

VERSION

Approved
by DAC**NON-DEGREE CREDIT PROGRAM
FINAL APPROVAL****SHORT PROGRAM TITLE:***(A maximum of 30 characters including spaces including credential awarded)****Int'l Management Grad Certificate*****LONG PROGRAM TITLE:***(A maximum of 60 characters including spaces including credential awarded)****International Management Graduate Certificate*****FINAL PROGRAM NUMBER:***(To be assigned by the Registrar)*

To be determined.

PROGRAM RATIONALE

The one year International Management Graduate Diploma currently requires students to complete a semester of study at Capilano University followed by a full semester of study in the UK. Due to the fact that some of these students may have personal or family challenges, work requirements which will not allow a 3 month leave of absence or could potentially be denied a UK visitors/study permit, we are proposing the addition of an "exit with a certificate" for students in this program who complete the first semester of study but are unable to complete the second full term of study abroad for personal or professional reasons.

PROGRAM DESCRIPTION FOR THE CALENDAR AND THE WEBSITE*(Five hundred words or less)*

Today, over 35% of Canada's jobs relate to international trade. In the future, the continued globalization of trade will have a significant impact on Canada's role on the world stage. These factors make an international business education very valuable in the business world. This program offers undergraduate business students an opportunity to specialize in the area of international business management.

This International Management Graduate Certificate is designed for students with an undergraduate degree in any discipline. The program will be of interest to domestic or international students who wish to pursue a career in companies where international activities play an important role. This program provides valuable high level business skills that are beneficial to an international career in any industry or sector. This program is open to students who have little or no work experience.

The program aim is to provide a range of subject matter and learning experiences that will both meet the needs of a diverse student group. The program is a contemporary, critical, integrated and applied program of study offered at a graduate level within the area of international business management.

The structure of the program is designed such that students can consolidate their understanding of a wide range of business-related disciplines, and of the relationships between functions within organizations, while building up specialist knowledge of the distinctive challenges of operating, leading and marketing effectively across international borders.

Skills developed during the program include international business strategy, leading others, marketing across cultures and international project management. Students develop and apply the ability to critically analyse complex international business problems and generate and evaluate options leading to effective solutions.

Students attend lectures which are supported by guest speakers, group projects and current readings. Classes are offered face to face, online and mixed mode. Faculty in this program have extensive experience teaching and conducting business internationally. The program is capped at a maximum class size of 35 students to allow a high level of student to faculty contact, discussion and hands-on practical learning exercises.

Graduates are equipped for careers in a wide range of international organizations, including the not for profit sector, small and medium-sized enterprises seeking to expand internationally, and firms with home bases in Asia, Africa, Eastern Europe and Latin America, as well as established Western multi-national companies.

PROGRAM LEARNING OUTCOMES

Graduates of this program will possess the qualities and transferable skills necessary for successful employment in international organizations in North America and abroad.

Program Student Learning Outcomes. upon completion of this program, graduates will be able to:
Develop reasoned strategies and arguments for assessing business related problems and opportunities, and create practical recommendations which recognize the international context of business practices.
Understand, leverage and incorporate international specific perspectives, values, beliefs, diversity and cultural differences when communicating those recommendations to others.
Engage in a personal reflection of how international business practices compare and contrast with the business practices of the students' country of origin and express that reflection through a case analysis and presentation which demonstrates an ability to function in the international business community.
Incorporate an international perspective of community/global consciousness, responsibility and sustainability when analysing business problems or opportunities, developing appropriate alternative strategies and selecting courses of action.
Make effective decisions regarding policies, business strategies and daily business operations of a business operating in international markets.
Demonstrate team leadership and membership in an international organizational context.

OUR COMMITMENT TO ASSESSMENT AND CONSTRUCTIVE FEEDBACK

Knowledge and understanding for all outcomes are assessed through a combination of examinations and in-course assessments including individual and group presentations, essays, group projects and business reports. In addition to face to face teaching, students will also communicate with instructors and fellow students using various online tools and technology. Wherever possible external assessors are invited to attend presentations.

Skills of synthesis and of abstracting meaning from information are assessed in particular by the dissertation or integrated research project.

The Faculty of Business is committed to providing feedback that rewards excellence and motivates personal development. Faculty members use a mixture of personal, peer and professional assessment so that students have a diverse view of their skills progression and abilities development. We believe it is important to use broad feedback to enhance the quality of learning.

The assessment model is designed to give a fair reflection of the letter grade earned, as well as a road map for the development of personal skills and abilities. Students will be assessed at the level of comprehension demonstrated for each skill and ability in the course. Grades are a function of how students have met course expectations based on their comprehension level.

Six "Levels" of Comprehension

KNOWLEDGE	
1. Recognize	Be able to identify the components of a framework or tool.
2. Define	Be able to describe the aspects of the components of the framework or tool.
APPLICATION	
3. Use	Be able to manipulate the framework or tool to cause a result.
4. Interpret Results	To understand the result of the manipulation in a meaningful way.
JUDGMENT	
5. Situational Use	To be able to identify situations where the framework or tool should be applied, and then apply the framework or tool, including using the results effectively.
6. Adaptation	To be able to creatively adapt the framework or tool such that its use will be maximized in a given situation.

GENERAL EDUCATION

Describe how the program meets the general education requirements specified in Senate's policy on Requirements for Credentials.

This program aims to incorporate ideas and content from different disciplines to increase the student's critical thinking and general awareness and understanding of important cross-disciplinary issues. The program aims to deepen student understanding by including multiple disciplines in the subject matter.

CREDENTIAL TO BE AWARDED

International Management Graduate Certificate

PROGRAM PROFILE

For the first semester, Course Approval Forms must be presented simultaneously with this request for final course approval. Tentative course numbers and titles may be used for subsequent terms. If necessary, additional semesters may be added.

- INMA 500 International Business Strategy 3 credits
 - INMA 505 International HRM 3 credits
 - INMA 510 The Effective Manager 3 credits
 - INMA 515 Marketing Across Cultures 3 credits
 - INMA 520 International Research Project 3 credit
- Total Credits: 15

Program Summary:

<p>INMA 500 International Business Strategy</p>	<p>This course explores the challenges faced by international firms in building and sustaining competitive advantage within a complex, uncertain and rapidly changing global business environment. It will use a range of theoretical tools and concepts to explore the meaning of both quantitative and qualitative case study evidence. Students will examine how and why firms develop a range of strategic approaches to international business challenges, balancing a consideration of internal organizational influences and stakeholder pressures against an evaluation of the impact of competitive rivalry and broader environmental forces. A range of theoretical perspectives and debates will highlight the conflicting tensions felt by managers engaged in the international business strategy process, particularly the tension between demands to be responsive to national differences and economic pressures while also becoming more efficient and globally integrated. Students will generate and critically assess a range of strategic options available to managers in specific case situations.</p>	<p>3.00 credits</p> <p>4 hrs 15 wks</p> <p><i>2.40 registration</i></p> <p><i>4 hrs hr</i></p> <p><i>2x</i></p> <p><i>1x3</i></p> <p><i>missed meet</i></p>
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INMA 505 International HRM	The aims of this course are to enable students to critically explore the management of people from an international perspective, analysing the complex HRM and employment relations policies, strategies and practices that organizations pursue in the context of globalisation. The course explores the functional and strategic requirements of HRM in the international organization and how international issues of workforce mobility and other economic, technological, political, cultural, environmental and social pressures impact on HRM and employment relations. The course explores the theory and evidence for convergence and globalisation in HRM practices, and critically assesses the methodological issues behind such comparative international research.	3.00 credits 4 hrs 15wks
INMA 510 The Effective Manager	The course seeks to investigate a range of contemporary management attributes and skills. The choice of specific attributes and skills will be influenced by the students themselves, but may include some of the following issues: leadership, teambuilding, communication, consultancy skills, negotiation and influencing, giving and receiving feedback, presentation skills, interviewing skills, media handling, critical thinking, creative thinking, mentoring and coaching. Models and competence frameworks for management and leadership are analyzed and applied. The concepts behind models of management learning processes are investigated. Practical self-development and self-diagnostic tools, including an understanding of continuing professional development are utilized.	3.00 credits 20 hrs 3 wks
INMA 515 Marketing Across Cultures	This course will explore key issues of cultural diversity and the process of formulating cross-border marketing strategy. Students will be introduced to key concepts, theories and models of cultural diversity and managing cross-border marketing, including some influential theories of consumer behaviour and marketing communications. The course seeks to analyse the process of cross-border marketing whilst critically evaluating strategies and processes adopted by leading global players. The course will explore relevant academic theory, whilst focusing on key subject areas such as understanding culture, cross-border marketing and managing marketing alliances across borders.	3.00 credits 4 hrs 15wks
NEW INMA 520 International Research	This course provides students with the opportunity to work on an international research project. Students are required to apply graduate level skills of independent research, analysis, evaluation, writing and presentation.	3.00 credits Mixed Mode Condensed format
Total Number of Credits:		15 Credits

Signature of Registrar

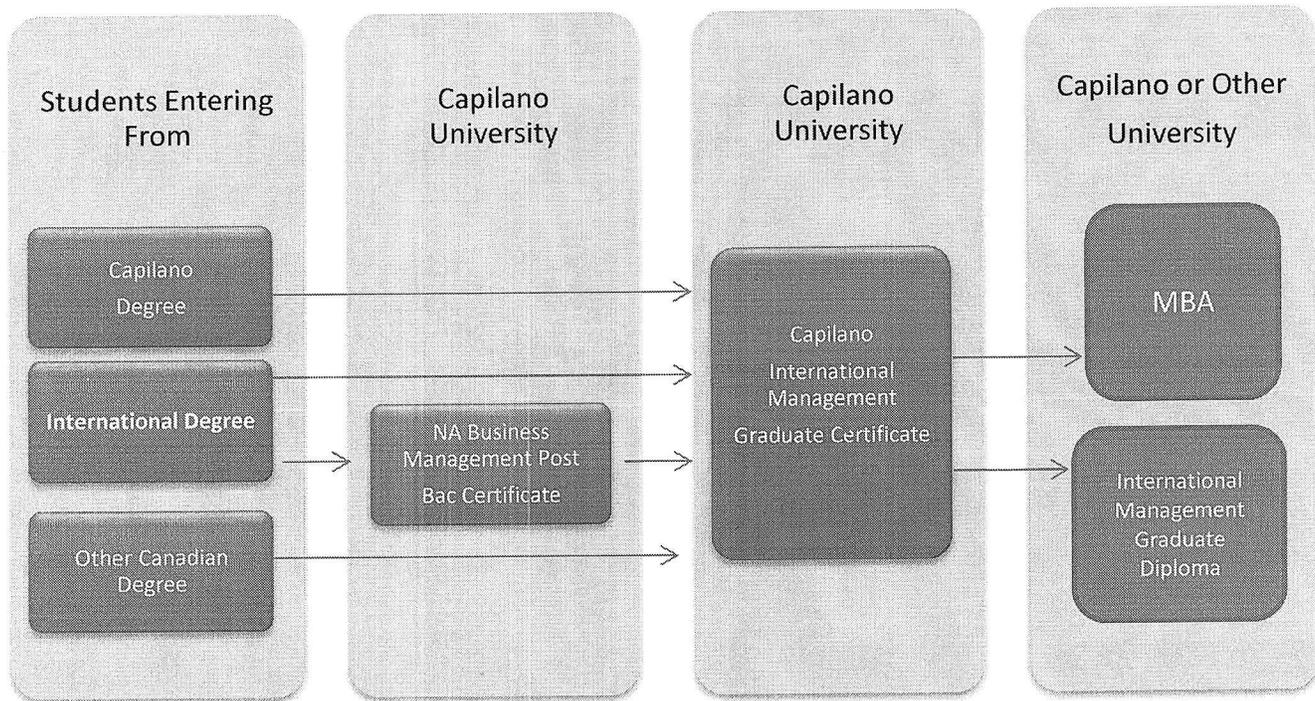
Date

LADDERING:

(Identify entry and exit points from this program to other Capilano programs)

This program will target local and international graduates of degree programs. This program is also designed to be the next step for recent graduates of the North American Business Management Post Baccalaureate Certificate and our 4 year BBA degree. International students or recent immigrants to Canada with an undergraduate degree may also be interested in adding an additional term of study to gain international business management specific expertise.

Graduates of this International Management Graduate Certificate will be prepared to continue on to the International Management Graduate Diploma or various specialty MBA programs if desired.



POTENTIAL FOR TRANSFER:

It is our intention to explore and build relationships with other institutions to help graduates of this program transition to other masters level graduate programs such as specialty MBA's.

PROGRAM LENGTH:

One full time semester, 2 or more years part-time.

FORMAT:

It is expected that this will be a cohort program with students enrolled full-time. However, accommodation will be made for part-time students as well.

SCHEDULE:

The program will be offered in the daytime, Monday to Friday and on weekends.

ADMISSION REQUIREMENTS:

Post-Secondary requirement:

- Completion of a North American Business Post Baccalaureate Diploma at Capilano University with a Cumulative GPA of 3.0 or higher; or
- Completion of a 4 year undergraduate degree from a recognized institution with a Cumulative GPA of 3.0 or higher; or
- A degree equivalent professional qualification with a Cumulative GPA of 3.0 or higher approved by the Programme Chair.
- 2 page letter of intent.
- Resume or experience summary.

English Language requirement

TOEFL/ELA/IELTS/CAEL/PTE for students whose primary language is not English:

- Test of English as a Foreign Language (TOEFL): paper=560, computer=220, internet=83, or
- English Language Assessment (ELA)=145, or
- International English Language Testing System (IELTS)=6.5 overall, and no one score less than 6, or Canadian Academic English Language Assessment (CAEL)=70, or
- Pearson Test of English (PTE Academic)=56 or
- Capilano University ESLF 080 with a minimum B+ grade.

Admission/Application note:

The English Language proficiency requirements will be considered met for students who have completed the North American Business Management Post Baccalaureate Diploma at Capilano University.

Interview:

For non-Capilano University graduates, a personal interview will be conducted before acceptance into the program if the student is residing in Canada. A phone or Skype interview will be conducted if the student is living abroad.

RESOURCES REQUIRED

SPACE

Classroom: Standard classrooms with podium and computer with a projector.

Lecture Theatre: Not needed.

Seminar Room: Needed for various seminars or guest speakers.

Lab: Needed for classes that require advanced Financial forecasting or modelling and or Project Management software.

Other: Meeting rooms may be needed for practicum workshops and work term preparation.

GENERAL EQUIPMENT

Students will need access to a computer equipped with internet access in order to complete course assignments.

AUDIO VISUAL EQUIPMENT

Students will occasionally borrow video camera and editing equipment for various course assignments.

LIBRARY

A number of current business case studies and international business management DVD's will be ordered which highlight best practices in international business management. Students will also access existing video resources currently available in the library. Students will need online access to Capilano University's online business databases and resources which include business journals, magazines and publications such as Harvard Business Review, Globe and Mail Online, etc. in order to conduct research and complete assignments.

STUDENT SERVICES

Students will need the support of a number of Capilano's services.

These include:

- Enrolment Services
- Counseling and Learning Support
- IT Services
- Library Services
- Career Resource Centre
- Student Employment Centre
- Center for International Experience

COMPUTERS

(Labs, Software, etc.)

- One computer lab will be needed for one or two courses. We already have a software license to use MS Project.
- Standard classrooms with podium will be required for the other courses.
- Students will create an e-portfolio online.
- Students will be required to have their own access to basic business applications for their assignments and course work. These include MS Excel, MS Word, MS PowerPoint, email or their equivalents.

FIRST OFFERING OF THE PROGRAM:

September 2013

FREQUENCY OF STUDENT INTAKE:

September intake each year. An additional January intake when demand permits.

CAMPUS WHERE PROGRAM OFFERED:

North Vancouver

CONSULTATION

A number of departments and individuals were consulted in the creation of this program.

Department	Input Received and Incorporated	Signature
Executive: Catherine Vertesi	Feb. 12/2013	
School of Business: Charlene Hill Dean Graham Fane Nancy Tran Jorge Ocegüera Anne Watson Noel Genoway Todd Newfield	Feb. 12/2013 Feb. 12/2013, March 11, 2013 Feb. 12/2013 Feb. 12/2013 Feb. 12/2013	
CCCM Convenors Graduate Diploma Unit BADM dept meeting DAC	Feb. 12 email, march 12 meeting March 13 meeting approval	
Communications: Ted Hamilton		
Tourism: Chris Botrill Dean		
Paralegal: John Fairlie		
Employability Services: Shoshanna Somerville		
International Office: Yvonne Leung Donna Hooker		
Registrar's Office: Karen McCredie Jennifer Lashek		
Senate Tammy Towill		
Teaching and Learning Centre ???? who?		
Library Services		
IT Services		

COORDINATING FUNCTIONAL AREA:

School of Business

CONTACT PERSON:

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604-612-2008 cell

The following signatures indicate that the Non-Degree Credit Program proposal format for the following program has been reviewed and approved.

DAC Recommendation

Dean *Date*

Registrar's Review

Registrar *Date*

SCC Recommendation

Chair *Date*

Senate Approval

Chair (or Co-Chair) *Date*