

International Business Diploma Program

Curriculum Validation

Final Report

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Submitted to:

Graham Thomson, Chair Management and Marketing

Submitted by:

Leslie Wilder, Program Leader, Curriculum Validation Facilitator

Craig Edwards, Curriculum Consultant, Program & Curriculum Development

Mike Stuhldreier, Curriculum Consultant, Program & Curriculum Development

Lily Bale-Feldman, Curriculum Validation Facilitator

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International Business Diploma Program Faculty

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Sheila Champagne	Scott Halpenny
Judy Grant	Mónica Ruiz.

International Business Diploma Program Advisory Committee

Ossama Abouzeid	- Central Canadian Structures
Francois Catellier	- Golden Meadow International
Suzanne Cormie	- International Trade Centre
Brad De Serrano	- Graduate of the International Business Program
Chris Dobbs	- Human Resources Development Canada
Alan Foy	- Wardrop Engineering Inc.
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Without the support of the business community it serves, the college would not be able to provide the richness and quality of learning that it does. Without the dedication and creativity of faculty, the college would not be able to meet the needs of students as well as it does. Without the ongoing commitment of Advisory Committee members, the college would not be able to stay as current as it does. On behalf of Red River College, we thank you and invite your continued interest in the International Business Diploma Program.

Leslie Wilder, Lily Bale-Feldman, Craig Edwards, and Mike Stuhldreier

International Business Diploma Program

Curriculum Validation Report

Introduction

The Curriculum Validation for the International Business Program was carried out between October 2002 and June 2003. The purpose of the Curriculum Validation process was to analyze the current status of the program and to chart a course for program renewal.

The Curriculum Validation process employed by Red River College (RRC) uses a structured format identifying the current status of industry expectations, a description and vision for a desired future state, and a 5-year plan for creating the desired future state.

Wherever possible, the process endeavours to be synergistic by providing avenues for several strategic objectives to be achieved simultaneously. In the case of the International Business Diploma Program, Curriculum Validation sought to address the issue of accreditation through the Forum for International Trade Training (FITT). This accreditation will provide students with an additional credential and, thereby enhance their marketability.

Curriculum Validation Deliverables

Normally, the Curriculum Validation model produces 8 deliverables. For this Curriculum Validation, a ninth deliverable was added. This deliverable was an evidence grid produced by comparing the Proposed Program Learning Outcomes for International Business with FITT learning outcomes. The evidence grid enabled the program Chair to document the curriculum content equivalencies needed to support accreditation. Also the success indicators were added to the goal statements (Appendix H).

At the conclusion of the International Business Curriculum Validation, the deliverables include:

1. Environmental Scan and Key Findings of similar programs across Canada and South America.
2. Industry Occupational Analysis (DACUM)
 - o Emerging and Retiring Trends for International Business
 - o Chart
3. Faculty Graduate Analysis Chart
4. An Integrated Chart
5. Proposed Program Learning Outcomes
 - o Learning Outcome Statements
 - o Elements of Performance
6. Evidence Grid for Accreditation: Cross-referencing between Proposed Program Learning Outcomes and FITT Learning Outcomes.
7. A Vision and Goal statement for the next three to five year period.
8. A Program Renewal Plan with accompanying Gant Chart
9. The final report

Outcomes from the Deliverables

1. Environmental Scan and Key Findings (Appendix A)

The Environmental Scan provides the faculty, program leader and program Chair with valuable detail on a variety of components of similar programs offered in other colleges and universities. The scan gathers international, national and regional information on trends influencing program development and direction and provides detail on the number of faculty and students, credentials issued, curriculum model, content, assessment methods, challenges, and partnerships.

The following Institutions were scanned:

- **Post Graduate Programs:**
 - **Red River College** – International Business
 - **Sheridan College** – International Business
 - **Niagara College** – International Business Management
 - **Capilano College** – Latin American Management
 - **York University** – International Master in Business Administration
 - **Universidad Gabriela Mistral** – International MBA (Meigen)
 - **Universidad de Belgrano** – MBA concentration in Int'l Business

- **Under Graduate Programs:**
 - **Mount Royal College** – Business and Entrepreneurship – Concentration in International Business
 - **British Columbia Institute of Technology (BCIT)** – International Trade and Transportation
 - **New Brunswick Community Colleges –St. Andrew** – International Business: Latin American Studies
 - **Carleton University** - Bachelor of International Business
 - **Instituto de Formación Empresarial (IFE)** – International Business (SME/Entrepreneurial Focus)
 - **University of Victoria** – Bachelor of Commerce – Concentration in International Business.

Program Features:

- Most of the programs put emphasis on English Communication Literacy.
- The majority of the programs are looking for higher admission standards (e.g.: Academic, TOEFL, others).
- Some institutions have a formal leveling process prior to the beginning of the Program (e.g.: Computing, Financial Maths, Communication) (e.g.: York University, Universidad de Victoria, Universidad Gabriela Mistral, Universidad de Belgrano).
- Prior Learning Assessment is available in very few institutions (e.g.: BCIT, New Brunswick Community Colleges).
- Some institutions demand a minimum graduation requirement to continue placed in the program. (e.g.: Carlton University)
- Two institutions have mandatory period abroad.
- Ten out of twelve institutions have a Work Experience Component (training on the job).
- Some institutions have a mandatory Foreign Language Courses (e.g.: York University, Capilano College, New Brunswick Community Colleges, Carleton University, IFE .

- Most of the institutions have courses taught by actual practitioners/experts (e.g. Niagara College, Universidad de Belgrano, IFE, Capilano College)
- Some institutions require independent or self-study. (e.g. Niagara College)
- One university offers refresher courses for graduates of the program (Universidad de Belgrano)
- Some programs require students to be working (e.g. Universidad de Belgrano).

Student Evaluation:

- Assessment of student achievement is varied across the institutions scanned and included:
 - team work assessment (e.g. Universidad de Belgrano, University of Victoria); or written and oral individual work (BCIT)
 - evaluation designed by the advisor based on the student’s proposal for the Directed Field Studies (Mt. Royal College)
 - individual exams, essays or tests with short answers (IFE), and
 - assessment on performance and written work (University of Victoria).
- Some institutions have formalized the use of faculty advisors within the program (e.g. Carleton, Capilano College).
- Many institutions have the work experience evaluated both by the Employer and the College/University. (e.g. Niagara College, Capilano College)
- Some institutions offer students a “Notification of student academic process early in the term” (e.g. Niagara College).

Curriculum Content:

- Not all the programs require or teach an additional language, but the majority do. When an additional language is not required, it is generally because of the focus of the course (e.g. BCIT - International Trade and Transportation Program)
- Project Management is taught in almost all the institutions scanned. (e.g. University of Victoria, BCIT, Capilano College, Sheridan, Mt. Royal, New Brunswick-St. Andrews, Universidad de Belgrano, Universidad Gabriela Mistral, IFE).
- Political Science or International Relations is taught in almost all the institutions scanned. (e.g. BCIT, University of Victoria, York University, Carleton, Capilano College, New Brunswick – St. Andrew, Universidad Gabriela Mistral)
- Communication Courses are a component within almost all institutions scanned.
- 50% of the scanned institutions do not have a computing course and the remaining 50% offer computing in the 2nd term.
- A course in Negotiation appears clearly in four institutions (Capilano College, Mount Royal College, Universidad de Belgrano, Universidad Gabriela Mistral); however, negotiation might be a topic within another course.

Most Current and Coming challenges:

- Need to find faculty with industry experience (e.g. Carleton University, Universidad Gabriela Mistral, Universidad de Belgrano).
- Difficulty in finding funding. (e.g. Capilano College)

- Difficulty in finding students with the right mix of maturity and aptitude for international business.(e.g. Universidad de Belgrano, Capilano College)
- Challenge to find business mind-set in students (e.g. Carleton University, Mt. Royal College)

Analysis and Recommendations:

The International Business program at Red River College contains components of many of the institutions scanned. These components include a work experience component, courses delivered by industry practitioners, Project Management and International Relations, an emphasis on English communication literacy, and the use of appropriate approaches to assessment of student learning.

This is reflected in Program's goals:

- "Provide graduates with excellent skills and knowledge in all aspects of International Business"
- "Ensure high standards by employing clear, consistence and current evaluation tools and methods"
- "Provide a comprehensive curriculum that meets the dynamic needs of the business environment "

2. Industry Occupational Analysis Chart (DACUM) and Emerging and Retiring Trends (Appendix B)

The Industry DACUM workshop was held on February 19 and 26, 2003 and was attended by Industry practitioners from the public and private sectors.

As a two-day brainstorming workshop with industry service providers, the process identified the current competency requirements as well as the retiring, sustaining and emerging trends within the field of International Business. The resulting DACUM chart identifies the skills, attitudes and characteristics that are expected of a graduate and provides a framework for the educational program. The Industry Occupational Analysis forms the basis for the development of program learning outcomes and for program renewal. It becomes the faculty's responsibility to determine how those outcomes can best be met by the program curriculum within the scope of the program resources, instructors, entry abilities of the learners, and the program partnerships.

Emerging and Retiring Trends in International Business Identified by Industry Practitioners:

Retiring Trends:

- Full-service airlines forced on all travelers
- Amount of bureaucracy
- Focusing solely on large corporate
- Local or regional aspects of business
- Regional trade shows (less emphasis)
- Decline of reliance/dependence on U.S. market
- Importing for "smaller" companies
- Less emphasis on quality management (it is a given and expected)
- Looking to government for strategic direction
- Reduction of suppliers

Emerging Trends:

- Liberalized international regulations increased risk-taking in difficult markets and desire to do business
- Technology impact on exporting and market development
- Increased export development
- Joint ventures internationally
- Increase interest in biotechnology and environment
- Import businesses consolidating/merging
- Strategic (lean) manufacturing
- Educational strategies driven by international business objectives
- Increased expectations around technology
- Deliver quality in quick time frames
- Government as facilitator for industry bad strategic direction

3. Faculty Graduate Analysis Chart (Appendix C)

The Faculty Graduate Analysis Workshop was conducted on April 3rd and was attended by several internal and external faculty members from various disciplines including: marketing, sales and negotiation, accounting, finance, foreign language and protocol among others.

The one-day brainstorming workshop resulted in a Faculty Graduate Analysis that identified the skills, abilities, and characteristics of a graduate from the program. The resulting chart was cross-referenced with the industry DACUM and the College-wide Learning Outcomes in the creation of an Integrated Chart.

4. Integrated Chart (Appendix E)

The outcome of the workshop is a single, composite chart resulting from the cross-referencing of the competencies identified in the Industry Occupational Analysis (DACUM) Chart, the Faculty Graduate Analysis Chart and the College Wide Learning Outcomes. The College-Wide Learning Outcomes were adopted by Red River College and are based on the Conference Board of Canada 2000 Employability Skills. These outcomes are to be incorporated into all college programs and are articulated in both the college Strategic Plan and Operational Plan.

The Integrated Chart (matrix) is the key foundation document for the development of the Proposed Program Learning Outcomes.

Analysis and Recommendations:

The analysis of the Integrated Chart identified some differences between industry and faculty expectations.

After a thorough discussion, faculty decided that changes should be made to the program in an effort to meet industry expectations. The changes include an expanded work experience component and creation of a project management and an international relations course. Other industry expectations of graduates that cannot be addressed as they are out of the program's scope include the development of compensation programs, lobbying for regulatory change, and productivity assessment and measurement.

These are consistent with the program's goal statements:

- "Provide graduates with excellent skills and knowledge in all aspects of International Business"
- "Ensure high standards by employing clear, consistency, and current evaluation tools and methods."
- "Provide a comprehensive curriculum that meets the dynamic needs of the business environment"
- "Assess applicant competencies to provide support to ensure students success"
- "Enhance and maintain an excellent reputation in the marketplace"

5. Proposed Program Learning Outcomes – Synopsis (Appendix F)

From the integrated program learning outcomes chart, a set of learning outcomes at the program level were developed in a collaborative process between the Curriculum Consultants, the Curriculum Facilitator, and program faculty representatives. This set of PPLO's is intended to describe the skills and abilities that program grads will develop as they progress through the program. It also acts as a focus for course development and revision to ensure that all course learning outcomes are integrated within the program and clarify the expectations of the graduate.

The graduate has to reliably demonstrate the ability to:

- *Develop an International Marketing Plan which includes a market analysis, marketing strategies, marketing objectives, marketing mix, budgetary considerations and evaluation criteria.*
- *Conduct research to support success in International Business.*
- *Act professionally and assume a leadership role when necessary.*
- *Communicate effectively with a variety of audiences.*
- *Supply principles of sales and sales management.*
- *Apply financial knowledge and skills to the operation of an international business.*
- *Identify, understand and react to areas of risk.*
- *Understand the needs of the customer and the capabilities of the organization in order to give the best possible solution to the client.*
- *Apply technology and computer skills and knowledge to support international business functions.*
- *Plan, implement, direct and monitor projects.*

6. Evidence Grid for Accreditation: Cross referencing between Proposed Program Learning Outcomes and Forum for International Trade Training (FITT) Learning Outcomes (Appendix G)

The comparison was done at the requirement of the Chair of Marketing and Management in order to seek accreditation from FITT to provide added value for graduates. The two main sources of evidence for the cross-referencing were the current course outlines and the Proposed Program Learning Outcomes.

7. Vision and Goals (Appendix H)

The Visioning Workshop was held in May 2003 with participants from the International Business Advisory Committee, the Chair of Management and Marketing, the program leader, and faculty. The following are the vision statements that were generated and distilled by the participants. Based on the previous workshops' results and environmental scan summary, the resulting vision statements provide the program's faculty and Chair with a synthesis of the possible directions the program can take. Along with research data from other sources, the Chair and the CVF use the vision statements to frame practical and realistic goals that will form the program's renewal plan to create the future vision for the program. The question central to the visioning process is: "In three to five years, the International Business Program will be a leading contributor to the field. What will be the key characteristics and features of the program."

For details on the implementation tasks related to the goals, please see Appendix H.

International Business Program – Vision Statement

The International Business program at Red River College provides a current, comprehensive and highly regarded program which enables our graduates to perform professionally and successfully in the international market place.

- *Provide graduates with excellent skills and knowledge in all aspects of international business.*
- *Ensure high standards by employing clear, consistent, and current evaluation tools and methods.*
- *Provide a comprehensive curriculum that meets the dynamic needs of the business environment.*
- *Achieve and maintain a culturally diverse group of 16 to 20 students.*
- *Achieve and maintain an excellent reputation in the market place.*
- *Assess applicant competencies to provide appropriate support to ensure students success.*

8. Program Renewal Plan and Gantt Chart (Appendix I)

Outcomes of the curriculum validation process indicate that the International Business Program, while strong, can benefit from continuous improvement measures in pursuit of quality assurance. The Chair of Management and Marketing, program leader, Advisory Committee Members and faculty as a whole have committed themselves to a set of program renewal challenges over the next 3-5 year period.

Results of the above mentioned process indicate that the current program matches the Proposed Program Learning Outcomes quite well. Two specific content areas – project management and international relations – need to be enhanced. As well, the program needs enhanced marketing efforts to ensure that classes are of an appropriate size. Specific points of the renewal plan include:

- Using the Program Learning Outcomes, the program will convert to a semester format, with the first semester starting in early January and ending in late April, and the second semester starting in early September and ending in late December. This will allow better linkages with other institutions and aid in attracting more students.
- As part of the conversion to semesters, new courses will be created in Project Management and International Relations. Current courses will be adjusted either by lengthening and/or combining and some courses will be converted to half courses to ensure that the current content is not diluted. With a longer break between terms, the work experience will be expanded to a minimum of 6 weeks.
- As part of the conversion to semesters, the accounting courses will be refocused to better cover mathematical skills and financial statement interpretation, while decreasing the focus on traditional accounting.
- The program will seek accreditation with the Forum for International Trade Training (FITT) to provide added value for graduates, who will receive credit for the entire academic portion of the Certified International Trade Practitioner designation. This will raise the profile of the program and attract additional applicants.
- Promotion efforts will be enhanced with a combination of advertising and in-person promotion to specific target groups, including international students and graduates of the University of Winnipeg and the University of Brandon. This will include personal visits, booths at career fairs, the use of testimonials from graduates, and participation in business associations..
- The program will continue to attract a diverse mix of applicants, both in terms of national origin and educational experiences. Therefore, short (approximately three week) preparatory courses will be added to ensure that all students have appropriate computer, communication, and mathematical skills. As well, entrance requirements, including TOEFL scores, will be reviewed.
- Steps will be taken to ensure that all course outlines follow the RRC standard format.

- A policy will be implemented to require a minimum 2.00 sessional grade point average to progress to the following term.
- Until the next formal curriculum validation, ongoing curriculum renewal will be undertaken.
-

Summary and Conclusions:

The underlying purpose of the Curriculum Validation process is to assess not only the program's strengths, but to provide a focus for areas of improvement, such as:

- *Increased promotion of the program*
- *Increased practical experience*
- *New academic courses*
- *Levelling entrance abilities*
- *Raised TOEFL entrance requirements*
- *Conduct a Students' Survey 2-5 years after graduation and not before.*

This report, along with the number of inputs provided to the Chair, will facilitate the assignment of resources to accomplish the renewal plan goals over the 5-year timeframe. The curriculum validation model provides a preliminary benchmark against which program curriculum renewal can be tracked and measured for International Business. Through this process, Industry Representatives have indicated that the International Business Program is indeed training graduates for the world of work as they move into the workplace. The Curriculum Validation process has produced a number of renewal goals to ensure that International Business graduates are well prepared to continue to be successful in their careers. This renewal process will allow Red River College to maintain its presence as one of the pre-eminent 2-Year schools in Canada.

APPENDIX A - Environmental Scan

<p>1. Red River College</p> <ul style="list-style-type: none"> Address: 2055 Notre Dame Avenue Winnipeg – Manitoba R3H 0J9 Website: http://www.rrc.mb.ca Contact person: Leslie Wilder – Program Leader Advanced Diploma, Int’1 Business Room 509, Building C Phone: (204) 632-2378 E-mail: lwilder@rrc.mb.ca 	<p>2. Size of Program</p> <ul style="list-style-type: none"> Faculty members: 10 Number of students: 10-18 	<p>3. Credential Issued</p> <p>Advanced Diploma, International Business</p>	<p>4. Program Features</p> <ul style="list-style-type: none"> One-year Advanced Diploma Program. Full-time program Three-terms academic studies + Four weeks Work Placement Program (Internship) + Optional Int’1 field trip after graduation. The Program includes: <ul style="list-style-type: none"> Development of a feasibility study appropriate to the international marketplace. A comprehensive treatment of various aspects of international trade. Custom-designed foreign language courses. Work experience with an organization involved in global marketing. Optional international business trip. Optional international exchange program. <p>Admission Requirements:</p> <ol style="list-style-type: none"> University Degree or College Diploma (two-year program or longer) and Submit a detailed Resume. TOEFL 550/212 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> Classes focus on: <ul style="list-style-type: none"> Case study + Discussion, with innovative projects designed to apply int’1 business theory. Guest speakers Interaction with the Int’1 Business Community. Students are required to work in small teams and partner local enterprises. Over the 12 month period, a feasibility study and marketing plan will be prepared. Many of the courses are delivered by industry professionals 	<p>6. Curriculum Content</p> <p>Term 1:</p> <ul style="list-style-type: none"> Industry Project A Computer Applications Introduction to Int’1 Business Int’1 Marketing Introductory Accounting Cross-Cultural Communication Economic Geography-1 Int’1 Traffic and Logistics <p>Term 2:</p> <ul style="list-style-type: none"> Int’1 Political Economy Culture and Ethics Industry Project B Professional Development in Int’1 Business Int’1 Marketing Management Work Experience Introduction to Foreign Language and Protocol 1 Int’1 Business Law Cost Accounting <p>Term 3:</p> <ul style="list-style-type: none"> Int’1 Trade Finance Export/Import Considerations Industry Project C Economic Geography 2 Int’1 Trade Management Int’1 Sales and Negotiation Int’1 work Experience Foreign Language and Protocol <p>For course outlines click here or read the printed version.</p>	<p>7. Student Assessment</p> <p>Work placement is evaluated by employer, college and staff.</p> <p>A panel of judges evaluates the feasibility study.</p> <p>Each course is evaluated appropriate to the curriculum college grading scale.</p>	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> Difficulty in attracting quality Canadian students, younger and with appropriate mind-set. Funding for special projects. Consistent availability of work placements Needing to increase number of students in the Program. Needing to include some new courses but having to reduce hours from other courses demands a deep analysis. Need to consider the possibility of pre courses for levelling purposes or to give tools that will be used during all the Program. Raise TOEFL Conduct a Students’ Survey five years after graduation and not before.
<p>9. Curriculum Renewal</p> <p>Every five years.</p>	<p>10. Partnerships</p> <ul style="list-style-type: none"> CEMA - Argentina IFE- Chile Universidad Gabriela Mistral – Chile <p>Informal Partnerships:</p> <ul style="list-style-type: none"> Manitoba Trade DFAIT/ITC 	<p>11. Sales & Negotiation Course</p> <p><i>The Instructor requested the course to be specifically examined.</i></p>				<p>12. Comments</p> <ul style="list-style-type: none"> For more information visit the 2001/2002 Graduate Employment Report Highlights 	

<p>2. Sheridan College- School of Business</p> <ul style="list-style-type: none"> Address <p>Trafalgar Road Campus Sheridan College Academic Services 1430 Trafalgar Road Oakville, Ontario L6H 2L1 (905) 842-8800 Fax: (905) 815-4027</p> <ul style="list-style-type: none"> Website: www.sheridanc.on.ca/programs03_04/sb/internationalbus/ Contact Person Sucharita Maitra, Program Coordinator. <p>E- Mail: sucharita.maitra@sheridanc.on.ca</p> <p>Phone: 905-845-9430 Ext. 2450</p>	<p>2. Size of Program</p> <p>Information not available</p>	<p>3. Credential Issued</p> <p>Post diploma/degree</p> <ul style="list-style-type: none"> As FITT program, opportunities to qualify for additional certification and recognition. 	<p>4. Program Features</p> <ul style="list-style-type: none"> One year 3 terms: - 1st and 2nd academic - 3rd work experience Admission Requirements: - Three- year post secondary diploma or degree or - Demonstrated competence through related work experience. Selection Process: on the basis of: - Previous academic achievement and/or - Demonstrated experience - Post secondary transcripts. - May be required to submit a resume and cover letter which includes Int'l work experience. Graduation Requirements: Successfully completed all course requirements for their program of study. Each course has specific requirements for graduation. 	<p>5. Curriculum Model</p> <p>Interactive experience:</p> <ul style="list-style-type: none"> Team projects Case studies Presentations Lectures Guests speakers <p>Unique delivery features:</p> <ul style="list-style-type: none"> Training in foreign language Cultural awareness Computer technology 	<p>6. Curriculum Content</p> <p>Term 1:</p> <ul style="list-style-type: none"> Managing Cultural Differences Spanish 1 Int'l Business Environment Int'l Marketing Management Financial Analysis Using Spreadsheets Computers in Research and Communications Cooperative Education <p>Forum</p> <ul style="list-style-type: none"> Law of Contracts. <p>Term 2:</p> <ul style="list-style-type: none"> Spanish 2 Int'l Institutions and Trade Agreements Int'l Freight Forwarding Financing Int'l Trade Developing an Int'l Business Plan Internet Commerce Strategic Career Planning <p>Term 3:</p> <ul style="list-style-type: none"> Work Term <p>Course Outlines</p>	<p>7. Student Assessment</p> <ul style="list-style-type: none"> According to specific "learning outcomes" described in the course outlined received. Grading System: According to College model. 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> Leading feature: its emphasis on industry projects. Maintain the 100% satisfaction rate from employers. Areas of improvement: <ul style="list-style-type: none"> - Maths skills - Research Analysis <p>For additional information visit: KPI – Institutional Analysis</p>
<p>9. Curriculum Renewal</p> <p>Information not available</p>	<p>10. Partnerships</p> <p>For Partnerships of Sheridan with other institutions but not specifically this Program click here</p>	<p>11. Sales & Negotiation Course :</p> <ul style="list-style-type: none"> Not applicable 					

(*) A successful completion of the FITT Skills Program satisfies the educational requirements for the CITP (Certified Int'l Trade Professional) professional designation.

INSTITUTION: NIAGARA COLLEGE		Program: International Business Management (Post-Graduate)			See (FORUM FOR INT'L TRADE TRAINING) (FITT)		
<p>1. Niagara College – Glendale Campus</p> <ul style="list-style-type: none"> • Address: Glendale Campus 135 Taylor Road, RR#4 Niagara-on-the-Lake, Ontario L0S 1J0 • Phone: (905) 641-2252 • Website: www.niagarac.on.ca/glendale.htm • Contact Person: Mr. Ray Guy - Co-ordinator • Phone: (905) 641-2252 ext. 4133 • E-mail: rguy@niagarac.on.ca 	<p>2. Size of Program</p> <p><i>Information not available</i></p>	<p>3. Credential Issued</p> <p>Post-graduate certificate of Int'l Business Management plus opportunities to qualify for additional certification and recognition.</p>	<p>4. Program Features</p> <ul style="list-style-type: none"> • Intensive one-year Program. • Composing of two terms plus internship (minimum 150 hours). • Complements prior education in other disciplines and enhances employability in the Int'l marketplace. • Work experience component. • Courses taught by actual practitioners/experts. • Academic Requirements: -College diploma or -University degree or -3 years directed related career experience, plus an Ontario Secondary School Diploma (OSSD) or grade 12 equivalency, or mature student status along with a grade 12 English at any of the general, advanced, C, U or M levels. • Selection Process: - Prior academic performance on required courses. - Testing may be required - College, University, University/College, Advanced and OAC credits will be given an additional 10 grade points. Process subject to change. • Personal Assets students should possess. • Graduation Requirements: According to College model. 	<p>5. Curriculum Model</p> <p>A comprehensive curriculum encompassing a full range of Int'l business tools and practices.</p> <ul style="list-style-type: none"> - Practical. - Work experience component. - Real –world Int'l commerce initiatives: - Expert guest lecturers, - Opportunities to take part in regional trade – related activities. - Practical relationship with Trade Team Niagara and Trade Niagara service. - In certain exceptional circumstances students may be requested to undertake a course by independent/self-study. 	<p>6. Curriculum Content</p> <p>Term 1:</p> <ul style="list-style-type: none"> • Elements of Global Trading • Global Perspectives on Market Entry Approaches • Investigating Int'l Markets • Managing and Financing of Int'l Trade • Trade Aspects of Int'l Geography I • Writing for Business Professionals <p>Term 2:</p> <ul style="list-style-type: none"> • Marketing and Int'l Business Opportunities • Trade Logistics and Competitive Advantage • Critical Elements of the Legalities Governing Int'l Trade. • Effective Management of Int'l Trade Activities. • Ethical Considerations in the Int'l Trade • Trade Aspects of Int'l Geography II 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> - Standard Pass : According to College model. - Grading System: According to College model. The standard pass mark for courses will be 50%. - Successful completion of the placement based on an evaluation by the employer and the College. - Academic Standing: According to College model. - Notification of student academic progress should be made early in the term. 	<p>8. Current and Coming Challenges</p> <p><i>Information not available</i></p>
<p>9. Curriculum Renewal</p> <p><i>Information not available.</i></p>	<p>10. Partnerships</p> <p>To see partnerships of College but not specifically of the Business Int'l program click on:</p> <ul style="list-style-type: none"> • Degree Completion and Joint Programs 	<p>11. Sales & Negotiation Course</p> <p>Not applicable</p>					

(*) A successful completion of the FITT Skills Program satisfies the educational requirements for the CITP (Certified Int'l Trade Professional) professional designation.

<p>3. CAPILANO COLLEGE</p> <ul style="list-style-type: none"> Address: Latin American Management Program McRae Institute of Int'l Management at Capilano College 2055 Purcell Way North Vancouver, BC V7J 3H5 Canada Phone: (604) 990-7881 Fax: (604) 984-4992 Website: www.capcollege.bc.ca/dept/lamp/index.html Contact person: Mitra Kiamanesh : Chair, McRae Institute Negotiating Across Cultures, Project Management, Business Development, LAMP Midterm Conference Manager Phone: (604) 984 – 1793 E-mail: mkiamanesh@capcollege.bc.ca Mrs. María Luisa Sinclair E-mail: msinclair@capcollege.bc.ca 	<p>2. Size of Program</p> <ul style="list-style-type: none"> Number of Faculty: 15 (full-time and part-time). Number of students: 25/30 each year. Admission is limited to 32 associates per year. 	<p>3. Credential Issued</p> <ul style="list-style-type: none"> Post-Graduate Diploma 	<p>4. Program Features</p> <ul style="list-style-type: none"> Two-year, full- time program. Two-terms each year. 1st year: nine-month academic period in Vancouver. 2nd year: One –year , full time, paid Int'l Co-op work placement. Modeled after Capilano College's award winning APMCP (Asia Pacific Management co-operative Program) with several adaptations that respond to the unique feature of the Latin American context. Renowned because of its innovative educational programs that foster personalized, interactive learning. Skills and Competencies LAMP can offer. Admission Requirements: - Bachelor Degree in any field from recognized university. - Intermediate level of Spanish - Applicants with ESL, TOEFEL 560/600 (paper based) or 220/230 (computer based). - In person interviews are required for entry. Selection Process: - On the basis of a written application, references, academic record and the results of the admissions interview. - Successful applicants will demonstrate strong interpersonal and written communication skills, a commitment to the Latin American region and the skills to work effectively in a group setting. -Relevant work experience, language skills and Int'l exposure are considered assets. Graduation Requirements: Complete successfully 49 credits (including 1st and 2nd year courses) and one-year international co-op work placement. 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> Post-graduate management diploma program focused on the Americas. Curriculum market-driven, developed with input from experienced managers and professionals from Canada and Latin America. The program is committed to being responsive to the needs of the partner organizations. Therefore is flexible enough to adjust to current regional conditions and employers needs. Offers an access to an active Pan-Pacific contact Network. Focused on interactive, external seminars and faculty. Intensive language, current issues always incorporated. The program ensures that the students have a working knowledge of Spanish or Portuguese by the time they leave for their Co-op placement. Lectures, seminars, workshops, case studies, projects, field trips and personal mentoring. 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> Year 1 - Latin American Perspectives I - Latin American Perspectives II - Int'l Finance - Canadian Perspectives - Int'l Marketing I - Int'l Business Strategy - Int'l Career Management I - Int'l Career Management II - Entrepreneurship and E-Commerce - Int'l Management Tools II (Negotiating Across Cultures) - Latin American Legal System - Int'l Human Resources Management - Int'l Project Management - Int'l Trade Principles and Logistics - Int'l Business Development and Entrepreneurship - Workshops - Intermediate Spanish for Managers I - Intermediate Spanish for Managers II - Advanced Spanish for Managers I - Advanced Spanish for Managers II - Introduction to Portuguese for Managers I - Intermediate Portuguese for Managers II Guest Speaker Program Year 2 - Co – op work Placement - Co – op studies 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> Tough standards Constant Faculty Student interaction Employer assessment for Co-op. 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> Funding Attracting qualified Canadian students. Availability of Co-op placements.
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INSTITUTION: YORK UNIVERSITY Program: INTERNATIONAL MASTER IN BUSINESS ADMINISTRATION (IMBA) / For Quick Info click here							
<p>4. Schulich School of Business York University</p> <ul style="list-style-type: none"> Address: International MBA (IMBA) Schulich School of Business York University 4700 Keele Street Toronto, ON M3J 1P3 Canada Phone: (416) 736-5942 Fax: (416) 650- 3552 General Inquiries : imba@Schulich.yorku.ca contact person: Lorna Wright - Program Leader Phone: (416) 736-2100 ext 77 894 	<p>2. Size of Program</p> <ul style="list-style-type: none"> Number of students: 50 per year. 	<p>3. Credential Issued</p> <ul style="list-style-type: none"> Int'l Master in Business Administration 	<p>4. Program Features</p> <ul style="list-style-type: none"> Four academic terms plus Internship- 20 months of full time study Balanced program of formal studies and first-hand real work experience Knowledge to think globally and skills and experience to act locally. Specialization in Asia, Europe or the Americas. Applicant are eligible to apply to have certain courses waived and/or replaced with elective courses. Work internship abroad (Mandatory) + Typical Partnership Projects + Internship Hosts Worldwide Foreign language studies Overseas study term – Int'l exchange (optional) Admission Requirements: - All the Admission Requirements of MBA: * Graduate of a recognized university normally with at least a B standing or equivalent * Evidence of other relevant exercises will be taken into account * Have first or high second class undergraduate average (assessed over the last 2 years of academic study) Plus - Have awarded an acceptable undergrad. honours degree or equivalent. Undergrad. degrees not designated as honours degree are acceptable as the equivalent of an undergrad. honours degree if they require four years attendance at university or college beyond a grade 12 or grade 13 level high school education. Plus - Foreign Language Proficiency : The program allows students to raise their foreign language ability. Admission and exit proficiency required: * ACT FL Oral proficiency of Intermediate-High (admission) * ACT FL Oral proficiency Advanced-Mid (exit) with a pass on a reading comprehension test. Plus - Previous Int'l Background or experience. Graduation Requirements: visit: Master's Degree Requirements 	<p>5. Curriculum Model</p> <p>For the Management Core subjects, courses are generally of two kinds:</p> <ul style="list-style-type: none"> Three-hour class each week. 80-minutes class each week. <p>- No overall teaching format as the organization, pedagogy and style of classes is determined solely by the most effective way to teach a particular course.</p> <p>- Many courses make extensive use of case studies, but many do not.</p> <ul style="list-style-type: none"> Other approaches to delivery courses include: - In-class presentations - Role playing exercises - Visiting speakers and business leaders. 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> Pre-Program: intensive Skills Week orientation at the start of the Program Curriculum: Courses fall into four categories: Management Core: First year - Management Skills Development - Accounting for Int'l Managers - Quantitative Methods - Marketing Management - Managerial Finance - Int'l Dimensions of Organizational Behaviour - Management Accounting Second year: - Operating in a Networked Environment Int'l Environment & Strategy: First year: - Global Business Management - The Economic Environment of Business - Regional Analysis - Int'l Strategic Management - Int'l Trade and Monetary Systems Second Year: - Int'l Strategy Field Study - Managing across Borders Int'l Practical Enrichment: First Year - Business Communication and Culture - Int'l Business Seminars Second Year - Int'l Business Seminars Elective Courses: The Schulich MBA program offers over 100 courses in 18 areas leading to specialization. Course Outline: click on each category. 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> Grading system: According to York University – Faculty of Graduate Students. 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> "Pioneer of these type of programmes in Canada and still has no equal". (Created 12 years ago). Continuous update of curriculum contents.
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> Underwent a revision in 2001 To ensure that the program continues to be on the cutting edge. Redesigned to enable to shorten it from 6 semesters to 4 semesters plus internship. 	<p>10. Partnerships</p> <ul style="list-style-type: none"> With Business and Industry. See work internship abroad + Typical Partnership Projects+ Internship Hosts Worldwide 	<p>11. Sales & Negotiation Course</p> <ul style="list-style-type: none"> No such course mandatory. Might be an Elective Course. 					

INSTITUTION: UNIVERSIDAD GABRIELA MISTRAL		PROGRAM: INTERNATIONAL MBA – (MEIGEN)					
<p>5. Universidad Gabriela Mistral</p> <ul style="list-style-type: none"> Address: Avda. Ricardo Lyon No. 1177 Santiago, Chile Phone: (562) 414-4545 Fax: (562) 204-9074 <p>For Postgraduate Programs:</p> <p>Address: Ladislao Errázuriz 2073 Providencia - CP 6650658 Santiago de Chile, Chile</p> <p>Phone: (562) 274 4545 Fax: (562) 204 9074 E-mail: postgrad@ugm.cl</p> <ul style="list-style-type: none"> Website: www.ugm.cl Contact Person: Erik Haindl Rondanelli – Director Professor UGM E-mail: ehaindl@ugm.cl <p>Luis Escobar Aguila – Academic Director - Professor UGM E-mail: lescobar@ugm</p>	<p>2. Size of Program</p> <ul style="list-style-type: none"> Faculty Members: 2 faculty full- time and 20 faculty part-time (they are people from the business community) Number of Students: From 15 to 18 people. 	<p>3. Credential Issued</p> <ul style="list-style-type: none"> International MBA - MEIGEN 	<p>4. Program Features</p> <ul style="list-style-type: none"> Program Length: -If student's previous degree is in Commercial Engineering or Civil-Industrial Engineering and attends: - full-time the Program length is one year. If part-time Program length is one and a half year. - Number of hours to attend: For Core courses 324hours. For Specialization courses: 224 hours - If student's previous degree is not related to Commercial Engineering or Civil-Industrial Engineering and attends: - full-time the Program length is one and a half year. If the attendance is part time the program length is of two years. - Number of hours to attend: 270 Presential Basic Core + 80 Virtual Basic Core + 324 Advanced Core International Courses + Specialization Courses: 224 hours. Several courses are given by international guest professors from notorious Universities. 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> Most of the courses are practical and case - oriented. Do not have many guess lecturers (only for special topics). 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> Basic Core - Virtual Courses: - Business Administration : 40 hours - Management: 20 hours. - Financial Accountancy 20 hours. Basic Core - Presential Courses: -Marketing : 20 hours -Market Research: 20 hours -Human Resources Management: 20 hours -Organizational Behaviour: 20 hours -Ethics: 20 hours -Microeconomics: 30 hours -Macroeconomics: 20 hours - Operations Management: 20 hours - Quantitative Methods: 20 hours - Finance for Investments: 20 hours - Corporative Finance: 20 hours - Projects Assessment: 20 hours - Information Technology: 20 hours Advanced Core International MBA <i>Area: Strategic Management</i> - Strategic Planning: 40 hours - Markets Organization I: 20 hours - Markets Organization II: 20 hours - Information Technology Management: 20 hours - Logistics Management and Supply Chain Management: 24 hours - Advanced Project Assessment: 20 hours <i>Area: International Management</i> - International: Politic, Economic, Social and Cultural Environment: 20 hours - International Business: 20 hours - International Marketing: 20 hours - International Finance: 20 hours <i>Area: Management Skills Development</i> - Negotiation: 20 hours - Leadership: 20 hours - New Businesses Development: 20 hours <i>Area: Contents Integration</i> -Business Simulation Markstrat + Intopia : 40 hours. Specialization Courses – International MBA Meigen - International Economics: 20 hours - Regional Business Aspects: 40 hours. - International Strategic Management:20 hours - Trans-national Management: 20 hours - International Strategic Management LAB.: 12 hours - Trans-national Management LAB: 12 hours. - International Advanced Finance: 20 hours - Financial Strategies: FORAD: 20 hours - International Negotiation (Simulation): 20hours Advanced International Management: - Global Strategy: 20 hours - Global Marketing: 20 hours - Monographic Work. 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> Grade scale from: 1 to 7 Pass is a 4 Basically exam assessment, essays or with short answers (not to allow plagiarism). Some term work assessment. Team work is assessed during the classes. 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> From the Student's Perspective: - More and more courses are going to be offered in English. - Get their students think globally. - Difficulty in the students, to work as a team and to apply theory to practical aspects (New mind-set). - Difficulty in solving cases. From the University's Perspective: - Give continuity to the International guest professors. - Coordinate skills and contents so there are no duplications or omissions. - Find best local professors for their needs. - Make graduated students more confident in their workplace.
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> Each year, an area of the Program is chosen and reviewed in conjunction with the visiting professors. 	<p>10. Partnerships</p> <ul style="list-style-type: none"> Formal Agreements: - Massachusetts Institute of Technology, Boston - Thunderbird, Glendale, Arizona - American Graduate School of International Management, Phoenix - Sejong University, Seoul - Yongsei University, Seoul - Kyung Hee University, Seoul Visiting Professors for MBA come from: - University of Miami - University of Toronto - Norwegian School of Management - Others. 	<p>11. Sales & Negotiation Course</p> <ul style="list-style-type: none"> There is an Advanced Core Course named "Negotiation". The Program has a Specialization Course called "International Negotiation: Simulation". It was developed through their partnership with MIT. It works with the MIT model. Total simulation games. 	<ul style="list-style-type: none"> Most of the courses are at night Admission Requirements - University Degree - If the applicant does not have a University Degree his case will be analysed. - English knowledge: Reading and comprehension imperative. Basic verbal communication skills requested. Writing skills can be developed during the Program. Selection Process: - Present academic and experience background - Personal interview with MBA-Meigen Director or Academic MBA-Meigen Director - Background assessment. Graduation Process: -Attendance to 75% of each course -Pass every course -Elaborate and defend a monographic work. 	<p>12. Comments</p> <ul style="list-style-type: none"> - It is a private University run as a family business. - The University does not want to receive economic help from the government. The family that runs it is the only investor in the research of opportunities of improvement for the University. 			

INSTITUTION: [UNIVERSIDAD DE BELGRANO](#)

PROGRAM: [MBA– Concentration in International Business](#)

<p>6. School of Economics and International Business</p> <ul style="list-style-type: none"> • Address: Marcelo T. de Alvear 1560 C1060AAD - Buenos Aires Argentina • Phone: (54 11) 4812-6460/9680/0509 • E-mail address: escu3695@ub.edu.ar • E-mail address: escu4001@ub.edu.ar • Website: http://www.ub.edu.ar/carreras/posgrados_default.htm • Contact Person: • Dr. Conrado Estol – Director of the Program • Dr. Juan Alberto Pazzi – Dean of the School of Economics and International Business Email: juapazzi@ub.edu.ar 	<p>2. Size of Program:</p> <ul style="list-style-type: none"> • Faculty members: 35 • Number of students: - Maximum 30 students in class. - 50 intake /500 in MBA - Students from different backgrounds. - Average age of students: 32 years 	<p>3. Credential Issued:</p> <ul style="list-style-type: none"> • MBA- Concentration in International Business. • Optional additional Degree from the Ecole de Management de Lyon (EM Lyon), France. 	<p>4. Program Features:</p> <ul style="list-style-type: none"> • Two- years Program. • Two- semesters per year. • Part-time Program. (Planning a full-time program for 2004) • Executive Program: all the students have to be working. • Bilingual Program • Each semester is composed of: core courses, specialization courses and elective courses. • Three core workshops during the Program: - Research - Software Simulation - Role Playing • Possibility to finish the Program in Europe or U.S.A. • Leveling course for graduated from careers not related to Economic Science (if necessary) • The program ends with the design of a Business Plan Project and a Thesis (Business Plan) • Admission Requirements: - University Degree - Two-years working experience (minimum). - English knowledge - C.V. - Interview with the Director of the School of Economics and International Business (during which it will be decided if leveling course is necessary) 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> • Focused on group work • Focused on developing systemic thinking, creative leadership and decision-making skills. • Facilitation model • Have business leaders coming to class. • Local and foreign guest faculty. • Case study, role playing, workshops, presentations. • Business Simulator Software. 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> • 1st – Business Issues from the Argentinean Perspective & Tools. 1st. Semester - Strategic Business Administration - Innovation and Creativity - Economics for Managers - Business Communication 2nd. Semester - Business Finance - Economic conditions for Business - Business Strategies - Marketing 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> • Assessment mainly on participation. • Assessment on practical oral and written group work presentation. • Individual exams only if the student could not attend the group assessment. • Looks for soft skills, attitude and being open minded. 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> • To develop soft skills and effective attitude in the students. • HR/Cross Cultural Communication/IT Management working with Cornell University to strengthen them and come up with a new curriculum. • If can find good professors will add two courses and seminar thesis. • Trying to bring faculties from their partner Ecole de Management de Lyon, France
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> • On- going as they find it very necessary to be fluid. 	<p>10. Partnerships</p> <ul style="list-style-type: none"> • Member of the AEA Alliance (The Cross Regional Business School) • Partnership with: -Ecole de Management de Lyon, France - HEC Montreal, Canada - LINGNAN (University) College, China - Warwick Business School, United Kingdom -Fundacao Instituto de Administracao- Sao Paulo, Brazil - Thunderbird-Arizona, U.S.A 	<p>11. Sales & Negotiation Course</p> <ul style="list-style-type: none"> • Int'l Negotiation Faculty: María Fernanda Bocanera <p>(For course outline and other information on the course, ask the International Business Program Leader at RRC)</p>	<p>12. Comments</p> <ul style="list-style-type: none"> • As a result of an MBA Environmental scan, they added elective courses. • Is the first Program –in Argentina –with workshops facilitated by Trade Commerce Ambassadors from 34 embassies. • Current emphasis in Trade with Europe • Offering refresher courses for graduates of the Program. 	<p>2nd. Year – Specialization Courses: Int'l Business</p> <ul style="list-style-type: none"> 1st. Semester - Int'l Negotiation - Int'l Strategies - Strategic Alliance - Int'l Marketing - Project Management 2nd. Semester - RRRH/Cross Cultural Management - Int'l Logistics - Int'l Business Cases - Business Plan <p>Course Outlines. Basic contents of some of the courses.</p>			

<p>7. Bisset School of Business</p> <p>Bisset School of Business Mount Royal College 4825 Richard Road S.W. Calgary, AB T3E 6K6</p> <ul style="list-style-type: none"> Phone: (403) 240-6833 <p>• website: www.mtroyal.ca/schoolofbusiness</p> <p>• Contact person: Vance Gough – Instructor Phone: 240-6838 E-mail: Vgough@mtroyal.ab.ca</p> <p>Dianne Woods – Instructor General Business Phone: 240-6240 E-mail: Dwoods@mtroyal.ab.ca (on sabbatical)</p>	<p>2. Size of Program:</p> <ul style="list-style-type: none"> Number of faculty: 10-14 (Mt. Royal Faculty and FITT Faculty) Number of students: 60 enter to the Business and Entrepreneurship Program. Between 4,5 to 8 are accepted for the International Business Major. Would like to get to 12. (The rest of the people in the class is FITT students). 	<p>3. Credential Issued</p> <ul style="list-style-type: none"> Bachelor of Applied Business and Entrepreneurship degree – Major in: Int'l Business. Specialized core courses in international business will prepare you to fulfill the requirements for a Forum for Int'l Trade Training. (FITT) 	<p>4. Program Features</p> <ul style="list-style-type: none"> Four-years Full-time program Six semesters of course work (General Skills Courses)+ Two periods – four months each-of paid work experience (Four months each. (Directed Field Studies -Int'l Business courses). Placements may be made locally, nationally or internationally. The Program includes assignments related to the DFS courses. Admission Requirements: Three acceptable admission routes: 1. On the basis of Secondary School Standing. 2. On the basis of Maturity On the basis of Post-Secondary Standing Submission of a statement of intent and interest in the program. After the first 2 semesters (basic skills) the applicant must submit an application portfolio to the Program Selection Committee for entrance into the Int'l Business Stream. Selection Process: (See Additional Admission Requirements) - Preference will be given to applicants with 65 % or higher in English 30 and Maths 30 (Pure or applied) or Maths 30 or their equivalencies. - May be required to attend an interview. Graduation Process: According to General Requirements for Apply Degree Programs. 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> Academic courses + semesters of hand-on work terms (called Directed Fields Studies). Currently introducing the following new set of employment skills into the Program: - Communication - Thinking - Ethical Reasoning - Computer Literacy - Information Retrieval and Evaluation - Group Effectiveness Mt. Royal students take courses with FITT students who are already working in the business field. 	<p>6. Curriculum Contents</p> <ul style="list-style-type: none"> Semester 1: - Intermediate Composition (English) - Principles of Accounting - Principles of Marketing - Introduction to Entrepreneurship - Statistical Applications for Small Businesses Semester 2: - Business Communications - Introduction to Computing Applications for Small Business and Entrepreneurship - Human Resources for Small Businesses - Accounting Applications for Small Business - Art and Science Requirement Semester 3: - Managerial Finance - Management Accounting of Small Business - Computing Applications in Small Business and Entrepreneurship - Global Entrepreneurship - Int'l Trade Research Semester 4 - New Venture Feasibility - Int'l Finance - Int'l Trade Logistics - Two Arts and Science Requirements Directed Field Studies I Semester 5 - Int'l Marketing - Int'l Market Entry and Distribution - Int'l Trade Law - Business Ethics - Arts and Science Requirements Directed Fields Studies II Semester 6 - Professional Selling - Small Business Strategy - Int'l Trade Management - Two Arts and Science Requirements <p>For Course Outline/hours/credits click on each course.</p>	<p>7. Student Assessment</p> <ul style="list-style-type: none"> Content theory assessment and assessment practices for experimental component. The proportion of each one depends on each instructor. Grading range of the School of Business. Pass or Fail for Directed Field Studies. Directed Field Studies: The student has a weekly communication with his advisor, who develops an evaluation design based on the students' proposal. (Students must write a proposal for the Directed Field Studies). 	<p>8. Current & Coming Challenges:</p> <ul style="list-style-type: none"> Make sure that students are paid for their Directed Field Study. Can't always interact well with FITT fellow students as Mt. Royal students are younger and with no experience in the business field. Get into small business mind-set. May be becoming a University.
<p>9. Curriculum Renewal:</p> <p>On-going – once a year.</p> <p>Currently introducing the CWLO (College-wide Learning Outcomes) into the Program. The set of CWLO will give the students the following skills:</p> <ul style="list-style-type: none"> Communication Thinking Ethical Reasoning Computer Literacy Information Retrieval and Evaluation Group Effectiveness 	<p>10. Partnerships</p> <ul style="list-style-type: none"> Universidad Autónoma de México Mt. Royal Int'l Centre placements. Many placements from FITT Now starting to work with Team Alberta for trade mission participants. Must teach grade 6 Junior Achievement (1 start-up module, 3-4 weeks) 	<p>11. Sales & Negotiation Course</p> <p>The program has got a Course named: Professional Selling.</p>					

(*) A successful completion of the FITT Skill Program, satisfies the educational requirement for the CITP (Certified Int'l Trade Professional) profession designation

<p>8. BCIT - School of Business</p> <ul style="list-style-type: none"> Address: IBM Technology Building (SEG6) 3700 Willingdon Avenue, Burnaby, British Columbia Canada V5G 3H2, Phone: (604) 432-8598 Fax: (604) 436-0810 Email: business@bcit.ca Contact person Mr. Gordon Boleen – Program Head Phone: (604) 451-6772 E-mail: gboleen@bcit.ca 	<p>2. Size of Program</p> <ul style="list-style-type: none"> Faculty members: 23 Number of students: 60 	<p>3. Credential Issued</p> <p>Diploma of Technology</p> <p>Accreditation: A number of industry certifications are available upon completion of the program.</p>	<p>4. Program Features</p> <p>- Two years, full time program 2 terms each: 1st: 15 weeks - 2nd: 20 weeks</p> <ul style="list-style-type: none"> Entrance Requirements: - High School Graduation - English 12 (C+) or English Language proficiency - Maths 11 (C+). - May require interview to assess oral communication skills if applicant scores less than 60% on the B.C. English 12 Provincial Examination. 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> - Industry Project with external evaluation. - Objectives: Much interaction - Faculty advisors. - Case Study Method - Written and oral reports - Graphics and oral presentations. - All courses are recognized by FITT- but they are not FITT courses (FITT curriculum is delivered through Continuing Education). - Unique delivery features: - Computer Technology 	<p>6. Curriculum Content</p> <p>Level 1 (15 weeks)</p> <ul style="list-style-type: none"> - Business Communication - Microeconomics - Accounting 1 - Organizational Behaviour - Introduction to Operations Management - Business Mathematics - Computer Applications 1 <p>Level 2 (20 weeks)</p> <ul style="list-style-type: none"> - Management * - Business Communications 2 - Macroeconomics - Accounting 2 - Fundamentals of Marketing* - Business Statistics - Project Management* - Computer Applications 2* - Computer Applications 3* - Distribution 1 (CITT) - Int'l Business* <p>* denotes a half-term course</p> <p>Level 3 (15 weeks)</p> <ul style="list-style-type: none"> - Business Finance - Quantitative Methods for business - Microcomputer Applications: Database - Transportation Economics - Distribution II (CITT) - Introduction to Political Science* - Logistics 1 - Int'l Business Strategies - Introduction to Projects <p>* denotes half – term course</p> <p>Level 4</p> <ul style="list-style-type: none"> - Business and Int'l Law - Business Finance 2 - Int'l Market Planning* - Online Business Applications. - Canada Customs and NAFTA - Logistics 2* - Intermodal - Industry Workshop * - Industry Projects* - Cross Cultural Negotiation <p>Click Course Description for course outlines.</p> <p>Looking to add “soft”: Communication, Ethics, Cross Cultural.</p>	<p>7. Student Assessment</p> <ul style="list-style-type: none"> - Assessment varies by courses. - Students Advisors. - Examinations, Graduations and Marks: Follow the College System. - Evaluation Criteria: Follows the College System. 	<p>8. Current and Coming Challenges:</p> <ul style="list-style-type: none"> - More and more external credentials. (See accreditations and Advanced training/Degree Transfer) - Improvement opportunities: (See Grads Employment Outcomes) • 37% of the graduates of the program are not working in a related job (32% are working in other employments + 5% are unemployed). • Just 70% of the graduates who are employed consider the program “useful in performing job”. <p>(Statistics differ from faculty conversation with Leslie Wilder) as survey is conducted closely after graduation.</p>
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> • Program currently under review and subject to change. 	<p>10. Partnerships</p> <ul style="list-style-type: none"> • Industry Certificates: (See Accreditation) CCIT – Canadian Institute of Traffic and Transport. CIT – Chartered Institute of Transport • Agreement with Universities. (See Advanced Training/Degree Transfer) 	<p>11. Sales & Negotiation Course</p> <ul style="list-style-type: none"> • Course: Cross Cultural Negotiation 	<ul style="list-style-type: none"> • Available Trade Admission Assessment Test which allows applicants to challenge admission requirements by completing entrance examination(s). • Direct Entry: Applicants who already possess a degree, associate degree or Diploma of Technology may be eligible for direct entry to the second year of the program. There are special requirements for direct entry. • Advanced Training/ Degree Transfer: Universities will give credit for subjects taken in the program where students wish to continue their training and qualify for a university degree. • Selection Process: Follows the College Priority of Students Selection System. They accept people on a FIFO basis once their application is complete and they meet all entry requirements. The School reserves the right to interview. • Graduation Requirements: Maintain a pass in all courses. Present and defend a Thesis. 			<p>12. Comments</p> <ul style="list-style-type: none"> - Strong logistics focus. Language neither requested nor taught. - For full access to the detailed results of all surveyed programs. Click here! 	

(*) A successful completion of the FITT Skills Program, satisfies the educational requirement for the CITP (Certified Int'l Trade Professional) professional designation.

<p>1. IFE- Escuela de Negocios</p> <ul style="list-style-type: none"> Address: Av. Apoquindo 5229 Las Condes, Santiago Chile Phone: (562) 212-1518 Website: http://www.ife.cl Contact Person: Joaquin Julve – Program Leader Email address jjoaquin@ife.cl 	<p>2. Size of Program</p> <ul style="list-style-type: none"> Number of Faculty: 20 (10 from the business community) Number of Students: 30 enrolled for the Program. Project 150 in 5 years. 	<p>3. Credential Issued:</p> <p>International Business Technician</p>	<p>4. Program Features</p> <ul style="list-style-type: none"> Full-time Program. 2232 hours (academic + practical) – Five semesters Division of academic year: 2 terms Admission Requirements: Graduated of any other Program offered by the Institute. Graduation Requirements: The student has to: - do a business practice of 480hs (3 months) plus - Prepare a thesis plus - Sit for an oral exam covering economic practices and Int'l business issues. 	<p>5. Curriculum Model:</p> <ul style="list-style-type: none"> Business games Simulation games Role Playing Development of an effective Int'l Business Plan (The student has to do it individually and it will become his thesis) 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> 1st Semester: - Business Administration – 108 hours - Written and spoken communication – 72 hours - Financial Accountancy I – 72 hours - Civil and Commercial Law – 72 hours - English – 72 hours - Maths I – 108 hours 2nd Semester: - Marketing – 72 hours - Ethics – 72 hours - Computer course for Business Administration and Social Science - 108 hours - Social Psychology – 72 hours - Principles of Economics – 72 hours - Maths II – 108 hours 3rd Semester: - Finance – 108 hours - Financial Markets – 72 hours - Human Resources – 72 hours - Principles of Microeconomics – 72 hours - Statistics for Business Administration – 108 hours 4th. Semester: - Investment Projects Design and Assessment – 72 hours - International Investments – 72 hours - Chile's Commercial Treaties – 72 hours - Applied Law – 72 hours - Principles of Macroeconomics – 72 hours 5th. Semester: - Imports and Exports – 72 hours - Transportations and Insurances – 72 hours - E-Business – 72 hours - International Marketing – 72 hours - Companies' Internationalization- 72 hours - Business Logistics- 72 hours 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> As per government Regulation for undergraduate Programs: Grading system: 1 to 7 Pass : 4 Final grade will be composed of: 75% final exam 25% term work + individual work 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> The Program has started one term ago and has not identified challenges. In other business programs offered by IFE 50% of their graduates are running their own businesses. They want to keep this ratio for these program.
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> The Institution every 3 years reviews its Programs with business community, faculty, graduates and external consultants. 	<p>10. Partnerships</p> <ul style="list-style-type: none"> ASEXMA: Manufacture Exporters Association 	<p>11. Sales & Negotiation Course</p> <ul style="list-style-type: none"> Not applicable 		<p>12. Comments</p> <ul style="list-style-type: none"> The Program Leader feels that they will be successful because the students have strong social skills and are well travelled. 			

<p>9. Eric Sprott School of Business at Carleton Univ.</p> <ul style="list-style-type: none"> • Address: Eric Sprott School of Business 1125 Colonel By Drive Ottawa, Ontario Canada K1S 5B6 • Phone: (613) 520-2388 • Fax: (613) 520-4427 • Website: http://sprott.carleton.ca/index1.html • Contact person: Lorna Unger – Phone: (613) 520-7514 Email: lunger@ccs.carleton.ca • Ian Lee – Phone: (613) 520-2600 ext. 2375 Email: Ian_Lee@carleton.ca (On sabbatical) • Academic E-mail address: bib@sprott.carleton.ca 	<p>2. Size of Program</p> <ul style="list-style-type: none"> • Number of Students: 90 (previously 65) 	<p>3. Credential Issued</p> <p>Bachelor of Int'l Business</p>	<p>4. Program Features</p> <ul style="list-style-type: none"> • 4 years: One year mandatory foreign exchange. • 8 semesters. • Admission Requirements: - Affinity for language competence. - Grade 12 advanced maths and Grade 13 English. • Graduation Requirements: Minimum average: - For year 1 and 2: Language : C+ Business & Economics: C+ - For all other years -in order to stay in the Program: B - 	<p>5. Curriculum Model</p> <ul style="list-style-type: none"> • 1st and 2nd year: - Intensive language training - Business foundation • 3rd. year: Exchange. 2 academic terms (8/9 months) in Carlton's partner Institution. Full time dedication. Studying business and economics. Credit transfer, not grades. Some opportunities for practical experience in local companies while on exchange. Exchange locations: -Japan -Austria/Germany -France -Chile/Argent./Spain/Mexico/Peru • 4th year: Upper level Int'l Business courses. • After graduation eligible to apply for short term Int'l. internships. 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> • (For complete Undergraduate Course List and Course Outlines click on the link or see attached information). 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> • Only by grades. • The way of assessment varies for every course. • Students advisors are always on top of the situation. 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> • Difficulty to find students with strengths both in language and business. • Keeping as many students as they can in 1st year. • Develop new strategic partnerships with the business community to ensure that they meet its needs for graduates and applied research. • Hire top faculty managers with expertise in IT.
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> • Program 5-years old • One major overhaul • Currently the Program is undergoing some changes. • Some course sequence to come. • Year 1st and 2nd will still maintain: 40% language and 60% Business and Economics. 	<p>10. Partnerships</p> <p>The Eric Sprott School of business has partnership With 24 institutions in 12 countries across the globe.</p>	<p>11. Sales & Negotiation Course</p> <p>In the Text book there is no mention about Sales and Negotiation texts.</p>	<p>12. Comments</p> <ul style="list-style-type: none"> • Int'l Business Students Club: Social Events. Guest Seminars career oriented. 100% of the students are enrolled in the Club and most of them are active. • Attempt to use their 3rd year students when they are abroad, as ambassadors to Carlton University so that other students will choose Carlton. 	<p>• Unique Delivery: - Combination of one-way lectures + interactive and project presentations. - Guests speakers. - Build case rooms and labs to simulate challenges the students will face in the workplace. - Integrating the use of IT into the course material for all business disciplines.</p>			

INSTITUTION: UNIVERSITY OF VICTORIA		PROGRAM: BACHELOR OF COMMERCE – Concentration in Int'l Business Management					
<p>10. Faculty of Business</p> <p>Bachelor of Commerce Program Faculty of Business University of Victoria PO Box 1700 STN CSC Victoria, BC V8W 2Y2 Canada Phone: (250) 472-4728 Fax: (250) 721-7066</p> <p>E-Mail: bcom@business.uvic.ca</p> <p>Website: http://www.business.uvic.ca/bcom/main.html</p> <p>• Contact person: Dr. David M. Mc Cutcheon Bachelor of Commerce Director Phone: (205) 721-6426 E-mail: dmmcutch@business.uvic.ca</p>	<p>2. Size of Program</p> <ul style="list-style-type: none"> Number of students: about 50 per year for this concentration of 200 students admitted for the Bachelor of Commerce Program. 	<p>3. Credential Issued</p> <ul style="list-style-type: none"> Bachelor of Commerce 	<p>4. Program Features</p> <ul style="list-style-type: none"> Four years study - Full time program Four academic terms + three co-operative education work terms. Academic terms : 18 core courses + 4 courses in the area of concentration + Open Commerce Elective. Int'l Exchange Program (incoming) Outgoing exchange program (optional.) First co-operative education work term part of the entrance requirements. (See general regulations: Undergraduate Co-op). Entrance Requirements: <ul style="list-style-type: none"> 30 units of Pre-Commerce course work. Required pre-commerce course: <ul style="list-style-type: none"> Economics: 3 units English Maths and Statistics: 4.5 units Computer Literacy Courses in other disciplines to make up 30 units in Pre-commerce work. One co-op work term. Minimum GPA 4.0 (B-) on the University of Victoria 9-point scale or equivalent calculated by Undergraduate Admission and Records, in the last 12 units of course work to be considered for admission. (Quantitative Considerations) Submission of information on application/resume form outlining experiences and attributes which indicate suitability for the Bachelor of Commerce program. (Qualitative Considerations) Students transferring from BC community colleges or university colleges should consult the BC Transfer credit guide at www.bccat.bc.ca. Selection Process: Admission is highly competitive and subject to limited enrolment. Meeting minimum requirements is not a guarantee of admission. <ul style="list-style-type: none"> Quantitative considerations: GPA evaluation will form the 70% of the admission decision. Qualitative considerations will form the 30% of the admission decision. Graduation requirements: <ul style="list-style-type: none"> Satisfy the University English requirement. To present credit in a minimum of 60 units of university level courses numbered 100 and above. To meet the specific degree and program requirements prescribed by the undergraduate faculty in which the candidate is registered To have a graduating grade point average of at least 2.00 Complete a total of 60 units of course work (including 30 units of pre-commerce course work) Satisfactorily complete the 3 work terms as far as performance and work term report is concerned. 	<p>5. Curriculum Model:</p> <ul style="list-style-type: none"> Work-experience based. Top teaching technology, case- based and team based. Niche-oriented programs Academically rigorous and pragmatically relevant curricula. 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> Program Core (18 units) <ul style="list-style-type: none"> Career Skills and Management Decision Analysis Financial Accounting Management Accounting Organizational Behaviour and Design Management of Employee Relations Management Information Systems Operations Management Marketing Principles and Management Global Business and Society Management Finance Business Policy/Strategic Management Legal Issues in Management. Area of Concentration: Int'l Business Management (3 courses + Strategic Management/ Business Policy) <ul style="list-style-type: none"> Cross national Management Int'l Marketing Int'l Finance For Int'l Business Management Course Outline click on the course. Additional Open Commerce Elective 	<p>7. Student Assessment</p> <p>- Each work term is evaluated on the basis of the student's performance of assigned work term tests and of written work term report. It is required a satisfactory completion of both. More information on Assessment of Work Term Performance.</p> <ul style="list-style-type: none"> Grading System: <ul style="list-style-type: none"> According to University's method. 	<p>8. Current and Coming Challenges</p> <p>From Students Perspective:</p> <ul style="list-style-type: none"> Due to the fact that 50% of the students are not from Canada, all the team work lies on the local students. <p>From Faculty perspective:</p> <ul style="list-style-type: none"> Information not available.

<p>2. IFE- Escuela de Negocios</p> <ul style="list-style-type: none"> Address: Av. Apoquindo 5229 Las Condes, Santiago Chile Phone: (562) 212-1518 Website: http://www.ife.cl Contact Person: Joaquin Julve – Program Leader Email address jjoaquin@ife.cl 	<p>2. Size of Program</p> <ul style="list-style-type: none"> Number of Faculty: 20 (10 from the business community) Number of Students: 30 enrolled for the Program. Project 150 in 5 years. 	<p>3. Credential Issued:</p> <p>International Business Technician</p>	<p>4. Program Features</p> <ul style="list-style-type: none"> Full-time Program. 2232 hours (academic + practical) – Five semesters Division of academic year: 2 terms Admission Requirements: Graduated of any other Program offered by the Institute. Graduation Requirements: The student has to: - do a business practice of 480hs (3 months) plus - Prepare a thesis plus - Sit for an oral exam covering economic practices and Int'l business issues. 	<p>5. Curriculum Model:</p> <ul style="list-style-type: none"> Business games Simulation games Role Playing Development of an effective Int'l Business Plan (The student has to do it individually and it will become his thesis) 	<p>6. Curriculum Content</p> <ul style="list-style-type: none"> 1st Semester: - Business Administration – 108 hours - Written and spoken communication – 72 hours - Financial Accountancy I – 72 hours - Civil and Commercial Law – 72 hours - English – 72 hours - Maths I – 108 hours 2nd Semester: - Marketing – 72 hours - Ethics – 72 hours - Computer course for Business Administration and Social Science - 108 hours - Social Psychology – 72 hours - Principles of Economics – 72 hours - Maths II – 108 hours 3rd Semester: - Finance – 108 hours - Financial Markets – 72 hours - Human Resources – 72 hours - Principles of Microeconomics – 72 hours -Statistics for Business Administration – 108 hours 4th. Semester: - Investment Projects Design and Assessment – 72 hours - International Investments – 72 hours - Chile's Commercial Treaties – 72 hours - Applied Law – 72 hours - Principles of Macroeconomics – 72 hours 5th. Semester: - Imports and Exports – 72 hours - Transportations and Insurances – 72 hours - E-Business – 72 hours - International Marketing – 72 hours - Companies' Internationalization- 72 hours - Business Logistics- 72 hours 	<p>7. Student Assessment</p> <ul style="list-style-type: none"> As per government Regulation for undergraduate Programs: Grading system: 1 to 7 Pass : 4 Final grade will be composed of: 75% final exam 25% term work + individual work 	<p>8. Current and Coming Challenges</p> <ul style="list-style-type: none"> The Program has started one term ago and has not identified challenges. In other business programs offered by IFE 50% of their graduates are running their own businesses. They want to keep this ratio for these program.
<p>9. Curriculum Renewal</p> <ul style="list-style-type: none"> The Institution every 3 years reviews its Programs with business community, faculty, graduates and external consultants. 	<p>10. Partnerships</p> <ul style="list-style-type: none"> ASEXMA: Manufacture Exporters Association 	<p>11. Sales & Negotiation Course</p> <ul style="list-style-type: none"> Not applicable 		<p>12. Comments</p> <ul style="list-style-type: none"> The Program Leader feels that they will be successful because the students have strong social skills and are well travelled. 			

APPENDIX B - Industry Occupational Analysis (DACUM) Chart

INDUSTRY OCCUPATIONAL ANALYSIS (DACUM) CHART

February 19th, 2003

Facilitated by Craig Edwards and Mike Stuhldreier

MARKET
A

Determine pricing strategy A1	Develop/Implement promotion strategy A2	Position product for market A3	Promote product brand A4	Develop/Implement distribution strategy A5	Demonstrate geo-political acumen A6	Demonstrate cultural acumen A7	Develop/Implement public relations strategy A8
					EL	EL	

RESEARCH
B
E

Identify threats and opportunities B1	Identify strengths and weaknesses B2	Identify competition B3	Use Internet resources B4	Read and analyze information B5	Fact find B6	Assess market B7	Use a variety of research techniques B8
EL	EL	EL	EL	EL	EL	EL	E/EL
Interpret and evaluate information B9	Think critically B10	Identify and develop multiple sources of information B11	Identify and analyze trends B12				
E/EL	E/EL	E/EL	EL				

DEMONSTRATE LEADERSHIP
C

Work professionally C1	Manage others C2	Identify roles and responsibilities C3	Take and set directions C4	Be accountable C5	Delegate C6	Be creative C7	Be innovative C8
EL		EL		EL		EL	EL
Demonstrate ethics C9	Be cooperative C10	Take initiative C11	Resolve conflict C12	Comply with corporate culture/policies C13	Work with others (Team Player) C14	Demonstrate etiquette C15	Anticipate and adapt to change C16
EL	EL	EL		EL	EL	EL	E/EL

COMMUNICATE
D

Use communication technology D1 EL	Write D2 EL	Make presentations D3 EL	Use a variety of writing styles and formats D4 E/EL	Identify audience for communication D5	Be concise D6 EL	Solicit, react, and adapt to feedback D7 EL	Be persuasive D8 EL
Listen actively D9 EL	Be empathetic D10 EL	Interpret non-verbal cues D11 EL	Adapt to audience D12 EL	Summarize D13 EL	Network D14 EL	Negotiate D15 EL	

SELL
E

Close deals E1	Build relationships E2	Communicate product attributes and benefits E3 EL	Apply basic selling techniques E4 EL	Positioning company and product E5 EL	Establish personal credibility E6 EL	Establish company credibility E7 EL	Qualify opportunity E8
Identify and assess motivators E9	Ask probing questions E10 EL	Identify and evaluate customer needs E11	Assess competition E12				

DEMONSTRATE FINANCIAL SKILLS
F

Develop budget F1	Develop sales forecasts F2	Set prices F3	Perform cost analysis F4 EL	Read and interpret financial statements F5 EL	Read and interpret credit reports F6 EL	Demonstrate foreign exchange competency F7 EL	Perform benefit-cost analysis F8
Create cash flow analysis F9	Demonstrate forecasting skills F10 E/EL	Strategize methods of payment F11	Assess non-financial drivers F12	Develop compensation programs F13			

MANAGE RISK E G

Identify barriers G1 E	Identify and access resources G2	Keep current on regulations and rules G3	Identify best practices G4 E	Anticipate changes G5	Be forward thinking G6 EL	Interpret political climate G7 E	Appraise economic climate G8 E
Work within rules, regulations, and legislation of both parties G9 EL	Think globally G10 EL	Complete appropriate documentation G11	Lobby for regulatory change G12	Interpret contracts G13	Protect intellectual property G14 E/EL	Manage documents G15	Identify and analyze risks G16 E
Mitigate risk G17							

PROVIDE CUSTOMER SERVICE H

Determine distribution logistics H1	Access transfer resources H2	Select appropriate transfer method H3	Process orders H4	Manage inventory H5	Manage information H6	Manage reverse logistics H7	Manage the supply chain H8 E
Retain and maintain customer relationship H9	Prioritize customer needs H10 E/EL						

INCORPORATE TECHNOLOGY E I

Use office productivity software I1 EL	Select appropriate technology I2 E/EL	Assess e-business applications I3 E/EL	Assess business processes I4 E	Assess current/new technologies I5 E
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PLAN
J

Develop a strategy J1	Organize J2 EL	Develop a business plan J3 EL	Set priorities J4 EL	Evaluate internal resources J5	Assign internal resources J6	Manage time J7 EL	Establish critical path J8 E/EL
Manage project/plan J9 EL	Assess and measure productivity J10	Implement plan J11	Articulate vision J12	Set objectives J13 EL	Set goals J14 EL	Evaluate results (metrics) J15 E/EL	Identify performance indicators J16 E
Assess Export/Import readiness J17	Match objectives with corporate vision J18						

APPENDIX C - Faculty Graduate Analysis Chart

FACULTY GRADUATE ANALYSIS CHART

April 3rd, 2003

Facilitated by Craig Edwards and Mike Stuhldreier

MANAGE BUSINESS TRIPS A

Plan	Organize	Adapt to change	Set goals	Budget	Obtain proper documentation	Keep records
A1	A2	A3 E	A4	A5	A6 E	A7

DEVELOP A LOGISTICS PLAN B

Identify alternatives	See the big picture	Identify inter-relationships	Advocate for customer	Influence others	Identify plan transportation coordination	Identify plan for freight forwarding	Identify and plan for customs brokerage
B1	B2	B3	B4	B5	B6	B7	B8
Identify and plan for production	Identify and plan for warehousing	Manage inventory	Identify insurance needs and all related risks	Monitor and control logistics plan	Plan for contingencies		
B9	B10	B11	B12	B13	B14		

COMMUNICATE EFFECTIVELY C

Write business correspondence	Write e-mail	Use correct grammar and spelling	Write reports	Make a presentation	Listen actively	Use telephone etiquette	Use telephone techniques
C1	C2	C3	C4	C5	C6	C7	C8
Project a professional image	Read critically	Read non-verbal cues	Use appropriate terminology	Respond with poise and intelligence	Think on your feet	Articulate ideas	Use appropriate non-verbal cues
C9	C10	C11	C12	C13	C14	C15	C16

(con't)
COMMUNICATE
EFFECTIVELY

C

Be selective in what you communicate	Match communication to your audience	Speak a second language	Solicit feedback
C17	C18 E	C19 E	C20

BE PROFESSIONAL

D

Demonstrate cultural sensitivity	Dress appropriately	Demonstrate ethical behaviour	Demonstrate integrity	Be punctual	Be respectful	Be flexible/versatile	Learn continuously
D1 E	D2 E	D3 E	D4	D5	D6	D7	D8 E
Maintain high standards	Be trustworthy	Be current	Lead others by example				
D9	D10	D11	D12				

SELL

E

Negotiate	Identify needs	Open the customer's door	Do a cold call	Generate and qualify leads	Close a sale	Follow-up with customers	Maintain customer relations
E1	E2	E3	E4	E5	E6	E7	E8
Develop a sales approach	Manage sales territory	Develop sales territory marketing plan	Build trust and respect				
E9	E10	E11	E12				

<p>MARKET</p> <p>F</p>

Develop a marketing plan F1	Identify/analyze competitors F2	Identify and analyze target markets F3	Perform a country analysis F4	Assess opportunities F5	Develop opportunities F6	Identify/analyze trends F7	Research opportunities F8
Promote the product F9	Select distribution channels F10	Determine pricing F11	Determine product characteristics F12	Perform SWOT Analysis F13	Predict needs F14	Develop a sales strategy F15	Manage trade shows F16
Conduct market research F17	Develop a feasibility study F18	Translate corporate strategic plan to marketing plan F19					

<p>RESEARCH</p> <p>G</p>

Perform an Internet search G1	Identify primary and secondary sources G2	Qualify sources G3	Analyze data G4	Qualify data G5	Convert data to information G6	Interpret information G7	Synthesize information G8
Validate results G9	Evaluate research results G10						

FUNCTION IN
CORPORATE CULTURES

H

Demonstrate political acumen H1	Identify corporate culture H2	Work independently H3	Work well with others H4	Manage time H5	Adapt to corporate cultural differences H6	Separate personal from professional life H7	Apply business/social manners H8
Network in professional/social situations H9	Organize meetings H10	Chair/manage meetings H11	Resolve conflicts H12	Multi-task H13	Identify competing interests within an organization H14	Manage others H15	Delegate H16

DEVELOP A FINANCIAL
PLAN

I

Apply math skills I1	Identify and react to economic indicators I2	Assess liability I3	Manage financial risk I4	Conduct an industry analysis I5	Interpret financial statements I6	Interpret cash flows I7	Budget/forecast I8
Interpret cost accounting I9	Assess impacts of different accounting methods I10	Translate strategic plan to financial planning tactics I11	Perform ratio analysis I12	Determine risks of trade finance I13			

MAKE DECISIONS

J

Apply results to concrete situations J1	Think critically J2	Manage information J3	Identify and evaluate needs J4	Determine goals and objectives J5	Evaluate alternatives J6	Be flexible J7	Innovate J8
Develop implementation strategies J9	Monitor and control implementation J10	Evaluate results and adapt J11	Predict possible outcomes J12				

USE TECHNOLOGY
K

Use communication technology (fax, voice mail, cell phone)	Use presentation software	Use spreadsheet software	Use word processing software	Use internet	Choose appropriate technology for task	Develop technology skills continuously	Keep current on E-Business
K1 E	K2 E	K3	K4	K5 E	K6	K7	K8 E

DEMONSTRATE A GLOBAL PERSPECTIVE
L

Discover and react to implications of international law/treaties	Demonstrate geographical competence	Keep current on local and international events	Analyze and react to environmental trends	Analyze /react to the implications of local and international events	Analyze and react to economic trends	Analyze and react to socio-political trends	Follow privacy guidelines, regulations, laws
L1	L2	L3	L4 E	L5	L6	L7 E	L8
Protect intellectual property	Protect physical assets	Identify security risk	Adapt to various cultures				
L9 E	L10	L11 E/R	L12 E/R				

APPENDIX D - College-Wide Learning Outcomes

COLLEGE-WIDE LEARNING OUTCOMES

Red River College adopted the Conference Board of Canada's Employability Skills 2000+ as its College-wide Learning Outcomes in July 2000. The skills you need to enter, stay in, and progress in the world of work - whether you work on your own or as part of a team. These skills can also be applied and used beyond the workplace in a range of daily activities.

Fundamental Skills	Personal Management Skills	Teamwork Skills
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The skills needed as a base for further development

The personal skills, attitudes and behaviours that drive one's potential for growth.

The skills and attributes needed to contribute productively

You will be better prepared to add value to the outcomes of a task, project or team when you can:

You will be better prepared to progress in the world of work when you can:

E Demonstrate Positive Attitudes & Behaviours

J Work with Others

A Communicate

A1 • read and understand information presented in a variety of forms (e.g. words, graphs, charts, diagrams)

A2 • write and speak so others pay attention and understand

A3 • listen and ask questions to understand and appreciate the points of view of others

A4 • share information using a range of information and communications technologies (e.g. voice, e-mail, computers)

A5 • use relevant scientific, technological and mathematical knowledge and skills to explain or clarify ideas

E1 • feel good about yourself and be confident

E2 • deal with people, problems and situations with honesty, integrity and personal ethics

E3 • recognize your own and other people's good efforts

E4 • take care of your personal health

E5 • show interest, initiative and effort

J1 • understand and work within the dynamics of a group

J2 • ensure that a team's purpose and objectives are clear

J3 • be flexible: respect, be open to and supportive of the thoughts, opinions and contributions of others in a group

J4 • recognize and respect people's diversity, individual differences and perspectives

J5 • accept and provide feedback in a constructive and considerate manner

J6 • contribute to a team by sharing information and expertise

J7 • lead or support when appropriate, motivating a group for high performance

J8 • understand the role of conflict in a group to reach solutions

J9 • manage and resolve conflict when appropriate

B Manage Information

B1 • locate, gather and organize information using appropriate technology and information systems

B2 • access, analyze and apply knowledge and skills from various disciplines (e.g. the arts, languages, science, technology, mathematics, social sciences, and the humanities)

C Use Numbers

C1 • decide what needs to be measured or calculated

C2 • observe and record data using appropriate methods, tools and technology

C3 • make estimates and verify calculations

F Be Responsible

F1 • Set goals and priorities balancing work and personal life

F2 • plan and manage time, money and other resources to achieve goals

G Be Adaptable

G1 • work independently or as a part of a team

G2 • carry out multiple tasks or projects

G3 • be innovative and resourceful: identify and suggest alternative ways to achieve goals and get the job done

G4 • be open and respond constructively to change

G5 • learn from your mistakes and accept feedback

G6 • cope with uncertainty

K Participate in Projects & Tasks

K1 • plan, design or carry out a project or task from start to finish with well-defined objectives and outcomes

K2 • develop a plan, seek feedback, test, revise and implement

K3 • work to agreed quality standards and specifications

K4 • select and use appropriate tools and technology for a task or project

K5 • adapt to changing requirements and information

K6 • continuously monitor the success of a project or task and identify ways to improve

D Think & Solve Problems

- D1** • assess situations and identify problems
- D2** • seek different points of view and evaluate them based on facts
- D3** • recognize the human, interpersonal, technical, scientific and mathematical dimensions of a problem
- D4** • identify the root cause of a problem
- D5** • be creative and innovative in exploring possible solutions
- D6** • readily use science, technology and mathematics as ways to think, gain and share knowledge, solve problems and make decisions
- D7** • evaluate solutions to make recommendations or decisions
- D8** • implement solutions
- D9** • check to see if a solution works, and act on opportunities for improvement

H Learn Continuously

- H1** • be willing to continuously learn and grow
- H2** • assess personal strengths and areas for development
- H3** • set your own learning goals
- H4** • identify and access learning sources and opportunities
- H5** • plan for and achieve your learning goals

I Work Safely

- I1** • be aware of personal and group health and safety practices and procedures, and act in accordance with these

Source: The Conference Board of Canada's Employability Skills Forum and the Business and Education Forum on Science, Technology and Mathematics, (April 2000). Employability Skills 2000+ Conference Board of Canada. (online: <http://www.conferenceboard.ca/nbec/pdf/esp2000.pdf>)

APPENDIX E - Integrated Chart

Integrated Chart

Industry Occupational Analysis, Faculty Graduate Analysis, College-Wide Learning Outcomes

International Business Integration Workshop
Facilitated by Craig Edwards and Lily Bale-Feldman
April 24th, 2003

Industry Occupational Analysis	Faculty Graduate Analysis	College-wide Learning Outcomes		
MARKET A	MARKET F			
Determine pricing strategy A1	Determine pricing F11			
Develop/Implement promotion strategy A2	Develop a marketing plan F1			
Position product for market A3	Determine product characteristics F12	Promote the product F9		
Promote product brand A4	Manage trade shows F16			
Develop/implement distribution strategy A5	Identify and plan for warehousing B10	Select distribution channels F10		
Demonstrate geo-political acumen A6	Demonstrate geographical competence L2			
Demonstrate cultural sensitivity D1	Adapt to various cultures L12			j4 - recognize and respect people's diversity, individual differences and perspectives
Demonstrate cultural acumen A7				
Develop/implement public relations strategy A8	MANAGE BUSINESS TRIPS A			

RESEARCH B	RESEARCH G			
Identify threats and opportunities B1				H4 - identify and access learning sources and opportunities
Identify strengths and weaknesses B2	Perform SWOT analysis F13			H2 - assess personal strengths and areas for development D1 - assess situations and identify problems
Identify competition B3	Identify/analyze competitors F2			
Use Internet resources B4	Perform an Internet search G1			
Read and Analyze information B5				A1 - read and understand information presented in a variety of forms (e.g. words, graphs, charts, diagrams)
Fact find B6	Predict needs F14	Research opportunities F8		D4 - identify the root cause of a problem
Assess market B7	Conduct an industry analysis I5	Conduct market research F17		
Use a variety of research techniques B8	Identify primary and secondary sources G2			B1 - locate, gather and organize information using appropriate technology and information systems
Interpret and evaluate information B 9	Validate results G9	Evaluate research results G10	Convert data to information G6	B2 - access, analyze and apply knowledge and skills from various disciplines (e.g. the arts, languages, science, technology, mathematics, social sciences, and the humanities)
	Analyze data G4	Interpret information G7	Assess opportunities F5	D2 - seek different points of view and evaluate them based on facts
Think critically B10	Read critically C10	Think critically J2		

Identify and develop multiple sources of information B11	Quantify sources G3	Quantify data G5	Synthesize information G8	C2 - observe and record data using appropriate methods, tools and technology
Identify and analyze trends B12	Analyze and react to environmental trends L4	Identify/analyze trends F7		

DEMONSTRATE LEADERSHIP C	Organize meetings H10	Chair/manage meetings H11		E - DEMONSTRATE POSITIVE ATTITUDES AND BEHAVIOURS
Work professionally C1	Respond with poise and intelligence C13	Project a professional image C9	BE PROFESSIONAL D	E1 - feel good about yourself and be confident
Manage others C2	Influence others B5	Manage others H15		J7 - lead or support when appropriate, motivating a group for high performance
Identify roles and responsibilities C3				
Take and set directions C4				
Be accountable C5				F - BE RESPONSIBLE F4 - be accountable for your actions and the actions of your group
Delegate C6	Delegate H16			
Be creative C7	Think on your feet C14			
Be innovative C8	Innovate J8			G3 - be innovative and resourceful: identify and suggest alternative ways to achieve goals and get the job done D5 - be creative and innovative in exploring possible solutions

Demonstrate ethics C9	Demonstrate ethical behaviour D3			E2 - deal with people, problems and situations with honesty, integrity and personal ethics
Be cooperative C10				J6 - contribute to a team by sharing information and expertise
Take initiative C11	Work independently H3			E5 - show interest, initiative and effort
Resolve conflict C12	Resolve conflicts H12			J8 - understand the role of conflict in a group to reach solutions J9 manage and resolve conflict when appropriate D - THINK AND SOLVE PROBLEMS
Comply with corporate culture policies C13	Demonstrate political acumen H1	FUNCTION IN CORPORATE CULTURES H	Identify corporate culture H2	
	Adapt to corporate cultural differences H6			
Work with others (Team Player) C14	Work well with others H4			J1 - understand and work within the dynamics of a group J - WORK WITH OTHERS G1 - work independently or as part of a team
Demonstrate etiquette C15	Apply business/social manners H8	Use telephone etiquette C7		
Anticipate and adapt to change C16	Multi-task H13	Be flexible/versatile D7	Be flexible J7	G6 - cope with uncertainty G4 - be open and respond constructively to change G - BE ADAPTABLE G2 - carry out multiple tasks or projects K5 - adapt to changing requirements and information J3 - be flexible: respect, be open to and supportive of the thoughts, opinions and contributions of others in a group
	Adapt to change A3			

COMMUNICATE D	Speak a second language C19	COMMUNICATE EFFECTIVELY C		A - COMMUNICATE
Use communication technology D1	Use telephone techniques C8	Use presentation software K2	Use communication technology (fax, voice mail, cell phone) K1	A4 - share information using a range of information and communications technologies (e.g. voice, e-mail, computers)
	USE TECHNOLOGY K	Write e-mail C2		
Write D2	Use correct grammar and spelling C3	Write business correspondence C1	Write reports C4	A2 - write and speak so others pay attention and understand
Make presentations D3	Make a presentation C5			
Use a variety of writing styles and formats D4				A5 - use relevant scientific, technological and mathematical knowledge and skills to explain or clarify ideas
Identify audience for communication D5				
Be concise D6	Articulate ideas C15			
Solicit, react and adapt to feedback D7	Solicit feedback C20			J5 - accept and provide feedback in a constructive and considerate manner G5 - learn from your mistakes and accept feedback
Be persuasive D8				
Listen actively D9	Listen actively C6			A3 - listen and ask questions to understand and appreciate the points of view of others
Be empathic D10				E3 - recognize your own and other people's good efforts
Interpret non-verbal cues D11	Use appropriate non-verbal cues C16	Read non-verbal cues C11		

Adapt to audience D12	Use appropriate terminology C12	Match communication to your audience C18		
Summarize D13	Be selective in what you communicate C17			
Network D14	Network in professional/social situations H9			
Negotiate D15	Negotiate E1			
SELL E	SELL E			
Close deals E1	Close a sale E6			
Build relationships E2	Do a cold call E4 Maintain customer relations E8	Advocate for customer B4	Follow-up with customers E7	
Communicate product attributes and benefits E3				
Apply basic selling techniques E4	Develop a sales approach E9			
Positioning company and product E5				
Establish personal credibility E6	Dress appropriately D2	Be punctual D5	Be trustworthy D10	
	Lead others by example D12	Demonstrate integrity D4	Be respectful D6	
Establish company credibility E7	Build trust and respect E12			

Qualify opportunity E8	Generate and qualify leads E5			
Identify and assess motivators E9				
Ask probing questions E10	Open the customer's door E3			
Identify and evaluate customer needs E11	Identify needs E2			
Assess competition E12				
DEMONSTRATE FINANCIAL SKILLS F	DEVELOP A FINANCIAL PLAN I	Apply math skills I1		C - USE NUMBERS
Develop budget F1				
Develop sales forecasts F2				
Set prices F3				
Perform cost analysis F4	Perform ratio analysis I12	Interpret cost accounting I9		
Read and interpret financial statements F5	Interpret cash flows I7	Interpret financial statements I6		
Read and interpret credit reports F6				
Demonstrate foreign exchange competency F7				
Perform benefit-cost analysis F8				

Create cash flow analysis F9				
Demonstrate forecasting skills F10	Assess impacts of different accounting methods I10	Predict possible outcomes J12		
Strategize methods of payment F11	Determine risks of trade finance I13			
Assess non-financial drivers F12				
Develop compensation programs F13				
MANAGE RISK G				F3 - assess, weigh and manage risk
Identify barriers G1				
Identify and assess resources G2	Identify alternatives B1			
Keep current on regulations and rules G3	Discover and react to implications of International law/treaties L1			
Identify best practices G4	Maintain high standards D9	Learn continuously D8		
Anticipate changes G5	Plan for contingencies B14			
Be forward thinking G6	Be current D11			H - LEARN CONTINUOUSLY H1 - be willing to continuously learn and grow
Interpret political climate G7	Identify and react to economic indicators I2	Analyze and react to socio-political trends L7	Analyze/react to implications of local and inter-national events L5	

Appraise economic climate G8	Analyze and react to economic trends L6			
Work within rules, regulations, legislation of both parties G9	Follow privacy guidelines, regulations, laws L8			
Think globally G10	DEMONSTRATE A GLOBAL PERSPECTIVE L	Keep current on local and international events L3		
Complete appropriate documentation G11	Protect physical assets L10	Keep records A7		
Lobby for regulatory change G12				
Interpret contracts G13				
Protect intellectual property G14	Protect intellectual property L9			
Manage documents G15	Obtain proper documentation A6			
Identify and analyze risks G16	Assess liability I3	Identify security risk L11	Identify insurance needs and all related risks B12	
Mitigate risk G17	Manage financial risk I4			

PROVIDE CUSTOMER SERVICE H				
Determine distribution logistics H1	Identify plan for freight forwarding B7	Identify and plan for customs brokerage B8	Identify and plan transportation coordination B6	
Access transfer resources H2	DEVELOP A LOGISTICS PLAN B	Monitor and control logistics plan B13		

Select appropriate transfer method H3	Identify inter-relationships B3			
Process orders H4				
Manage inventory H5	Manage inventory B11			
Manage information H6	Manage information J 3			B - MANAGE INFORMATION
Manage reverse logistics H7				
Manage the supply chain H8	Identify and plan for production B9			
Retain and maintain customer relationship H9	Manage sales territory E10			
Prioritize customer needs H10	Identify and analyze target markets F3	Identify and evaluate needs J4		
INCORPORATE TECHNOLOGY I				K4 - select and use appropriate tools and technology for a task or project
Use office productivity software I1	Use Internet K5	Use Word processing software K4	Use spreadsheet software K3	
Select appropriate technology I2	Choose appropriate technology for task K6	Budget/forecast I8	Budget A5	D6 - readily use science, technology and mathematics as ways to think, gain and share knowledge, solve problems and make decisions C3 - make estimates and verify calculations

Assess e-business applications I3 Assess business processes I4	Keep current k8			
Assess current/new technologies I5	Develop technology skills continuously K7			
PLAN J	Plan A1			K PARTICIPATE IN PROJECTS AND TASKS H5 - plan for and achieve your learning goals
Develop a strategy J1	Develop implementation strategies J9	Develop a sales strategy F15	Translate corporate strategic plan to marketing plan F19	D8 - implement solutions
Organize J2	Organize A2			K1 - plan, design or carry out a project or task from start to finish with well-defined objectives and outcomes
Develop a business plan J3	Develop a feasibility study F18	Perform a country analysis F4	Develop sales territory marketing plan E11	
Set priorities J4	MAKE DECISIONS J			
Evaluate internal resources J5				
Assign internal resources J6	Identify competing interests within an organization H14			D3 - recognize the human, interpersonal, technical, scientific and mathematical dimensions of a problem
Mange time J7	Mange time H5			F2 - plan and manage time, money and other resources to achieve goals
Establish critical path J8				

Manage project/plan J9	Develop opportunities F6			
Assess and measure productivity J10				
Implement plan J11	Translate strategic plan to financial planning tactics L11	Apply results to concrete situations J1		K2 - develop a plan, seek feedback, test, revise and implement
Articulate vision J12	See the big picture B2			J2 - ensure that a team's purpose and objectives are clear
Set objectives J13				H3 - set your own learning goals
Set goals J14	Determine goals and objectives J5	Set goals A4		
Evaluate results (metrics) J15	Evaluate results and adapt J11	Evaluate alternatives J6		K6 - continuously monitor the success of a project or task and identify ways to improve D7 - evaluate solutions to make recommendations to decisions D9 - check to see if a solution works, and act on opportunities for improvement
Identify performance indicators J16	Monitor and control implementation J10			C1 - decide what needs to be measured or calculated
Assess Export/Import readiness J17				
Match objectives with corporate vision J18				K3 - work to agreed quality standards and specifications

APPENDIX F - Proposed Program Learning Outcomes

Proposed Program Learning Outcomes

Statements and Element of Performance

A. *The graduate reliably demonstrates the ability to develop an International Marketing Plan which includes a market analysis, marketing strategies, marketing objectives, marketing mix, budgetary considerations and evaluation criteria.*

Elements of Performance:

1. Apply an understanding of globalization and its implications for developing a Marketing Analysis as a requirement for a Marketing Plan
2. Apply an understanding of cultural acumen and sensitivity
3. Apply an understanding of the geopolitical, socio-economic (including human rights, sustainable development) and technological issues
4. Prepare a Marketing Plan, developing the product, distribution and logistics, price and promotion strategies

B. *The graduate reliably demonstrates the ability to conduct research to support success in International Business.*

Elements of Performance:

1. Perform SWOT (Strengths, Weakness, Opportunities, Threats) analysis
2. Use a variety of research techniques
3. Think and read critically
4. Identify and develop credible and multiple sources of information
5. Locate, gather, organize, and analyze information using appropriate technology and information systems
6. Analyze and react to external trends
7. Interpret and evaluate information

C. *The graduate reliably demonstrates the ability to act professionally and assume a leadership role when necessary.*

Elements of Performance:

1. Lead and delegate or support when appropriate, motivating a group for high performance
2. Be responsible, ethical, and accountable
3. Be innovative and resourceful by identifying and suggesting alternative ways to achieve goals
4. Be creative and innovative in exploring possible solutions
5. Manage and resolve conflict when appropriate
6. Comply with corporate culture policies
7. Identify roles and responsibilities, take and set direction in order to work independently or as part of a team
8. Anticipate and adapt to changing requirements and information
9. Respect, be open to and supportive of the thoughts, opinions and contributions of others
10. Assess personal and professional strengths and areas for development
11. Anticipate changes and be able to plan for contingencies
12. Identify and adapt best practices where appropriate
13. Maintain a global perspective and be a forward-thinker

D. *The graduate reliably demonstrates the ability to communicate effectively with a variety of audiences.*

Elements of Performance:

1. Share information using a range of information and communication technologies including voice, e-mail, and computers
2. Develop foreign language skills including developing strategies for communicating through interpreters and seeking opportunities for multi-language skills development
3. Write business correspondence and reports, using a variety of writing styles and formats, applying correct grammar and spelling
4. Write and speak so others pay attention and understand, being concise, and articulating ideas clearly
5. Use relevant scientific, technological and mathematical knowledge and skills to explain or clarify ideas
6. Make presentations
7. Identify and adapt to audience, using appropriate terminology and matching communication to audience
8. Solicit, accept, and adapt to feedback
9. Provide feedback in a constructive and considerate manner

10. Interpret non-verbal cues and use same appropriately
11. Listen actively, asking questions to understand and appreciate the points of view of others
12. Display empathy and exhibit behaviors which show a respect for language and culture
13. Be selective in communicating, summarizing when appropriate
14. Network in professional and social situations
15. Negotiate and be persuasive

E. The graduate reliably demonstrates the ability to successfully supply principles of Sales and sales management.

Elements of Performance:

1. Build and maintain relationships with appropriate strategic partners and customers
2. Maintain relationships with diverse cultures using culturally appropriate methods
3. Identify customers' and strategic partners' needs and motivators
4. Recognize, generate and qualify partnership and selling opportunities
5. Assess competition
6. Apply basic selling techniques

F. The graduate reliably demonstrates the ability to apply financial knowledge and skills to the operation of an international business.

Elements of Performance:

1. Demonstrate knowledge of the effect of foreign exchange on trade
2. Develop and manage sales forecasts, perform cost analysis, develop and manage budgets, create cash-flow analysis, perform cost-benefit analysis
3. Read and interpret credit reports
4. Apply knowledge of relevant financial reports and statements
5. Apply knowledge of methods of payment and financing
6. Assess non-financial drivers
7. Strategize methods of payment and compensation programs for intermediaries

G. The graduate reliably demonstrates the ability to effectively identify, understand and react to areas of risk.

Elements of Performance:

1. Identify, interpret and react to political, social and economic indicators
2. Keep current on regulations and rules
3. Conduct business in compliance with relevant national and international laws, legislation, policies and regulations affecting both parties and advocate for change where and when appropriate
4. Identify, analyze and mitigate barriers and risks
5. Apply knowledge of document and contract management (interpret, complete, monitor)
6. Protect intellectual property

H. The graduate reliably demonstrates the ability to understand the needs of the customer and the capabilities of the organization in order to give the best possible solution to the client.

Elements of Performance:

1. Develop and implement strategies to retain and maintain customer relationships
2. Apply knowledge of Supply Chain Management (transportation, brokerage, order processing, reverse logistics, inventory and information management) to create a distribution and logistics plan

I. The graduate reliably demonstrates the ability to apply technology and computer skills and knowledge to support international business functions

Elements of Performance:

1. Keep current by assessing and using current and new technologies and developing technology skills continuously
2. Select technology appropriate to the task
3. Use office productivity software and the Internet

4. Use technology and mathematics to think, gain and share knowledge, solve problems, and make decisions
5. Assess and apply e-business applications

J. *The graduate reliably demonstrates the ability to plan, implement, direct and monitor projects.*

Elements of Performance:

1. Conduct business in accordance with the corporate vision
2. Assess Export/Import readiness
3. Apply planning skills to develop the strategic plan and translate it to business, financial, and a supply chain plans
4. Set objectives and priorities
5. Establish critical paths
6. Evaluate and assign internal resources in order to organize activities
7. Apply knowledge of Project Management to track the plan
8. Conduct business applying Time Management principles
9. Identify performance indicators in order to assess and measure results
10. Assess business processes

APPENDIX G - Evidence Grid for Accreditation: Cross Referencing Between Proposed Program Learning Outcomes and FITT Learning Outcomes:

EVIDENCE GRID FOR ACCREDITATION

General Notes - The two main sources of evidence are course outlines and the "Faculty Graduate Analysis (DACUM) Chart" (FGA)

The latter document was recently created as a result of a curriculum review, and comes from a combination of sessions with industry experts, program faculty and college wide learning outcomes, based on information from the Conference Board of Canada. Outlines will be identified specifically, as will any other references, other than those from the proposed program learning outcomes document. These will be referenced by point numbers, such as FGA - B3, etc.

Global Entrepreneurship

Apply the skills and knowledge needed to perform export/import readiness diagnostics and initiate a variety of export/import-planning processes for companies involved in international trade.

	Learning Objective Met	
	= yes	
	x = no	Evidence #
Global Entrepreneurship Credit		
1. Design profiles for individuals and businesses to identify their strengths, weaknesses and skills needed in order to succeed in the international marketplace.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - B1, B3, C10, C11, C12, C13
2. Assess a company's degree of export or import readiness and its ability to meet the requirements of international export/import procedures, standards and regulations.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - A3, B2, B5, B6, C12, D1 to D15, J2
3. Initiate basic export/import planning activities such as risk assessment, market research and preliminary negotiations with clients/suppliers.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - B1 to B7, E2, E3, G1 to G6
4. Describe the basic elements of an international business plan.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - A1, A3, A4, B1, B3, C3, C4, C7, C11, C12, D3, D5, D13, E3, #5, F1, F2, F4, G1, G2, G4, H2, I5, J3, J4, J5, J6, J9

International Marketing

Demonstrate the skills and knowledge needed for effective marketing in international trade.

International Marketing Credit	Learning Objective Met = yes x = no	Evidence #
1. Design an international marketing plan.		Course outlines for International Marketing and International Marketing Management (B12I183, B12I286) PLO - A4, B1, J3, J4, J5, J9
2. Conduct market research.		Course outlines for International Marketing and International Marketing Management (B12I183, B12I286) PLO - A1, A2, A3, B2, B4, B5, B6, B7, E3, G1
3. Identify and apply appropriate market entry strategies.		Course outlines for International Marketing and International Marketing Management (B12I183, B12I286) PLO - A1, A4, E1, H2, I5, J2, J3
4. Recognize the cultural, legal and social characteristics of the target market(s).		Course outlines for International Marketing and International Marketing Management (B12I183, B12I286) PLO - A2, A3, D2, E2, I2, G3, G6

International Trade Finance

Prepare proposals for presentation to financing sources that will satisfy the basic needs of a company's export/import operations and/or to finance international trade projects.

International Trade Finance Credit	Learning Objective Met = yes x = no	Evidence #
1. Perform an assessment of the basic risks "commercial, country and currency" that may be encountered by a company in the course of its export/import operations or projects.		Course outline for International Trade Finance (B12I288) FGA - F1, F3, F5, F6, F7, G1, G2, G4
2. Design appropriate risk management strategies.		Course outline for International Trade Finance (B12I288) FGA - C12, F2, F7, G3, J3
3. Select relevant risk mitigating techniques.		Course outline for International Trade Finance (B12I288) FGA - C11, C12, F3, G4, G5, G6
4. Determine the costs and the viability of export/import transactions and select appropriate pricing strategies, terms of sale and methods of payment.		Course outline for International Trade Finance (B12I288) FGA - A4, C12, F2, F5, F7, I2, I4, J2

International Trade Logistics

Formulate cost-effective strategies for the movement of goods and services across international borders taking into account regulatory and documentary requirements and the various roles of external service providers.

These competencies <u>must</u> be met for credit in International Trade Logistics	Learning Objective Met = yes x = no	Evidence #
1. Identify the regulatory requirements that may effect the movement of products or services across international boundaries.		Course outlines for International Traffic & Logistics and Export/Import Considerations (B12I287 & B12I290) PLO - A4, B1 to B7, C8, G2, G3, H1
2. Describe the basic documents required in the export/import processes and explain the significance of each document.		Course outlines for International Traffic & Logistics and Export/Import Considerations (B12I287 & B12I290) PLO - B3, B7, G5, H2
3. Explain the role that international trade logistics plays in securing competitive advantage for a company.		Course outlines for International Traffic & Logistics and Export/Import Considerations (B12I287 & B12I290) PLO - B4, E3, E5, H1, I5
4. Describe the roles that outside service providers play in international trade and in a company's supply chain strategy.		Course outlines for International Traffic & Logistics and Export/Import Considerations (B12I287 & B12I290) PLO - A1, A2, A4, E1, E3, E4, H2, I5

International Market Entry & Distribution

Implement fundamentally sound market entry and distribution plans to achieve a given set of strategic international corporate objectives.

International Market Entry & Distribution Credit

1. Perform basic corporate strategic needs assessments.
2. Identify and evaluate market entry and distribution options common in international trade and investment activities.
3. Identify and evaluate appropriate partner(s) and type(s) of partnership(s), for any given international venture.
4. Identify the factors involved in setting up and managing international partnership(s).

International Trade Research

Apply comprehensive research methodologies to achieve a given set of international corporate objectives.

International Trade Research Credit	Learning Objective Met = yes x = no	Evidence #
1. Develop research objectives that are compatible with international corporate business objectives.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - B2, B4, B5, C6, D5, J
2. Select the most suitable methods of data acquisition and an effective, efficient method of structuring an information system that is accessible, current and useful.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - B2, B4, B5, D1, I1, I2,
3. Identify and evaluate a broad range of international trade and investment opportunities.		Course outlines for Industry Project A, B & C (B12I171, B12I272, B12I373) FGA - A3, B6, B7, B13, C13 Research Module

Legal Aspects of International Trade

Analyze the various types of international trade agreements and distinguish the differences between the basic rights and obligations imposed on buyers and sellers by Canadian and international laws and in the re

Legal Aspects of International Trade Credit	Learning Objective Met = yes x = no	Evidence #
1. List the important clauses that should be included in international trade agreements.		Course outline for International Business Law (B12I392) FGA - F5, G2, G3
2. Explain the significance of international treaties and conventions.		Course outline for International Business Law (B12I392) FGA- A3, G3, G5
3. Explain the significance of “choice of law” and “jurisdiction” in international contracts.		Course outline for International Business Law (B12I392) FGA - A3, G2, G3, G5
4. Describe the basic provisions of the World Trade Organization and NAFTA.		Course outline for International Business Law (B12I392) FGA - A3, G3
5. Discuss ways to limit product defects liability in international markets.		Course outline for International Business Law (B12I392) FGA - G2, G3, G4
6. List the reasons why intellectual property, trademarks, inventions etc. Need to be protected in Canada and the global market.		Course outline for International Business Law (B12I392) FGA - G3, G6
7. Describe the significance of Canadian competition laws and U.S. anti-trust laws.		Course outline for International Business Law (B12I392) FGA - G2, G3
8. Explain the basic rights and obligations of buyers and sellers by Canadian and international sale of goods laws.		Course outline for International Business Law (B12I392) FGA - G2, G3

International Trade Management

Perform in the capacity of an international trade professional and/or as a manager of a company engaged in, or seeking to engage in international trade activities.

International Trade Management Credit	Learning Objective Met = yes x = no	Evidence #
1. Design and implement the structures of an export/import department for a company.		Course outline for International Trade Management (B12I393) FGA - C6, C7, H2, I2, I5, J1, J2,J3, J6
2. Determine the competitive advantages of a company in the global market and the relevance of pursuing partnerships, alliances or other expansion strategies.		Course outline for International Trade Management (B12I393) FGA - B1, B4, B6, B7, C3, C4, C12, C13,
3. Prepare an international business plan.		Course outlines for International Trade Management, Industry Project A, B & C (B12I393, B12I171, B12I172) FGA - A1, A2, A3, A4, B1, B2, B4, B7, C2, C6, C13, D3, D5, F2, F4, F5, F6, F7, G1, G2, G4, H2, J3, J4

Comments (e.g. other forms of evidence not covered by evidence key):

Our program has 13 additional courses, with outlines provided, as follows:

Computer Applications B12I173

Introduction to International Business B12I181

Introductory Accounting B12I184

Cross-Cultural Communication B12I185

Economic Geography - 1 B12I191

International Political Economy B12I186

Culture and Ethics B12I188

Professional Development in International Business B12I273

Introduction to Foreign Language and Protocol 1 B12I293

Cost Accounting B12I396

Economic Geography - 2 B12I391

International Sales and Negotiation B12I395

Foreign Language and Protocol B12I399

The program has a minimum 4 week unpaid work experience between terms 2 and 3.

APPENDIX H - Vision, Goals, Implementation Tasks, and Performance Indicators

INTERNATIONAL BUSINESS VISIONING WORKSHOP

Monday, May 5, 2003

Facilitated by Craig Edwards and Mike Stuhldreier

Participants: Graham Thomson, Leslie Wilder, Lily Bale-Feldman, Melanie Brydges-Down, Suzanne Cormie (Advisory Committee), Sheila Champagne, Alan Green,

Dave Hiebert (Advisory Committee), Barry Olinkin (Advisory Committee), Monica Ruiz

Vision Statement: The International Business program at Red River College provides a current, comprehensive, and highly regarded program which will enable our graduates to perform professionally and successfully in the international marketplace

1. Graduate Profile	2. Student Evaluation	3. Curriculum Content	4. Student Target	5. Public Relations	6. Pre-Selection Criteria
<p>Goals: Provide graduates with excellent skills and knowledge in all aspects of international business.</p>	<p>Ensure high standards by employing clear, consistent and current evaluation tools and methods.</p>	<p>Provide a comprehensive curriculum that meets the dynamic needs of the business environment.</p>	<p>Achieve and maintain a culturally diverse group of 16 to 20 students.</p>	<p>Enhance and maintain an excellent reputation in the marketplace.</p>	<p>Assess student competencies to provide appropriate support to ensure student success.</p>
<p>Implementation Task: 1. Employ internal and external instructors who are current with issues affecting International Business industry. 2. Expand work experience. 3. Survey graduates and employers 3 and 5 years after graduation. 4. Employ instructors with strong teaching skills. 5. Develop grads with current practical skills.</p>	<p>ImplementationTask: 1. Use approved college course outlines and assessment tools. 2. Use a variety of assessment tools. 3. Establish "Progression Benchmarks" for students. 4. Provide faculty with current assessment tools and encourage implementation.</p>	<p>Implementation Task: 1. Create an International Relations course. 2. Create a Project Management course. 3. Review and update quantitative course (Intro Accounting, Cost Accounting, Finance) 4. Investigate conversion to semester system. 5. Evaluate program content with faculty on an on-going basis. 6. Annually review course outlines with advisory committee. 7. Enhance relationships with the business community through the Program Leader.</p>	<p>Implementation Task: 1. Recruit at post-secondary institutions. 2. Enhance activities of International Education Department. 3. Target stronger representation from the local community. 4. Develop a plan to recruit and accommodate people from the business community. 5. Develop a strong advertising campaign focused on program awareness.</p>	<p>Implementation Task: 1. Identify target markets a) students b) employers 2. Develop a PR strategy to promote program for students and employers. 1) use potential grads 2) employment potential 3) career fair ~ University of Manitoba University of Winnipeg Brandon University 4) speakers (grads) list 5) grad surveys 3 and 5 years 6) promote to RRC BA grads 3. Actively participate in Business Associations - speakers - booths</p>	<p>Implementation Task: Student assessment: 1. Identify appropriate assessment and self-assessment tools to be used as entrance prerequisite (e.g. TOEFEL, GMAT (both academic and aptitudinal). 2. Develop assessment tools to identify specific academic/ language deficiencies. Student support: 3. Create 3-week leveling course 4. Coordinate individual mentoring ~ students ~ employers ~ instructors ~ advisors 5. Coordinate individual tutoring - ~ peers ~ instructors</p>

1. Graduate Profile	2. Student Evaluation	3. Curriculum Content	4. Student Target	5. Public Relations	6. Pre-SelectionCriteria
<p>Performance Indicators:</p> <p>1. All internal instructors undertake Professional Development activities.</p> <p>1. All external instructors have international business experience within past 5 years.</p> <p>2. Work experience goes from 4 weeks to 6 weeks minimum.</p> <p>3 High level of satisfaction (90%) on surveys.</p> <p>4. Positive student feedback on instructor evaluations.</p> <p>5. Positive employer feedback on surveys.</p>	<p>1. 100% use of college course online template.</p> <p>2. Establish minimum of GPA 2.0 to continue through to the next term.</p> <p>3. Inform all instructors of college-provided tools and Professional Development.</p> <p>4. Use Performance evaluations for instructors.</p>	<p>1. > Courses are</p> <p>2. > accredited and part of</p> <p>3. > program.</p> <p>4. Adapt when divisional decision is made.</p> <p>5. Two evaluations per year.</p> <p>6. Advisory Committee reviews course outlines once a year.</p> <p>7. Work placements/internships/ guest speakers</p> <p>"invitations" - volunteer</p> <p>- seminars and</p> <p>- lunches and</p> <p>- committees</p> <p>(More details needed here.)</p>	<p>1. 50% from North American University programs.</p> <p>2. Enroll 6 International students.</p> <p>3. Enroll 14 local students.</p> <p>4. Enroll 3 - 5 from business community.</p> <p>5. Demonstrate increased enrollment by "maxing" enrollment - 25 students.</p>	<p>1. Increase in the number of enquiries and applications which results in achieving a full complement of students annually. (16-20).</p> <p>2. Positive survey response on "brand recognition".</p> <p>3. All grads are hired in relevant international business.</p>	<p>1. low drop-out rate or course failure (ideal is zero)</p>
<p>Program Characteristics and features:</p> <p>~ Grads have very current skills/ knowledge: Practical - results oriented (3)</p> <p>~ In depth international cultural awareness; Ability to function efficiently when dealing with a different culture (2)</p> <p>~ Emphasis on communication skills (0)</p> <p>~ Solid academic program (0)</p> <p>~ Exit fluency in working language (0)</p>	<p>~Assessment evaluation process (clear and rigid) (2)</p>	<p>~ Project management course (2)</p> <p>~ International Relations course; International Relations (understanding / issues) (2)</p> <p>~ Term three - work experience may include foreign work experience. Practical (on-the-job) experience (built into program) (2)</p> <p>~ One all-inclusive "Quantitative" course (accounting/finance) (0)</p> <p>~ Marketing (strategies) (0)</p> <p>~ Computer skills (0)</p> <p>~ Business practice (etiquette, standards) (0)</p>	<p>~ Achieve & Maintain consistent 15 - 18 enrolment (4)</p> <p>~ Greater variety of international students (0)</p> <p>~ More Canadian students in group; Balance enrolment of "Canadian" vs. landed and visa students (0)</p>	<p>~ Well-known in industry; Employers' program of choice (3)</p> <p>~ 2 - 5 year follow-up of students/ grads to learn for future courses (1)</p> <p>~ Connected with business (0)</p> <p>~ Endowment fund (0)</p> <p>~ High level of visibility of program: Industry, Government, Potential students (0)</p>	<p>~ Entrance standards (basic level of competency and experience); Levelling pre-courses and level assessment prior to registration; pre-selection of students for skills sets and knowledge; 3 week prior "boot camp" (literacy, computer math) (3)</p> <p>~ PLAR and/or credit for prior knowledge (1)</p> <p>~ Requirement for second language to include ESL support (0)</p>

APPENDIX I - Program Renewal Plan and Gantt Chart

