THE UNIVERSITY OF BRITISH COLUMBIA | OKANAGAN

OKANAGAN SENATE SECRETARIAT
Enrolment Services
Senate and Curriculum Services
3333 University Way
Kelowna, BC · V1V 1V7
Tel: (250) 807-9619 · Fax: (250) 807-8007
www.senate.ubc.ca

24 February 2010

To: **Okanagan Senate**

From: **Senate Curriculum & Admissions and Awards Committees**

Subject: **Master of Management Program and Associated Courses (approval)**

The Senate Curriculum and Admissions and Awards Committees have reviewed the material presented by the Faculty of Management for the Master of Management program and its associated courses. The attached proposals are deemed ready for approval.

As such, the following is recommended to Senate:

Motion: ***That Senate approve the Master of Management and its associated courses brought forward by the Faculty of Management as set out in the attached proposals.***

NB: The Faculty of Management has elected to administer this program directly, in parallel with the administration of the Master of Management by the Faculty of Commerce and Business Administration at UBC Vancouver.

Respectfully submitted,

Dr. Robert Campbell, Chair, Curriculum Committee
Dr. Sharon McCoubrey, Chair, Admissions and Awards Committee

THE UNIVERSITY OF BRITISH COLUMBIA | OKANAGAN

UBC Okanagan Curriculum/Admissions Proposal Form

Faculty/School: Faculty of Management **Department/Unit:** N/A **Faculty Approval Date:** Dec. 18, 2009 **Effective Session:** 2010W	**Date:** January 15, 2010 **Contact Person:** Dr. Jacques Verville **Phone:** 250.807.9637 **Email:** jacques.verville@ubc.ca
Proposed Calendar Entry: Homepage > Faculties, Schools, and Colleges > Faculty of Management **Subcontents** Introduction Bachelor of Management Program **Master of Management Program** Co-operative Education Program Academic Staff	**Draft Calendar URL:** http://okanagan.students.ubc.ca/calendar/proof/edit/index.cfm?tree=18,287,0,0 **Present Calendar Entry:** Homepage > Faculties, Schools, and Colleges > Faculty of Management **Subcontents** Introduction Bachelor of Management Program Co-operative Education Program Academic Staff
Proposed Calendar Entry: **Homepage > Faculties, Schools, and Colleges > Faculty of Management > Master of Management Program** ***Degree offered: Master of Management (M.M.)*** **The Master of Management (M.M.) offered by the Faculty of Management, in alliance with the Faculty of Commerce and Business Administration, provides a general foundation in business and management to individuals with bachelor's degrees in non-business disciplines. The M.M. program is designed to build upon a non-business undergraduate education to increase career options and accelerate advancement opportunities.** **Those with undergraduate degrees in Management, Commerce, or Business Administration, or those with degrees in other areas with a minor in Management, Commerce, or Business Administration, are not eligible to apply.**	**Present Calendar Entry:**

The selection process is guided by the following criteria: **1. Academic Achievements** **Candidates are recruited from diverse academic backgrounds. A four-year bachelor's degree or equivalent from a UBC-recognized institution is required. Admission requirements include all the minimum admission requirements for the College of Graduate Studies. Candidates must have a solid academic record (a minimum of B+ or equivalent) and a competitive GMAT or GRE score or completed coursework that demonstrates the required quantitative knowledge and background. A minimum internet-based TOEFL score of 100 (or equivalent) is required for international applicants who earned their bachelor's degree from a university in which English was not the official language of instruction.** **2. Experience, Innovation, and Motivation** **The M.M. program is considered a "pre-experience" graduate business degree. Therefore, work experience is not required for admission to the program. The M.M. admissions committee evaluates applications using broad-based admission criteria where information about activities and achievements outside of the classroom is used in addition to academic performance to select qualified applicants. Applicants should provide evidence of and detail on any work, volunteer, international, and extracurricular experience they have in the resumé and application essays that comprise the application submission. The admissions committee will use this information to assess an applicant's leadership potential, maturity, and professional aspirations.** **Upon accepting an offer of admission to the M.M. program, students are required to pay a non-refundable deposit which is applied to the first instalment of tuition fees.** **Degree Requirements** **The M.M. program is cohort based and requires ten continuous months of full-time study to complete. It includes 33 MGMT credits at the graduate level.** **Please visit http://www.ubc.ca/okanagan/mm for more information about the program.**	

	Type of Action: New program. **Rationale:** The Master of Management (M.M.) program (known as the Early Career Masters or E.C.M. at the Sauder School of Business) was first introduced at the Robert H. Lee Graduate School at the Sauder School of Business in September 2008 as a means to fill an identified gap in the business education market. The E.C.M. program was filled to capacity with the first cohort including 54 students, and a second cohort of 55 students started in September 2009. The E.C.M. was the first management program of this type in Canada. M.M. programs are in high demand and are being introduced by other universities in Canada, the United States, and Europe. The M.M. at UBC Okanagan is the first degree program initiative under the strategic alliance between the Faculty of Management (FOM) and the Sauder School of Business. The M.M. at UBC Okanagan is a one year master's level graduate degree based on the ECM delivered by the Robert H. Lee Graduate School at the Sauder School of Business. Ideally suited for individuals with bachelor degrees in non-business disciplines such as Arts, Science, and Engineering, the M.M. program provides an opportunity for students to gain valuable foundational business skills that are beneficial to a career in any industry or sector. The program builds on the investment that students have made in their undergraduate education and further enhances their career opportunities. For example, professionals in some areas (such as Engineering) often return to school for management educations after 5-10 years of work experience. At this stage in their careers they are beginning to move into

	management positions. Having the M.M. degree, graduates will be equipped for these future career moves without returning to school at a later time. For other recent graduated the M.M. will allow them to be placed in entry-level management positions. The M.M. is not available to students with undergraduate degrees in Business, Commerce, or Management or to graduates with degrees in other areas with a minor in Management, Commerce, or Business Administration. The program is intended for students who have had little or no prior instruction in these areas. Students will move through the entire program together as a cohort, taking a set, standard curriculum. **Program** The proposed curriculum for the M.M. includes 33 credits of study, consisting of 21 modules (1.5 credits each), and a Career Development Program of 1.5 credits. Students without prior exposure to economics and statistics will be encouraged to participate in an optional non-credit preparation course covering these subject areas. This preparation course is also intended to act as a refresher course before beginning M.M studies. Some students may require additional preparatory coursework, and this will be encouraged once they have been admitted to the program. In addition, prior to class, M.M. students will benefit from an intensive orientation program that establishes academic expectations, orients students to the UBC Okanagan campus and its resources, introduces faculty and staff, advises students where and how to access student

	services (such as the library and career services), and begins the team building process. Courses in the M.M. program are known as modules and are 1.5 credits each. Each module is six-weeks long (five weeks of instruction followed by one week for exams or final evaluation) and includes 20 hours of classroom instruction time. A total of five six-week periods are required to deliver the program curriculum. Please see Appendix 1 for a sample schedule. The Business Immersion module is team-taught. This is the first module included in the program and provides students with a broad, integrated perspective of the various functional areas of management. The Capstone module, offered toward the end of the program, also gives students the opportunity to integrate the various functional areas of management after having studied all areas throughout the program. The M.M. curriculum has been developed to provide a broad foundation of business management disciplines, focusing on practical knowledge and skills. Course topics include: • Accounting; • Corporate Governance and Ethics; • Entrepreneurship; • Finance; • Information Technology; • Business Law; • Managerial Economics; • Marketing; • Operations and Logistics; • Organizational Behaviour and Human Resources; • Strategic Management; and • Supply Chain Management.

	Admission Requirements As a professional graduate program, admissions will be administered by the FOM with the cooperation and support of the College of Graduate Studies. Admission requirements include a four-year bachelor's degree or equivalent from a UBC-recognized institution, and all the minimum admission requirements for the Faculty of Graduate Studies. Candidates must have a solid academic record (a minimum of B+ or equivalent) and a competitive GMAT or GRE score, or demonstrated quantitative knowledge and background. An English language proficiency test is required for applicants holding their degree from an institution in which English is not the official language of instruction. Accepted tests include: The Test of English as a Foreign Language (TOEFL), IELTS (Academic), Pearson Test of English Academic (PTE Academic), and MELAB. Minimum requirements for each of the tests are listed on the program website. The M.M. program is considered a “pre-experience” graduate business degree. Therefore, work experience is not required for admission to the program. Applications are evaluated using broad-based criteria requiring applicants to include activities and achievements outside of the classroom in addition to academics, such as any work, volunteer, international, and extracurricular experience, in the resume and application essays that comprise the application submission. This will help the admissions committee assess an applicant’s leadership potential, maturity, and professional aspirations. Upon accepting an offer of admission to the M.M. program, students are required to pay a non-refundable deposit which is

applied to the first installment of tuition fees.

Student Services
The Hari B. Varshney Business Career Centre at the Sauder School of Business will provide a comprehensive suite of career management services to help students make choices about rewarding careers and develop key career management skills.

Career services will take the form of personal consultation and a structured program to help students identify, develop, and achieve their unique career goals. Throughout the academic year, M.M. students will benefit from one-on-one career coaching and career workshops in areas such as:

- Interviewing Skills;
- Approaching the Market;
- Networking - The How's and Why's;
- Resumes for Business;
- Writing Cover and Approach Letters; and
- How & Where to Get Hired?

In addition, M.M. students will benefit from the Business Career Centre's relationships with the business community, locally, nationally, and internationally. Leveraging their long-standing relationships with prominent companies and organizations, the Business Career Centre will help students make connections with the business community and recruiters.

The library needs of M.M. students will be fully supported by the Library at UBC Okanagan. The Library currently has a dedicated librarian for Bachelor of Management students who will also support M.M. students by acting as an

	accessible resource in providing assistance in navigating online databases that are available to all UBC Vancouver and UBC Okanagan students. The impact on the Library at UBC Okanagan will be minimal and can be supported using current resources. A Master of Management Program Office will be established at the FOM to support M.M. students at the Okanagan campus. For the inaugural year, the FOM's Director of Program Initiatives will be the M.M. students' primary contact within the office and will act as the key liaison between students, faculty, and career services with respect to student advising and program support. The Director of Program Initiatives will also act as a resource for students. **Enrolment Targets** The FOM's target for the inaugural M.M. at UBC Okanagan cohort is a minimum of 20 students. It is anticipated that enrolment will increase beyond this in the second and subsequent years. This growth is anticipated since the program will benefit from increased visibility at UBC Okanagan through various marketing campaigns as well as through recruitment drives on campus and in other regions in the Okanagan, the province and Western Canada. In the event that the M.M. program does not meet its minimum enrolment target, students who accepted an offer of admission to the program will have their application fee and deposit fully refunded or, if desired, their admission will be carried forward to a potential UBC Okanagan cohort the next year. Alternatively, they may be offered seats in the E.C.M. program at the Sauder School of Business, provided seats are still

available.

Teaching
The FOM will administer the program delivery at UBC Okanagan (supported by a recently hired FOM Director of Program Initiatives). Courses will be taught by faculty members from the FOM. In the event that a FOM faculty member is not available to teach a module, adjunct instructors will be recruited to teach, as is currently the case in the Bachelor of Management program.

FOM Approval
The proposed program was discussed and approved unanimously by the Faculty of Management at three separate meetings, all chaired by the Acting Dean, Daniel Muzyka.

1. The program was first discussed as a UBC Vancouver degree to be offered in Kelowna and taught by faculty from the FOM on October 13, 2009. It received unanimous support at this meeting.
2. It was discussed and approved again with a unanimous vote as a UBC Okanagan degree at a Faculty Council meeting on December 18, 2009. Prior to this Faculty Council meeting, the program proposal had been approved by the FOM Curriculum Committee, chaired by Professor Jacques Verville.
3. The individual course proposals were approved unanimously at a Faculty Council meeting on January 13, 2010. Prior to this Faculty Council meeting, the individual course proposals had been approved by the FOM Curriculum Committee, chaired by Professor Jacques Verville.

	Budget The program delivery will be entirely funded from tuition revenue. No additional resources will be required from UBC Okanagan. Any net revenue from the operation of the program will be retained in the FOM to support research, program development, and other academic activities.

THE UNIVERSITY OF BRITISH COLUMBIA | OKANAGAN

UBC Okanagan Curriculum Proposal Form
New or Change to Course or Program

Category: 1

Faculty/School: Faculty of Management **Department/Unit:** N/A **Faculty Approval Date:** Jan. 13, 2010 **Effective Session:** 2010W	**Date:** January 15, 2010 **Contact Person:** Dr. Jacques Verville **Phone:** 250.807.9637 **Email:** jacques.verville@ubc.ca
Proposed Calendar Entry: **MGMT 500 (1.5) Business Immersion** **An introduction to the Master of Management program that includes teamwork exercises, an overview of select functional areas of business, and case analyses.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 501 (1.5) Financial Accounting** **Construction and interpretation of financial statements.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 502 (1.5) Managerial Accounting** **Major issues and methods of managerial accounting and how they are used by companies to enhance the quality of their management decisions.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 510 (1.5) Corporate Finance** **Framework development for analyzing a firm's investment and financing decisions and a foundation in the basic concepts underlying modern corporate finance.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 511 (1.5) Risk Management** **Introduction to the financial instruments, methods, and tools**	**Draft Calendar URL:** N/A **Present Calendar Entry:**

used in financial risk management. ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 512 (1.5) Foundations of Managerial Economics** **Key economic foundations of managerial decision-making are explored.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 513 (1.5) Applications of Statistics in Management** **Introduction to the role of statistics in business and management.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 520 (1.5) Marketing** **Concepts, analyses, and activities that comprise marketing management; practice with assessing and solving marketing problems.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 521 (1.5) Service Marketing** **Distinctive approaches to planning and implementing marketing strategy in service organizations.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 530 (1.5) Organizational Behaviour** **The impact of individual and group behaviour on organizational processes and outcomes.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 531 (1.5) Leadership** **Examination of theoretical and practical approaches to leadership.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 532 (1.5) Negotiations** **Theory and processes of negotiation as it is practiced in a variety of settings.** ***Prerequisite:* Restricted to students**	

in the Master of Management program. **MGMT 533 (1.5) Human Resource Management** **Develops an understanding of the diverse areas in human resource management.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 550 (1.5) Information Technology Management** **Information technology managerial issues and their impact on organizations and their people.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 551 (1.5) Supply Chain Management** **A strategic, managerial, and cross-functional view of supply chain management is explored.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 552 (1.5) Service Operations Management** **Tools, frameworks, and principles to effectively manage service operations.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 570 (1.5) Corporate Governance and Ethics** **Key concepts in corporate governance and ethics are explored.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 580 (1.5) Business Law** **Key legal concepts are explored that business people should consider in making informed decisions.** ***Prerequisite:* Restricted to students in the Master of Management program.** **MGMT 581 (1.5) Strategic Management** **Investigates how strategy affects the organization and how the organization can be designed or realigned to realize its strategy more effectively.**	

Prerequisite: **Restricted to students in the Master of Management program.** **MGMT 582 (1.5) Entrepreneurship** **Exposure to the issues and challenges associated with starting a new entrepreneurial business.** ***Prerequisite:*** **Restricted to students in the Master of Management program.** **MGMT 590 (1.5) Capstone** **A project-based course that provides the opportunity to integrate learning from the Master of Management program.** ***Prerequisite:*** **Restricted to students in the Master of Management program.** **MGMT 591 (1.5) Career Development** **Comprehensive career development program that builds skills necessary to proactively manage one's career and to help one create a targeted action plan to enter the workforce.** ***Prerequisite:*** **Restricted to students in the Master of Management program.**	**Type of Action:** New courses. **Rationale:** These new courses, if approved, would form part of the core curriculum for the proposed Master of Management degree at UBC Okanagan.