



# School of Graduate Studies

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University of Toronto

December 1, 2003

Professor Carolyn Tuohy  
Vice-President and Associate Provost  
Room 206, Simcoe Hall  
27 King's College Circle  
University of Toronto

Dear Professor Tuohy:

At its meeting of November 25, 2003, the Council of the School of Graduate Studies approved the following motion:

**THAT** SGS Council approve the proposal of the Rotman School of Management to change the degree requirements of the Global Executive MBA Program, as detailed in the attachments, effective July 1, 2004.

The motion sheet and supporting documentation are attached. Division II Executive Committee approved the proposal on November 5, 2003.

On behalf of the Council of the School of Graduate Studies, I am presenting this item to Governing Council committees, for information or approval, as appropriate.

Yours sincerely,

Jane Alderdice  
Secretary to SGS Council  
and Coordinator of Policy, Program and Liaison

Encl.  
/smr

c.c. J. Cherry  
A. Drummond (with attachments)  
C. Johnston  
V. Makarovska  
G. Whyte  
S. Zaky (with attachments)

H:Council/FollowUp/2003-2004/Nov 25/Global EMBA Program Requirement Change

**Motion – Revised at Council**

**School of Graduate Studies Council  
Tuesday, November 25, 2003**

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Item 7.

**Proposals to change program requirements:**

**7.2: Management**

**MOTION** ( / ) **THAT** SGS Council approve the proposal of the Rotman School of Management to change the degree requirements of the Global Executive MBA Program, as detailed in the attachments, effective July 1, 2004.

*See proposal attached.*

**NOTE:**

Division II Executive Committee approved this proposal at its meeting of November 5, 2003.

With SGS Council approval, this item will go to Governing Council committees for approval or for information, as appropriate.



## MEMORANDUM

# Rotman

**To:** SGS Executive Committee      **Date:** November 12, 2003  
**From:** Glen Whyte, Associate Dean  
**Phone:** 416-978 4369

**Subject:** Additional information relevant to the Rotman School of Management request for approval for a revised Global Executive MBA Program

As outlined in a previously submitted memorandum, the Rotman School of Management is asking for approval to revise its Global Executive MBA program. The changes have minimal impact on the content of the program. The attached spreadsheet shows the equivalency of the course offerings between the Executive MBA and the Global Executive MBA, and the equivalency between the old GEMBA version and the revised one. There are minor discrepancies in the course titles, but this is due primarily to the updating of course titles.

We propose using the same course numbering system for the revised Global Executive MBA program as we do for the EMBA program (5000 series), as this would allow streamlining between the two programs. There is one course (Technology Innovation) which still carries a course number from the 2000 series, because it is currently taught in the full-time MBA program. This course could either receive a 5000 series number as well or could maintain the current course number.

The structural changes proposed are intended to bring the GEMBA program, which is currently taught at various partner locations for the first year, back under Rotman School of Management control. We believe that this will enhance the quality of the program and reflects the fact that students enrolled in the GEMBA program are ultimately University of Toronto students. To further increase the quality component, we are also changing our partner in Europe to the well-respected business school at the University of St. Gallen. Students will commence the program in Toronto at the Rotman School, and will also do module 4 here.

Please refer to the additional documents provided at the meeting for more details. We believe that these revisions represent an evolution, and not a revolution, for our program. I would be happy to answer any further questions as they arise.



## MEMORANDUM

# Rotman

**To:** SGS Executive Committee **Date:** November 12, 2003  
**From:** Glen Whyte, Associate Dean, Curriculum  
**Phone:** 416-946 7496

**Subject:** Approval for revisions to the Rotman School of Management  
Global Executive MBA Program

### Executive Summary

The Global Executive MBA Program (GEMBA) at the Rotman School of Management has been offered for seven years. The philosophy of this program is to allow students to develop a global managerial perspective by being taught in a truly international way:

- The student group is formed by leveraging international partnerships to create an international classroom, with students coming from Europe, North America, South America and Asia.
- Students are taught by faculty from Europe, the Americas, and Asia.
- Students are exposed to different cultural settings. For example, the GEMBA program currently takes place in three modules in Toronto, Shanghai, and Europe.

The Rotman School of Management is the lead partner for this innovative global program. The Rotman School

- is responsible for the conception of this program, both design and content.
- controls all admissions.
- controls execution of the modules, in part by actively managing them together with our partner educational institutions.
- selects the faculty and approves course outlines.
- upholds the academic standards and provides the degree to the students.

We are now proposing a revision to our GEMBA program. Currently, the first year of the program is delivered separately at the partner institutions before the students come together for the second year as a class cohort. We propose changing the structure by adding a fourth module, adding online courses, and extending the overall teaching time for our three existing modules. The additional online courses would cover the core of the first year program, which is currently offered separately at our partner institutions. The revised structure would allow us to run the GEMBA program coherently and under our leadership from start to finish instead of relying on our partner institutions to provide the first part at their schools. This would significantly strengthen our academic control. Students would now commence the program at the Rotman School and would pursue module 4 here as well.

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We also propose changing partners for this program. Our proposed partner is the University of St. Gallen, located in Switzerland. This university is highly regarded for its track record in both research and teaching. Our former partners, USW in Germany and LIMAK in Austria, had the status of training institutes (although most of the faculty for the program were employed by nearby universities and in some cases were Rotman adjuncts). This change we believe represents a step forward for the program.

We would like to be able to offer this revised program starting in July of 2004. The proposed revisions received approval by the committees and Faculty Council of the Rotman School of Management. Please see attachments circulated at the meeting for further details.

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## Revisions

The proposed revisions to the GEMBA program include **one more module plus online courses**, that are connected to in-class teaching. We currently have modules in Toronto, Europe, and Shanghai and we would like to add a 4<sup>th</sup> one in Brazil. The online courses will be a mandatory part of the curriculum and will be connected to course content taught in the classroom. This additional content has so far been taught separately for each student group at our partner institutions in Europe, before the students came together for their international experience. We would like to gain control over the content and offer the program cohesively under Rotman School of Management direction.

The curriculum content is entirely consistent with our Executive MBA program content (see Appendix B). Please find attached a brief description of the courses as well as draft course outlines (Appendix C) for all courses described. Please note that courses will be offered by Rotman and international faculty, as described in the program philosophy above.

The admissions criteria as listed in Appendix C are aligned with our Executive MBA program with one exception: We would allow individuals with 5 years of work experience to join the GEMBA program. This is mainly due to the work experience of our European participants: Many of them have advanced university degrees, and are in their early 30's before they enter the work force. Our target group (around 38 years of age) therefore sometimes has just 5 years of work experience since finishing their post-graduate studies.

### Teaching standards

To maintain high teaching standards, we will take the utmost care in choosing faculty who are both highly regarded in their area of expertise and have a proven track record of outstanding teaching. It is the philosophy of this Global program that we will leverage international faculty with state-of-the-art knowledge in their respective areas to teach the relevant courses. This means consequently,

- With the University of St. Gallen as a partner, we have a highly reputable business school for the module in Europe. St. Gallen has high standards similar to our own. Rotman will, of course, monitor the teaching performance.
- For the Brazilian module, we have the advantage of leveraging a long-standing partnership with the Business School of Sao Paulo. The teaching quality of local faculty members will be carefully monitored, and Rotman faculty could be used for a limited number of courses in this module.
- In China, we will rely on recommendations from various business school connections. These connections have been assembled over the last seven years of running the GEMBA program in China. Again, a limited number of Rotman faculty could be asked to teach in China to ensure high standards in all courses.
- Finally, our own University of Toronto full-time faculty will cover the Toronto module, and wherever possible the pre-modular courses and the inter-modular coursework.

The GEMBA program director, based and employed by the University of Toronto, has in all instances control over faculty selection and will monitor performance standards closely. All administrative support for this Global program will be provided by the University of Toronto.

Equivalency of Course Offerings: Executive MBA Global Executive MBA

EMBA Courses

GEMBA Courses

| Course Name  | Subject Area | Code  | Course Name   |
|--|--------------|-------|---|
| ECONOMICS 1  | MGT          | 5101H | ECONOMICS Part 1 & 2                                      |
| ECONOMICS 2  | MGT          | 5102H | MICRO ECONOMICS and POLITICAL ECONOMY                     |
| ACCOUNTING 1   | MGT          | 5201H | ACCOUNTING 1  |
| ACCOUNTING 2   | MGT          | 5202H | INTERNATIONAL ACCOUNTING                                  |
| FINANCE 1  | MGT          | 5301H | INTERNATIONAL FINANCE 1 and FINANCE & GLOBAL MARK         |
| FINANCE 2  | MGT          | 5302H | CORPORATE FINANCE   |
| MARKETING 1  | MGT          | 5501H | CREATING CUSTOMER VALUE (MARKETING)                       |
| MARKETING 2  |              |       | substituted by Technology Innovation (see bottom of list) |
| STRATEGY 1   | MGT          | 5001H | GLOBAL STRATEGIC MANAGEMENT 1                             |
| STRATEGY 2   | MGT          | 5002H | CORPORATE STRATEGY  |
| PERSONAL LEADERSHIP  | MGT          | 5004H | LEADERSHIP  |
| ORGANIZATIONAL LEADERSHIP 1: Building Teams/Performance Management | MGT          | 5601H | ORGANIZATIONAL LEADERSHIP 1: Global team leadership       |
| ORGANIZATIONAL LEADERSHIP 2: Negotiating                           | MGT          | 5602H | ORGANIZATIONAL LEADERSHIP: Negotiating                    |
| THE BUSINESS ENVIRONMENT 1   | MGT          | 5005H | CORPORATE GOVERNANCE                                      |
| THE BUSINESS ENVIRONMENT 2   | MGT          | 5006H | PROFESSIONAL RESPONSIBILITIES                             |
| BUSINESS OPERATIONS  | MGT          | 5401H | SUPPLY CHAIN MGMT   |
| BUSINESS OPERATIONS 2*   | MGT          | 5402H | USE OF IT TO MANAGE & ORGANIZE FIRMS                      |
| QUANTITATIVE REASONING FOR MGT                                     | MGT          | 5801H | QUANTITATIVE REASONING FOR MGT                            |
| INTERNATIONAL BUSINESS   | MGT          | 5007H | INTERNATIONAL RISK MGMT                                   |
| TOPICS IN STRATEGIC MGT  | MGT          | 5009H | TOPICS IN STRATEGIC MGT (Doing Business in...)            |
| INDUSTRY ANALYSIS PROJECT  | MGT          | 5010H | DEVELOPING A BUSINESS PLAN                                |
| CAPSTONE PROJECT   | MGT          | 5011H | GROWTH PROJECT  |
|  | MGT          | 2017H | TECHNOLOGY INNOVATION**                                   |

\*Currently not offered in EMBA

\*\*Currently taught in Full-time MBA

**COMPARISON OLD & REVISED GEMBA PROGRAM**

| First Year         | Old GEMBA Program                            | Offered by        | Revised GEMBA Program                                 | Will be offered by |
|--------------------|--|-------------------|---|--------------------|
| MGT 1306HS         | Fundamentals of Strategic Management (STRAT) | various partners  | Global Strategic Management 1                         | Partners' faculty  |
| MGT 1316HF         | Micro Economics (MIE)                        | various partners  | Micro Economics and Political Economy                 | Rotman faculty     |
| MGT 1317HF         | Macro Economics (MAE)                        | various partners  | Economics Part 1 & 2                                  | Rotman faculty     |
| MGT 1326HS         | Accounting for Management I (FA)             | various partners  | Accounting 1  | Rotman faculty     |
| MGT 1327HS         | Accounting for Management II (MA)            | various partners  | International Accounting                              | Partners' faculty  |
| MGT 1336HS         | Financial Management (FM)                    | various partners  | International Finance 1 & Finance & Global Markets    | Rotman faculty     |
| MGT 1346HS         | Operations Management (OM)                   | various partners  | Supply Chain Management                               | Partners' faculty  |
| MGT 1356HF         | Marketing Management (MKT)                   | various partners  | Creating Customer Value (Marketing)                   | Partners' faculty  |
| MGT 1367HF         | Managerial Skills Development I (MSD)        | various partners  | Quantitative Reasoning for Mgmt                       | Partners' faculty  |
| MGT 1386HF         | Quantitative Reasoning for Management (QRM)  | various partners  | Developing a Business Plan                            | Rotman faculty     |
| <b>Second Year</b> |  |                   |   |                    |
| MGT 2030           | Global Strategic Management                  | Rotman faculty    | Corporate Strategy                                    | Rotman faculty     |
| MGT 2532           | Global Marketing                             | Rotman faculty    |   |                    |
| MGT 2331           | International Finance                        | Rotman faculty    | Corporate Finance                                     | Rotman faculty     |
| MGT 2633           | Managerial Skill Development                 | Rotman faculty    | Organizational Leadership: Negotiating                | Partners' faculty  |
| MGT 2032           | Global Growth Project                        | Rotman faculty    | Growth Project  | Rotman faculty     |
| MGT 2065           | Industry Analysis and Entry Strategy         | Rotman faculty    | Developing a Business Plan                            | Partners' faculty  |
| MGT 2063           | Topics in Strategic Management               | Rotman faculty    | Topics in Strategic Management (Doing Business in...) | Rotman faculty     |
| MGT 2037           | International Business                       | Rotman faculty    | International Risk Management                         | Partners' faculty  |
| MGT 2064           | Business Government Relations                | Partners' faculty | Corporate Governance                                  | Partners' faculty  |
| MGT 2730           | Managing IT and Ecommerce                    | Partners' faculty | Use of IT to Manage and Organize Firms                | Partners' faculty  |
| MGT 2049           | Business Ethics/Environment                  | Partners' faculty | Professional Responsibilities                         | Rotman faculty     |
| MGT 2632           | Change Management/Organizational Leadership  | Partners' faculty | Leadership  | Rotman faculty     |
|                    |  |                   | Technology Innovation                                 | Rotman faculty     |