.Fenwick	J.Friedlan	B.Gainer
R.Heeler	D.Horvath	R.Karambayya	E.Maynes
T.Peridis	M.Rice	N.Roome	L.S.Rosen
H.Rosin	B.Wolf	S.Yeomans	C.Courtis
B.Moffat	E.Watson	C.Middleton	B.Smart
R.Thau	L.Elliott	A.O'Flynn	G.Hamam

**Voting Members Absent:**

S.Barnett	A-B.Supapol	P.Bradshaw	R.Burke
J.Dermer	J.Dewhirst	D.Fowler	J.Gillies
I.Henriques	F.Lazar	J.McKeller	C.McMillan
C.Oliver	P.Phan	E.Prisman	C.Robinson
S.P.Roy	P.Sadorsky	A.Sirsi	L.Smithin
D.N.Thompson	P.Tryfos	S.Verma	P.Campbell
S.Visram	M.Petcherski	N.Nakhid	

**Regrets, Leaves, Sabbaticals:**

W.Cook	D.Daly	E.Fischer	J.Green
K.Hebner	R.Irving	D.Johnston	I.Litvak
R.Lucas	C.Mayer	R.McClean	I.Macdonald
G.McKechnie	G.Morgan	V.Murray	D.Nath
S.Newell	R.Peterson	G.Roberts	G.Shaw
D.Thomassin	K.Weiermair	S.Weiss	T.Wesson
H.T.Wilson	B.Zimmerman	U.Zohar	

**Non-Voting Members of Faculty Council:**

D.Ferguson	S.Firth	N.Harris	C.Pattenden
S.Robertson	G.Wilby	L.Beard	

**Non-Voting Members Absent:**

M.MacKenzie	J.Wleugel	G.Bonnycastle	K.Feiler
J.Foy	C.Lam	M.Nazif	C.Russell
B.Stupp	M.Szaki	P.Zarry	L.Beard
A.Chung	L.Ginsberg	D.Rubenstein	

**Item #1           Chair's Remarks**

Professor D. Dimick advised that Professor G. McKechnie was unable to attend Faculty Council and he would be Acting Chair for this meeting. Professor D. Dimick called upon Elizabeth Watson who introduced Daphne Flanigan, Her responsibilities will be to replace, maintain and develop the business section of the Government Documents Library.

**Item #2           Dean's Remarks**

Dean Horvath welcomed everyone back from Reading Week. Dean Horvath advised that he was at the World Economic Forum's 1995 Annual Meeting in Davos, Switzerland at the time of our last Faculty Council. He participated in a panel discussion with the Deans of other leading business schools on the topic of management education.

The Dean thanked all individuals who participated in the Retreat on the MBA Core Curriculum Review. The retreat was very successful in creating a very open and cooperative atmosphere. Although no specific solutions were arrived at, problems were identified and will be worked on. There is hope that the positive dialogue with the student body will continue.

The Dean advised that Management Committee is working with Professor R. McClean and K. Feiler on updating the faculty computing plan. There will be major changes in staff support and training.

Business Career Services has compiled the following statistics on placements. Within 6 months of graduation, 87% of BBAs are placed, which is comparable to the 1985 level. Full time MBA placement numbers are also at the 1985 level. The statistics show that the placement rate for both full-time and part-time graduates combined is 95%. Although on-campus recruiting is increasing, the nature of recruiting is changing. Posting of jobs in the "immediate openings" category is very extensive. G. Wilby is working closely with a task force to develop new plans to bring in more corporations for recruiting purposes.

Professor N. Roome has received \$305,000 from Ontario Hydro for curriculum development for the Haub Program in Business and Environment. A fundraising committee is now working to attract ten companies to form a partnership program.

During the past month, Accounting, Economics, Entrepreneurship, Finance, Voluntary Sector and International Business have been evaluating recruits. George McClure, President of McCain Foods International Operations is retiring July 1 and will be joining FAS as Executive in Residence. We now have six Adjunct Professors and this number will increase.

Under the leadership of Professor T. Peridis, our students made presentations to the York-Wharton-Recanati Board meeting. Professor J. Dermer has been working to create Intl 6100 opportunities in Europe and in China. We have two students developing marketing plans as part of their internships in Argentina and in Chile, and two students in both Mexico and Brazil. There has been very positive feedback with respect to our students.

There was a good turnout for the MGMT 6100 Reception, and the MGMT 6100 Orientation on January 21 was very worthwhile.

Dean Horvath thanked all those who attended Metro Council to support the extension of the subway route to York University. A special meeting held with Bob Rae indicated that while the Premier could not deliver a firm solution, he will continue his efforts toward the subway extension.

In terms of upcoming Faculty events, the CGBC Conference is progressing very well and will need faculty representatives. The FAS Alumni Awards Dinner will be on Thursday, March 30th and all faculty and staff are invited. CEO Back to Campus will be held on May 31st. Professor J. McKellar has put together a program involving five faculty speakers: Professor G. Roberts on the topic of "Debt Restructuring"; Professor E. Auster on "Managing Change"; Professor S. Weiss on "Negotiations from a Global Perspective"; Professor A. Litvak on "The Migration of Canadian Multinationals"; and Professor W. Cragg and Mr. J. Wleugel on "Business Ethics". The Back to the Campus program also includes 4 seminars presented by industry: CIBC Wood Gundy on "Demystifying Derivatives"; Collin Watson of Rogers Cablesystems on "The Impact of Multimedia on Canadian Business"; D. Winfield, Canadian Ambassador to Mexico on "Best Practices in the Global Environment"; and a panel on growth companies.

**Item #3            Minutes of Previous Meeting**

Professor B. Gainer MOVED the minutes be accepted, seconded by Professor B. Wolf.

**Item #4            Business Arising from Minutes of Previous Meeting**

There was none.

**Item #5            Enquiries & Communications**

Professor D. Dimick introduced Vice President Ian Lithgow and Michael Jackel who gave an update on the York University Bookstore.

Vice President I. Lithgow advised that the major Bookstore problem is that over the past 4 years the Bookstore has accumulated about an \$8.5 million dollar deficit, of which 40% is inventory losses. The Bookstore has been taken out of the Business Operations Division and now comes under the External Relations Division. An analysis was done and incompetent management and lack of accountability were found to be the major problems. It was found that there was no inventory control, poor margins, cost control, buying decisions, inefficient and ineffective systems in shipping and receiving, and a lack of mission. This resulted in lost marketshare, goodwill, and university money. The Bookstore management decided that the deficit was their problem and they would have to resolve it themselves. The objective is to build the business so as to cover the current operating costs and to pay down the deficit over time. Management was let go, shipping and receiving systems have been improved, financial controls have been put in place, a perpetual inventory system is now operating. A marketing plan is now being developed and a group of FAS students are doing a consumer survey for the Bookstore and a MGMT 6100 is planned for the future. Objective is to provide service at the highest level at a price students can afford.

Vice President I. Lithgow introduced Michael Jackel who handles the selling side of the Bookstore. He comes from 17 years at the University of Toronto Bookstore and 5 years in the book business in the private sector. M. Jackel advised that customer service is his primary objective. Consistent store

hours have been instituted, changes in the floor layout to accommodate accessibility during peak periods, a map will be available, and a reading list will be available. Processing 40,000 students during August and September is very challenging. Long lead times for book lists are necessary. Canadian rights, reprints are problems that they have to deal with. The Bookstore needs the support of the whole University.

Professor R. Heeler suggested that the Bookstore needs a consumer-driven attitude. Vice President I. Lithgow and Michael Jackel indicated that they thought the changes they had initiated would respond to customer concerns.

Dean Horvath encouraged everyone to support the Bookstore in its recovery and turnaround.

**Item #6 PHD/UBC/GBC Initiatives**

UBC

G. Hamam announced that the UBC Elections are coming up and that the UBC Council has been restructured with positions for 3rd and 4th year representatives now open. He also reminded everyone of the Roundtable Conference coming up on March 23-25.

GBC

R. Thau advised that the CGBC conference material packages had been distributed to faculty members. She thanked Professor A. Rosen for his help in their fundraising and encouraged faculty members to purchase a corporate table.

B. Smart advised that the Dean's Discussion Series was very successful and will be continued. He thanked all faculty who attended an informal lunch forum. The GBC plans to continue this lunch forum on alternate Friday afternoons in 036. The GBC Elections are currently running, with six positions being acclaimed. A fundraiser Election Results Pub will be held on March 16 with money going to the World Wildlife Fund.

**GBC Motion: Repeal of Grade Distribution Guidelines**

B. Smart on behalf of the GBC, MOVED

that commencing immediately, the Faculty of Administrative Studies will annul the two (2) grade distribution motions passed at the May, 1994 meeting of Faculty Council.

R. Thau SECONDED this Motion.

B. Smart noted that under the voluntary guidelines the updated information shows 19 core and 28 elective courses did not meet the grading criteria, while 15 core and 27 electives did meet the grading criteria. While this is an improvement over previous data, there are still by far too many courses that do not meet the criteria, therefore the data supports the motion.

Professor A. Rosen advised that originally the MBA Committee dealt with this issue at the request of the students. The requests from the students of the past 2-4 years to the MBA Committee were as follows: (1) felt the program does not distinguish among levels of student achievement, (2) difference between a B and a B+ is not sufficient in their opinion given the effort people put in (3) which poor students were not cut out of the program (4) there is too much variation in grades from area to area and also in some cases from section to section (5) group work was increasing at that time and it was easier for some weaker students to get by on the average grade of the group (6) there was too much choice in that people could select their way through the program on the basis of 5 grades in some courses (7) reputation of the program, given that there was very little screening.

B. Smart advised that students still feel that equity between grades in sections and departments is an issue. He also pointed out that the students had formally withdrawn their support from the original Motion at the May meeting. He suggested that students are willing to work very long and hard with the MBA Program Committee to come up with alternate means of correcting these problems, but it is very clear from the new proposal and the new data that the current guidelines do not solve the problem, and in fact cause other problems.

Professor T. Beechy indicated that while there have been some problems in the implementation of the grading guidelines, it does not mean that they should be thrown out. The intent is to continue to improve on the current situation, not to revert to the old system.

Professor I. Fenwick pointed out that the new data shows that there has been an attempt to meet the grading guidelines. He also pointed out that when the guidelines were deferred, it was suggested that any faculty that found themselves unable to comply with the guidelines were to advise their area coordinator or the MBA Committee. Only three notes have been received.

Dean Horvath pointed out that these are not rules, they are only guidelines to be tested. He urged the MBA Committee and the students to work together to come up with a proposal to better resolve these issues. He indicated that Operating Committee would be happy to take up the discussion.

B. Smart MOVED an amendment to the Motion that would change the range of grades specified by these guidelines.

Professor D. Dimick, as Chair suggested that an amendment of such a technical nature would be almost impossible for Faculty Council to comprehend without having it in front of them. He indicated an amended Motion could be presented at a subsequent Faculty Council meeting.

B. Smart withdrew the Motion at this time, with the concurrence of the seconder, R. Thau.

Professor B. Wolf recommended that dialogue take place between the students and the MBA Committee.

**Item #7      MBA Program Committee**

Professor I. Fenwick, on behalf of the MBA Program Committee moved

that Faculty Council approve the course proposal for FINE 6000.015 -  
An Introduction to Derivative Securities.

Professor E. Maynes SECONDED this Motion. Motion Carried.

Professor I. Fenwick, on behalf of the MBA Program Committee moved

that Faculty Council approve the course proposal for MGTS  
6954.015 - Operations Planning and Control.

C. Curtis SECONDED this Motion. Motion Carried.

Professor I. Fenwick, on behalf of the MBA Program Committee moved

that Faculty Council approve the course proposal for MKTG  
6950.015 - Principles of Direct and Database Marketing.

C. Curtis SECONDED this Motion. Motion Carried.

Professor I. Fenwick, on behalf of the MBA Program Committee moved

that Faculty Council approve the course proposal for PLCY 6700.03 -  
Strategic Organizational Design.

Professor T. Beechy SECONDED this Motion. Motion Carried.

Professor I. Fenwick advised the results of the MBA survey of all first year students. 22 out of 44  
filled out the questionnaire. The results are attached for information.

**Item #8      BBA Program Committee**

Professor T. Beechy, on behalf of the BBA Program Committee moved

that Faculty Council approve the course proposal for FINE 4800.03 -  
Options, Futures and Other Derivative Securities.

Professor D. Brewer SECONDED this Motion. Motion Carried.

Professor T. Beechy, on behalf of the BBA Program Committee moved

that Faculty Council approve the course proposal for MKTG 4300.03 -  
Marketing Analysis.

Professor B. Gainer **SECONDED** this Motion. Motion Carried.

Professor T. Beechy, on behalf of the BBA Program Committee moved

that Faculty Council approve the course proposal for PLCY 4400.03 -  
Introduction to International Business.

C. Curtis **SECONDED** this Motion. Motion Carried.

Professor T. Beechy, on behalf of the BBA Program Committee moved

that Faculty Council approve the course proposal for PLCY 4600.03 -  
Entrepreneurship and Small Business.

Professor D. Brewer **SECONDED** this Motion. Motion Carried.

**Item #9 Other Business**

There was none.

**Item #10 Adjournment**

It was **MOVED** by Professor B. Gainer and **SECONDED** by Professor R. Heeler that the meeting be adjourned.