



SAUDER
School of Business

ROBERT H. LEE
GRADUATE SCHOOL

3 November 2009

To: Okanagan Senate Curriculum Committee

From: Brian Bemmels
Senior Associate Dean, Academic Programs

Subject: Early Career Masters Program Offered at UBC Okanagan (for information)

The Sauder School of Business, R. H. Lee Graduate School of Business, in partnership with the Faculty of Management, UBCO intends to offer the Early Career Masters (ECM) stream of the Master of Management (MM) degree program at the FOM, UBCO.

The ECM program was introduced at the Sauder School of Business in September 2008 with an initial cohort of 54 students. A second cohort of 55 students started in September 2009.

The ECM is a one-year master's degree (completed in approximately 10 months) that provides a general foundation in business and management. Ideally suited for individuals with bachelor's degrees in non-business disciplines such as Arts, Science, and Engineering, the ECM program provides an opportunity to gain valuable business skills that are beneficial to a career in any industry or sector. It builds on the investment that students have made in their undergraduate education, and enhances career opportunities.

The ECM is not available to students with undergraduate degrees in Business, Commerce or Management, or to students with degrees in other areas but including a minor in Business, Commerce or Management. The program is intended for students who have had essentially no prior instruction in these areas.

Sauder will administer the program delivery at UBCO, but we expect that most of the program will be taught by members of the FOM. Sauder Business Career Centre, in partnership with UBCO Career Services, will provide extensive career assistance to students and graduates. The program delivery will be funded completely from tuition proceeds. No additional resources are required from UBCO. Faculty teaching will be considered overload and faculty will be paid a stipend for teaching (at Sauder, the ECM and several other professional graduate degree programs are staffed by this same method). Any net proceeds from the operation of the program will be retained in FOM to support research, program development or other activities within the FOM.

The following pages outline the likely curriculum/schedule for the ECM at UBCO, and the detailed schedule of the ECM currently at Sauder as an example of how the program will be delivered. The accompanying memo includes additional information on the proposed curriculum, including course descriptions. Please let me know if you require any further information.

ECM Outline for UBCO: 2010/2011

August

		ECM Preparation (Optional: Quant Methods and Econ)
BA	550	Business Immersion

Term 1A

BAAC	500	Financial Reporting
BAHR	550	Organizational Behaviour
BAPA	550	Foundations of Managerial Economics
BAMA	550	Marketing

Term 1B

BABS	550	Application of Statistics in Management
BAFI	500	Corporate Finance
BAFI	513	Risk Management
BASM	550	Strategic Management

Term 2A

BAAC	550	Foundations in Accounting
BAMA	580	Service Marketing
BAMS	550	Operations and Logistics
BA	520	Career Development Program

Term 2B

BAHR	505	Leadership
BAHR	510	Strategic Human Resource Management
BAIT	550	Information Technology for Management
BALA	503	Business Law and Ethics

Term 2C

BAEN	580C	Fundamentals in Entrepreneurship
BAHR	507	Negotiations
BASM	511	Strategic Management of Services
BA	503	ECM Capstone Course

Total: 31.5 credits



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ECM Academic Year Schedule **2009-2010**

Updated: May 20, 2009

	2009	
ECM PREPARATION – QUANTS	August 24 & 25	
ECM PREPARATION - ECONOMICS	August 27, 28 & 29	
ECM BUSINESS IMMERSION	August 31 - September 4	
Term 1A	September 8 – October 17	September 7, Labour Day October 12, Thanksgiving
Term 1B	October 26 – December 5	November 11, Remembrance Day
	2010	
Term 2A	January 4 – February 13	January 1, New Year's Day February 12, Winter Olympics Begin
Break – 2010 Olympics	February 15 – February 28	February 28, Winter Olympics End
Term 2B	March 1 - April 10	April 2, Good Friday April 5, Easter Monday
Term 2C	April 19 – May 28	May 24, Victoria Day
ECM CAPSTONE	April 23, 30 & May 14, 2010	
GRADUATION	November 2010	



3 November 2009

To: Senate Curriculum Committee

From: Jacques Verville, Faculty of Management

Subject: Early Career Masters Program Offered at UBC Okanagan (for information)

The Faculty of Management intends to host, at UBC Okanagan, the Early Career Masters (ECM) stream of the Master of Management (MM) program, which is administered by Sauder's Robert E. Lee Graduate School in Vancouver. The program and all coursework have been approved by the UBC Vancouver Senate and the program will remain under the administration of the Robert E. Lee Graduate School. However, the program will be delivered and taught in the UBC Okanagan Faculty of Management, and net proceeds will remain with the Faculty of Management.

Graduates of the program will be awarded a UBC Master of Management degree. The MM degree will provide students with a comprehensive broad-based management education to complement their undergraduate degree. Students will develop business expertise across a range of key subject areas. This should significantly enhance their initial employment prospects and potential for future career advancement.

In the ECM program, all students will move through the entire program together as a cohort taking a set, standard curriculum. See below for program admission, degree, and course information.

Admission Requirements

Admission requirements include all the minimum admission requirements for the Faculty of Graduate Studies, plus GMAT or GRE is generally required, and a minimum TOEFL score of 600 (or equivalent) for international students.

A four-year Bachelor's degree or recognized equivalent from an accredited institution is required. The Early Career Masters Program is not available for candidates with a Bachelor of Management, Bachelor of Commerce, or Bachelor of Business Administration degree, or students with a Minor in Commerce, Business, or Management.

The Early Career Masters is considered a "pre-experience" graduate business degree. Therefore, work experience is not required for admission to the Early Career Masters Program. However, any work, volunteer, travel and extra-curricular experiences that you have had should be clearly communicated in the application essays as these help to give the admissions committee a sense of your leadership potential, maturity and ambition.

Coursework

The ECM program is approximately 10 months of full-time study. It includes 31.5 credits of study, which consists of 21 course modules (including a Career Development module). In addition, students have the option to attend an “ECM Preparation” – preparation courses covering quantitative methodologies or economics for those who may not have studied these concepts in their undergraduate degree or who wish a refresher course. These may be required as a condition of admission for some students who lack adequate preparation in these areas.

Note: the program is delivered in Modules (courses) that are 1.5 credits each.

Program Overview

The ECM curriculum has been developed to provide a foundation in a broad spectrum of business management disciplines, focusing on practical knowledge and skills that employers are looking for. Course topics include:

- Strategic Management
- Finance
- Managerial Accounting
- Marketing
- Entrepreneurship
- Organizational Behaviour and Human Resources
- Information Technology
- Supply Chain Management
- Operations and Logistics

Course Descriptions

ECM Preparation (Optional: Non-credit Quantitative Methods and Economics)

BA 550 (1.5 credits) Business Immersion

This module provides an introduction to the Early Career Masters stream of the Master of Management degree program. It contains teamwork exercises, provides a brief overview of several functional areas of business, and concludes with an integrated case analysis that demonstrates the integrated nature of the various functional areas of business. Students are also given instruction on how to analyze and write up a business case.

BAAC (1.5) 500 Financial Reporting

Accounting is a system for measuring and communicating the outcomes of business activities. The focus of financial accounting is the preparation of accounting reports by individuals within a firm for individuals outside the firm. The purpose of the course is to: provide the student with a basic understanding of the concepts, principles, and economic motivations underlying financial accounting practices; provide the student with the technical tools and references to analyze how a particular transaction affects a firm's financial statements; make the student comfortable with financial data; make the student aware of the care that must be taken when using accounting data as a source of information for making decisions. *Prerequisite:* Master of Management standing.

BAHR 550 (1.5) Organizational Behaviour

The primary objective of this course is to teach students about the effects of individual and group behaviour on organizational processes and outcomes. The course also examines the organization as an actor and how the firm behaves in different types of environments. Throughout the course an emphasis is placed on how you as an organizational member might experience and interpret these processes. *Prerequisite:* Master of Management standing.

BAPA 550 (1.5) Foundations of Managerial Economics

The course develops capacity to analyze an organization's economic environment, to understand the constraints this environment places on the organization's pursuit of its goals, how these constraints may change with time, and to apply economic reasoning to internal decision making. *Prerequisite:* Master of Management standing.

BAMA (1.5) Marketing

Successful businesses use the principles of marketing to attract new customers and retain existing customers in a sustainable, profitable manner. A well-planned, well-executed and integrated marketing strategy that is perceived by customers to be consistently offering them superior value ultimately determines the winners and losers in this competitive game.

Regardless of what role you ultimately play in an organization, a thorough understanding of marketing principles and strategies is essential if you are going to play an active role in the success of the venture.

This component of the ECM program is built on one over-riding principle: you are already very knowledgeable and experienced in the ways of marketing at the tactical level, primarily through constant exposure as customers. What you now need is a framework into which to 'fit' that knowledge, a consistent language to describe it, and tools to allow you to systematically understand and ultimately design marketing programs. Readings, assignments and class discussion are designed to help you build, practice and apply this framework, leveraging your existing knowledge & experiences. *Prerequisite:* Master of Management standing.

BABS 550 (1.5) Application of Statistics in Management

The object of this course is to give students an understanding of the role of statistics in business and management. It will become clear how pervasive statistics has become and how essential the basic concepts are to modern management practices. Students will learn the basics of data analysis and the fundamental notion of statistical inference. The statistical concepts in this course will provide the knowledge necessary for students to apply the basic techniques in a wide variety of circumstances and perhaps more importantly, will enable you to assess the legitimacy and significance of the many and varied reports that you will come across during your careers. *Prerequisite:* Master of Management standing.

BAFI 500 (1.5) Corporate Finance

Corporations obtain resources from capital markets in order to finance investments in productive assets. The benefit of an investment is typically uncertain and realized over several years. This course provides an introduction to the analysis of corporate decisions from a financial point of

view. We explore the following questions: What determines the value of an investment decision? How do we measure the costs and benefits of an investment? How do we account for time and uncertain in evaluating costs and benefits? How do stock and bond prices reflect investment decisions? Does the value of an investment decision depend on whether or not the investment was financed with debt or equity? Are investments worth more if financed with debt, with equity, or with a mixture of the two? *Prerequisite:* Master of Management standing.

BAFI 513 (1.5) Risk Management

Introduction to the financial instruments, methods, and tools used in financial risk management. Methodology applies to both corporate and investment settings for managing exchange rate risk, interest rate risk, market risk, and credit risk. Focuses on three types of derivative securities: forwards and futures, options, and swaps. Understanding of the basic properties of these instruments, their hedging uses, and their valuation principles. Value-at-risk and options theory will also be covered. *Prerequisite:* Master of Management standing.

BASM 550 (1.5) Strategic Management

A conceptual and practical introduction to the major areas of strategic management with an integrative perspective on managing an organization. Includes the analysis of a business and its environment, the development and evaluation of strategic alternatives, and implementation of change. The course provides students with an integrative, top-management perspective of directing an organization. A key aspect of strategy is to develop overall, long-term planning for an organization to ensure its success in a constantly changing environment. *Prerequisite:* Master of Management standing.

BAAC 550 (1.5) Foundations in Accounting

This course focuses on the use of accounting information in efficiently operating an organization. The concepts are sufficiently general to be applicable in both “profit” and “not-for-profit” organizations. Management accounting has two major roles:

Decision-Facilitating Role: Managers have the responsibility and authority for making decisions with respect to the acquisition and use of an organization’s resources. To do this effectively they must identify the actions (or strategies) available to them, predict the relevant consequences of those actions, and then choose the action that has the most preferred predicted outcome.

Management accounting systems can be effective tools in providing information that is useful in predicting the possible consequences of alternative actions and in presenting a description of those consequences. Furthermore, management accounting systems can help identify situations in which “corrective” action is required.

Decision-Influencing Role: Managers are often employees, rather than owners, of an organization. Their action choices are affected by their personal preferences with respect to the consequences of those actions. Management accounting systems can be effective tools in providing measures of management performance which, when combined with appropriate incentives, will induce management to select the actions preferred by the owners or directors of the organization. In so doing, the system is fulfilling its decision-influencing role.

An organization's accounting records must provide the information necessary to prepare the financial statements reported to investors, bankers, unions and others who are not part of the firm's management. These statements must be prepared in accordance with generally accepted accounting principles (GAAP), particularly if the statements are audited. However, the information reported to management need not be prepared in accordance with GAAP. Management wants the information that is most useful in operating their organization, and that often differs from the information used to satisfy GAAP. We will discuss how management accounting is influenced by GAAP, but our primary focus is on understanding how to develop the information that will be most useful to management, and how to make effective use of that information. *Prerequisite:* Master of Management standing.

BAMA 580 (1.5) Service Marketing

Distinctive approaches to planning and implementing marketing strategy in service organizations. The relationship between the service provider and customer, the real-time process experience of services, customer relationship management, customer satisfaction, and service quality, design and culture. *Prerequisite:* Master of Management standing.

BAMS 550 (1.5) Operations and Logistics

The course provides students with an understanding of the processes by which an organization produces products or services and how it delivers these products or services to the customer. This course examines and applies management tools and principles to these supply and distribution problems. Emphasis is placed on developing a broad overview of the logistics field. Students will achieve an understanding of the business logistics concepts, how logistics activities produce value in the organization, and become familiar with analytical methods appropriate to logistics decision-making. *Prerequisite:* Master of Management standing.

BA 520 (1.5) Career Development Program

This provides students with professional development for careers in business management. It includes self-assessment to help students clarify their career direction, one-on-one career coaching and career workshops in areas such as: Interviewing Skills; Approaching the Market; Networking; Resumes for Business; Salary Negotiations; Writing Cover and Approach Letters; and How & Where to Get Hired. This is delivered by the Sauder Business Career Centre.

BAHR 505 (1.5) Leadership

Examination of theoretical and practical approaches to leadership. Topics include distinguishing between authority and leadership, technical problems and adaptive challenges, power and progress, diagnostic frameworks for assessment strategies and tactics of intervention to mobilize progress.

Prerequisite: Master of Management standing.

BAHR 510 (1.5) Strategic Human Resource Management

Develops an understanding of the diverse areas in human resources management. Examines analysis, planning, staffing, performance evaluation, compensation, training and development, labor relations, employee safety, health, human resource management, and an understanding of cultural differences and its impact on the organization. *Prerequisite:* Master of Management standing.

BAIT 550 (1.5) Information Technology for Management

IT has become a vital part of the operations and management of organizations of every kind and size. Successful managers must take advantage of this situation by deploying IT in the most effective manner. This course provides a general introduction to the role of IT in management. Students will gain an understanding of how IT has changed the nature of the modern business world, how IT can be used by an organization to achieve strategic advantages, and how IT can improve one's own effectiveness as a manager. *Prerequisite:* Master of Management standing.

BALA 503 (1.5) Business Law and Ethics

Introduces managers of organizations and business to basic legal concepts that they can expect to encounter. Provides the background needed to identify legal issues and make informed decisions in instructing legal counsel and acting on legal advice. Increase awareness of wide range of ethical challenges faced by managers in organizations. *Prerequisite:* Master of Management standing.

BAEN 580C (1.5) Fundamentals in Entrepreneurship

This course provides a comprehensive introduction to fundamentals of entrepreneurship. The course has two major components. First, the students will familiarize themselves with the main concepts of new venture creation. The course will use a combination of case-study based discussion, lectures, and guest speakers to explain in detail the challenges of starting new ventures and expose students to the experience of being an entrepreneur. Second, the students will be developing feasibility studies as a pre-requisite to fully-fledged business plan. A considerable amount of class time will be set aside to do a variety of exercises and presentations. Additional work will be done outside of class in student teams. *Prerequisite:* Master of Management standing.

BAHR (1.5) Negotiations

Managers negotiate every day. They negotiate about contracts, leases, purchases, salaries and other material issues as well as about less tangible issues like expectations, ideas, and responsibilities. Managers need analytical skills to discover superior solutions to organizational challenges, but they need negotiation skills to get others to accept and implement these solutions. Unfortunately, many managers negotiate poorly. They compromise, give in, or force others to give in when creative problem solving could lead to a deal that would be better for everyone involved. *Prerequisite:* Master of Management standing.

BASM 511 (1.5) Strategic Management of Services

This course takes a multifunctional and strategic approach to the management of services businesses. Effective management of service organization--which occur in business, nonprofit and government sectors, requires the integration of at least three major functions: (1) marketing, (2) operations, and (3) human resources. While each function can be examined independently, this module will focus on an integrative approach. Students will develop a framework for analyzing management problems in service industries and designing competitive strategies. Topic areas to be covered include: (1) understanding the services management challenge, (2) designing and delivering services, (3) managing capacity and managing demand, and (4)

organization and human resources management in services. *Prerequisite:* Master of Management standing.

BAEN 580C (1.5) Fundamentals in Entrepreneurship

This course provides a comprehensive introduction to fundamentals of entrepreneurship. The course has two major components. First, the students will familiarize themselves with the main concepts of new venture creation. The course will use a combination of case-study based discussion, lectures, and guest speakers to explain in detail the challenges of starting new ventures and expose students to the experience of being an entrepreneur. Second, the students will be developing feasibility studies as a pre-requisite to fully-fledged business plan. A considerable amount of class time will be set aside to do a variety of exercises and presentations. Additional work will be done outside of class in student teams.

BA 503 (1.5) ECM Capstone Course

The Capstone is a project-based course. The capstone project provides students with the opportunity to integrate and apply a great deal of their learning from the entire ECM program. The objectives of the course is: (1) to achieve an in-depth understanding of concepts that are fundamental to a wide range of managerial situations; (2) to equip prospective managers with tools for dealing with a broad range of complex problems; develop core management skills particularly in areas of decision making and working with others; (3) to create a program culture that is characterized by enthusiasm, effort and teamwork.

From the program, you will have a broader and more in-depth understanding of integrated business disciplines, which will enable you to discuss solutions to complex business issues more thoroughly. One of the primary objectives of this course is to help you bring together the different concepts and skills you have acquired in the ECM Program. Soon you will graduate and head for new careers and management challenges that require integrated approaches to handle them well. We encourage you to think about how you will model this teamwork and integration in your future careers. *Prerequisite:* Master of Management standing.