

# BOARD OF GOVERNORS MEETING

## Public Session

Wednesday, September 14, 2011

5:30 p.m.

Camp Kawartha Environment Centre  
Peterborough, ON

## A G E N D A

<i>Est. TIME</i>	<i>ITEM</i>	<i>SPEAKER</i>
1 min	<b>1. Call to Order, Welcome, Introduction of Guests</b>	Board Chair
	<b>2. Approval of Agenda</b>	
	<b>3. Declaration of Conflict of Interest</b>	
10 min	<b>4. Board Business</b>	
	4.1 New Program: Ontario College Graduate Certificate in International Business Management ( <i>Enclosed, for approval</i> )	Mr. Harvey
	<b>5. OTHER BUSINESS</b>	
	<b>6. ADJOURNMENT OF MEETING</b> approx. 5:45 p.m.	

## BOARD OF GOVERNORS – MOTION SHEET

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### Public (Open Session) Board Meeting – September 14, 2011 – Agenda Item 4.1

**SUBJECT:** *New Program – Ontario College Graduate Certificate in International Business Management*

**PRESENTED BY:** Mr. Harvey, Vice-President Academic; Mr. Wayne Bonner, Academic Lead

**ACTION REQUIRED:** *Approval*

#### SOURCE / BACKGROUND

- New program development process, endorsed by the Board January 26, 2011

The program was approved for fast track by the College President, the Vice-President Academic and the College Registrar.

The internal approvals (Academic Planning and Development Committee and the Executive Leaders Team) will be sought retroactively.

#### DISCUSSION / OPTIONS

The proposal to offer an Ontario College Graduate Certificate in *International Business Management* is attached.

#### FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

#### RECOMMENDATION

**THAT** the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Graduate Certificate in International Business Management* program effective January 2012, for forwarding to the Ministry of Training, Colleges and Universities for funding approval.



**Proposal to Offer an Ontario College Graduate Certificate  
in  
International Business Management  
School of Business, Trades and Technology**

September 14, 2011

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## **Acknowledgements**

**This proposal was prepared with leadership, contributions, and program design input from the following individuals:**

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Wayne Bonner, Academic Lead, School of Business, Trades and Technology

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Terri Geerinck, Curriculum Consultant, Centre for Learning and Teaching

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### **With special thanks to:**

Susan Zimmerman, Dean, School of Business, Seneca College

Christopher Dudley, Chair, School of Business, Seneca College

## **Executive Summary**

### **Proposal to Offer an Ontario College Diploma in School of Business, Trades and Technology**

This proposal is for Fleming College and the School of Business, Trades and Technology to offer an Ontario College Graduate Certificate in International Business Management. This graduate certificate is designed for learners to acquire the management skills and knowledge to work and manage in an expanding global economy. The shift towards these practices is occurring both nationally and internationally and requires an additional set of skills not taught in traditional business programs. This certificate adds this skill set for graduates who wish to work in the global economy.

International students are coming to Canadian colleges and universities in increasing numbers seeking diplomas and degrees in a variety of fields with business as one major area. Countries such as Japan and Korea are looking for workers who can operate in this fast global economy, something which their traditional universities do not offer. Indian students gaining acceptance to Canadian colleges has doubled in the last few years. Canada's community colleges offer many outstanding programs to train young Canadians and their counterparts from around the world for the opportunities of today's economy. Building on the success of other colleges and incorporating the college's current best practices in business, Fleming would like to attract this growing market of students. A program in International Business Management includes the skills that international companies are seeking in employees.

The program totals 36 weeks, and incorporates applied project work, intense two week courses and international case studies culminating with an applied project with an international business sponsor/ partner. The program is designed for college and university graduates, international and domestic, who wish to obtain specific management training and experience to work in businesses that promote international alliances and trade. International students who are seeking higher education in business programs in Canadian colleges will find this program well-suited for their goals of working in a global economy in a variety of national and international settings. Those currently working in industry that desire an additional skill set in the area of international business management may also find this program relevant for their career goals.

This certificate adds a new skill set for graduates from a variety of business and related programs. The knowledge, comprehension and understanding of different business cultures and techniques is of paramount importance for a successful career in an expanding international business environment.

## 1.0 Introduction

### 1.1 History and Background

The School of Business, Trades and Technology is proposing to offer an Ontario Graduate Certificate in International Business Management to begin January 2012. This program is both timely with the continued impact of a global economy, the need for workers prepared for international work, and a growing market of international students choosing higher education opportunities in Canada.

Each day the equivalent of almost 4 trillion US dollars in currency is traded in the global foreign exchange markets. In 2010, the UN Conference on Trade and Development estimated Foreign Direct Investment (FDI) to be 1.12 trillion US dollars. According to the International Monetary Fund, the volume of world trade is forecasted to grow by 7.1% per year from 2013-16.

Globalization, without a doubt, is an integral part of the business environment and its importance is growing each year. Whether in Canada or across the world, in countries like India and China, an understanding of the international market place is critical for reward and prosperity in business. According to the latest McKinsey Global Survey published in the Galt Global Review, top global executives believe that the growing number of consumers in emerging markets – and the resulting changing consumer tastes- will be the most important trend for global business (Bisson et. al., 2010). This growth is creating the need for business personnel who are knowledgeable in the field: staff members that have a solid understanding of global issues, international finance policies, global marketing and transitional resources management.

Canadian Manufacturers and Exporters report (2005) also underscores the need for managers at all levels to handle the changes that are occurring around the globe at an unprecedented pace (p. 3). The report indicates that colleges and universities must include global skills development as part of their business, engineering, and technical curricula. Of interest, 46% of the companies (2500 manufacturers and stakeholders) reported that they could not find employees with the specific skills and experiences they required in their businesses. This program has been designed to include these global skills in the area of business.

Emerging markets offer enormous growth opportunities for business in terms of business development and a new market of customers. Buoyed by strengthening currencies and improved balance sheets, emerging-market challengers will move further up the value chain by acquiring more Western companies. For individuals who wish to work in these types of companies and industries, a skill set that focuses on international business management will be an asset. Also, a global trend of increasing numbers of consumers in emerging markets suggests an ever-increasing opportunity for employment in international business. Emerging economies such as China and India are seeking Western stores and designer items, opening up another business opportunity for global investors (Bisson et. al., 2010).

Canada is also seeing record numbers of international students seeking higher education due to the lower costs of education in Canada as compared to both Great Britain and United States. Countries such as Japan are looking for workers who can operate in this fast-paced global economy, something which their traditional universities do not offer (The Economist, 2011). According to a CTV report, quoting the president of the University of Alberta, the number of Indian students attending Canadian universities has surged in recent years as the booming population seeks high-quality education with inexpensive costs. More than 12,000 post-

secondary students from India are expected to attend Canadian universities this year, nearly four times the number that attended Canadian schools in 2008 (CTV, 2011). The same is holding true for Canadian colleges. According to the Toronto Star, there has been a dramatic increase of foreign students attending Canadian colleges in the last nine months since the processing times for visas to study in Canada have been fast tracked (Bellissimo Law Group, 2010). According to a Canadian government press release, “the total number of international students in Canada has more than doubled since 1998 to 178,000 and their presence provided employment for over 83,000 Canadians last year. A 2009 study commissioned by Foreign Affairs and International Trade Canada found international students contributed more than \$6.5 billion to the Canadian economy in 2008” (CIC, 2010). The international student is a primary target for this program as numbers continue to increase across Canada.

## **1.2 Program Concept**

International Business Management is a broad field which encompasses a variety of activities both within a company and across companies as businesses strive to compete in an expanding and demanding international business environment. It encompasses planning, sales, management functions, sourcing, operations and manufacturing, and transportation that include international or global components. Collaboration and cooperation between multi-national and national companies is essential to deliver products and services effectively and efficiently to the end customer while enhancing the financial performance of a company. Inherent in all of this is the ability to apply information technology effectively in order to optimize performance. This program will provide students with a broader level of knowledge and understanding of the multiple facets of international business management.

This program is designed for college and university graduates who wish to obtain specific training and experience to work in businesses that promote international alliances and trade. A major group of students who will likely be learners in this program are the new international students particularly from India, although Canadian learners are also interested in this area of development and work. Partnerships are being sought internationally to attract foreign learners. International students, particularly from developing economies, are requiring business management skills for success in business. This program will also appeal to people currently working in industry who need to upgrade their skills and knowledge in order to advance in their field or to add an additional skill set in the area of international business management. This graduate certificate builds on the current three year Advanced Diploma in International Trade and complements other programs within the School. The knowledge, comprehension and understanding of different business cultures and techniques is of paramount importance for a successful career in an expanding international business management environment. The program will enrich the learners’ abilities with knowledge and tools required to survive in different cultures common in international companies. The program will allow graduates to be more competitive and successful in their management careers.

This program also incorporates the four pillars of “EDGE”, a fundamental component of the business programs within the School. International Business Management students will graduate with an additional fundamental understanding of the global importance of the environment and sustainability, diversity, globalization and experiential learning through the school’s applied learning project model. ‘EDGE’ as it is known, complements this new program.



## **2.0 The Fit With Fleming**

A graduate certificate program fits with our Fleming strategic priorities which includes growing with positive results. It also complements the “hands on” approach within applied projects and which forms a major component in the program. The certificate also adds to the program mix by increasing the number of graduate certificates within the School and the College and also reaches out to partners at the international level. An additional graduate certificate will assist in improving the percentage of advanced level programs and will provide students with a higher level of learning in a specialized professional area in business. Demand for shorter one year and compressed programs continue to grow in this School.

## **3.0 Program Rationale/Need**

### **3.1 Support for the Program**

The faculty within the school support the program and offer many skills essential for program success. Several faculty have the expertise to teach in the program and one faculty member has travelled to India this past summer to more fully grasp the cultural enterprise needed in the program.

### **3.2 Employment Opportunities**

Graduates will find employment in a variety of positions with an international focus such as:

- export/import co-ordinators
- trade representatives
- logistic support assistants
- foreign investment and risk analysts
- foreign trade consultants
- commercial bank officers
- international marketing and sales representatives
- international development officer/ manager
- sales and marketing managers

According to Foreign Affairs Canada (2011), one-fifth of all jobs in Canada are directly linked to international trade and half of what is manufactured in Canada is exported. These statistics do underscore the need to have employees who are well-versed in the global economy. A skill set in international business and management will make potential employees attractive to a wide variety of businesses and organizations.

Human Resources and Skills Development Canada (HRSDC) does not have a code specific to international business management or job areas that are classified as having an international focus. Several employment areas do apply, but this does not encompass the breadth or number of jobs in international business management.

HRSDC rates employment as fair for employees in international business management areas: Retail Trade Managers (code 0621) Sales, Marketing and Advertising Managers (NOC 0611), and Other Business Service Managers (code 0123).

Retail Trade Managers are part of a larger group labelled “Managers in Retail Trade” (NOC 062). Almost 80% of those in this classification work in the retail sector. According to the Labour Force Survey (2009), 56% of workers in this group were self-employed while the average for all occupations was 16%. The average salary in this NOC category is \$17.83 per hour. A search of Canada’s job bank listed 70 jobs in this category in Toronto and surrounding area on September 6, 2011.

The majority (38 per cent) of people in “Sales Marketing, and Advertising Managers” (NOC 0611) are employed in trade positions. The average salary in this NOC category is \$29.18 per hour. A search on Canada’s job bank listed 36 jobs in this category in Toronto and surrounding area on September 6, 2011.

A large and undifferentiated category, “Other Business Service Managers” (NOC 0123) may also apply for management work with an international focus requiring skills taught in this program. This occupational area had strong growth in 2006-2008 according to HRSDC’s Canadian Occupational Projection System (COPS). The average salary in this category is \$36.20 per hour. A search on Canada’s job bank listed 5 jobs in this category in Toronto and surrounding area on September 6, 2011. Most jobs in this category do require a degree or college diploma in a business field.

See Appendix I for sample jobs in this field. This search was compiled between the dates of September 6 and September 8, 2011.

### **3.3 Learner Need and Learner Profile**

This program would also be attractive to university students who wish to enhance their education by adding a college diploma to their university degree. International students who wish to work and develop skills to work in other countries other than their own country, would find this program beneficial due to its focus in problem solving, critical thinking and working with diverse cultures.

Learners in the program would benefit from the following attributes:

- intercultural awareness
- the ability to communicate across cultures and language skills
- an interest in working internationally
- the ability to take risks
- an entrepreneurial attitude

### **3.4 Comparable Programs**

Related graduate certificate programs are offered at ten Ontario Colleges including Centennial, Confederation, Fanshawe, George Brown, Georgian, Humber, Mohawk, Niagara, Seneca and Sheridan. The November 1 audit in 2010 identified that all colleges had small student numbers enrolled in their graduate certificate programs in International Business Management, as with many graduate certificates, numbers tend to fluctuate. Two colleges, Mohawk and Niagara, both showed significant gains with eight other colleges showing decreased student numbers.

### **3.5 Program Laddering**

A primary audience for this program would be current college students graduating from School programs particularly the three-year business programs. However, other business graduates such as those in Travel and Tourism, Customs Border Services and General Business may also find this program of interest.

Fleming College and the School of Business, Trades and Technology will also be seeking articulation agreements with universities such as Griffith and Northwood at both the Bachelors' and Masters' degree levels.

## **4.0 Program Design and Design Principles**

### **4.1 Program Design Principles**

This three-semester program benefits from a unique design that will appeal primarily to students who wish to come to school as full-time students. It will also appeal to International learners who prefer in-class experiences over online ones where English as a second language may be a barrier to effective learning. The program offers two intensive two week courses; one prior to Semester I to introduce learners to the program and one at the end of Semester II to prepare learners for their applied projects. Please refer to Appendix II for more detailed semester and course details.

The program includes a focus on critical thinking and problem solving using international case studies and the examination of successful global companies and current global issues. Courses will focus on these global issues, business sustainability, corporate social responsibility and the skills needed for working in culturally diverse companies. Students will also develop a business plan for an international company. The culminating applied project with a business partner provides learners with the opportunity to apply their course skills and knowledge to assist their partners with a corporate or business strategy or program.

Eight of the comparable college programs have been accredited by FITT (Forum International Trade Training), Canada's international trade training and professional certification authority. FITT recognizes those who may wish to pursue the Certified International Trade Professional designation (CITP). This designation is earned by completing courses and meeting standards and requirements set by FITT. Fleming will pursue accreditation by FITT as a value-add for students. The FITT accreditation and the CITP designation are recognized globally and those with the designation are recognized as having professional skills in the areas of global trade and prepared for work in the global economy. The CITP is the highest level of professional accreditation available to international business professionals in Canada.

### **4.2 Admission Requirements**

The minimum admission requirement for this program is an Ontario College Diploma or an undergraduate university degree in a business or related field.

Professionals who are currently in management and professionals with equivalent and related work experience will also be considered for admission on an individual basis.

### **4.3 Program Aim**

This program will prepare graduates with the knowledge and tools to work in different cultural environments common to international companies in a variety of management positions.

### **4.4 Program Learning Outcomes**

***Upon successful completion of this graduate certificate, graduates will be able to:***

1. take into account the impact of various economic, legal, cultural, geographical, and political systems on international business.
2. conduct business in compliance with relevant national and international law, legislation, policies, and regulations.
3. apply computer skills and knowledge to support the international business functions.
4. assist in the importing and exporting functions of a business.
5. collect, process, and interpret data used to support international business.
6. conduct business with diverse populations using culturally appropriate methods.
7. contribute to the planning, directing, and evaluating of individual and team projects.
8. develop an international marketing plan which includes marketing objectives, marketing mix, strategies, budgetary considerations, and evaluation criteria.
9. develop strategies to utilize domestic and foreign government programs, policies, and agencies which facilitate international trade.
10. apply financial knowledge and skills to the operation of an international business.
11. develop strategies to prepare for the contingencies associated with personal international travel.
12. take into account the business advantages of being multilingual.
13. apply leadership and teamwork knowledge and skills when working with coworkers, supervisors, and others.
14. apply knowledge of quality control and assurance programs to sourcing and supplying.
15. apply the principles of business ethics and international corporate responsibility.
16. employ entrepreneurial strategies to maximize the effectiveness of international business initiatives.
17. participate in the development of an international business plan.
18. develop strategies to negotiate effectively within various cultural environments.

19. communicate information related to international business accurately and credibly in oral, written, and graphic form.

#### 4.5 Ontario College Credentials Framework

<b>ONTARIO COLLEGES OF APPLIED ARTS AND TECHNOLOGY – CREDENTIALS FRAMEWORK (02/03)</b>	
<b><i>Required Criteria</i></b>	<b><i>Degree to which criteria are met</i></b>
<b>1. SCOPE OF CURRICULUM OUTCOMES: DEPTH AND BREADTH</b>	
<i>1.1 Complexity of Knowledge and Vocational Outcomes</i>	This program reaches the level of a graduate certificate with its focus on management-level content and program outcomes.  The depth, breadth, and complexity of knowledge will enable graduates to perform management functions within businesses that have an international focus.
<i>1.2 Essential Employability Skills</i>	The standard has been met. As a graduate certificate program, students will have attained these skills with prior training, degrees or diplomas, and employment experience.
<i>1.3 General Education</i>	As a specialized graduate certificate, there are no specific courses required to address General Education as students will have achieved these outcomes with their prior diploma/degree or related experience.
<b>2. TYPICAL DURATION FOR COMPLETION</b>	This program is slightly over the typical duration for an Ontario College Graduate Certificate which identifies a range of 600-700 program hours. With the applied project component, the hours are slightly over the suggested range with a total of 720 hours.

#### 5.0 Resources

Resource and costing information will be provided with further details during scheduled meetings during proposal review.

#### 6.0 Marketing and Promotion

**Integrated marketing tactics will be used to promote this program to identified target audiences including International students, current students, and Non-direct entries.**

## **Fleming Events / Internal Opportunities**

- College Open House (Fall and Spring)
- Education trade shows on campus

## **Liaison Activities**

- Distribution of promotional materials to programs at other colleges, universities
- Inclusion in Graduate Recruiter presentations at high schools throughout Ontario
- Profiled at Post –secondary Information Nights in the GTA
- Participation in the College Information Program (CIP) on campus
- Promoted in various activities directed to the Guidance Counselor channel (College Dialogues and Guidance Forum Information Sessions on campus)
- Promoted at key student recruiting events including Student Life Expo, CIP Metro Event
- Promoted through Fleming Data Research prospect conversion campaigns

## **Collateral**

- Inclusion in the College Calendar and Program Guide
- On-line Customized Viewpiece
- Program sheet and specialty postcard (for distribution at events and direct mail campaigns)
- Marketing to the Business departments at Trent University

## **Web**

- Listed in New Programs, and Headline News sections on the College home page.
- Program page in the on-line College calendar
- Promoted through high profile banners on home page

## **Social Media**

- Promoted through Social Media channels such as Facebook, Twitter
- Facebook Ads
- Google Ads

## **Direct Mail/e-mail campaigns**

- Community of interest mailings to various targeted organizations
- E-mail campaigns to targeted audiences

## **Public Relations / Media Relations / College Communications**

- Press release and media story for local media and targeted outlets
- Fleming Ties Alumni newsletter
- Fleming News

## **Indirect marketing**

- Word of mouth promotion by faculty, staff and students

## 7.0 Summary and Conclusion

A new Ontario Graduate Certificate in International Business Management will add a graduate certificate to the current offerings in the School of Business, Trades and Technology. Designed to provide the skills and knowledge required for management positions in the global economy, international students as well as domestic students will benefit with this additional certificate to compete in a new and growing job sector.

## 8.0 References

Bellissimo Law Group, quoting The Toronto Star, Faster Processing Times Helps Foreign Students, February 9, 2010 accessed at [http://www.bellissimolawgroup.com/?page\\_id=1428](http://www.bellissimolawgroup.com/?page_id=1428)

Peter Bisson, Rik Kirkland, and Elizabeth Stephenson, The Great Rebalancing, *McKinsey Quarterly*, June 2010 accessed at [https://www.mckinseyquarterly.com/The\\_great\\_rebalancing\\_2627](https://www.mckinseyquarterly.com/The_great_rebalancing_2627)

Citizenship and Immigration Canada, "Canada works to welcome more Indian students to Canadian colleges," Toronto, January 28, 2010, accessed at <http://www.cic.gc.ca/english/department/media/releases/2010/2010-01-28.asp>

Canadian Manufacturers and Exporters (2005). *20/20 Building Our Vision for the Future* [www.cme-mec.ca](http://www.cme-mec.ca)

CTV News, Canadian universities see student surge from India Friday August 19, 2011 accessed at <http://www.ctv.ca/CTVNews/TopStories/20110819/canadian-university-india-students-influx-110819/>

Foreign Affairs Canada, 2011 accessed at <http://www.international.gc.ca/international/index.aspx?view=d>

National Occupational Classification, 2006 accessed at [www.hrsdc.gc.ca/eng/workplaceskills/noc/index.shtml](http://www.hrsdc.gc.ca/eng/workplaceskills/noc/index.shtml)

The Economist, *Angst for the educated: A university degree no longer confers financial security.* September 3, 2011 accessed at <http://www.economist.com/node/21528226>

## **Appendix I: Evidence of Need**





## Sales Representative of International Accounts, OAK LEAF

CONFECTIONS CO.

Scarborough, ON, CANADA; Toronto, ON, CANADA

Posted Aug 23, 2011 1 Position(s)

### COMPANY OVERVIEW

Oak Leaf Confections, a subsidiary of SweetWorks, Inc., sells and distributes chocolate, candy and gum products in the North American and worldwide confectionery market. We supply leading retailers with quality confectionery products that are unique, fun and profitable.

### POSITION OVERVIEW

We have an opportunity for an experience **Sales Representative of International Accounts** to work out of or Scarborough office. The incumbent will service and maintain our existing international sales accounts in Europe, Central and South America, the middle east and the Pacific Rim, while also expanding our customer base by prospecting and signing on new international accounts.

### RESPONSIBILITIES

- Prospecting for new customers in foreign countries.
- Maintain our existing accounts with foreign customers.
- Negotiate sales and delivery contracts with foreign customers.
- Prepare all documentation for products sold to our international customers.
- Travel is required 50% of the time: to international trade shows, international customers, and to our US head office for meetings.
- Handle all tradeshow paperwork, arrangements and logistics.

### PERSONAL CHARACTERISTICS

- Reputation for being strategic, innovative and energetic.
- Strong work ethic, integrity, initiative and "can-do" attitude.
- Entrepreneurial attitude, able to multi-task at a high-performance level.
- Strong oral and written communication skills.
- Strong cross-functional interpersonal skills.
- Ability to develop and maintain sales contacts with little, if any, direct face-to-face contact.

- Diplomatic and skillful at building and maintaining strong interpersonal relationships.

### **REQUIRED QUALIFICATIONS, KNOWLEDGE AND SKILLS**

- A university degree in a related course area or diploma in business administration.
- Must have 5 years of sales experience selling consumer packaged goods (not consumer services), preferably in the food or confectionary industry.
- At least 2-3 years of sales experience dealing with foreign customers in a number of countries, preferably within the food or confectionary industry.
- Knowledge of export requirements and the ability to determine requirements for conducting foreign business transactions.
- Proven record of delivering above target sales.
- Proficient in Microsoft Office Suite software, Outlook and the internet.

Please send your resume, including salary expectations, to: [jobs@oakleafconfections.com](mailto:jobs@oakleafconfections.com)

We thank each candidate for submitting an application, but only those who best meet the requirements detailed above will be contacted.

No agencies or phone calls please.

**Apply Via Email**

[jobs@oakleafconfections.com](mailto:jobs@oakleafconfections.com)



It's ea  
get sw  
in su

## Manager, Marketing & Communications - Global Wealth Management

<b>Job Category:</b>	Marketing/Product	<b>Location:</b>	Toronto, ON M6K1K5
		<b>Career Level:</b>	Manager (Manager/Supervisor of Staff)

### POSITION SUMMARY:

This role provides business lines support to all mutual fund and pension sites including the Caribbean and Central America, Latin America, and Asia to drive sales revenue. This key role interacts with internal (domestic and in-country) colleagues and various external agencies, and will support the rapid growth of the Investment Products Group globally. The successful applicant will be responsible for the development of marketing strategy, and the management of a variety of marketing pieces to support the businesses. With varying levels of interaction with each country and internal business partners, you will work towards developing consistent marketing materials and ensuring that compliance needs are met.

### KEY ACCOUNTABILITIES:

- Responsible for the development of marketing strategies to assist the international mutual funds business lines in achievement of annual plans and strategic priorities.
- Responsible for developing an integrated marketing plan to support the department's strategic priorities and each country's mutual fund business lines, work with IB Marketing to facilitate
- Responsible for creating/improving mutual funds marketing pieces to support the sales of mutual funds
- Directs and motivates internal and external partners as required
- Manages development, production, and updating of all legal and collateral pieces to support the Scotiabank Mutual Funds:
- Proactively manages the relationships with IB Marketing and media agencies including writers and translators

- Works closely with IB Marketing to champion the alignment of the Scotiabank Mutual Funds international brand in all regional creative and strategic plans
- Works closely with the business line marketing planning teams in each jurisdiction to ensure the brand value proposition is reflected in mutual funds/unit trust strategies
- Works with Customer Insights and Measurement to obtain country and divisional brand and ad tracker research, which is used to measure brand awareness
- Maintain relationships with senior sales leaders in the Caribbean and Central America through different distribution channels.
- Project manages the development, production and execution of monthly, quarterly, semi-annual and annual marketing & communication materials including obtaining stakeholder input and sign off.
- Provide monthly performance reports to senior sales leaders and ensure websites updated accordingly
- Provides support to Mexico, Chile and Peru mutual fund and pension businesses with marketing initiatives
- Ensure effective use of the Bank's global brand investment by providing input on all client-facing and internal materials such as brochures, websites, sales tools, and investment related support pieces
- Develops and executes regional International Banking brand campaigns
- Develops a communications plan for countries, supports the department in achievement of annual plans and strategic priorities:
- Co-ordinates with internal Executive Office groups including Corporate Communications, Scotia Asset Management and International Wealth colleagues to formalize communication plan and messaging.
- Manages regular communications on department results and achievements

**QUALIFICATIONS:**

- 2 - 5 years previous work experience within a financial services setting and/or companies with an international footprint.
- Expertise of management and advertising principals combined with insight into Caribbean and Latin American marketplaces.
- Advanced communication, presentation skills along with the ability to influence stakeholders makes you a stand out applicant.

Incorporating the key personal investment and advisory activities within the Scotiabank Group, **Wealth Management** provides a full range of products and services that encompass retail brokerage, investment management advice, mutual funds and savings products, and financial planning and private client services for affluent clients.

The Scotiabank Group is an equal opportunity employer and welcomes applications from all interested parties. We thank you for your interest, however, only those candidates selected for an interview will be contacted. No agencies please.



If interested, please apply online at <http://track.tmpservice.com/ApplyClick.aspx?id=1207465-1848-1030>

# Business Development Manager

## About the Job

### Business Development Manager

Location: Huston, America / Toronto, Canada

Start date: Starting immediately

#### Company Summary:

Sinovel Wind Group Co., Ltd. is China's first specialized high-tech enterprise that has independently developed, designed, manufactured and marketed large-scale onshore, offshore and intertidal series of wind turbines adaptable to a global variety of wind resources and environmental conditions. Sinovel has been growing by leaps and bounds. With the newly installed wind power capacity of 1,403MW in 2008, it ranked No.1 in China and No.7 in the world; in 2009 Sinovel added installed wind power capacity of 3,510MW, ranking No.1 in China and No.3 in the world; in 2010, Sinovel added installed wind power capacity of 4386MW, ranking No.1 in China and No.2 in the world.

#### Responsibilities:

- Assist department director or Senior VP to establish and implement sales' plans, driving the sales efforts and close on sales contracts that deliver revenue to Sinovel; Build and manage a focused sales team, ensuring pipeline creation and confirmed sales contracts;
- Work with the Management team to identify customer segmentation and define the sales proposition for key sectors;
- Conduct market research on competitive analysis and government policy ; building and maintaining customer relationship to achieve sales' target;
- Review international bidding project in terms of technical section and business paperwork;
- Work closely with headquarter officials; make reports to headquarter annually; other temporary work.

#### Skills / Qualities / Experience Required:

- Bachelor degree or above. International trade, marketing and other related majors;
- At least 4 years international business experiences, large international bidding project experience is preferred;
- Proficiency in speaking and writing English, strong communication skills, excellent negotiation skills;
- Detailed, responsible, result-oriented and team player.

E-mail: [recruiting1@sinovelwind.com](mailto:recruiting1@sinovelwind.com)

Website: [www.sinovel.com](http://www.sinovel.com)

The Bagg Group

# Human Resources Manager

## About the Job

### Human Resources Manager

**Salary up to \$95,000 + Full Benefits + Bonus + RRSP + 4 Weeks Holiday**

Our Global Organization is starting up in Canada/Toronto and needs an HR Professional to set up all Human Resources functions. You will have a consultative approach with the Head Office overseas and the business plan is to grow to 200 employees based on projects within the next few months.

#### Responsibilities:

- Establish all HR policies and procedures for Canada
- Manage and evaluate all aspects of the recruitment process
- Develop, implement and deliver new employee onboarding programs
- Act as the main point of contact for all employee relations issues and provide coaching to employees and managers
- Support and provide guidance to management for, employee engagement, performance management disciplinary action, career development and succession planning
- Manage employee resources as projects need specialized skills
- Develop Employee Handbook and ensure that Corporate policies and procedures are aligned with the corporate culture and compliant with current legislation
- Manage the compensation and benefits program ensuring that packages remain competitive within the industry through benchmarking and industry research
- Manage the rewards and recognition program
- Review HR processes and provide recommendations to improve accuracy and efficiency and ensure suitability for the operating structure and corporate culture
- Work in partnership with management and payroll to enforce policies with respect to new hires, terminations, legal obligations and other HR related issues
- Partner with IT to develop a fully functioning HR portal within the corporate Intranet
- Manage established learning and development program with the goals and objectives of corporate

#### Skills & Qualifications:

- Demonstrated progressive, hands-on experience as an HR professional in a global organization with exposure to a shared service model
- Knowledge of HR practices/principles as well as employment legislation
- Demonstrated experience working within a unionized environment is an asset
- High level of integrity and ability to maintain confidentiality on matters that require discretion
- Candidate must be proactive and able to work under little supervision
- Highly organized, detail-oriented, ability to multi-task with a sense of urgency
- Must be comfortable interacting with employees at all levels and be able to make a recommendation using sound independent judgment
- Ability to travel approximately 10 to 15% of the time

- Bachelor's Degree or post-secondary education in HR or a related business field
- Bilingualism in French and English is an asset but not a requirement

Please submit your resume to: [LDCResume@Bagg.com](mailto:LDCResume@Bagg.com)



## **Appendix II: Semester and Course Plan**

<b>Pre-Semester (2 weeks)</b>	<b>Semester I (13 weeks) 39 hours per course</b>	<b>Semester II (13 weeks) 39 hours per course</b>	<b>Post-Semester (2 weeks)</b>	<b>Applied Project ( 6 weeks) Semester III</b>
<p><b>The Global Business Environment &amp; Entrepreneurship</b> This two week intensive course will give students an introductory overview to the world of international business and globalization. It will analyze the many facets that affect global business including such things as politics, the economy, culture and ethics. In addition, current trends in international business will be examined, as well as an evaluation of successful companies and the underlying keys to their achievements.</p>	<p><b>International Law (3 hrs/ wk)</b> This course introduces students to the overall concepts, principles, customs, and rules that govern the behaviours, relationships, and interdependence between nations, international organizations, and corporations. An emphasis will be placed on the areas of contracts, dispute resolution, product liability, intellectual property, the legal structure of businesses and joint venture agreements.</p>	<p><b>Importing and Exporting Regulations (3 hrs/ wk)</b> Recognition, assessment and the synthesis of government regulations is necessary for the international movement of goods across borders. At the end of this course, students will be able to apply legislation, procedures, and complete documentation to facilitate international trade.</p>	<p><b>International Business Plans / Project Management</b> This two week intensive course will synthesize the previous two semesters and prepare students for constructing and appraising an international business plan. As well, students will be introduced to project management and their Applied Projects.</p>	<p><b>Applied Projects</b> The last component of this program is a 6 week Applied Project. Students, under the supervision of mentors, will be given real life international business projects that need real life solutions. These projects will give students relevant experience for their Resumes / CVs.</p>
	<p><b>International Marketing(3 hrs/ wk)</b> This course is designed to introduce students to the complexity of marketing products &amp; services to international markets. It takes a managerial approach to analyzing and assessing marketing in today's complex, rapidly changing international business environment. Students will gain a fundamental knowledge of marketing</p>	<p><b>International Trade Financing &amp; Accounting(3 hrs/ wk)</b> This course is designed to make students aware of the tools used in financing and collection of international transactions, and the contemporary facets of foreign-exchange markets. In addition students will be able to distinguish different accounting systems, as well as develop a financial and plan.</p>		

	strategies as well as the major tactics used by global marketers to facilitate the management of their international marketing plans.			
	<p><b>Global Supply Chain Management(3 hrs/ wk)</b> The examination of production, inventory management and transporting a product from producer to the final customer is the basis for this course. Students will be able to critically appraise current logistics procedures as well as construct new plans and how they tie into the overall business strategy.</p>	<p><b>Innovation in the Global Marketplace (3 hrs/ wk)</b> As the world becomes more globalized and businesses face steeper competition one of the keys to success will be innovation. This course analyses the various kinds of innovation, the underlying characteristics of innovators and, through various methods, will allow students to practise and demonstrate their own creativity and innovative approaches.</p>		
	<p><b>Leadership in a Globalized Environment (3 hrs/ wk)</b> This course analyzes the theories and styles of leadership. Through exercises and cases, students will practice and develop their skills as great managers and leaders in a 'globalized' world.</p>	<p><b>Corporate Social &amp; Environmental Responsibility (3 hrs/ wk)</b> In this case-based course we will examine various specific ethical dilemmas in the conduct of domestic and international business. We will discuss the structure of the corporation and the various contemporary ethical issues it presents. Finally we will discuss the best practices of many leading</p>		

		companies who conduct their business in a socially responsible way.		
	<p><b>International Market Research &amp; Entry Strategies (3 hrs/ wk)</b>  This course is designed to teach the learner how to research and plan the export of existing products to foreign markets all over the world. This course focuses on the research, decision and planning stages, while International Marketing focuses on the process of executing the tactical components of the international marketing plan. In this course the student will learn how to find information regarding foreign markets, create country and market profiles, plan market entry, find financing, and understand how to ready a product for exporting.</p>	<p><b>Computer Applications for International Business &amp; Trade (3 hrs/ wk)</b>  This course is designed to identify and use various internet applications and ERP programs as they apply to International Business and Trade.</p>		
<b>2 weeks (30 hrs per wk)</b>	<b>13 weeks including break week (5 courses x 39 hours)</b>	<b>13 weeks including break week (5 x 39)</b>	<b>2 weeks (30 hrs per wk)</b>	<b>6 weeks (6 x 35)</b>
60 hours	195 hours	195 hours	60 hours	210 hours
				<b>Total: 21 weeks; 720 hours</b>

## **Appendix III: Financial Projections**