



MEMORANDUM

ATTENTION: Senate DATE: Oct 31, 2024 
 FROM: Dilson Rassier, Provost and Vice-President Academic, and Chair, SCUP PAGES: 1/42
 RE: Full Program Proposal for the Graduate Certificate in Global Management (SCUP 24-45)

At its meeting on October 23, 2024, SCUP reviewed and approved the Full Program Proposal for the Graduate Certificate in Global Management.

Motion: That Senate approve and recommend to the Board of Governors the Full Program Proposal for the Graduate Certificate in Global Management within Beedie School of Business, effective Fall 2025.

For Information

Included with the Full Program Proposal and approved by SGSC under delegated authority are the following curriculum changes effective Fall 2025:

- 1) New courses: BUS 732 Global Strategy
BUS 743 Macroeconomics, Government and Business in the Global Economy
- 2) Course Change (Title): BUS 710
Course Change (Units): BUS 712
Course Change (Units, Grading Basis): BUS 725

C: Sudheer Gupta, Associate Dean, Graduate Programs, Beedie School of Business

gradstudies@sfu.ca
www.sfu.ca/grad

MEMORANDUM

ATTENTION Senate Committee on University Priorities (SCUP) **DATE** October 8, 2024

FROM Mary O'Brien,
Chair of Senate Graduate Studies Committee (SGSC) 

RE: Full program proposal: Graduate Certificate in Global Management

For approval:

At its meeting of October 8, 2024, SGSC approved the full program proposal for a Graduate Certificate in Global Management from Beedie School of Business and is recommending it to SCUP for approval, effective Fall 2025.

Motion:

That SCUP approve and recommend to Senate the full program proposal for a Graduate Certificate in Global Management from Beedie School of Business.

For Information:

Included with the full program proposal and approved by SGSC subject to approval by Senate:

Segal Graduate School

Office of the Associate Dean
500 Granville Street
Vancouver, BC V6C 1W6TEL 778.782.9255
FAX 778.782.5122

bsbgrade@sfu.ca

Memo to SGSC

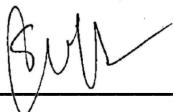
To: Senate Graduate Studies Committee
From: Sudheer Gupta, Associate Dean, Graduate Programs
Re: Updated Curriculum and New Certificate Proposal
Date: August 6, 2024

The following curriculum revisions and new program proposal have been approved by the Beedie School of Business and are forwarded to the Senate Graduate Studies Committee for approval.

Please include them on the next SGSC agenda.

- ~~Accelerated Masters: MBA and MSc Fin~~
- ~~Update to Financial Analysis Graduate Certificate~~
- ~~Update to Business Analytics Graduate Certificate~~
- New Program Proposal: Global Management Certificate

Thank you for your attention herein. Should you have any questions or concerns, please do not hesitate to contact me.



Sudheer Gupta
Associate Dean, Graduate Programs, Beedie School of Business



SIMON FRASER UNIVERSITY
ENGAGING THE WORLD

Graduate Certificate in Global Management

Full Program Proposal

Sep 9, 2024
Beedie School of Business

Executive Summary

Given the current geo-political landscape, dynamic global economic environment, and rise of multinational corporations, it is imperative that current and future business leaders be proficient in international business practices across industries. By providing students with tools to understand key dimensions of global business such as diverse political, social, and economic systems, cultural environments, international trade, and multilateral institutions, the Graduate Certificate in Global Management builds competencies tailored to address real-life complexities and gain a comprehensive understanding of the inherent opportunities of conducting business on a global scale.

Students will be required to complete 12 units from a list of global business focused courses offered on a recurring basis. The creation of this certificate aligns Beedie's graduate program offerings with our school's mission and values, with "global outlook" as one of three Beedie pillars and a vision statement which explicitly states, "our calling" is [to] "develop innovative and socially responsible business leaders with **a global perspective** through education, inspired by research and grounded in practice" (beedie.sfu.ca, July 2024).

PART A [3 pages maximum]

Proposed credential to be awarded

Graduate Certificate in Global Management

Location of program

Vancouver (Segal) with some courses offering fully online sections

Academic unit(s) offering proposed program

Beedie School of Business

Anticipated program start date

Fall 2025

Anticipated completion time

Three terms

Summary of proposed program

a) Aims, goals and/or objectives of the proposed program

International business as a subject matter area is the study of how the world economy works and how rapid changes around the world affect the world of business. By examining issues pertaining to international trade, global supply chains, emerging market dynamics, global strategy, global workforce management, cross-cultural management and global leadership, the proposed certificate aims to provide students with a comprehensive understanding of the complexities and opportunities inherent in conducting business on a global scale.

The objectives of this program are to: (i) prepare students to be ethical, responsible business leaders with a global perspective, and (ii) better align our graduate programs with our School's calling and mission. Specifically, the program proposes to build the following competencies among our students: global economic awareness, cultural worldview and frameworks, cultural intelligence (including self-awareness) and global mindset, ethical decision-making in a global context, and fluency in global environmental sustainability. These objectives are further described and explained later in this document. Point (ii) is addressed below.

b) Anticipated contribution of the proposed program to the mandate and strategic plan of the institution

Beedie School's strategic plan (2023-26) notes our calling to be: "We develop innovative and socially responsible business leaders with a global perspective through education, inspired by research and grounded in practice." The Strategic Plan elaborates on "Globally Minded" business leaders to be "appreciative of nuances of global contexts, aware of differences and opportunities across cultures, having a multi time zone thinking and comfortable working with

diverse and dissimilar people.” Furthermore, our School-level leaning goals include the following:

“Our graduates understand the natural, cultural and socio-political forces that shape societies, and understand/recognize the value and potential of a diverse, complex and globally distributed workforce” (Beedie.sfu.ca, July 17, 2024).

The Graduate Certificate in Global Management directly aligns with Beedie’s academic mission, values and strategic plan. It brings forward a set of courses that leverage state-of-the-art academic research and practice, combined with impactful experiential learning, to develop a global perspective and competencies in business students. The Certificate thus fills a gap in our current graduate programs and allows us to better meet our academic mission and learning goals. This alignment is critical in external reviews and assessments of the Beedie School, such as for accreditation purposes.

c) Potential areas/sectors of employment for graduates and/or opportunities for further study.

The Certificate will equip Beedie MBA students with a comprehensive set of skills and competencies tailored for the dynamic global business landscape. These skills and competencies collectively prepare MBA graduates for leadership roles in multinational organizations and other international business environments, providing them with tools to address real-life complexity that describes the global context that organizations face and to help them capitalize on opportunities of an interconnected world. Indeed, GMAC’s 2024 corporate recruiter survey identifies “global business skills” as one of the most important future skills employers are looking for in business school graduates (GMAC, 2024).

Graduates with these skills can choose from a diverse set of career paths across sectors, industries and job functions, in both for-profit and non-profit organizations, as well as in provincial, national and international institutions and government agencies. Specific roles include Global Human Resources Manager, Global Strategy Director, Global Business Expansion/Market Entry Lead, Global Sustainability Director and many others. Given that all business nowadays is global, and skills developed as part of this Certificate are critical for any business school student, the Certificate also prepares graduates to take on senior leadership roles including Chief Operating Officer, Chief Technology Officer, and Chief Executive Officer.

d) Delivery methods

Courses for this certificate will be offered in two modes (in-person at the Segal campus, and some offerings as fully online). Courses would be offered once per year, though frequency could be adjusted depending on student enrolment and faculty availability. Experiential courses such as *BUS 725: International Applied Project* take place off-campus in various international settings in the same format BUS 725 has been run for many years within the MBA program. Students who are part of the MBA full-time, daytime cohort will take classes in person according to their usual schedule while courses will also be offered in the evening and online for part-time students and for students not currently enrolled in our graduate programs. There will be potential for students to move between modes for particular courses when space and resources allow. Beedie already has built capacity to offer courses in each

mode of delivery as demonstrated through our current portfolio of graduate MBA courses in both online and in-person delivery methods.

e) Related programs in the institution or other British Columbia post-secondary institutions.

Our internal scan shows no similar program being offered at SFU. The SFU School for International Studies' Master of Arts in International Studies is a research-based, multidisciplinary graduate degree, and the same School does not offer diploma or certificate programs. Beedie currently offers a Graduate Certificate in Business in the Americas, but that program has a regional focus (North and South America) and is only open to students in our Executive MBA program. It also follows a very different delivery method, relying on partnerships with institutions in other countries to provide students with a set of field school-type residency courses.

The table below provides an environmental scan of related or similar programs outside of SFU. Externally, the closest related program in this subject matter area, is KPU's Graduate Diploma in Global Business Management. However, this is a 2-year program aimed at serving students with no other graduate education and advertises the opportunity for some credits to be recognized if students transfer to the Sustainability Management School in Switzerland for an MBA after completion. The program also has a very different focus and course and topics list than proposed in our certificate. Content-wise, Royal Roads' Masters in Global Management is most closely aligned. However, there is no certificate pathway into or out of this master's degree, and it is not housed within an MBA program. BCIT's graduate certificate consists of entry-level international business content, most of which is covered in BUS 710: Global Business Environments as a required core course of our MBA program. Lastly, the Douglas College post-degree diploma is an open enrolment program focused primarily on importing, exporting, and legal aspects of international trade.

| Credential | Uni/College | Length | Outcomes |
|--|-----------------|--|--|
| Graduate Diploma: Global Business Management | KPU | 2 years Full-time 36 credits 11 courses | Students are trained for cross-border transactions of goods and services as well as the overall design of such strategy for the local, regional and global markets. |
| Master of Global Management | Royal Roads | 2 years Full-time 45 credits 18 courses | Learn to manage businesses across international borders. Using a global lens students refine essential business skills and study how to work with different regulations, ethics, politics and disciplines. |
| Graduate Certificate in Global Leadership | BCIT | 9 months Full-time 19 credits 6 courses | Equips students with essential leadership skills and intercultural competencies, essential for navigating the global marketplace and workforce. |
| International Business Management | Douglas College | 1 year Full-time 30 credits 11 courses | Teaches students about importing and exporting, market research to develop market entry strategies, supply chain management, managing in international |

| | | | |
|-----------------------|--|--|--|
| (post-degree diploma) | | | environments, and legal and financial aspects of international trade business. |
|-----------------------|--|--|--|

Contact information

Sudheer Gupta, Associate Dean, Graduate Programs. SFU Beedie School of Business, Segal Graduate School Sudheer_gupta@sfu.ca W: 778. 782. 9321

Lesley McKay, Sr. Associate Director of Strategic Projects. SFU Beedie School of Business, Segal Graduate School lesley_mckay@sfu.ca W: 778. 782. 5013

PART B [2 pages maximum]

PROGRAM DETAILS

a) Graduation requirements, target audience

This program consists of course requirements for a minimum of 12 units as follows:

Students must complete
BUS 710 - Global Business Environments (3) *
BUS 712 - Managing a Globalized Workforce (3)

And additional 6 units from the following
BUS 721 - Special Topics in Business Administration (3)**
BUS 725 - International Applied Project (3)
BUS 732 - Global Strategy (3)

*Students who complete BUS 710 as part of MBA program requirements will select an alternate certificate course. Students who complete BUS 710 as part of certificate requirements and then ladder into the MBA program will select an alternate MBA elective.

**Special Topics course content must be related to emerging topics and challenges in global business.

The target audience for this certificate is: a) students already admitted to any of our MBA programs; b) alumni who have successfully completed an MBA degree from SFU Beedie, have a record of outstanding experience, and wish to continue their learning and upgrade their skills.

b) Admission requirements

Applicants must satisfy the University admission requirements as stated in [Graduate General Regulation 1.3](#) in the SFU Calendar. Most applicants to this certificate will have already been admitted to MBA as per master's degree GGRs and will choose this certificate as specialized coursework within their MBA degree. Applicants who are not

currently enrolled in a master's program at SFU Beedie will be evaluated as per admissions requirements stated in [Graduate General Regulation 1.3](#).

c) Learning Outcomes

As noted earlier, our vision statement identifies that “our calling” is [to] “develop innovative and socially responsible business leaders with a global perspective through education, inspired by research and grounded in practice.” The learning outcomes from this certificate enact that vision as follows:

- Global Economic Awareness
 - Developing an understanding of the interconnectedness of global economies.
 - Analyzing the impact of macroeconomic factors on business operations.
- Cultural worldview and Frameworks
 - Developing an understanding of the complexity of elements important to members of another culture in relation to his history, values, politics, communication styles, economy, or beliefs and practices
- Cultural Intelligence (including self-awareness) and global mindset
 - Enhancing cultural intelligence to navigate and comprehend diverse cultural nuances.
 - Developing cultural agility to respond to globally dispersed operations.
 - Adapting management and business practices to align with cultural expectations and sensitivities, to minimize contextual constraints and maximize local opportunities.
- Ethical Decision-Making in a Global Context
 - Integrating ethical considerations into decision-making processes within diverse cultural frameworks.
 - Managing ethical challenges unique to international business.
- Global Environmental Sustainability
 - Integrating environmental sustainability considerations into global business strategies.
 - Understanding and navigating regulatory frameworks related to environmental practices.

d) Transfer and Laddered Pathways

This certificate is being designed as specialized coursework for students already admitted to our MBA programs, and for SFU Beedie alumni who have successfully completed an MBA degree and wish to continue their learning. MBA students who successfully complete all requirements of this certificate but fail to complete all requirements of the MBA degree may choose to graduate with this certificate as an exit option from their current program. Only one of the required courses in the certificate (BUS 710) is a required course for the MBA degree.

e) Inclusive Excellence

As we do in all of our graduate business programs, SFU Beedie will apply holistic admissions criteria grounded in Inclusive Excellence when considering applicants

for both the Beedie MBA program and the certificate in Global Management. As professional graduate programs, Beedie's MBA certificate programs emphasize practical and professional experience alongside past academic performance within the context of each individual's circumstances as part of our evaluation of prospective students.

This certificate with its specialized coursework also provides greater diversity of choice and allows students with different interests and skills sets to expand their learning in a disciplinary area that aligns with their strengths and interests.
Opening up opportunities for our alumni to reengage with SFU Beedie and continue their learning provides additional avenues for us to practice inclusive excellence.

f) Decolonization

While the certificate does not specifically address decolonization within a Canadian context (courses in the core MBA curriculum more directly address these topics), special topics courses as well as the proposed new course “BUS 743: Macroeconomics, Government and Business in the Global Economy” will touch on international macroeconomic issues such as wealth inequality and wealth redistribution, and may discuss international legislative frameworks such as UNDRIP which have a direct impact on global economies. Additionally, the course “BUS 712: Managing a Globalized Workforce” provides opportunities for business students to develop holistically applicable skills in “intercultural competency, conflict resolution, [understanding] human rights, and anti-racism” in accordance with the TRC’s Call to Action # 92.

g) Evidence of student interest and labour market demand

As this certificate is embedded within the MBA program as specialized coursework, the labour market demand is highly tied to that of an MBA degree. As a subject matter area, building knowledge and skills to lead organizations in a global context is increasingly in demand from students and employers locally and internationally.

Over the past year, the MBA Portfolio Review Committee circulated surveys to MBA students, alumni, and employers of our MBA graduates. “Global Management” ranked amongst the top five areas of focus for specialized coursework and skills across these surveys with over 270 respondents.

Graduate Management Admissions Council’s 2023 Corporate Recruiters Survey provides the following summary of trends in current and future employer needs: “With the rise of new technology, hybrid offices, and multinational teamwork, employers are expecting GME (graduate management education) graduates to bring forward classic business school capabilities like communication, leadership, and strategic thinking in new ways. Graduates will need to be able to communicate effectively across cultures and a wider variety of media, lead a multi-generational workforce through uncertain times, and make smart choices to leverage new technology to drive innovation” (GMAC Corporate

Recruiters Survey, 2023) The proposed certificate builds exactly these skills and competencies.

h) Eligibility for scholarships, awards, and financial aid

Students currently enrolled in our MBA programs would be eligible for scholarships and financial aid according to what is available in the Beedie MBA program. Other students enrolling in the certificate would be evaluated for awards and aid following the criteria for those awards.

RESOURCES

a) Enrolment Plan

We expect about a quarter of our full-time and part-time MBA student population to pursue this certificate as a global management specialization, with the potential to increase enrollment over the first three years of offering. We expect some numbers (~5 a year) of other students including our alumni to enroll in this certificate. Therefore, we are forecasting approximately 30-35 certificate students to enroll in year 1 across both daytime/full-time and part-time students, with a total of about 100-150 students over the first three years.

b) Resources required and/or available to implement the program (financial and personnel) including any new faculty appointments

This certificate as proposed can be delivered with existing Beedie faculty and resources. Beedie teaching faculty areas have been heavily involved in the proposal of this certificate, are supportive of its creation and are prepared to deliver courses proposed in this certificate from Fall 2025 onwards.

c) Faculty member's teaching/supervision

The following continuing faculty members are expected to deliver courses in this certificate as part of their normal teaching loads or within SFUFA maximum overload allowances:

| Faculty Member | Home Area |
|-----------------|---|
| Mila Lazarova | International Business |
| Rajiv Kozhikode | International Business |
| Rosalie Tung | International Business |
| Jing Li | International Business |
| Rekha Krishnan | International Business, Innovation & Entrepreneurship |

| | |
|-------------|--|
| Eric Werker | Strategy, Business & Society, International Business |
| Mark Moore | Strategy, Business & Society |
| Peng Zhang | Strategy, Business & Society |
| Victor Song | Finance |

The course offerings have been designed in collaboration with the faculty areas and area coordinators/supervisors are aware of the anticipated teaching commitments proposed here.

d) Proposed tuition and other program fees including a justification

Tuition will be charged on a per credit basis in alignment with Beedie's current premium fee structure for the Full-time MBA program, which is currently \$786.22 per unit for domestic students and \$1,169.60 per unit for international students. These amounts are subject to SFU's Board of Governor's general increases.

PART C: Appendices

Appendix 1 Calendar entry

Please see attached document titled Global Management Certificate – New Academic Calendar Entry.

Appendix 2 New courses

Please see attached for all new course forms and outlines for the following courses:

- BUS 743 - Macroeconomics, Government and Business in the Global Economy (3 units)
- BUS 732 - Global Strategy (3 units)

In addition, we have included course change forms for existing courses BUS 712: Managing a Global Workforce (unit increase from 2 to 3) and BUS 725: International Applied Project unit increase from 2 to 3 and grading change from S/U to a graded assessment basis), along with a title change for BUS 710.

Appendix 3 Letters of support

Attached

Appendix 4 Abbreviated curriculum vitae for non-SFU faculty

N/A.

August 12, 2024

Sudheer Gupta
Associate Dean, Graduate Programs
Beedie School of Business, SFU

Subject: Letter of Support for the new Certificate in Global Management

Dear Sudheer Gupta,

I am pleased to express our strong support for the development and launch of your new certificate in Global Management. As a global resource company with a diverse and dynamic employee base, we recognize the critical importance of global leadership skills, cross-cultural understanding, and international business acumen in today's interconnected world. We are constantly in need of professionals who not only excel in their functional roles but also possess the ability to lead and collaborate across borders, cultures, and time zones. The competencies that your proposed Global Management Certificate aims to develop—such as global strategy, global leadership, intercultural communication, and international market analysis—are directly aligned with the skills we prioritize in our global operations.

We are confident that this program will equip students with the essential knowledge and skills required to thrive in a globalized business environment. Moreover, the program's emphasis on practical learning, including case studies and real-world projects, will ensure that graduates are not only theoretically sound but also practically prepared to take on global challenges. We are confident that this certificate will not only benefit your students but will also contribute to the broader business community by fostering a new generation of globally-minded leaders.

Thank you for considering our support. We look forward to the successful launch and ongoing success of the Global Management Certificate program.

Yours sincerely,



Jeffrey(Jie) Liu

Chief Executive Officer
Susques Energy S.A.
Jeffrey.liu@gotion.com
+54-11-22999599

August 12, 2024

Sudheer Gupta
Associate Dean, Graduate Programs
Beedie School of Business, SFU

Subject: Letter of Support for the New Certificate in Global Management

Dear Sudheer Gupta,

I am writing to express our strong support for SFU Beedie's proposed certificate in Global Management. As a Canadian company with global exports, we recognize the immense value that such a program will bring to the next generation of global business leaders. Our company relies heavily on professionals who possess not only technical expertise in logistics and transportation but also a deep understanding of global business dynamics, cultural differences, and regulatory environments.

We believe that your program will effectively prepare students to meet the demands of global management in industries like ours, where the transportation of natural resources requires not only logistical efficiency but also a keen awareness of global trends, environmental considerations, and international regulations. By fostering these competencies, your program will support professionals to drive innovation and growth in the global economy.

Thank you for the opportunity to support this initiative. We are excited about the positive impact this program will have and look forward to seeing its success.

Yours sincerely,



Joravar Singh Nijjar, MBA
Vice President Terminals
Pacific Coast Terminals
joravar.nijjar@pct.ca
604-825-3262

Global Management

GRADUATE CERTIFICATE

The graduate certificate in global management provides students with the tools to understand key dimensions of global business such as diverse political, social, and economic systems, cultural environments, international trade, and multilateral institutions that influence firms operating across national borders. The program builds competencies tailored to address real-life complexities in the global business landscape and helps students gain a comprehensive understanding of the opportunities inherent in conducting business on a global scale.

Admission Requirements

Applicants must satisfy the University admission requirements as stated in [Graduate General Regulation 1.3](#) in the SFU Calendar. For more information, please contact the Beedie School of Business.

Program Requirements

This program consists of course requirements for a minimum of 12 units. Courses may be substituted at the discretion of the Dean and Vice-Provost of Graduate Programs.

Students must complete

BUS 710 - Global Business Environments (3)*
BUS 712 - Managing a Globalized Workforce (3)

And additional 6 units from the following

BUS 721 - Special Topics in Business Administration (3)**
BUS 725 - International Applied Project (3)
BUS 732 - Global Strategy (3)
BUS 743 - Macroeconomics, Government and Business in the Global Economy (3)

*Students who complete BUS 710 as part of MBA program requirements will select an alternate certificate course. Students who complete BUS 710 as part of certificate requirements and then ladder into the MBA program will select an alternate MBA elective.

**Special Topics course content must be related to emerging topics and challenges in global business.

Program Length

Students are expected to complete the program requirements within three terms.

Academic Requirements within the Graduate General Regulations

All graduate students must satisfy the academic requirements that are specified in the [Graduate General Regulations](#), as well as the specific requirements for the program in which they are enrolled.



GRADUATE STUDIES

NEW GRADUATE COURSE PROPOSAL

| | | | |
|---|---|--|----------------------------------|
| Course Subject (eg. PSYC) BUS | | Number (eg. 810) 732 | Units (eg. 4) 3 |
| Course title (max. 100 characters) Short title (for enrollment/transcript - max 30 characters) Global Strategy | | | |
| Course description for SFU Calendar *(course descriptions should be brief and should never begin with phrases such as "This course will..." or "The purpose of this course is... If the grading basis is satisfactory/unsatisfactory include this in the description. Max. 50 words) Establishes essential knowledge for developing global corporate strategies. Key topics include market entry considerations, organizational challenges and opportunities in a multinational corporation, competing in diverse institutional environments, and tackling significant challenges in global business. | | | |
| Rationale for introduction of this course This course is an advanced elective in the subject matter area of international business. It is proposed as an elective course option with proposed Graduate Certificate in Global Management as part of the MBA program redesign. | | | |
| Term of initial offering (eg. Fall 2019) Fall 2025 | | Course delivery (eg 3 hrs/week for 13 weeks) | 3.5 hrs/week for 10 weeks |
| Frequency of offerings/year 2 | | Estimated enrollment per offering | 30 |
| Equivalent courses (courses that replicates the content of this course to such an extent that students should not receive credit for both courses) | | | |
| Prerequisite and/or Corequisite BUS 710: Global Business Environments | | | |
| Criminal record check required? <input type="checkbox"/> Yes (if yes is selected, add this as prerequisite) | | Additional course fees? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | |
| Campus where course will be taught <input type="checkbox"/> Burnaby <input type="checkbox"/> Surrey <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Great Northern Way <input type="checkbox"/> Off campus | | | |
| Course Components* <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Lab <input type="checkbox"/> Research <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> Other: _____ | | | |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory or Unsatisfactory <input type="checkbox"/> In Progress/Complete | | | |
| Repeat for credit? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Total repeats allowed? _____ | Capstone course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | |
| Required course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Final exam required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Repeat within a term? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | |
| Combined with an undergrad course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, identify which undergraduate course and what the additional course requirements are for graduate students: | | | |

► RESOURCES

If additional resources are required to offer this course, provide information on the source(s) of those additional resources.

Faculty member(s) who will normally teach this course

Jing Li, Rajiv Kozhikode, Eric Werker, Rekha Krishnan

Additional faculty members, space, and/or specialized equipment required in order to offer this course

► CONTACT PERSON

| | | |
|--|---|------------------------------|
| Academic Unit / Program Beedie Grad Programs | Name (typically, Graduate Program Chair) Lesley McKay | Email leslseym@sfu.ca |
|--|---|------------------------------|

► ACADEMIC UNIT APPROVAL

A course outline / syllabus is included

Non-departmentalized faculties need not sign

| | | |
|--|------------------|-------------|
| Department Graduate Program Committee | Signature | Date |
| Department Chair | Signature | Date |

► FACULTY APPROVAL

The course form and outline must be sent by FGSC to the chairs of each FGSC (fgsc-list@sfu.ca) to check for an overlap in content

overlap check done? YES

This approval indicates that all the necessary course content and overlap concerns have been resolved. The Faculty/Academic Unit commits to providing the necessary resources.

| | | |
|---|--|---------------------------|
| Faculty Graduate Studies Committee (FGSC) Sudheer Gupta | Signature  | Date July 31, 2024 |
|---|--|---------------------------|

A library review will be conducted. If additional funds are necessary, Graduate Studies will contact the academic unit prior to SGSC.

► SENATE GRADUATE STUDIES COMMITTEE APPROVAL

| | | |
|---|---|------------------------------|
| Senate Graduate Studies Committee (SGSC) Mary O'Brien | Signature  | Date October 11, 2024 |
|---|---|------------------------------|

ADMINISTRATIVE SECTION (for Graduate Studies office only)

Course Attribute: _____

If different from regular units:

Course Attribute Value: _____

Academic Progress Units: _____

Instruction Mode: _____

Financial Aid Progress Units: _____

Attendance Type: _____

BUS 732: Global Strategy

| | |
|-------------|-----------|
| Instructor: | Semester: |
| Email: | Note: |
| Phone: | Office: |

Course Description

This course offers foundational knowledge essential for developing global business strategies for companies. Key topics include market entry considerations, organizational challenges and opportunities in a multinational corporation, competing in diverse institutional environments, and tackling significant challenges in global business.

Objectives

This course aims to foster a profound understanding of strategic issues in global businesses and prepare you to excel as successful strategies in global business areas such as:

- Plan and execution of global competitive strategy
- Timing, location, and entry mode for internationalization
- Managing cross-border partnerships and acquisitions
- Managing parent-subsidiary relationships
- Innovation, intellectual property, and global strategies
- Competing effectively in emerging markets
- Developing multinational strategies for corporate social responsibility
- Addressing grand challenges, including geopolitical tensions and climate change

Course Expectations

During this course you can expect at least 10 hours of work for each module, including class time. Out-of-class activities will include preparing readings and cases, answering practice questions, team meetings, doing library research and reviewing sources, and project planning.

Expectations for Instructor

I will follow the course outline as closely as possible and will notify you of modifications in the outline if they happen. I will attempt to create and maintain a class atmosphere in which you feel free to both listen to others and express your views and ask questions to increase your learning. Please talk with me before or after class or make an appointment to connect with me if there is anything you want to discuss or about which you are unclear. I want to be supportive of your learning and growth.

Course Structure

The course will be delivered synchronously (i.e., live sessions) at the scheduled course time lecture. You are expected to attend and participate as required in all class activities. If you are unable to attend because of circumstances beyond your control you should display professional courtesy by proactively notifying both your instructor and your team. Absenteeism may affect your grades for participation and/or other in-class activities.

This course will consist of a mixture of global issue debates, case study discussions, small group exercises, case analysis, and group assignments. (See Learning and Assessments below for grade breakdown).

Books and Materials

No textbook is required for this course, though an online course package including a variety of short excerpts from books, journal articles, and cases will be used. A detailed reading list can be found with the schedule in this outline.

Learning and Assessments

Assessment summary

Evaluation in the course will be based on a combination of group and individual work. As in all large courses in the Beedie School of Business, grading norms will be observed. In other words, students with the top marks relative to the class average will receive the top grades.

| | | |
|-------------------|--------------------------------|-------------|
| Individual | Strategic analysis/Action Note | 40% |
| | Individual Participation | 20% |
| Team | Team analysis | 20% |
| | Team presentation | 20% |
| | Total | 100% |

Assignment 1: Strategic Analysis/Action note

Due:

| | |
|--|--|
| Format | Document |
| File Format | doc/docx, ppt, .pdf |
| Length | <ul style="list-style-type: none">• 12-15 slides• A memo of 300 words |
| Submission | Canvas |
| In-class discussion or presentation | No |

Other notes

- Prepare an analysis of a firm's global strategies in the form of PowerPoint presentation, together with a written Action Note either in the form of an Executive Summary or a memo. The PPT presentation should have 12-15 slides and should be designed as a 30-minute presentation to your boss or your Board. The accompanying memo should be a concise, clear and compelling written summary of your analysis, also directed at your boss or Board. It should be a maximum of 300 words.
- Nine cases will be discussed in this class. You can choose any one of them to analyze and submit your analysis before the case is studied in class.

Assignment 2: Team Presentation

Due:

| | |
|--|---|
| Format | Presentation |
| File Format | ppt/pptx, .pdf |
| Length | 10 slides maximum |
| Submission | Canvas |
| In-class discussion or presentation | Yes |
| Other notes | <ul style="list-style-type: none"> Each session will feature one or two team presentations. Each team has 30 minutes (15 minutes for presentations and 15 for Q&A). The goal of the presentation is to apply the theories and concepts covered in a session to an organization of your choice. |

Assignment 3: Team Analysis

On: Date

| | |
|--|---|
| Format | Presentation |
| File Format | ppt/pptx, .pdf |
| Length | 10 slides maximum |
| Submission | Canvas |
| In-class discussion or presentation | Yes |
| Other notes | <ul style="list-style-type: none"> In the final session, each team will be assigned a question from the same case to analyze and present their findings. Each team will have 30 minutes (15 minutes for the presentation and 15 minutes for Q&A). The goal is to discuss various alternatives for the company's global strategies. At the end, students will vote for their most preferred strategic choice. |

Participation

Since the course uses cases extensively, participation is very important. Class participation will be graded based on the subjective assessment of the professor.

Here are some examples of excellent class participation:

- synthesizing ideas and offering logical conclusions
- building on a stream of thought (mine or another student's)
- challenging a perspective, politely but firmly (mine or another student's)
- taking a leadership role in a discussion
- moving the discussion into unexplored but meaningful areas
- developing creative alternatives
- drawing on related ideas from another course or other external sources

- bringing in relevant ideas from your personal experience or from current events
- summarizing key learning points

Grading Policies

All assignments must be submitted by **11:59pm (PST) the day before class, unless otherwise specified**. Late assignments may be penalized at **5% per day** (or portion of) if it is late.

All assignments will be submitted to the Canvas website, where submission time is recorded. If the Canvas site is down, the assignment must be submitted by email to the instructor no later than the set deadline and you will need to upload to Canvas when the site is active again. Late assignments will not be accepted by email.

Course Policies

Inclusiveness and Accommodations

Read the [Diversity and Inclusion Community Guidelines](#) and operate from these guidelines while in class, tutorials and any team meetings outside class

All of us have different access needs; some of these may be readily apparent, while others may not. Each student is equally important to the success of the course, so we will work together to make sure that everyone can participate. I want all students to have the opportunity to perform at their highest potential. If a student has a disability that may require accommodations, please notify the Centre for Accessible Learning (<https://www.sfu.ca/students/accessible-learning.html>) as soon as possible. The Centre for Accessible Learning exists to ensure that fair and reasonable accommodations are made for students who need them.

Reading and Course Schedule

Readings can be found on Canvas and through external links. They are labeled accordingly.

| Module | Description |
|--------|---|
| 1 | Developing International Business Plans <ul style="list-style-type: none">• Understand different globalization strategies• Analyze why some foreign subsidiaries of a firm performance better than others.• Case: Amazon goes global 2020 |
| 2 | Organizing for worldwide effectiveness <ul style="list-style-type: none">• Understand the evolutionary role of subsidiaries and parent companies• Develop skills to address parent-subsidiary tensions and build trust• Case: KFC in Japan |
| 3 | Cross-border collaborations <ul style="list-style-type: none">• Develop rules for making alliances work• Balance cooperation with competition in international strategic alliances• Case: Wil-Mor technologies |
| 4 | Cross-border acquisitions <ul style="list-style-type: none">• When to ally and when to acquire• Executing complex cross-border acquisitions |

| | | |
|---|--|---|
| | | <ul style="list-style-type: none"> Case: Alibaba and Lazada |
| 5 | Intellectual property and international strategy | <ul style="list-style-type: none"> Understand the global variations in legal systems concerning intellectual property rights protection Develop effective strategies for safeguarding intellectual properties Case: Fusion systems in Japan |
| 6 | Competing in emerging markets | <ul style="list-style-type: none"> Understand the role of institutions in economic development and how institutions influence strategy. Develop effective strategies in emerging markets Case: Wal-Mart in India |
| 7 | Global strategy and society | <ul style="list-style-type: none"> Multinational strategies for corporate social responsibilities Responding to and shaping stakeholder demands Case: IKEA's global sourcing challenges |
| 8 | Critical minerals and globalization of mining companies | <ul style="list-style-type: none"> Understand the role of critical minerals in energy transition Develop global strategies for extractive firms Case: Vale in Indonesia |
| 9 | Geopolitics, climate change, and global business | <ul style="list-style-type: none"> Identify the main challenges and opportunities for small to medium sized cleantech companies in the global market. Understand the increased importance of geopolitics and its implications for firm strategies Case: Ballard Power Systems' global strategies |

Academic Integrity

SFU's Academic Integrity website <http://www.sfu.ca/students/academicintegrity.html> is filled with information on what is meant by academic dishonesty, where you can find resources to help with your studies and the consequences of cheating. Check out the site for more information and videos that help explain the issues in plain English.

Each student is responsible for his or her conduct as it affects the University community. Academic dishonesty, in whatever form, is ultimately destructive of the values of the University. Furthermore, it is unfair and discouraging to the majority of students who pursue their studies honestly. Scholarly integrity is required of all members of the University. <http://www.sfu.ca/policies/gazette/student/s10-01.html>

ACADEMIC INTEGRITY: YOUR WORK, YOUR SUCCESS

About the Course Instructor

NEW GRADUATE COURSE PROPOSAL

| | | |
|---|--|---|
| Course Subject (eg. PSYC) BUS | Number (eg. 810) 743 | Units (eg. 4) 3 |
| Course title (max. 100 characters) Macroeconomics, Government, and Business in the Global Economy | | |
| Short title (for enrollment/transcript - max 30 characters) Macroecon, Gov, and Business | | |
| <p>Course description for SFU Calendar *(course descriptions should be brief and should never begin with phrases such as "This course will..." or "The purpose of this course is..." If the grading basis is satisfactory/unsatisfactory include this in the description. Max. 50 words)</p> <p>The language and tools of macroeconomics, the political economy factors that underlie their use, and how they influence a business. Topics in economic growth and gross domestic product, fiscal policy and monetary policy, exchange rates, trade and investment in the global economy.</p> | | |
| <p>Rationale for introduction of this course</p> <p>This course is an advanced elective in the subject matter area of international business. It is proposed as an elective course option with proposed Graduate Certificate in Global Management as part of the MBA program redesign.</p> | | |
| Term of initial offering (eg. Fall 2019) Fall 2025 | Course delivery (eg 3 hrs/week for 13 weeks) 3.5 hrs/week for 10 weeks | |
| Frequency of offerings/year 2 | Estimated enrollment per offering 30 | |
| <p>Equivalent courses (courses that replicates the content of this course to such an extent that students should not receive credit for both courses)</p> | | |
| <p>Prerequisite and/or Corequisite</p> | | |
| Criminal record check required? <input type="checkbox"/> Yes (if yes is selected, add this as prerequisite) | | Additional course fees? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Campus where course will be taught <input type="checkbox"/> Burnaby <input type="checkbox"/> Surrey <input checked="" type="checkbox"/> Vancouver <input type="checkbox"/> Great Northern Way <input type="checkbox"/> Off campus | | |
| Course Components* <input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Seminar <input type="checkbox"/> Lab <input type="checkbox"/> Research <input type="checkbox"/> Practicum <input type="checkbox"/> Online <input type="checkbox"/> Other: _____ | | |
| Grading Basis <input checked="" type="checkbox"/> Letter grades <input type="checkbox"/> Satisfactory or Unsatisfactory <input type="checkbox"/> In Progress/Complete | | |
| Repeat for credit? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Total repeats allowed? _____ | Capstone course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Required course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Final exam required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Repeat within a term? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Combined with an undergrad course? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, identify which undergraduate course and what the additional course requirements are for graduate students: | | |

► RESOURCES

If additional resources are required to offer this course, provide information on the source(s) of those additional resources.

Faculty member(s) who will normally teach this course

Peng Zhang, Eric Werker, Mark Moore

Additional faculty members, space, and/or specialized equipment required in order to offer this course

► CONTACT PERSON

| | | |
|--|---|------------------------------|
| Academic Unit / Program Beedie Grad Programs | Name (typically, Graduate Program Chair) Lesley McKay | Email leslseym@sfu.ca |
|--|---|------------------------------|

► ACADEMIC UNIT APPROVAL

A course outline / syllabus is included

Non-departmentalized faculties need not sign

| | | |
|--|------------------|-------------|
| Department Graduate Program Committee | Signature | Date |
| Department Chair | Signature | Date |

► FACULTY APPROVAL

The course form and outline must be sent by FGSC to the chairs of each FGSC (fgsc-list@sfu.ca) to check for an overlap in content

overlap check done? YES

This approval indicates that all the necessary course content and overlap concerns have been resolved. The Faculty/Academic Unit commits to providing the necessary resources.

| | | |
|---|--|---------------------------|
| Faculty Graduate Studies Committee (FGSC) Sudheer Gupta | Signature  | Date July 31, 2024 |
|---|--|---------------------------|

A library review will be conducted. If additional funds are necessary, Graduate Studies will contact the academic unit prior to SGSC.

► SENATE GRADUATE STUDIES COMMITTEE APPROVAL

| | | |
|---|---|------------------------------|
| Senate Graduate Studies Committee (SGSC) Mary O'Brien | Signature  | Date October 11, 2024 |
|---|---|------------------------------|

ADMINISTRATIVE SECTION (for Graduate Studies office only)

Course Attribute: _____

If different from regular units:

Course Attribute Value: _____

Academic Progress Units: _____

Instruction Mode: _____

Financial Aid Progress Units: _____

Attendance Type: _____

BUS 743: **Macroeconomics, Government, and Business in the Global Economy**

Instructor:

Semester:

Email:

Note:

Course Description

Macroeconomic and political movements can swamp any organization's best strategy or execution. This course provides students with a managerially-focused course on macroeconomics that emphasizes its interconnectedness with the broader political and institutional environment.

This course is designed to teach students about the workings of national economies and how they fit together into the global economy. Business performance is influenced by macroeconomic conditions, and economic outcomes are also governed by politics and institutions. Students will be exposed to the language and tools of macroeconomics, the political economy factors that underlie their use, and how they influence a business. Along the way, they will be exposed to case studies of a diverse set of economies around the world facing different macroeconomic moments.

Objectives

The objective of this course is to train business leaders how to identify and navigate macro trends, and how to respond to policy changes or economic crises.

Specifically, students should develop a vocabulary and introductory analytical ability around the following concepts, including how they might affect a business:

- Economic growth and gross domestic product
- Fiscal policy and monetary policy
- Exchange rates, trade and investment
- Institutions and policies

Course Expectations

During this course you can expect approximately 10 hours of work for each module, including class time. Out-of-class activities will include engaging with asynchronous video, readings, preparing case studies, answering practice questions, team meetings, and team projects.

You are expected to come to each class prepared for a synchronous discussion, by having completed the readings and pre-class assignments including taking a first cut at the discussion questions. Don't expect to understand everything before each class, but make a solid effort with the material – it will be our job during the synchronous sessions to come to a higher understanding.

Finally, you should expect to bring your "A game" to each synchronous session – in so doing, you'll get the most out of the learning experience while contributing the most to that of your classmates.

Expectations for Instructor

I will seek to provide an educational journey that will challenge you to deepen your appreciation and understanding of global macroeconomic content regardless of your prior exposure to the material. Some of you will be developing an initial appreciation of these concepts while others may build on an undergraduate degree or work experience that contained a significant amount of economics to gain the skills to apply the concepts as a business leader. I will seek to create a class atmosphere that enables such learning and mixes intensity with levity and respect. I will also be available outside of class to help ensure that each student is able to attain their own learning goals with respect to the course.

Course Structure

The course will be delivered synchronously but is also reliant on asynchronous content, primarily to enable a more intensive in-class experience and secondarily to deliver a more flexible learning schedule that may accommodate those students who have daytime professional or personal obligations. That is, synchronous sessions will be approximately 100 minutes in length with a commensurate increase in asynchronous material and preparation.

You are expected to attend and participate as required in all class activities. If you are unable to attend because of circumstances beyond your control you should notify both your instructor and your team. However, you will not be assessed on attendance per se, but rather participation (which of course requires attendance). All sessions will be recorded.

This course will consist of a mixture of readings, asynchronous video content, case study preparation and discussions, individual and small group exercises, individual and group assignments, and an individual assessment.

Books and Materials

1. CORE Econ. (2024). *The Economy 2.0, Macroeconomics*. Core-econ.org
2. Selected academic and general interest readings as provided on Canvas or through external links
3. Selected HBS and other case studies

Learning and Assessments

Assessment summary

Evaluation in the course will be based on a combination of group and individual work. As in all large courses in the Beedie School of Business, grading norms will be observed. In other words, students with the top marks relative to the class average will receive the top grades.

| | | |
|-------------------|---------------------------|-----|
| Individual | Asynchronous quizzes | 10% |
| | Synchronous participation | 10% |
| | Country study | 20% |
| | Final exam | 30% |

| | | |
|--------------|----------------------------|-------------|
| Group | Asynchronous participation | 10% |
| | Group Project | 20% |
| | Total | 100% |

Asynchronous quizzes

Date:

As you navigate the asynchronous content, there will be periodic, low-stakes assessments. These will be accessible on Canvas.

Synchronous participation

Synchronous sessions rely on a “flipped classroom” model in which students prepare the material in advance and the instructor guides a discussion to enable greater insight and understanding. With this model, each student’s participation contributes to the learning of others. Participation will be assessed based on contributions to the class discussion. Some examples of valuable class contribution include:

- synthesizing ideas and offering logical conclusions
- building on the contributions of others
- challenging a perspective
- raising questions
- sharing case analysis conducted prior to class

Country study

Date:

You must pick a country and examine its macroeconomy, covering the concepts used in the first five modules, and relying on public sources. A guide to publicly available data and assignment specifics are shared on the Canvas page.

Final exam

Date:

Exam will be take-home. It will involve the application of the course concepts to a new situation. You will have 24 hours to start the exam, at which point you will have 3 hours to complete it.

Asynchronous group participation

Date:

Your learning team will be assigned a number of discussion prompts and discussion. Contributions may be specified to be written, video, or other mediums.

Group project

Date:

Each learning team will choose a business to analyze as it faces a complex macroeconomic moment (e.g. Morgan Stanley during the 2008 financial crisis). Upload a 10-minute presentation (with equal participation from all team members) that describes the macroeconomic moment using the concepts covered in class, the business’s response to that situation, and your analysis of the response.

Grading Policies

All assignments must be submitted by **11:59pm (PST) the day before class, unless otherwise specified**. Late assignments may be penalized at **5% per day** (or portion of) if it is late.

All assignments will be submitted to the Canvas website, where submission time is recorded. If the Canvas site is down, the assignment must be submitted by email to the instructor no later than the set deadline and you will need to upload to Canvas when the site is active again. Late assignments will not be accepted by email.

Course Policies

Use of Turnitin.com

Written work for this course will be submitted via Turnitin, a third-party service licensed for use by SFU. Turnitin is used for originality checking to help detect plagiarism. Students will be required to create an account with Turnitin, and to submit their work via that account, on the terms stipulated in the agreement between the student and Turnitin. This agreement includes the retention of your submitted work as part of the Turnitin database. Any student with a concern about using the Turnitin service may opt to use an anonymous identity in their interactions with Turnitin.

Students who do not intend to use Turnitin in the standard manner must notify the instructor at least two weeks in advance of any submission deadline. In particular, it is the responsibility of any student using the anonymous option (i.e. false name and temporary e-mail address created for the purpose) to inform the instructor such that the instructor can match up the anonymous identity with the student.

For more information see the Protection of Privacy section of the SFU calendar.

Inclusiveness and Accommodations

Read the [Diversity and Inclusion Community Guidelines](#) and operate from these guidelines while in class, tutorials and any team meetings outside class

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Reading and Course Schedule

Readings can be found on Canvas, in the textbook, and through external links.

| Module | Description |
|--------|---|
| 1 | Economic growth and gross domestic product (GDP) In this module, you will learn how economies are measured and the mechanics of economic growth. Subtopics: <ul style="list-style-type: none">• GDP accounting• Nominal vs. real GDP• Growth accounting• Productivity |

| | | |
|---|---|--|
| 2 | Money, banking, and monetary policy | <p>In this module, you will learn where money comes from, how it relates to banks, and how the central bank affects the economy through monetary policy.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Money multiplier • Bank and central bank balance sheets • Money, prices, and the real economy • Interest rates • Tools of monetary policy |
| 3 | Fiscal policy | <p>In this module, you will learn how and why the government affects the economy through debt, taxing, and spending.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Business cycles • Fiscal multipliers • Taxation • National debt |
| 4 | Balance of payments, trade, and investment | <p>In this module you will learn how a national economy interacts with the rest of the global economy, and how it is measured.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Balance of payments statistics • Trade in goods and services • Comparative advantage • Foreign direct and portfolio investment |
| 5 | Exchange rates | <p>In this module, you will learn how governments choose their exchange rate policies, and how exchange rates are determined.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Fixed vs flexible exchange rates • The “Trilemma” • Nominal vs real exchange rates • Determinants of exchange rates |
| 6 | Institutions, politics, and policies | <p>In this module, you will learn how politics interacts with government to affect the economy and business environment of firms.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Institutions and institutional change • Policy and regulation • Voting and political parties • State-owned enterprises |
| 7 | Financial crises | <p>In this module, you will learn about the causes and consequences of financial crises.</p> |

| | | |
|---|---|--|
| | | <p>Subtopics:</p> <ul style="list-style-type: none"> • Historical examples • Contagion • Liquidity vs solvency • Housing markets |
| 8 | Inequality and redistribution | <p>In this module, you will learn about trends and drivers of inequality, and its relationship to capitalism, taxation, and economic regulation.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Income vs wealth inequality • Inequality around the world • Taxation and redistribution • Inequality and politics |
| 9 | Climate change and sustainable development | <p>In this module, you will learn about government and intergovernmental policies responding to climate change, including carbon pricing, emissions trading markets, and technology mandates.</p> <p>Subtopics:</p> <ul style="list-style-type: none"> • Externalities • Discount rates and the social cost of carbon • Cap-and-trade vs. carbon pricing • California Low Carbon Fuel Standard |

Academic Integrity

SFU's Academic Integrity website <http://www.sfu.ca/students/academicintegrity.html> is filled with information on what is meant by academic dishonesty, where you can find resources to help with your studies and the consequences of cheating. Check out the site for more information and videos that help explain the issues in plain English.

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ACADEMIC INTEGRITY: YOUR WORK, YOUR SUCCESS

About the Course Instructor

GRADUATE COURSE CHANGE

Attach a separate document if more space is required.

| | | |
|--|----------------|--|
| Course Subject/Number BUS 710 | Units 3 | Effective Term and Year Fall 2025 |
| Course Title Managing Global Enterprises | | |
| Rationale for Change: Title change to more accurately reflect content of foundational international business course. | | |

Proposed Changes (Check all that apply)

Course number Units* Title Description Prerequisite Other _____

Complete only the fields to be changed

| FROM | TO |
|--|--|
| Course Subject/Number | Course Subject/Number |
| Units | Units* |
| Course Title Managing Global Enterprises | Course Title (max 100 characters) Global Business Environments |
| Course Short Title | Course Short Title (max 30 characters) |
| Description | Description |
| Prerequisite | Prerequisite |
| Other | Other |

* Program requirements may need to be revised when course units are changed. Please review the calendar and submit any relevant program revisions resulting from this course change.

REMINDER: All course changes must be identified on a cover memo and confirmed as approved when submitted to FGSC and SGSC.

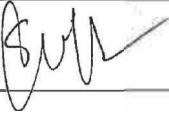
CONTACT PERSON

| | | |
|---|---------------------------|------------------------------|
| Department / School / Program Beedie Grad Programs | Contact name Lesley McKay | Contact email lesleym@sfu.ca |
|---|---------------------------|------------------------------|

DEPARTMENTAL APPROVAL

| | | |
|---------------------------------------|-----------|------|
| Department Graduate Program Committee | Signature | Date |
| Department Chair | Signature | Date |

FACULTY APPROVAL

| | | |
|--|---|--------------------|
| Faculty Graduate Studies Committee (FGSC) Sudheer Gupta | Signature  | Date July 31, 2024 |
|--|---|--------------------|

SENATE GRADUATE STUDIES COMMITTEE APPROVAL

| | | |
|--|--|-----------------------|
| Senate Graduate Studies Committee (SGSC) Mary O'Brien | Signature  | Date October 11, 2024 |
|--|--|-----------------------|

ADMINISTRATIVE SECTION (for Graduate Studies only)

Course Attribute: _____

If different from regular units:

Course Attribute Value: _____

Academic Progress Units: _____

Instruction Mode: _____

Financial Aid Progress Units: _____

Attendance Type: _____

GRADUATE COURSE CHANGE

Attach a separate document if more space is required.

| | | | | | |
|---|---------|-------|---|-------------------------|-----------|
| Course Subject/Number | BUS 712 | Units | 2 | Effective Term and Year | Fall 2025 |
| Course Title | | | | | |
| Managing a Globalized Workforce | | | | | |
| Rationale for Change: | | | | | |
| Increasing units from 2 to 3 to more accurately reflect amount of course content. See attached for details. | | | | | |

Proposed Changes (Check all that apply)

Course number Units* Title Description Prerequisite Other _____

Complete only the fields to be changed

| FROM | TO |
|-----------------------|--|
| Course Subject/Number | Course Subject/Number |
| Units 2 | Units* 3 |
| Course Title | Course Title (max 100 characters) |
| Course Short Title | Course Short Title (max 30 characters) |
| Description | Description |
| Prerequisite | Prerequisite |
| Other | Other |

* Program requirements may need to be revised when course units are changed. Please review the calendar and submit any relevant program revisions resulting from this course change.

REMINDER: All course changes must be identified on a cover memo and confirmed as approved when submitted to FGSC and SGSC.

► CONTACT PERSON

| | | |
|---|---------------------------|-----------------------------|
| Department / School / Program Beedie Grad Programs | Contact name Lesley McKay | Contact email lesley@sfu.ca |
|---|---------------------------|-----------------------------|

► DEPARTMENTAL APPROVAL

| | | |
|---------------------------------------|-----------|------|
| Department Graduate Program Committee | Signature | Date |
| Department Chair | Signature | Date |

► FACULTY APPROVAL

| | | |
|--|---|--------------------|
| Faculty Graduate Studies Committee (FGSC) Sudheer Gupta | Signature  | Date July 31, 2024 |
|--|---|--------------------|

► SENATE GRADUATE STUDIES COMMITTEE APPROVAL

| | | |
|--|--|-----------------------|
| Senate Graduate Studies Committee (SGSC) Mary O'Brien | Signature  | Date October 11, 2024 |
|--|--|-----------------------|

ADMINISTRATIVE SECTION (for Graduate Studies only)

Course Attribute: _____

If different from regular units:

Course Attribute Value: _____

Academic Progress Units: _____

Instruction Mode: _____

Financial Aid Progress Units: _____

Attendance Type: _____

Rationale:

The committee has identified that this course needs more time in the curriculum to provide our students with a more in depth understanding of managing a globalized workforce which supports our values and mission statement. The contact hours of the course will be increased to provide students more time to focus on this area in the curriculum.

Increasing units from 2 to 3. Studying cross-cultural management in an extended class offers a comprehensive understanding of how cultural differences impact leadership, communication, and collaboration in the workplace. It provides the time needed to explore various cultural frameworks and apply them to real-world scenarios, helping managers navigate the complexities of leading diverse teams. An extended course allows for in-depth learning and skill development, such as mastering cultural intelligence and conflict resolution across different cultural contexts. This knowledge is crucial in today's globalized business environment, where effective cross-cultural management can significantly impact an organization's success. Ultimately, a more immersive study prepares managers to lead inclusively, foster collaboration, and enhance team performance across cultures.

GRADUATE COURSE CHANGE

Attach a separate document if more space is required.

| | | |
|---|------------------|--|
| Course Subject/Number BUS | Units 725 | Effective Term and Year Fall 2025 |
| Course Title International Applied Project | | |
| Rationale for Change: Increasing units from 2 to 3 to more accurately reflect amount of course content. See attached for details. | | |

Proposed Changes (Check all that apply)

Course number Units* Title Description Prerequisite Other Grading basis _____

Complete only the fields to be changed

| FROM | TO |
|--|---|
| Course Subject/Number | Course Subject/Number |
| Units 2 | Units* 3 |
| Course Title | Course Title (max 100 characters) |
| Course Short Title | Course Short Title (max 30 characters) |
| Description | Description |
| Prerequisite | Prerequisite |
| Other Grading: Satisfactory or unsatisfactory | Other Grading: Letter grades |

* Program requirements may need to be revised when course units are changed. Please review the calendar and submit any relevant program revisions resulting from this course change.

REMINDER: All course changes must be identified on a cover memo and confirmed as approved when submitted to FGSC and SGSC.

► CONTACT PERSON

| | | |
|--|-----------------------------------|--------------------------------------|
| Department / School / Program Beedie Grad Programs | Contact name Lesley Mc Kay | Contact email leslseym@sfu.ca |
|--|-----------------------------------|--------------------------------------|

► DEPARTMENTAL APPROVAL

| | | |
|--|------------------|-------------|
| Department Graduate Program Committee | Signature | Date |
| Department Chair | Signature | Date |

► FACULTY APPROVAL

| | | |
|---|--|---------------------------|
| Faculty Graduate Studies Committee (FGSC) Sudheer Gupta | Signature  | Date July 31, 2024 |
|---|--|---------------------------|

► SENATE GRADUATE STUDIES COMMITTEE APPROVAL

| | | |
|---|---|------------------------------|
| Senate Graduate Studies Committee (SGSC) Mary O'Brien | Signature  | Date October 11, 2024 |
|---|---|------------------------------|

ADMINISTRATIVE SECTION (for Graduate Studies only)

Course Attribute: _____

If different from regular units:

Course Attribute Value: _____

Academic Progress Units: _____

Instruction Mode: _____

Financial Aid Progress Units: _____

Attendance Type: _____

Rationale:

Students in this course travel internationally and work on an applied project with a live company in that country. The significant content for this course requires an update to the credits to reflect the amount of learning. This update accurately reflects the amount of work for the course. This course has been running for approximately 10 years and each year the learnings and content grow from instructor and student feedback and we would like to increase credits to reflect the current offering of the course.

MBA Core: 40 credits of the following required courses:

- BUS 700 - Orientation (0)
- BUS 702 - Marketing Management (3)
- BUS 703 - Managerial Economics (2)
- BUS 704 - Leadership and Teamwork (3)
- BUS 705 - Financial/Managerial Accounting (3)
- BUS 706 -Business Analytics (3)
- BUS 708 - Financial Management (3)
- BUS 709 - Managing Information (3)
- BUS 710 - Managing Global Enterprises (3)
- BUS 714 - Entrepreneurship (3)
- BUS 715 - Operations Management (3)
- BUS 716 - Sustainability (3)
- BUS 718 - Business Strategy (3)
- BUS 719 - Managing People and Organizations (3)
- BUS 730 - Indigenous Business Environments in Community (0)
- BUS 741 - Indigenous Business Environments (2)

18 credits of electives from the following areas:

| Certificate in Digital Transformation & Business Analytics | Certificate in Financial Analysis | Certificate in Global Management | Certificate in Innovation and Value Creation | Certificate in Sustainable Futures | Examples of General electives |
|--|---|--|---|--|---|
| <p>Certificate in Digital Transformation & Business Analytics</p> <ul style="list-style-type: none"> • BUS 706 – Business Analytics* • BUS 709 – Managing Information * • BUS 785 – Advanced Analytics • BUS 786 - Data Science for Business • BUS 787 – AI for Business * • BUS 788 – Consumer Analytics • BUS 789 – Marketing and Generative AI • BUS 830 - Data Management and Business Solutions • BUS 831 - Analyzing and Visualizing Business Data • BUS 721 - Special Topics in Business | <p>Certificate in Financial Analysis</p> <ul style="list-style-type: none"> • BUS 800 – Finance Foundations • BUS 802 - Corporate Finance • BUS 806 – Principles of Finance • BUS 814 - Derivative Securities • BUS 827 – Principles of Investments | <p>Certificate in Global Management</p> <ul style="list-style-type: none"> • BUS 710 – Global* Business Environments • BUS 712 - Managing a Globalized Workforce * • BUS 725 - International Applied Project • BUS 732 - Global Strategy • BUS 743 - Macroeconomics, Government and Business in the Global Economy • BUS 721 - Special Topics in Business | <p>Certificate in Innovation and Value Creation</p> <ul style="list-style-type: none"> • BUS 714 –Innovation and Entrepreneurship* • BUS 575–Product Management • BUS 576 – Responsible Innovation • BUS 577 – Platform Power: Business in the Digital Age • BUS 578 – New Venture Creation: From Concept to Scale* • BUS 588 - Strategic Consulting and Advising • BUS 589 - Business Solutions Design • BUS 590 - Innovation and Change Management • BUS 721 - Special Topics in Business | <p>Certificate in Sustainable Futures</p> <ul style="list-style-type: none"> • BUS 716 – Sustainability* • BUS 568 – Being in Good Relations with Indigenous Peoples • BUS 571 – Sustainable Value Chains • BUS 567 – Embedding Sustainability into Strategy* • BUS 573 – Responsible Marketing • BUS 574 – Strategy for Non-Profit and Public Sector Leaders • BUS 576 – Responsible Innovation • BUS 721 - Special Topics in Business | <p>Examples of General electives</p> <ul style="list-style-type: none"> • BUS 742 - Leadership Retreat • BUS 729 - Capstone Simulation • BUS 711- Negotiation and Conflict Resolution <ul style="list-style-type: none"> • BUS 724 – Organizational Analysis • BUS 736 -Leading Self & Others • BUS 721 –Special Topics in Business <p>Possible (past) topics:</p> <ul style="list-style-type: none"> Project Management Employment Law Consulting Project Change Management Alternative Business Models |

*core requirement for certificate