

EXECUTIVE COMMITTEE SCHULICH SCHOOL OF BUSINESS

A regular meeting of the Executive Committee of Faculty Council for the 2024-25 academic year will be held remotely (via Zoom) on Friday, February 21 at 11:30 am.

AGENDA

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1. Welcome & Chair's Remarks	
2. Review of March Faculty Council Agenda and Documentation	2-42
3. Other Business	
4. Adjournment	

CONSENT AGENDA

A consent agenda item is deemed to be approved unless, at any moment before or during the meeting, a member of the Faculty Council of the Schulich School of Business advises the Chair of his or her request to debate it.

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Upcoming Meeting Dates for 2024-2025:

Schulich Executive Committee

Friday, April 11, 2025
Friday, May 23, 2025

Schulich Faculty Council:

Friday, March 7, 2025
Friday, April 25, 2025
Friday, June 6, 2025

FACULTY COUNCIL SCHULICH SCHOOL OF BUSINESS

A regular meeting of the Schulich Faculty Council for the 2024-25 academic year
will be held via Zoom on **Friday, March 7, 2025** from **11:30am – 1:00 pm**.

AGENDA

1. **Welcome and Chair's Remarks** (5 minutes)
2. **UBS, GBC, PhD Student Remarks** (10 minutes)
3. **Dean's Remarks** (15 minutes)
4. **Faculties of the Future Consultation** (60 minutes) (*L. Philipps*)
5. **Other Business**
6. **Adjournment**

Consent Agenda

A consent agenda item is deemed to be approved unless, at any moment before or during the meeting, a member of the Faculty Council of the Schulich School of Business advises the Chair of their request to debate it.

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1. Master Programs Committee (<i>K. Tasa</i>)	
a. Master of Business Administration (<i>M. Valente</i>)	
i) Change to Existing Course	
1. ACTG 5100 Financial Accounting for Managers (<i>ONLN delivery mode, change course description and learning outcomes</i>)	7
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6. SGMT 6000 Strategic Management (<i>ONLN delivery mode; change course description; learning outcomes</i>)	30

7. SUST 5200 3.00 Business and Sustainability (<i>ONLN delivery mode</i>)	34
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The Senate of York University

Meeting Synopsis

The 713th Meeting of Senate held on Thursday, 23 January 2025

Remarks

Chair

The Chair welcomed Senators to the 713th meeting of Senate, with Cheryl Underhill as Acting Secretary of Senate.

President

The President briefed Senators on the continuing significant impact the cap on international student enrolments is having on post-secondary education institutions and the focused advocacy efforts being taken in Ontario to try to influence remediating actions by the government.

An update was provided on the project work progressing under the *Forward Action Plan*, where the immediate focus is on measures to balance the operating budget and enrolment recovery. Highlighted was the decision that Faculties will retain 70% of SHARP revenue, and shared services units to receive 30%, to help Faculties' mitigate the impact of declining enrolments and stimulate streamlining actions in the shared services units over the next three years, beginning with reduced budgeted expenditures of 10% in 2025-2026 for the latter.

Approvals

On recommendation of its Academic Policy, Planning and Research Committee, following a robust debate, Senate *approved, in principle, the establishment of a School of Medicine in the Faculty of Health*, and provided thoughtful advice to inform the continuing plans to develop the new School.

Notice of Statutory Motions

The Senate Executive Committee provided Notice of Statutory Motion to amend the *Rules of Senate* to change the statutory meeting time of Senate. Final approval to be sought at the February meeting of Senate.

Reports

A communication from the Council of Ontario Universities (COU) was received from the Academic Colleague to COU.

York University Senate

Committee Information Items

Executive Committee

Senate Executive reported on the following matters to Senate:

- its response to a request for a new vote on a previously approved motion
- approval of a change to the Faculty Council Rules and Procedures of the Faculty of Environmental and Urban Change introducing revisions to the terms of reference and the composition of its standing Committee on Research.
- continuing plans on the development of a new *APPRC Advisory Sub-committee on Academic Resource Allocations*
- status of the exercise to review the joint Board-Senate *Principles Governing a Presidential Search*
- remaining vacancies to be filled on Senate committees

Academic Standards, Curriculum and Pedagogy (ASCP)

ASCP reported on the following minor modifications to the following programs, effective FW 2025-26:

AMPD: MA and PhD degree programs in Theatre, Dance and Performance Studies; PhD degree program in Visual Arts, Department of Visual Art and Art History; PhD degree program in Art History and Visual Culture, Department of Visual Art and Art History; PhD degree program in Cinema & Media Studies, Department of Cinema and Media Arts; PhD degree program in Digital Media, Department of Computational Arts

LAPS:

- changes to academic calendar for: Specialized Honours option of the Bachelor of Commerce degree program, Management Stream, School of Administrative Studies; Business and the Environment Stream of the BA Business and Society degree program, Department of Social Science; BA Children, Childhood & Youth degree program, Department of Humanities; all options of the BA English degree program, Department of English;
- changes to requirements for the Professional Certificate in Public Policy Analysis program, School of Public Policy and Administration and Specialized Honours, Honours, and Honours Major/Minor options of the Bachelor of Public Administration degree program, School of Public Policy and Administration;
- the addition of the JWST rubric to cross-list existing courses in Humanities, and in Education, which count towards the Graduate Diploma in Jewish Studies and the Graduate Diploma in Advanced Hebrew & Jewish Studies, effective F2025.

Senate Appeals Committee (SAC)

The Appeals Committee filed its annual report on Faculty and Senate adjudications for 2023-2024.

York University Senate

Tenure and Promotions Committee

The T&P Committee provided a corrected version of its 2023-2024 annual report.

Additional Information about this Meeting

Please refer to the full Senate [agenda](#) of **23 January, 2025** for details about the items reported.

Senate's next meeting will be held at **3:00pm on Thursday, 27 February 2025.**

Memorandum

To: Faculty Council
From: Mike Valente
Date: January 25th, 2025
Subject: MBA Core Course Changes

Motion:

That Faculty Council approve the addition of the ONLN (online) delivery mode and changes to the course descriptions and learning outcomes of the following MBA core courses.

ACTG 5100: Financial Accounting for Managers
ACTG 5210: Management Accounting
FINE 5200: Managerial Finance
MKTG 5200: Marketing Management
OMIS 5210: Operations Management
SGMT 6000: Strategic Management
SUST 5200: Business and Sustainability

Rationale:

As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this proposal aims to add a remote/online section for the above core courses. The remote sections will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they continue to contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

Independent of the above change is a need to refine the course description and learning outcomes of the above core courses. This proposal reflects recent efforts to position the Schulich MBA program as a program that better integrates sustainability into its curriculum, something that is now explicit in the MBA Learning Outcomes. To this end, this proposal aims to amend the course description and learning outcomes to reflect this objective. What is more, some of these courses will undergo additional amendments to their course description and learning outcomes to reflect the area's efforts to update and modernize these course components.

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

ACTG

3. Subject Code (Rubric) and Course Number:

ACTG 5100

4. Credit Value:

3.00

5. Long Course Title:

Financial Accounting for Managers

6. Short Course Title:

Financial Accounting for Managers

7. Type of Course Change(s) (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)
X	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add ONLN Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Fall 2025

9. Rationale:

This course is a core course for the MBA program. The first part of this proposal is the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

The second part of this proposal, independent of the first, reflects recent efforts to position the Schulich MBA program as a program that better integrates sustainability into its curriculum, something that is now explicit in the MBA Learning Outcomes. To this end, this proposal aims to amend the course description and learning outcomes to reflect this objective. The area has also taken this opportunity to update and modernize these course components.

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title ACTG 5100 Financial Accounting for Managers</p> <p>Description: This course examines the assumptions and decision usefulness of financial statements that are prepared for creditors and shareholders. Emphasis is placed on interpretation of financial statements, using examples from several companies. Issues including sustainability and ethics are incorporated in class discussions and cases.</p> <p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. Develop a foundational understanding of the accounting processes that underlie financial statements. 2. Become familiar with the standard forms of financial accounting reports and learn to interpret them critically. 3. Learn the impact that IFRS has had on financial reporting. 4. Understand when, why and how organizations use complementary reports such as environmental, social responsibility and sustainability reports. 5. Learn to select appropriate accounting information from the different reports and use it effectively for decision-making. 	<p>Title ACTG 5100 Financial Accounting for Managers</p> <p>Description: This course examines the assumptions and decision usefulness of financial statements and non-financial information, including MD&A as well as sustainability reports prepared for creditors, shareholders, and stakeholders from society at large. Emphasis is placed on the interpretation of financial statements and the influence of non-financial information, using examples from several companies.</p> <p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. Develop a foundational understanding of the accounting processes that underlie financial statements. 2. Become familiar with the standard forms of financial accounting reports and learn to interpret them critically. 3. Learn the impact that IFRS has had on financial reporting. 4. Understand when, why and how organizations incorporate non-financial information including MD&A and sustainability reports with audited GAAP financial statement information.

6. Develop an ability to write and talk persuasively about financial accounting reports. 7. Understand the benefits and limitations of generally accepted accounting principles (GAAP) as well as of the different reports.	5. Learn to select appropriate accounting information from the different reports and use it effectively for decision-making. 6. Develop an ability to write and talk persuasively about financial accounting reports. 7. Understand the benefits and limitations of generally accepted accounting principles (GAAP) as well as of the different reports
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10. Proposed Course Information:

11. Enrolment Notes:

No change

12. Consultation:

Extensive consultation took place between the accounting area, the MMgt program director and the MBA program director.

Originator:

Cameron Graham

Signature

January 16th, 2025

Date

Cameron Graham

Name

Accounting

Area or Specialization

Approvals:

Area or Specialization

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

Linda Thorne

Signature

January 17th, 2025

Date

Linda Thorne

Name

Accounting

Area or Specialization

Degree Program:

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

Mike Valente

Signature

January 17th, 2025

Date

Mike Valente

Name of Program Director

MBA Program

Program

Program Committee:

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

Kevin Tasa

Signature

February 6, 2025

Date

Kevin Tasa

Name of Committee Chair

Master Programs Committee

Committee

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

ACTG

3. Subject Code (Rubric) and Course Number:

ACTG 5210

4. Credit Value:

1.5

5. Long Course Title:

Management Accounting

6. Short Course Title:

Management Accounting

7. Type of Course Change(s) (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)
X	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Winter 2026

9. Rationale:

This course is a core course for the MBA program. The first part of this proposal is the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

The second part of this proposal, independent of the first, reflects recent efforts to position the Schulich MBA program as a program that better integrates sustainability into its curriculum, something that is now explicit in the MBA Learning Outcomes. To this end, this proposal aims to amend the course description and learning outcomes to reflect this objective. The area has also taken this opportunity to update and modernize these course components.

10. Proposed Course Information:

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title ACTG 5210 Management Accounting</p> <p>Description: This course provides an introduction to management accounting techniques that are useful in management decision making situations such as cost management, pricing special orders, determining service levels and performance appraisal. The non-applicability of external reporting figures for most management decisions is reviewed. In arriving at managerial decisions, all stakeholder interests are considered, including socially responsible decision making around key issues. Prerequisite: SB/ACTG 5100 3.00</p> <p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. In supporting senior management in all types of organizations, accounting information is often necessary to facilitate decisions. Managers have the responsibility and authority for making decisions about the use of the firms' resources. To do this effectively, they must identify the alternative actions (strategies) available to them, predict the possible consequences of those actions, and then choose the action that has the most preferred predicted outcome. Management accounting information is useful in predicting the possible consequences of alternative actions, as well as in structuring the description of those consequences. Relevant accounting information can help in management's stewardship role that includes identifying strategic opportunities and maintaining competitive advantage. 2. The applications in this course pertain to the decision-facilitating and decision-influencing role of management accounting information. Various management accounting techniques and applications are explored in case and problem settings. 3. Class discussions of the readings, their applications and limitations as well as numerical problems and cases will consume the bulk of class time. The success of the course depends on the extent we are able to draw upon the diverse background, training, and interest of the participants. 	<p>Title ACTG 5210 Management Accounting</p> <p>Description: This course provides an introduction to management accounting techniques that are useful in management decision making situations such as: cost management, pricing special orders, determining service levels, performance appraisal, and socially responsible practices. It also considers how a variety of stakeholder interests are incorporated into managerial decision-making processes and reporting. Among these, the course considers the influences and information requirements that feed into the internal and external reporting of various ethical and sustainability practices. Prerequisite: SB/ACTG 5100 3.00</p> <p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. In supporting senior management in all types of organizations, accounting information is often necessary to facilitate decisions. Managers have authority for making responsible decisions about the ethical and sustainable use of the firms' resources. To do this effectively, they must identify the alternative actions (strategies) available to them, predict the possible impact on society and the environment (e.g., climate change), and then choose the action that has the most preferred predicted outcome. Management accounting information is useful in predicting the possible consequences of alternative actions, as well as in structuring the description of those consequences. Relevant accounting information can help in management's stewardship role that includes identifying strategic opportunities and maintaining competitive advantage while balancing out the needs and wants of society and the environment. 2. The applications in this course pertain to the decision-facilitating and decision-influencing role of management accounting information for the use in financial and socially responsible decision making. Various management accounting techniques and tools are explored in case and problem settings.

11. Enrolment Notes:

Not applicable

12. Consultation:

Extensive consultation took place between the accounting area, the MBAN program director and the MBA program director.

Originator:Matt Bamber

Signature

January 25th, 2025

Date

Matt Bamber

Name

Accounting

Area or Specialization

Approvals:**Area or Specialization**

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

Linda Thorne

Signature

January 25th, 2025

Date

Linda Thorne

Name

Accounting

Area or Specialization

Degree Program:

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

Mike Valente

Signature

January 25th, 2025

Date

Mike ValenteMBA Program

Name of Program Director

Program

Program Committee:

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

Kevin Tasa

Signature

February 6, 2025

Date

Kevin Tasa

Name of Committee Chair

Master Programs Committee

Committee

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

FINE

3. Subject Code (Rubric) and Course Number:

FINE 5200

4. Credit Value:

3.00

5. Long Course Title:

Managerial Finance

6. Short Course Title:

Managerial Finance

7. Type of Course Change(s) (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)
X	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add ONLN Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Fall 2025

9. Rationale:

This course is a core course for the MBA program. The first part of this proposal is the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

The second part of this proposal, independent of the first, reflects recent updates to the MBA Learning Outcomes which now includes, more explicitly, outcomes associated with sustainability and non-financial reporting. The second part of this proposal is to amend the course description and learning outcomes to reflect this update. At the same time, the area conducted some necessary editorial changes to update and modernize the course description and learning outcomes.

10. Proposed Course Information

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title FINE 5200 Managerial Finance</p> <p>Description: An introduction to the use of quantitative methods for business research, analysis, forecasting and decision making. The aim is to convey not only an understanding of methods, but also to give an appreciation of their use in addressing actual business problems</p> <p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. Understand the basic finance concepts, tools and theories required by a well-educated manager, working for any Canadian organization in a globalized economy. 2. Be able to apply basic finance concepts and theories to problems faced by a manager. Acquire experience as a financial decision-maker. 3. Understand the language and description of Canadian financial markets and the implications of these markets for financial managers. 	<p>Title FINE 5200 Managerial Finance</p> <p>Description: Provides an opportunity to learn about investment and financing decisions of managers and individuals. The investment decisions involve asset valuation, capital budgeting, performance assessment, and risk management. The financing decisions include financial planning, the risk-return trade-off, the choice of financial instruments, and cost of capital. Evaluations of long-term sustainable business and personal investment practices in the rapidly evolving world of technology are integrated into the topics.</p> <p>Course Learning Outcomes</p> <ol style="list-style-type: none"> 1. Understand the fundamental concepts, tools, and principles of finance required by a financially literate manager and individual. 2. Apply core concepts and principles of corporate finance to achieve key managerial objectives, including profitability, growth, and financial stability.

	<p>3. Apply core concepts and principles of corporate finance in dynamic business environments to successfully address long existing and newly emerging trends of the business world.</p> <p>4. Apply core concepts and principles of corporate finance to address modern sustainability issues by emphasizing long-term goals and broad stakeholder perspectives.</p> <p>5. Understand the language and description of Canadian financial markets and the implications of these markets for financial managers and individuals.</p>
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11. Enrolment Notes:

Not applicable.

12. Consultation:

Consultation took place with the finance area, the MBAN program director and the MBA Program Director.

Originator:

Lena Larkin

Signature

Date

Lena Yarkin

Name

Finance

Area or Specialization

Approvals:

Area or Specialization

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

Pauline Shum

Signature

Date

Pauline Shum

Name

Finance

Area or Specialization

Degree Program:

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

<u>Mike Valente</u>	_____
Signature	Date

<u>Mike Valente</u>	<u>MBA Program</u>
Name of Program Director	Program

Program Committee:

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

<u>Kevin Tasa</u>	<u>February 6, 2025</u>
Signature	Date

<u>Kevin Tasa</u>	<u>Master Programs Committee</u>
Name of Committee Chair	Committee

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

MKTG

3. Subject Code (Rubric) and Course Number:

MKTG 5200

4. Credit Value:

3.00

5. Long Course Title:

Marketing Management

6. Short Course Title:

Marketing Management

7. Type of Course Change(s) (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)
X	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add ONLN Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Fall 2025

9. Rationale:

This course is a core course for the MBA program. The first part of this proposal is the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

The second part of this proposal, independent of the first, reflects recent efforts to position the Schulich MBA program as a program that better integrates sustainability into its curriculum, something that is now explicit in the MBA Learning Outcomes. To this end, this proposal aims to amend the course description and learning outcomes to reflect this objective. The area has also taken this opportunity to update and modernize these course components.

10. Proposed Course Information:

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title MKTG 5200 Marketing Management</p> <p>Description: This course familiarizes students with major marketing concepts (buyer behaviour, segmentation, targeting, positioning, product/service development and management, pricing, distribution, communication). It applies these concepts to profit, not-for-profit, new, mature, service, product-based, domestic and international organizations. It develops specific skills such as problem-solving, verbal presentations, business writing and group work. Marketing ethics and sustainability issue are integrated into the course.</p> <p>Course Learning Outcomes: The purpose of the course is to develop student skills in the processes and activities of marketing management. The specific objectives of this course are:</p> <ol style="list-style-type: none"> 1. To develop knowledge of the elements of the marketing process, the basic components of marketing programs. 	<p>Title MKTG 5200 Marketing Management</p> <p>This course familiarizes students with marketing concepts adapted to today's complex market environment (consumer trends, STP, product life cycle management, pricing, distribution, and promotion). It focuses on marketing consumer products and services across profit and non-profit sectors. Contemporary issues such as marketing ethics, consumer protection, consumer diversity, and sustainability are discussed in the course.</p> <p>Course Learning Outcomes: The purpose of the course is to develop student skills in the processes and activities of marketing management. The specific objectives of this course are:</p> <ol style="list-style-type: none"> 1. To develop knowledge of the elements of the marketing process, the basic components of

Ela Veresiu

Signature

January 30, 2025

Date

Ela Veresiu

Name

Marketing

Area or Specialization

Degree Program:

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

Mike Valente

Signature

Date

Mike Valente

Name of Program Director

MBA Program

Program

Program Committee:

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

Kevin Tasa

Signature

February 6, 2025

Date

Kevin Tasa

Name of Committee Chair

Master Programs Committee

Committee

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

OMIS

3. Subject Code (Rubric) and Course Number:

OMIS 5210

4. Credit Value:

1.50

5. Long Course Title:

Operations Management

6. Short Course Title:

Operations Management

7. Type of Course Change(s) (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)
X	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add ONLN Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Fall 2025

9. Rationale:

This course is a core course for the MBA program. The first part of this proposal is the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

The second part of this proposal, independent of the first, reflects recent efforts to position the Schulich MBA program as a program that better integrates sustainability into its curriculum, something that is now explicit in the MBA Learning Outcomes. To this end, this proposal aims to amend the course description and learning outcomes to reflect this objective. The area has also taken this opportunity to update and modernize these course components.

10. Proposed Course Information:

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title OMIS 5210 Operations Management</p> <p>Description: Operations management in both manufacturing and service organizations involves the coordination of complex and dynamic systems of people, technology and materials to achieve competitive objectives. The impact of alternative strategies for delivering quality products in a cost-effective manner is examined. This includes currently popular inventory management philosophies such as 'Total Quality Management' and 'Just In Time' inventory management. Ethical considerations relating to the development of socio-technical systems and environmental implications of TQM will be highlighted.</p> <p>Course Learning Outcomes: The fundamental managerial task for achieving best practices in operation management is to successfully match the capabilities of administration, manufacturing and service processes to the needs of internal and external customers. As a result, students will be equipped to answer the following questions:</p> <ol style="list-style-type: none"> 1. From the customer's perspective, what are the appropriate choices in designing an effective process? 2. What is quality and how is it measured? 3. How can product and process quality be improved? 4. What is the scope and purpose of supply chain management? 5. How can supply chains be designed to be both effective and responsive? 6. What are the major principles leading to "lean" process improvements? 7. How can projects be planned and managed to use resources efficiently while ensuring customer requirements are satisfied? 8. What ethical considerations affect operations both domestically and globally? 9. How can organizations ensure both customers and workers are safe and happy? 10. How can operations be designed to promote social, environmental and financial sustainability? 	<p>Title OMIS 5210 Operations Management</p> <p>Description: This course explores the role of operational strategies in optimizing efficiency while delivering quality products and services in an environmentally sustainable manner. Total Quality Management (TQM) and Just-In-Time (JIT) inventory systems are analyzed for their effectiveness in promoting cost-efficiency and mitigating ecological sustainability risks by minimizing waste, optimizing resource use, and reducing carbon emissions.</p> <p>Course Learning Outcomes: Operations management in both manufacturing and service sectors involves the strategic integration of people, technology, and materials to drive sustainable competitive advantage, particularly in the face of climate change and other emerging global dynamics. As a result, students will be equipped to answer the following questions:</p> <ol style="list-style-type: none"> 1. From the customer's perspective, what are the appropriate choices in designing an effective process? 2. What is quality and how is it measured? 3. How can product and process quality be improved in a way that is environmentally and socially sustainable? 4. What is the scope and purpose of supply chain management? 5. How can supply chains be designed to be efficient, responsive, and sustainable? 6. What are the major principles leading to "lean" process improvements? 7. How can projects be planned and managed to use resources efficiently, reduce carbon emissions effectively while ensuring customer requirements are satisfied? 8. What ethical considerations affect the development of socio-technical systems that prioritize human well-being and environmental stewardship.? 9. What are the environmental and social dimensions of TQM and other operations principles?

This course utilizes case studies from recognized global organizations and emphasizes the importance of students working with their individual and group experiences to further develop their abilities to think and speak credibly about operations.	<p>10. How can organizations ensure both customers and workers are safe and happy?</p> <p>This course utilizes case studies from recognized global organizations and emphasizes the importance of students working with their individual and group experiences to further develop their abilities to think and speak credibly about operations.</p>
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This

11. Enrolment Notes:

Not applicable

12. Consultation:

Consultation took place within the OMIS area and with the MBA Program Director

Originator:

Henry Kim

Signature

Date

Henry Kim

Name

OMIS

Area or Specialization

Approvals:

Area or Specialization

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

Henry Kim

Signature

Date

Henry Kim

Name

OMIS

Area or Specialization

Degree Program:

Signature

Date

Name of Program Director

Program

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

Signature

Date _____

Name of Committee Chair

Committee

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

PLCY

3. Subject Code (Rubric) and Course Number:

SGMT 6000

4. Credit Value:

3.00

5. Long Course Title:

Strategic Management

6. Short Course Title:

Strategic Management

7. Type of Course Change(s) (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)
X	in learning objectives/outcomes (please append the program's existing learning outcomes as a separate document)
	in integration (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add ONLN Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Fall 2025

9. Rationale:

This course is a core course for the MBA program. The first part of this proposal is the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

The second part of this proposal, independent of the first, reflects recent efforts to position the Schulich MBA program as a program that better integrates sustainability into its curriculum, something that is now explicit in the MBA Learning Outcomes. To this end, this proposal aims to amend the course description and learning outcomes to reflect this objective. The area has also taken this opportunity to shorten the course description to the necessary 60 words.

10. Proposed Course Information

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title SGMT 6000 Strategic Management</p> <p>Description: This course examines business and corporate strategy. The focus is on strategic management, the process of choosing and defining purposes and objectives, formulating, and implementing a viable strategy and monitoring strategic performance. It deals with the organization in its totality and demonstrates how and why the various functions of business are interdependent and need to be coordinated for the organization to perform effectively. The course applies the discipline of strategic management to a variety of organizations while addressing issues of ethics, sustainability and corporate social responsibility.</p> <p>Course Credit Exclusions: SB/INTL 6000.030, SB/PUBL 6000.030 Prerequisites: Students are required to complete all 5000-series Required Foundations of Management Core Courses before enrolling in this course.</p>	<p>Title SGMT 6000 Strategic Management</p> <p>This course equips students with the knowledge, analytic capabilities, and judgment necessary to effectively formulate and execute business- and corporate-level strategies. Students adopt the perspective of a general manager, gaining competence in understanding the organization in its totality. The course is applied to a variety of organizations in a wide range of contexts and considers sustainability issues that arise from strategic action.</p> <p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. Using appropriate frameworks and tools, develop the skills needed to perform strategic analyses of firms and industries 2. Develop the skills needed to evaluate strategic opportunities arising from conditions in a firm's ecosystem and factors in the macro environment such as

Course Change Proposal Form

Schulich School of Business

The following information is required for all course change proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading). Provide evidence of consultation, where appropriate.

1. Responsible Program:

Schulich MBA Program

2. Responsible Unit:

SUST

3. Subject Code (Rubric) and Course Number:

SUST 5200

4. Credit Value:

3.00

5. Long Course Title:

Business and Sustainability

6. Short Course Title:

Business and Sustainability

7. Type of Course Change(s) (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)
	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 (please provide statement of approval from relevant undergraduate coordinator or Chair)
	in cross-listing (please provide statement of approval from other program)
	in pre/co-requisite
	retire course
X	other - Add ONLN Delivery Mode

8. Effective Term/Calendar Year of Proposed Change(s):

Fall 2025

9. Rationale:

This course is a core course for the MBA program. This proposal is for the addition of the ONLN delivery mode. As part of the MBA Program's efforts to increase flexibility in the delivery mode through which students can pursue a Schulich MBA, this course is offering a remote section for MBA students. The remote section will encompass a combination of asynchronous and remote synchronous learning with all assessments conducted remotely. That said, the course description and course learning outcomes remain identical to the remaining sections of the course. Any anticipated changes to the assessments (e.g. replacement of a final exam with an alternative assessment) will be made so long as they contribute to the achievement of course learning outcomes and proceed through the proper governance approval process.

10. Proposed Course Information:

Existing Course Information (Change From):	Proposed Course Information (Change To):
<p>Title SUST 5200 Business and Sustainability</p> <p>Description: This course explores how organizations respond to increasing expectations to deliver sustainable performance at the economic, social and environmental level. Students grasp different ways in which companies can respond to growing pressures to adopt sustainability and study strategies of how companies can lead the way forward by developing practical solutions to some of society's most challenging problems.</p> <p>Prerequisites/Corequisites/Course Exclusions: Open to MBA students only. No prerequisites required. Note: Students who took SGMT 5800 should not be taking SUST 5200</p> <p>Course Learning Outcomes: By the conclusion of this course, students would have:</p> <ol style="list-style-type: none"> 1. Gained a broad understanding of the sources of tension between traditional business approaches and society and the challenges managers and leaders face as a result. 2. Developed knowledge of different strategic approaches businesses adopt in response to societal needs across a range of industries. 3. Learned how to critically assess a business' performance along non-financial dimensions. 4. Identified, understood and applied the fundamental challenges that inhibit businesses from pursuing progressive responsible business strategies. 	<p>Title Current and new text</p> <p>No Change</p>

Not applicable

With the MBA Program Director

Mike Valente

Signature

Date _____

Mike Valente

Name

Sustainability

Area or Specialization

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

Geoff Kistruck

Signature

Date _____

Geoff Kistruck

Name

Sustainability

Area or Specialization

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

V. July 2021

Mike Valente

Signature

Date

Mike Valente

Name of Program Director

MBA Program

Program

Program Committee:

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

Kevin Tasa

Signature

February 6, 2025

Date _____

Kevin Tasa

Name of Committee Chair

Master Programs Committee

Committee

FACULTY COUNCIL SCHULICH SCHOOL OF BUSINESS

A regular meeting of the Schulich Faculty Council for the 2024-25 academic year
was held via Zoom on **Friday, January 31, 2025** from **11:30am – 1:00 pm**.

MINUTES

In Attendance:

Chair: W. Shen

Vice-Chair: vacant

Secretary: K. Doyle

Assistant: S. Hyde

Voting Members of Faculty Council Present:

Senior Admin	D. Zwick, K. Tasa, K. Kanagaretnam		
ACTG	M. Bamber, S. Hsu, K. Kanagaretnam, A. Mawani, A. Rahaman, G. Saxton, L. Thorne, V. Trivedi		
ARTM			
ECON	I. Henriques, B. Wolf (ret.)		
ENTR			
FINE	P. Foroughi, M. Kamstra, Y. Larkin, M. Milevsky, L. Ng, A. Rzeznik, P. Shum-Nolan, Y. Tian		
MKTG	P. Darke, E. Fischer, M. Giesler, T. Noseworthy, G. Packard, E. Veresiu, D. Zwick		
MREI	J. Clayton, L. Rolheiser		
ORGS	C. Bell, B. Lyons, R. Shao, W. Shen, K. Tasa, L. Zhu		
OMIS	M. Biehl, A. Diamant, R. Imanirad, H. Kim, D. Oppong-Tawiah		
PLCY	M. Kipping, C. McMillan, T. Peridis, O. Weber		
PROP			
SUST	C. Cho, B. Eberlein, G. Kistruck, M. Valente	OTHER:	
Voting CPM's & Director of 601	L. Hillcoat, J. Yeung Do, I. Holzinger, H. Sinkler, A. Liann		
Student Reps	H. Telluja		

Voting Members of Faculty Council Absent:

P. Aulakh	Y. Deutsch	R. Karambayya (ret.)	G. Morgan (ret.)	A. Utsav (UBS)
E. Auster	A. Devine	A. Kecskes	D. Neu	M. Voronov
K-H. Bae	V. Dhingra	M. Kristal	C. Oliver (ret.)	S. Weiss (ret.)
T. Beechy (ret.)	D. Dimick (ret.)	P. Laycock (Alum)	Y. Pan	T. Wesson (ret.)
R. Belk	M. Dong	F. Lazar	R. Phillips	E. Westney (ret.)
A. Bhanich-Supapol	J. Everett	M. Levesque	E. Prisman	L. Wright (ret.)
I. Bicer	B. Gainer	G. Li	M. Rice	J.S. Yeomans

A. Campbell	C. Graham	I. Macdonald (ret.)	H. Rosin (ret.)	J. Zemans (ret.)
M. Cao	I. Hideg	A. Madhok	K. Rogers	
M. Chowdhury (UBS)	D. Horvath (ret.)	A. Majzoubi	P. Sadorsky	
W. Cook (ret.)	C. Huang (PH.D)	D. Matten	W. Sheremata	
A. Coutts	R. Irving (ret.)	R. McLean (ret.)	A.J. Sirsi	
J. Darroch	D. Johnston	N. Mead	X. Su	
A. DeCarufel (ret.)	A. Joshi	P. Mehra (GBC)	J. Tan	

Leaves and Sabbaticals:

M. Annisette	M. Farjoun	J. Rungtusanatham		
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Non-Voting Members of Faculty Council Present

W. Al-Hussaini	C. Hardman	T. Medcof	
C. Carder	A. Harris	C. Niederwanger	
M. Collyer	I. Holzinger	L. Pan	
K. Doyle	S. Kerr	N. Sutherland	
J. Fayt	B. Kha	A. Welsh	
A. Ferreira	A. Konson	M. Zelter	
B. Gallagher	Y. Massop	C. Zhuang	

Non-Voting Members of Faculty Council Absent:

B. Abtan	S. Friedman	N. Machado	C. Sachs	W. Zhang
N. Alexandrian	A. Garber	J. Mapa	G. Sanchez Cuevas	
S. Babra	S. Gargaro	D. Mak	V. Shanmuganathan	
D. Barret	T. Gosse	R. Mayer	C. Sicoli	
M. Bhutani	C. Gray	T. McQueen	A. Sriharan	
S. Browne	J. Guo	G. Milavsky	T. Stubbs	
K. Butzek-Morris	M. Hastings	M. Morriello	S. Thomas	
S. Calahan	B. Hrehoruk	C. Mueller	A. Thomson	
M. Cernea	C. Hui	K.R. Na	T. Tolias	
J.M. Clark	S. Hussain	Z. Necas	H. Turesson	
M. De Luca	V. Ivankine	C. Partland	K. Vandezande	
L. De Wilde	K. Kim	B. Pasquali	A. Visram	

G. Deans	H. Koren-Cohen	G. Pau	A. Volodina	
P. Dillon	L. Lakats	S. Penwarden	P. Walker	
K. Elliot	L. Lee	J. Pinto	M. Waxman	
K. Ellis	D. Lennox	P. Pivato	D. Woticky	
D. Elsner	R. Lynn	J. Pokrajac	R. Young	
A. Fisher	P. Macdonald	S. Pulver	F. Zandi	

1. Welcome and Chair's Remarks (2 minutes)

The Chair calls the meeting to order at 11:31 am and reads the Land Acknowledgement.

2. Budget Consultation (D. Peters, N. Kishinchandani) (60 minutes)

D. Peters presents the budget consultation slides included in the agenda package. N. Kishinchandani presents information about Markham Campus. Councilors ask questions about cashflow runway, what happens if the budget does not balance in 3 years, expansion of the central administration and its effect on the budget, the voluntary exit programs, the possibility of layoffs, student mix, ratio of Schulich employees to Schulich student enrolment growth over the last five years, the level of detail in the recruitment and enrolment strategy (i.e. the narrative hinging on trying harder), expansion of experiential education and co-op, Article 24 of the YUFA agreement re: layoffs for reason of financial necessity,

3. Recent IRCC Policy Changes: International Students and Implications for SSB (25 minutes) (G. Kanagarethnam, L. Hillcoat, A. Welsh)

L. Hillcoat and A. Welsh provide an overview of IRCC changes and their effects on Schulich's context. Councilors ask questions about the processing timelines in light of the increased refusals of study permits, layoffs at IRCC, possibility of doing student and alumni testimonials through new media.

Motion to extend the meeting by 15 minutes M. Biehl/B.Eberlein. motion carries.

Dean Zwick provides some additional context about the impact of the changes on Schulich and in terms of the input required by the SSIR team as well as program directors, area coordinators, and instructors in program initiatives such as establishing part-time options and the redesign of the MBA.

G.Kanagaretnam thanks the SSIR team as well as the program directors and faculty who are involved with program innovation and assures Council that the current context does not mean we are lowering our admission standards for our programs.

4. PhD/GBC/UBS Updates (3 minutes)

None

5. Other Business

None

6. Adjournment

Meeting adjourns at 1:16 pm.



EXECUTIVE COMMITTEE SCHULICH SCHOOL OF BUSINESS

A regular meeting of the Executive Committee of Faculty Council for the 2024-25 academic year was held remotely (via Zoom) on Friday, January 17 at 11:30 am.

MINUTES

In Attendance:

Chair: W. Shen

Vice-Chair: TBD

Secretary: K. Doyle

Assistant: S. Hyde

Members of Executive Committee Present:

P. Darke (PhD Program; Chair, PhD Committee)	K. Tasa (Associate Dean Academic; Chair, Master Programs Committee & Programs Coordinating Committee & EMBA Committee)
B. Eberlein (Director, BBA/iBBA; Chair, BBA/iBBA Committee)	V. Trivedi (Director, MAcc)
D. Johnston (Director, MSCM)	M. Valente (Director, MBA)
A. Joshi (Associate Dean Programs, Nominating Committee)	J. Yeomans (Director, MBAN and MMAI)
K. Kanagaretnam (Associate Dean Students; Chair, Masters Admissions Committee)	J. Yeung Do (Executive Officer)
P. Mehra (President, GBC)	L. Zhu (Chair, Community and Equity Committee; Director, MMgt)

Members of Executive Committee Absent/Regrets:

U. Alok (President, UBS)	M. Kipping (Associate Dean, EMBA; Director, EMBA)
X. L. Busani (President, PhD)	M. Kristal (Director, MBAt)
M. Cao (Director, MF)	A. Mawani (Director, MHIA)
J. Clayton (Director, MREI)	T. Noseworthy (Associate Dean External Relations)
A. Devine (Chair, Student Affairs Committee)	G. Packard (Director, MMKG)

E. Fischer (Chair, Tenure & Promotions Committee) (Associate Dean Research; Chair, Research & Library Committee)	D. Zwick (Dean)
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1. Welcome & Chair's Remarks

Chair calls order to meeting at 11:31 am. Provides overview of the EC agenda.

2. Review of January Faculty Council Agenda and Documentation

The Committee discusses the proposed agenda items and approves the draft agenda after a brief discussion.

3. Other Business

None

4. Adjournment

The meeting adjourns at 11:46 am.