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**MEMORANDUM**

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**ATTENTION** Senate **DATE** September 12, 2012  
**FROM** Jon Driver, Vice-President, Academic and Provost, and Chair, SCUP **PAGES** 1/1  
**RE:** Beedie School of Business: Full Program Proposal for a Graduate Certificate in Business in the Americas (SCUP 12-29)

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At its September 5, 2012 meeting SCUP reviewed and approved the Full Program Proposal for a Graduate Certificate in Business in the Americas within the Beedie School of Business, effective Summer 2013.

**Motion:**

That Senate approve and recommend to the Board of Governors the Full Program Proposal for a Graduate Certificate in Business in the Americas within the Beedie School of Business, effective Summer 2013.

encl.

c: C. Collins



MEMO

Dean of  
Graduate Studies

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TO: SCUP

TEL

FROM Peter Liljedahl, Acting Dean, Graduate Studies

RE Graduate Certificate in Business in the Americas [GS2012.29]

CC Colleen Collins

DATE July 4, 2012

At its meeting of 3 July, 2012, the SGSC approved the following proposal for a Business in the Americas Certificate and is forwarding it to SCUP for consideration:

**Effective Date is Summer 2013**

**Beedie School of Business**  
**Executive MBA Program**  
Graduate Certificate in Business in the Americas

[GS2012.29]

Senators wishing to consult a more detailed report of curriculum revisions may do so by going to Docushare:  
<https://docushare.sfu.ca/dsweb/View/Collection-12682>  
If you are unable to access the information, please call [778-782-3168](tel:778-782-3168) or email [shelley\\_gair@sfu.ca](mailto:shelley_gair@sfu.ca).

# **Proposal: Graduate Certificate in Business in the Americas**

## **Beedie School of Business**

### **1. EXECUTIVE SUMMARY**

The Graduate Certificate in Business in the Americas recognizes the increasingly global nature of business and in particular, the growing importance of the countries of the Americas to the British Columbia, Canadian and global economies. The Certificate enables students to address key business issues relevant to the Americas, through the opportunity to visit, study and interact with students and faculty from across the region. The Beedie School of Business has entered a partnership with three other schools to provide a truly international experience for students:

- FIA Business School, Fundação Instituto De Administração, São Paulo, Brazil;
- ITAM, Instituto Tecnológico Autónomo de México, Mexico City, Mexico; and
- Vanderbilt University, Owen Graduate School of Management, Nashville, Tenn., USA.

The certificate is not only interdisciplinary across business disciplines it is also thematic around strategies and issues in international business. It builds upon the strengths of each partner institution to provide a diverse student experience. The Beedie School's strength in global business and cross-cultural management attracts students to the Executive MBA program. The Certificate enhances and complements Beedie's capacity to offer courses in the Americas context.

A graduate certificate will recognize the unique experiences and additional courses provided to EMBA students participating in the optional Americas MBA stream. Students in the Americas Executive MBA stream take 4 additional courses compared to the normal EMBA program as well as the country specific sessions. Furthermore, the certificate provides recognition on student transcripts whereas streams do not.

### **2. PREAMBLE**

The Americas are a priority for Canadian and BC business and society as evident from the recent visits to Brazil by the Canadian Prime Minister and University Presidents. Along with Canada, the USA, Brazil and Mexico represent the four largest economies in the Americas with growth opportunities. However, as with any international opportunities, there are clear challenges of language, culture, and business practices. Decision makers in increasingly global organizations need to understand the particular nuances of these differences and how to address them. They need to adapt their personal communication style to cultural differences that influence relationships. They need to adapt their strategies in human resources, market entry, business models, marketing, and innovation. They need to understand the differences in doing business with very large established family businesses that are very common in South America, compared to Canada. Ethical dilemmas that are addressed by the legal and institutional frameworks in Canada are not dealt with in the same way in South America.

Simon Fraser University and the Beedie School of Business have a strategic focus on globalization, including emerging markets like Brazil. Beedie has engaged the local business community in dialogue around responsible mining in the Americas. We recently hosted the Chilean Minister of Mining. Faculty

members Jeremy Hall and Carolyn Egri have extensive research on topics such as innovation, sustainable development and values related work practices in the Brazilian and Mexican context.

The Graduate Certificate in Business in the Americas provides an opportunity for students to experience first-hand the different business and cultural environments of the region and to build networks of trusted classmates in each country.

The international nature of the experience includes:

- Courses designed for the Americas Certificate cohort at all four institutions;
- Site visits to companies, as well as sessions on culture and business practices in each country;
- Interacting with executive MBA students from all four schools in cross-national teams on exercises, assignments and projects.

The Americas Certificate in Business in the Americas is open to students in the Americas MBA stream of the Beedie Executive MBA program.

For these students, the Certificate is distinct from the Executive MBA in that students join the Americas MBA stream after they have completed the first three terms of the EMBA that comprise most of the core business knowledge in the program. Upon joining the Americas MBA stream, students take four required Executive MBA courses that have been modified for the Americas stream. For the Certificate, students take four additional Special Topics Americas courses as well as the non-credit business and culture workshops.

### **3. PURPOSE OF GRADUATE CERTIFICATE**

The Graduate Certificate in Business in the Americas will provide students with a unique opportunity to learn about international business and culture in the three other leading economies of the Americas:

- the USA – the largest economy in the world and Canada’s largest trading partner;
- Mexico – NAFTA partner and priority market for Canada.
- Brazil – the sixth largest economy (recently overtaking Britain) and reciprocal direct investment ranks among the top ten in Canada, also a priority market for Canada.

Recognition of their participation in the Americas MBA experience with a Graduate Certificate provides students with a formal record of their participation in a component of the EMBA that goes beyond the regular experience – one that enhances student’s ability to thrive in a global business environment.

#### **3.1. Institutional Benefits**

Although the certificate does not directly generate research, it will provide greater opportunities for faculty members to interact with each other across the institutions as well as with experienced students who can provide insights that may inform research. At an administrative level, the opportunity to work with three other outstanding institutions provides insights into practices that can enhance our own processes.

#### **3.2. Enhanced opportunities for graduates**

Recognition through the certificate of the additional and modified coursework as well as the broader overall experience will help students to:

- Enhance their abilities to take on expatriate roles in the region for their current or potential employers
- Enhance their ability to perform in roles here in BC that require the knowledge and networks acquired through the Certificate
- Seek funding from their employers for EMBA tuition and the travel costs associated with the Americas stream.

### **3.3. Enhanced value to the community**

The benefits to British Columbian organizations from students having the experience associated with the certificate include:

- employees who are familiar with business practices in the Americas;
- employees who can identify opportunities and implement strategies to achieve success;
- employees who have considered the challenges and risks posed by operations in the Americas;
- employees who have a network of trusted contacts in the three other partner nations.

## **4. CERTIFICATE REQUIREMENTS**

### **4.1. Participation in the Graduate Certificate in Business in the Americas**

Students admitted to the Executive MBA program may opt to participate in the Americas MBA stream and the graduate certificate. Students must complete both the stream requirements and the additional courses for the Certificate. Students must meet the normal EMBA admission requirements and be in good academic standing prior to undertaking the graduate certificate. Qualified students should notify the EMBA program of their intention to participate in the spring term prior to the beginning of the Americas courses.

### **4.2. Home University and Program Governance**

Students participating in Graduate Certificate courses at the partner institutions remain students of SFU and the Beedie Executive MBA program. Students are registered in EMBA special topics courses and receive SFU grades. All academic and administrative support is provided by Beedie. Two bodies are responsible for the certificate courses. The Beedie EMBA program committee is responsible for the integration of the certificate within the EMBA, including: selection of students, general course content, and grading. The Americas EMBA consortium school representatives provide governance for the general design of the Americas offerings including student qualifications (i.e. courses are only open to Americas EMBA students in each institution), approval of faculty, specific detailed course content, and delivery logistics for the certificate.

The Americas EMBA stream is currently limited by the consortium agreement to 15 students per school. Beedie provides space and teaching resources for 2 courses for the Americas cohort. These two courses are required courses for the EMBA .

### **4.3. Certificate Structure**

The graduate certificate courses are offered during the final two semesters of the Executive MBA program as part of the Americas Executive MBA stream. See Appendix 2 for a course comparison of the

EMBA and Americas EMBA stream and Certificate courses. The EMBA is a program fee program and as such we are not charging additional tuition. Students must pay the costs of their travel and accommodation at the international locations. The details of the certificate courses are as follows:

**Americas EMBA stream courses**

***Required EMBA courses:***

Bus 607-4 Strategy (Global Perspective) (SFU)

Bus 602-4 Global Business (SFU)

Bus 650-3 Ethics and Corporate Social Responsibility (FIA- University of Sao Paulo)

Bus 664-4 New Ventures (Vanderbilt)

***Graduate Certificate courses (in addition to EMBA requirements):***

Bus 652-3 Special Topics: Strategic Management for Emerging Markets (FIA- University of Sao Paulo)

Bus 652-3 Special Topics: International Competitiveness and Strategy (ITAM)

Bus 652-3 Special Topics: Family Business in Latin America (ITAM)

Bus 652-3 Special Topics: Leading a Global Innovation Strategy (Vanderbilt)

The Special Topics courses will be delivered by the partner schools in consultation with the Beedie School of Business. The topics may change over time as topics of interest and partner resources change. Students complete classes at the four partner institutions Beedie, FIA Business School, Fundação Instituto De Administração, São Paulo, Brazil; ITAM, Instituto Tecnológico Autónomo de México, Mexico City, Mexico; and Vanderbilt University, Owen Graduate School of Management, Nashville, Tenn., USA. In the Americas EMBA stream, Beedie students receive credit for 8 courses, 4 of which are in addition to the regular EMBA requirements and represent the certificate courses. These four courses will be designated “Special Topics” courses. While the unifying theme is the “Americas”, the courses represent a variety of business disciplines. In the first offering the special topics include: Strategic Management for Emerging Markets; Family Business in Latin America; Competitiveness and Strategy; Leading a Global Innovation Strategy.

**4.4. Certificate Requirements**

The Graduate Certificate in Business in the Americas includes 4 Special Topics courses (Bus 652-3) over and above the required EMBA courses in the Americas stream, as well as the business and culture workshops offered by partner schools.

## 5. PROCESS AND TIMELINES

Assuming approvals:

- Discussions with partner schools—fall/spring 2010
- Review by faculty committees – spring 2010
- Approval by SCIA – spring 2010
- Approval of Americas EMBA stream -- spring 2011
- Submission of Certificate proposal to SGSC – summer 2012
- Review and approval by Senate – fall 2012
- Students enrolled in courses – fall 2012 and spring 2013
- Students complete EMBA – spring 2013
- Certificate awarded June 2013

Calendar Entry

From:	To:
<p><b>Americas Executive MBA stream</b></p> <p>Students have two optional paths for the final two terms of their program. They may choose the SFU EMBA stream or opt to apply to be considered for one of the limited spaces in the Americas EMBA stream. In the second year of the program, classes in the EMBA stream are taught at SFU in the same format as the first year.</p> <p>Classes in the Americas EMBA stream are taught in four eight-and-a-half day intensive sessions in partnership with three other institutions at their campuses: Owen Graduate School, Vanderbilt University, Nashville, USA; ITAM, Mexico City; and FIA, University of Sao Paulo, Brazil. Courses in the Americas EMBA stream are similar to those in the EMBA stream, but with a greater emphasis on international management.</p> <p>Several additional courses on selected topics are also included as well as country/region specific sessions.</p> <p>Further details on the EMBA and the Americas</p>	<p><b>Americas Executive MBA stream</b></p> <p>Students have two optional paths for the final two terms of their program. They may choose the SFU EMBA stream or opt to apply to be considered for one of the limited spaces in the Americas EMBA stream. In the second year of the program, classes in the EMBA stream are taught at SFU in the same format as the first year.</p> <p>Classes in the Americas EMBA stream are taught in four eight-and-a-half day intensive sessions in partnership with three other institutions at their campuses: Owen Graduate School, Vanderbilt University, Nashville, USA; ITAM, Mexico City; and FIA, University of Sao Paulo, Brazil. Courses in the Americas EMBA stream are similar to those in the EMBA stream, but with a greater emphasis on international management.</p> <p><b>Graduate Certificate in Business in the Americas</b></p> <p>The Americas EMBA stream includes four selected topics courses in addition to those</p>

EMBA stream are provided on the program website: [www.beedie.sfu.ca/emba](http://www.beedie.sfu.ca/emba)

required for the EMBA. These four additional courses are required for the Graduate Certificate. Courses are relevant to business in the Americas covering a variety of business disciplines. Students will also participate in company visits and workshops on local cultural and business practices in each of the 4 participating countries.

The Certificate is open to students enrolled in the Americas option of the EMBA. Students must complete all stream requirements including those included in the Graduate Certificate.

Further details on the EMBA and the Americas EMBA stream are provided on the program website: [www.beedie.sfu.ca/emba](http://www.beedie.sfu.ca/emba)



## **APPENDIX 1: GRADUATE CERTIFICATE IN BUSINESS IN THE AMERICAS**

### **DESCRIPTION OF 2012/2013 SPECIAL TOPICS COURSES**

Owen Graduate School of Business, Vanderbilt University (Nashville)

#### **Leading a Global Innovation Strategy: Overcoming The Six Innovation Barriers in Organizations**

David Owens

Everybody wants innovation—or do they? This course presents a framework for understanding how individuals and organizations sabotage their own best intentions to encourage creativity and “outside the box” thinking. Professor Owens demonstrates that the antidote to this self-defeating behavior is to identify which of the six major types of constraints are hindering innovation: individual, group, organizational, industry-wide, societal, or technological. Once innovators and other leaders of organizational change understand exactly which constraints are working against them and how to overcome them, they can create conditions that foster innovation instead of stopping it in its tracks. Upon completion students will be able to: understand the most common causes of innovation failure, assess innovation capabilities in themselves and their organizations, diagnose the constraints that stand in the way of a successful innovation, become better at idea-generation and assessment, and develop a successful innovation strategy for their organizations.

**FIA (Sao Paulo)**

#### **Strategic Management for Emerging Markets**

On completion of this course the student will have an understanding of the challenges and practices in developing products, services and business models to cater to the needs of dynamic emerging markets, which combine wide extremes of purchasing power, as well as social and cultural differences, so as to achieve and maintain competitive advantages over the evolving life cycle of products and consumers. The rapid growth of population in emerging economies makes this understanding an essential knowledge component for the international manager.

**ITAM (Mexico City)**

#### **Family Business**

At the end of this course, the student will know the particular characteristics of family enterprises and will recognize its great potential for development as well as the risks involved. The student will assimilate basic ideas for the management of these enterprises, basically focused on the prevention of conflicts, and will have important elements to plan the continuity of the company.

#### **Competitiveness and Strategy**

In order to thrive, firms, regions and countries need to constantly find ways to remain competitive. This course will present the driving factors behind different levels of competitiveness, and clarify the interaction between these different levels. The course will provide alternative frameworks for analyzing the competitive environment, as well as tools to create and implement strategic alternatives to prosper within a changing environment.

## Appendix 2: Regular EMBA / America's EMBA stream + Certificate program comparison

### First Year (core common to both streams)

Bus 681-4 Leadership  
 Bus 651-4 Managerial Economics  
 Bus 662-3 Negotiations  
 Bus 670-4 Accounting  
 Bus 603-4 Structure and Change in Organizations  
 Bus 615-4 Marketing  
 Bus 621-4 Information Technology and Organizational Transformation

### Second Year (2 streams)

EMBA	Americas EMBA stream all required
Bus 607-4 Strategy	Bus 607-4 Strategy (Global Perspective) (SFU)
Bus 602-4 Global Business	Bus 602-4 Global Business (SFU)
Bus 650-3 Ethics	Bus 650-3 Ethics and Corporate Social Responsibility (FIA)
Bus 664-4 New Ventures	Bus 664-4 New Ventures (Vanderbilt)
Bus 696-6 Applied Project	Bus 696-6 Applied Project (Global team)
	<b>Graduate Certificate in Business in the Americas</b>
	Bus 652-3 Special Topics: International Competitiveness (ITAM)
	Bus 652-3 Special Topics: Family Business (ITAM)
	Bus 652-3 Special Topics: Innovation (Vanderbilt)
	Bus 652-3 Special Topics: Emerging Markets (FIA)