



International Business Management Program Standard

*The approved program standard for
International Business Management
program of instruction leading to an
Ontario College Graduate Certificate
delivered by Ontario Colleges of
Applied Arts and Technology (MTCU
funding code 70202)*

Ministry of Training, Colleges and Universities
December 2012

Permission to Reproduce

Permission is hereby granted to the following institutions to reproduce this document, in whole or in part, in print or by electronic means, for the following specific purposes, subject to the conditions that follow:

1. By an Ontario college of applied arts and technology for the purposes of implementation of the program standard within a college program, including for the purpose of informing students, potential students, program advisory committees or others about programs of study.
2. By an educational institution or school, for the purpose of informing prospective college students about programs of study at Ontario colleges of applied arts and technology.

Conditions:

1. Every reproduction must be marked “©2012, Queen’s Printer for Ontario” at the beginning of the document or any part of it that is reproduced.
2. No other uses may be made of the document.
3. The document may not be reproduced for sale.
4. The Ministry may revoke the permission to reproduce at any time.

For permission to copy this document, in whole or in part, for other purposes or by other institutions, please contact:

Ministry of Training, Colleges and Universities
Programs Branch, Program Standards and Evaluation Unit

psu@ontario.ca

Inquiries regarding specific International Business Management programs offered by colleges of applied arts and technology in Ontario should be directed to the relevant college.

©2012, Queen’s Printer for Ontario

ISBN 978-1-4606-0360-4 (PDF)

Ce document est disponible en français.

Acknowledgements

The Ministry of Training, Colleges and Universities acknowledges with thanks the significant contribution of the many individuals and organizations who participated in the development of this program standard. In particular, the Ministry of Training, Colleges and Universities would like to acknowledge the important roles of

- all individuals and organizations who participated in the consultations;
- the coordinators of International Business Management Programs for their assistance throughout the project, the project officer who led the development of the vocational standard, Francine Roach, seconded faculty member from Algonquin College, and Louise Campagna from La Cité collégiale.

Table of Contents

I. Introduction	1
Development of System-Wide Program Standards.....	1
Program Standards	1
The Expression of Program Standards as Vocational Learning Outcomes	2
The Presentation of the Vocational Learning Outcomes	2
The Development of a Program Standard	2
Updating the Program Standard	3
II. Vocational Standard	4
Preamble.....	4
Synopsis of the Vocational Learning Outcomes	5
The Vocational Learning Outcomes.....	6
Glossary	18

I. Introduction

This document is the Program Standard for the International Business Management program of instruction leading to an Ontario College Graduate Certificate delivered by Ontario colleges of applied arts and technology (MTCU funding code 70202).

Development of System-Wide Program Standards

In 1993, the Government of Ontario initiated program standards development with the objectives of bringing a greater degree of consistency to college programming offered across the province, broadening the focus of college programs to ensure graduates have the skills to be flexible and to continue to learn and adapt, and providing public accountability for the quality and relevance of college programs.

The Program Standards and Evaluation Unit of the Ministry of Training, Colleges and Universities has responsibility for the development, review, and approval of system-wide standards for programs of instruction at Ontario colleges of applied arts and technology.

Program Standards

Program standards apply to all similar programs of instruction offered by colleges across the province. Each program standard for a postsecondary program includes the following elements:

- **Vocational standard** (the vocationally specific learning outcomes which apply to the program of instruction in question),
- **Essential employability skills** (the essential employability skills learning outcomes which apply to all programs of instruction); and
- **General education requirement** (the requirement for general education in postsecondary programs of instruction).

Collectively, these elements outline the essential skills and knowledge that a student must reliably demonstrate in order to graduate from the program.

Individual colleges of applied arts and technology offering the program of instruction determine the specific program structure, delivery methods, and other curriculum matters to be used in assisting students to achieve the outcomes articulated in the standard. Individual colleges also determine whether additional local learning outcomes will be required to reflect specific local needs and/or interests.

The Expression of Program Standards as Vocational Learning Outcomes

Vocational learning outcomes represent culminating demonstrations of learning and achievement. They are not simply a listing of discrete skills, nor broad statements of knowledge and comprehension. In addition, vocational learning outcomes are interrelated and cannot be viewed in isolation of one another. As such, they should be viewed as a comprehensive whole. They describe performances that demonstrate that significant integrated learning by graduates of the program has been achieved and verified.

Expressing standards as vocational learning outcomes ensures consistency in the outcomes for program graduates, while leaving to the discretion of individual colleges curriculum matters such as the specific program structure and delivery methods.

The Presentation of the Vocational Learning Outcomes

The **vocational learning outcome** statements set out the culminating demonstration of learning and achievement that the student must reliably demonstrate before graduation.

The **elements of the performance** for each outcome define and clarify the level and quality of performance necessary to meet the requirements of the vocational learning outcome. However, it is the performance of the vocational learning outcome itself on which students are evaluated. The elements of performance are indicators of the means by which the student may proceed to satisfactory performance of the vocational learning outcome. The elements of performance do not stand alone but rather in reference to the vocational learning outcome of which they form a part.

The Development of a Program Standard

In establishing the standards development initiative, the Government determined that all postsecondary programs of instruction should include vocational skills coupled with a broader set of essential skills. This combination is considered critical to ensuring that college graduates have the skills required to be successful both upon graduation from the college program and throughout their working and personal lives.

A program standard is developed through a broad consultation process involving a range of stakeholders with a direct interest in the program area, including employers, professional associations, universities, secondary schools, and program graduates working in the field, in addition to students, faculty, and administrators at the colleges themselves. It represents a consensus of

participating stakeholders on the essential learning that all program graduates should have achieved.

Updating the Program Standard

The Ministry of Training, Colleges and Universities will undertake regular reviews of the vocational learning outcomes for this program to ensure that the International Business Management Program Standard remains appropriate and relevant to the needs of students and employers across the Province of Ontario. To confirm that this document is the most up-to-date release, contact the [Ministry of Training, Colleges and Universities](#).

II. Vocational Standard

All graduates of International Business Management programs have achieved the twelve (12) vocational learning outcomes (VLOs) listed in the following pages.

Preamble

International trade and investment are critical to the Canadian economy. As a result, Canadian businesses are increasingly getting involved in integrative trade* initiatives that take place across time zones, languages, cultures and currencies. Graduates of the International Business Management programs acquire specialized knowledge and skills in international business allowing them to carry out international business functions in today's global marketplace. Graduates have therefore demonstrated achievement of vocational learning outcomes which relate to both business in general and international business in particular.

As this is a graduate certificate program, students will have completed a college diploma or university degree program or have acquired substantial relevant employment experience prior to acceptance into the program. Upon successful completion of the International Business Management program graduates are prepared to carry out a variety of business functions and/or management functions in the global marketplace. Graduates are prepared to assume leadership roles in sales, risk management, marketing, business planning, compliance and research for integrative trade* initiatives. They are also able to apply communication, networking, entrepreneurial, negotiation and teamwork skills to support integrative trade* initiatives. They are comfortable with new technologies and are able to develop strategies to integrate them with an organization's overall mission and objectives. They can facilitate the preparation of documents and the application of procedures to support the movement of products and services across international borders. They can also develop strategies to deal with cultural differences and to integrate corporate sustainability and corporate social responsibility in the decision-making process.

Graduates of International Business Management programs are employed in a broad range of private and public international business environments, including private organizations, government departments and agencies, regulatory bodies, professional organizations and international non-government organizations (NGOs). They are employed in many areas, including customs brokerage, manufacturing, goods and service exporting and importing, distribution and logistics, supply chain* management, compliance, purchasing and procurement, freight forwarding, international trade development, international research, international sales and marketing and international finance administration.

There are opportunities for graduates to pursue further educational or professional qualifications, and degree completion. Graduates should contact their individual colleges for further details.

**See Glossary*

Synopsis of the Vocational Learning Outcomes International Business Management (Ontario College Graduate Certificate)

The graduate has reliably demonstrated the ability to

- 1. conduct an environmental scan* to evaluate the impact of world issues on an organization's international business opportunities.**
- 2. conduct, evaluate and present market research to support an organization's international business decision-making.**
- 3. manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain*.**
- 4. evaluate the impact of statutory and regulatory compliance on an organization's integrative trade* initiatives.**
- 5. develop and implement strategies to negotiate effectively within various cultural environments and to address the impact of cultural differences on an organization's integrative trade* initiatives.**
- 6. develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade* initiatives.**
- 7. identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade* initiatives.**
- 8. analyze the impact of an organization's integrative trade* initiatives on its human resources management strategies, policies, and practices.**
- 9. develop and present an international business plan.**
- 10. manage the implementation and evaluation of team projects by applying project management principles**
- 11. recommend strategies to support principles of corporate sustainability, corporate social responsibility and ethics associated with an organization's integrative trade* initiatives and evaluate their effectiveness.**
- 12. select and apply current technologies to support an organization's integrative trade* initiatives.**

**See Glossary*

Note: The learning outcomes have been numbered as a point of reference; numbering does not imply prioritization, sequencing, nor weighting of significance.

The Vocational Learning Outcomes

1. *The graduate has reliably demonstrated the ability to*

conduct an environmental scan* to evaluate the impact of world issues on an organization's international business opportunities.

Elements of the Performance

- identify and analyze the components of an environmental scan*
- analyze the impact of globalization on Canadian business
- discuss the importance of developing trading partners
- evaluate the impact of current and historical political changes and trends on an organization's international business opportunities
- outline the role Canadian and international institutions play in supporting or facilitating international business opportunities
- evaluate the impact of relevant geographical and cultural factors on international business opportunities (e.g., location, time zones, religion, customs and languages spoken)
- evaluate the impact of relevant economic factors on international business opportunities (e.g., fiscal and monetary policies, population dynamics, emerging markets, growing influence of developing nations, political and economic instability, inflation, fluctuating currencies, protectionism, growth of outsourcing, and regional trading blocs)
- evaluate the impact of relevant environmental and ethical issues on international business opportunities (e.g., increased demand for natural resources, corporate social responsibility, climate change, sustainability and corruption at the business and political levels)
- evaluate the impact of relevant legal issues on international business opportunities (e.g., contracts, human rights, employment practices, business ownership, regulatory barriers and intellectual property)
- evaluate the impact of relevant major international trade agreements on international business opportunities (e.g., North American Free Trade Agreement (NAFTA), European Union (EU), Association of Southeast Asian Nations (ASEAN), the Common Market for Eastern and Southern Africa (COMESA) and the Common Market of the South (MERCOSUR))
- evaluate the impact of relevant existing and emerging technologies* on international business opportunities (e.g., social media, the Internet, e-commerce, wireless technologies and real time logistics)

**See Glossary*

2. *The graduate has reliably demonstrated the ability to*

conduct, evaluate and present market research to support an organization's international business decision-making.

Elements of the Performance

- select and apply the appropriate method of data collection
- conduct market research activities (e.g., research relating to market size, names and background on buyers, competitive intelligence, and access conditions and technical standards applying to the product in a market)
- collect, process, analyze and verify relevant data
- research and interpret data objectively while maintaining an unbiased and balanced perspective
- organize and present research findings in a professional, cohesive, coherent and succinct manner using oral, written and graphic form
- recommend and justify the appropriate course of action based on research findings

3. *The graduate has reliably demonstrated the ability to*

manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain*.

Elements of the Performance

- prepare and organize the trade documents necessary for importing and exporting (e.g., commercial documents, transport documents, certificates and official documents and Canada Customs documents)
- use the international commercial terms (Incoterms) related to the transfer of rights and responsibilities during the transfer of goods from seller to buyer
- facilitate compliance with legislative requirements that may affect the movement of products and services across domestic and international boundaries (e.g., trade agreements, rules of origin)
- manage strategies to implement relevant quality control and assurance programs that support an organization's global supply chain* (e.g., International Organization for Standardization (ISO) series systems)
- apply the internationally approved Harmonized System (HS) of classification when dealing with tariffs
- develop an organization's logistics plan (e.g., sourcing and production planning, inventory management, order processing, shipping and transportation and customer service)
- locate outside service providers and facilitate strategies to use them to support an organization's global supply chain* (e.g., freight forwarders, trading houses, transport specialists, customs offices, financial institutions and insurance companies)
- assess strategies to manage risks associated with an organization's global supply chain* (e.g., time delays associated with shipping modalities and document processing)
- negotiate with relevant parties to develop strategic alliances and partnerships to support an organization's global supply chain*
- develop strategies to access domestic and foreign government programs and agencies to support an organization's integrative trade* activities
- evaluate the impact of relevant national and international trade organizations on the organization's global supply chain* (e.g., government departments/agencies/corporations, World Trade Organization (WTO) and International Chambers of Commerce)

**See Glossary*

4. *The graduate has reliably demonstrated the ability to*

evaluate the impact of statutory and regulatory compliance on an organization's integrative trade* initiatives.

Elements of the Performance

- identify various regulatory global environments
- evaluate the impact of international trade and investment regulations on the success of businesses operating in international markets
- evaluate the impact of the burden of compliance on an organization's operations
- evaluate the spectrum of international trade and investment regulations impacting an organization's activities within global markets
- evaluate strategies to manage risks associated with statutory and regulatory compliance

**See Glossary*

5. *The graduate has reliably demonstrated the ability to*

develop and implement strategies to negotiate effectively within various cultural environments and to address the impact of cultural differences on an organization's integrative trade* initiatives.

Elements of the Performance

- analyze the impact of cultural differences on business operations and practices
- develop, implement and analyze strategies to address differences relating to cultural etiquette, business protocols, ethical standards and legal practices (e.g., importance of contracts)
- develop, implement and analyze strategies to address cross-cultural market variables (e.g., religion, environment, education and politics)
- develop strategies to build personal relationships with potential international clients
- develop and implement effective cross-cultural communication and negotiation strategies
- develop negotiation strategies to manage unanticipated variables and outcomes
- develop negotiation strategies to achieve mutually acceptable outcomes
- analyze the issues, risks and limitations related to communications and negotiations through interpreters
- analyze issues, risks and limitations associated with conducting business in a language in which you are not proficient
- assess the advantages of having a multilingual and culturally diverse workforce when developing international business opportunities

**See Glossary*

6. *The graduate has reliably demonstrated the ability to*

develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade* initiatives.

Elements of the Performance

- research the target market(s)
- assess the marketing environment and the roles of product, price, place and promotion
- analyze market entry strategies when preparing an international marketing plan
- analyze key pricing elements and strategies and apply them to marketing activities
- select and justify sales and promotion strategies to pursue marketing objectives (e.g., trade shows, trade missions, marketing initiatives)
- analyze the impact of global economic considerations on an international marketing plan
- analyze risks associated with an international marketing plan
- analyze the impact of market variables on an international marketing plan (e.g., culture, religion, environment, education and politics)
- identify and assess a range of appropriate resources for sourcing and marketing goods
- prepare a budget to support an international marketing plan
- establish a set of realistic marketing objectives the international marketing plan is designed to achieve
- contribute to and encourage the identification and assessment of business development opportunities using entrepreneurial and networking skills
- present the international marketing plan in a professional, cohesive, coherent and succinct manner

**See Glossary*

7. *The graduate has reliably demonstrated the ability to*

identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade* initiatives.

Elements of the Performance

- analyze the impact of international banking organizations and monetary systems on an organization's integrative trade* initiatives
- evaluate strategies to access financing for integrative trade* initiatives
- evaluate cash-flow strategies
- interpret international payment instruments and assess options that support the organisation's strategies (e.g., letters of credit, deferred payment plans and performance bonds)
- evaluate financial risk management strategies
- evaluate foreign exchange strategies that help to protect an organization from fluctuating currencies
- evaluate an organization's transfer pricing strategy
- apply mathematical operations to support a basic business case quantification (e.g., net present value (NPV), internal rate of return (IRR), return on investment (ROI) and profitability index (PI))

**See Glossary*

8. *The graduate has reliably demonstrated the ability to*

analyze the impact of an organization's integrative trade* initiatives on its human resources management strategies, policies, and practices.

Elements of the Performance

- analyze the impact of the international business plan on the role of the human resource function of an organization
- discuss staffing policies and options available for organizations operating in a global market (e.g., selection, recruitment, training, evaluation, repatriation of personnel)
- analyze human resource strategies that support successful integration in a global market (e.g., economic, legal and cultural considerations)
- discuss human resource challenges affecting international operations (e.g., socio-cultural issues, labour shortages, stress related to working in the international business field, contingencies and risks associated with international travel, and risks associated with working in a foreign country)
- discuss the need to proactively manage change and risks related to human resource issues

**See Glossary*

9. *The graduate has reliably demonstrated the ability to*
develop and present an international business plan.

Elements of the Performance

- analyze the corporate profile of the organization
- identify and analyze factors that will help to ensure successful entry into an international market
- analyze business structures that facilitate entry into an international market
- apply sales forecasting techniques
- recommend strategies that maximize sales and profits
- develop strategies to respond to market trends
- assess and evaluate operational resources needed to implement an international business plan (e.g., human resources, facilities and production)
- identify and assess human resource requirements to help to ensure an organization has the necessary human resources to meet both its operational and strategic goals (e.g., Human Resource Planning (HRP))
- prepare a cost/benefit analysis for the integrative trade* initiatives
- calculate a return on investment for the integrative trade* initiatives
- recommend financial and risk management strategies
- develop and evaluate strategies, including innovative approaches, to import and export products and services in the global market
- present the plan in a professional, cohesive, coherent and succinct manner
- develop strategies to monitor and evaluate the success of the international business plan

**See Glossary*

10. *The graduate has reliably demonstrated the ability to*

manage the implementation and evaluation of team projects by applying project management principles.

Elements of the Performance

- manage the planning, sequencing and scheduling of steps in a project plan
- manage the preparation and evaluation of various elements of estimates (e.g., costs, time, resource requirements and risk) and make recommendations to accomplish the project's goals and objectives
- manage the planning and implementation of project steps to achieve project goals and objectives within constraints such as time, budget and scope of the project
- manage the development and implementation of strategies to deal effectively with issues affecting members of a global team (e.g., different time zones, 24-hour trading, different cultures and different working conditions)
- monitor and control project processes, identifying potential problems, and take corrective action to control the execution of the project
- manage the maintenance of current, clear and accurate project-related documents, which adhere to organizational requirements
- manage the sourcing and analysis of information by promoting effective use of networking contacts and internal structures within the international business organization
- manage the achievement of project outcomes using interpersonal and leadership skills adapted to the cultural diversity of the group
- contribute to a team project or group decision-making process by applying leadership, group dynamics, conflict resolution and negotiation techniques
- manage the follow-up audit of a project to assess whether goals are met

11. *The graduate has reliably demonstrated the ability to*

recommend strategies to support principles of corporate sustainability, corporate social responsibility and ethics associated with an organization's integrative trade* initiatives and evaluate their effectiveness.

Elements of the Performance

- discuss and recommend strategies that facilitate the effective integration of corporate sustainability and social responsibility principles and practices in the decision-making process to the mutual benefit of all stakeholders and the environment
- evaluate the impact of ethical dilemmas related to an international business venture (e.g., bribery and corruption) and develop strategies to deal with the problems in a responsible manner
- discuss best practices for sustainability (e.g., International Organization for Standardization (ISO) 14000)
- adhere to corporate sustainability and corporate social responsibility policies and practices
- use ethical principles to make sound business decisions
- evaluate pertinent information to assess the business rationale behind corporate sustainability and corporate social responsibility initiatives

**See Glossary*

12. *The graduate has reliably demonstrated the ability to*

select and apply current technologies to support an organization's integrative trade* initiatives.

Elements of the Performance

- assess and evaluate the need to integrate current and emerging technologies* into an organization's overall mission and objectives (e.g., different models of e-business)
- select and use current technologies to produce international business reports and documents
- select and use current technologies to support an organization's international financial activities
- select and use current technologies for supply chain* management, logistics and deliveries
- select and use current technologies to engage in and facilitate cross-cultural communications and negotiations
- select and use current technologies to plan, schedule and hold meetings in a global workplace
- select and use current technologies to develop effective presentations to support the organization's marketing plan and business development opportunities
- evaluate and develop strategies to use current and emerging technologies* to support an organization's overall business strategy (e.g., social media, e-commerce, digital marketing, digital financing, wireless technologies and real time logistics)
- analyze and evaluate the strategic importance, safeguards and risks associated with the use of current and emerging technologies* (e.g., security of information and technological limitations)
- identify and assess potential ramifications of using information acquired by digital means for business publications and initiatives without proper recognition and/or authorization (e.g., copyright, intellectual property issues and plagiarism)
- outline how business management software can improve the operational efficiency and productivity of international business processes (e.g., Enterprise Resource Planning Software)
- select and use current technologies to perform market research to support integrative trade* initiatives

**See Glossary*

Glossary

Emerging technologies: Technologies that are not yet standard but that are likely to be adopted in the near term. The expectation is that an emerging technology will come into standard usage when the application of the technology matures.

Environmental scan: A complete assessment of the organization's current environment. It involves the acquisition of data and use of information about events, trends and relationships in an organization's environment to assist decision-makers with their organizational and strategic plans. The environmental scan includes the assessment of many elements, including but not limited to, demographic, economic, social, political, cultural, legal and technological influences.

Integrative trade: A complex global system in which goods, services and services related to goods are traded across many borders many times along global value chains*, powered by larger amounts of foreign and direct investment. (FITT, *Human Resources: A Vital Driver of Canadian International Trade Capacity and Capability*, 2011, page 10)

Value chain: Describes the full range of activities that firms and workers do to bring a product from its conception to its end use and beyond. This includes activities such as design, production, marketing, distribution and support to the final consumer. The activities of a value chain can be contained within a single firm or divided among different firms. (FITT, *Human Resources: A Vital Driver of Canadian International Trade Capacity and Capability*, 2011, page 73)

Supply chain: A system of organizations, people, technology, activities, information and resources involved in moving a product or service from supplier to customer. It is one component of a value chain*. (FITT, *Human Resources: A Vital Driver of Canadian International Trade Capacity and Capability*, 2011, page 73)