



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: Academic Affairs Committee

SPONSOR: Professor Amrita Daniere, Vice-Principal, Academic & Dean
CONTACT INFO: 905-828-3719, vpdean.utm@utoronto.ca

PRESENTER: Professor Eckhard Schumann, Director, Undergraduate Programs,
CONTACT INFO: Management
905-569-4771, eckhard.schumann@utoronto.ca

DATE: October 21, 2019 for October 28, 2019

AGENDA ITEM: 3

ITEM IDENTIFICATION:

Minor Modification: Certificate in Effective Business Practices & Leadership Skills

JURISDICTIONAL INFORMATION:

Under section 5 of its *Terms of Reference*, the Academic Affairs Committee is responsible for new graduate diploma and undergraduate certificate programs, and the closure of such programs, as required by the University's [Policy on Certificates \(For-Credit and Not-For-Credit\)](#).

GOVERNANCE PATH:

1. Academic Affairs Committee [For Approval] (October 28, 2019)

PREVIOUS ACTION TAKEN:

No previous action was taken on this proposal.

HIGHLIGHTS:

The Department of Management is proposing the creation of a for-credit *Certificate in Effective Business Practices & Leadership Skills*. The creation of this Category 2 certificate will provide students the opportunity to participate in a 4-month paid work-integrated learning placement to gain valuable work experience in industry, transfer knowledge and skills developed in their programs to activities in the workplace, and expand their professional networks. Moreover, this Certificate will fulfill the Department's mandate to provide authentic work experience for its students, increase engagement with community partners, and build experiential learning opportunities as outlined in UTM's Academic Plan 2017.

This certificate program will be available to students enrolled in any Bachelor of Commerce (BCom) Specialist program including specialists in Commerce, Accounting, Finance and Marketing as well as students enrolled in any Bachelor of Business Administration (BBA) Specialist program including specialists in Management and Human Resources. Students who are enrolled in the Commerce and Management Major programs will also be eligible to participate. Completion of the Certificate in Effective Business Practices & Leadership Skills will require five courses; a minimum of 15 points from Management’s Professional Skills Development Program; participation in a workplace preparation workshop; as well as a 4-month paid work-integrated learning placement.

The goal of this Certificate is to expand on and explore additional opportunities for paid professional experience that is relevant to students’ fields of study, improve departmental connections to industry, and showcase Management student talent. By nurturing existing partnerships and embracing new community connections, the Department will be able to create a mutually beneficial situation where students will learn in a professional workplace environment while employers will enjoy the added flexibility of a 4-month full-time placement structure in addition to the current internship offering.

Consultation has been sought with both internal (cognate academic units, administrative offices) and external stakeholders (potential employers). All are in support of this proposal.

FINANCIAL IMPLICATIONS:

There are no net implications for the campus’ operating budget.

RECOMMENDATION:

Be it Resolved,

THAT the proposed Certificate in Effective Business Practices & Leadership Skills, offered by the Department of Management, recommended by Vice-Principal, Academic & Dean, Professor Amrita Daniere, and described in the proposal dated October 10, 2019, be approved, effective September 1, 2021.

DOCUMENTATION PROVIDED:

Minor Modification Proposal: Certificate in Effective Business Practices & Leadership Skills

University of Toronto

Proposal to Create a Certificate in Conjunction With an Undergraduate Program

Proposed certificate name:	Certificate in Effective Business Practices & Leadership Skills
Undergraduate degree(s) the certificate will be offered in conjunction with:	Human Resource Management, Specialist (BBA) Management, Specialist (BBA) Management, Major (HBA) Commerce, Specialist (BCom) Commerce: Accounting, Specialist (BCom) Commerce: Finance, Specialist (BCom) Commerce: Marketing, Specialist (BCom) Commerce, Major (HBA)
Faculty/academic division:	University of Toronto Mississauga (UTM)
Dean's office contact:	Yen Du Program and Curriculum Officer Yen.du@utoronto.ca
Effective Date:	September 1, 2021
Version date:	October 17, 2019

Summary

The Department of Management at the University of Toronto Mississauga (UTM) is proposing the creation of a for-credit *Certificate in Effective Business Practices & Leadership Skills* that will provide students the opportunity to participate in a 4-month paid work-integrated learning experience to gain valuable work experience in industry, transfer knowledge and skills developed in their programs to activities in the workplace, and expand their professional networks. This certificate will also fulfill the Department's mandate to provide authentic work experience for its students, increase engagement with community partners, and build experiential learning opportunities as outlined in UTM's Academic Plan¹.

This certificate program will be available to students enrolled in any Bachelor of Commerce (BCom) Specialist program including specialists in Commerce, Accounting, Finance and Marketing as well as students enrolled in any Bachelor of Business Administration (BBA)

¹ https://www.utm.utoronto.ca/dean/sites/files/dean/public/shared/UTM_AcademicPlan_V1C.pdf

Specialist program including specialists in Management and Human Resources. Students who are enrolled in the Commerce and Management Major programs will also be eligible to participate.

Current students in these programs have expressed a keen interest in work-integrated learning to build employability skills. Feedback solicited from students show there is a lack of available workplace learning opportunities. This sentiment is echoed in the 2016 External Reviewer's Report, discussed later in this proposal. This certificate aims to address this concern by expanding experiential opportunities for Department of Management students.

The proposed certificate will consist of 2.0 course credits at both the 200-level and 400-level. Students must meet the prerequisites to be eligible to participate in the 4-month paid work integrated learning experience in the Summer upon completion of their 3rd year (see Admission Requirements and Program Requirements, below).

Interested students will need to apply for admission to the certificate program and have a minimum CGPA of 2.5 to be considered. Students will be required to complete MGT262H5 – Psychology at Work and MGT231H5 – Business Finance I before beginning the certificate program. The certificate will also draw upon the Department of Management's Professional Skills Development Program (PSDP) offerings² (see Program Requirements, below). Students will be required to have accumulated a minimum of 15 points by the time they apply to the Certificate.

Upon completion of the paid work-integrated learning experience (in the summer term after their third year of study), students will need to complete a half-credit 400-level course as well as a zero-credit capstone course specifically for the certificate, MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone. The 400-level course options include: MGM464H5 – Recruitment and Selection/ MGT430H5 – Behavioural Finance/ MGT433H5 – Financial Management/ MGT434H5 – Mergers & Acquisitions/ MGT437H5 – Strategy & Governance/ MGT455H5 – Marketing Consulting/ MGT463H5 – Organizational Behaviour in a Global Context/ MGT491H5 - Introduction to International Business/ MGT493H5 – Small Business Management/ or MGT494H5 – Entrepreneurial Strategy. The final capstone course will bring students together for final workplace reflection exercises, the completion of a written report, and a final poster and oral presentation day.

Effective Date

This proposed Certificate in Effective Business Practices & Leadership Skills will begin recruitment in September 2020. Students will be able to apply to the certificate program in Winter 2021 (i.e. in the Winter semester of their second year). Invited/ accepted students will

² <https://www.utm.utoronto.ca/management/psdp>

be enrolled in the certificate program as of September 2021, at the start of their third year of study.

Prior to application, students will be able to complete MGT262H5 – Psychology at Work and MGT231H5 – Business Finance I in their second year of study for credit toward their certificate. The first cohort of students will be eligible to complete the work-integrated learning experience in the Summer of 2022.

Academic Rationale

The University of Toronto Mississauga’s mission and vision places importance on graduating well-rounded scholars who have been afforded the opportunity to learn inside as well as outside of the classroom. The academic plan reiterates this by setting a goal to “Enrich the student experience by embracing opportunities for community involvement.”³ The Certificate in Effective Business Practices & Leadership Skills will help meet this goal.

The Department, along with UTM, advocate that work-integrated learning and experiential education opportunities are integral to increasing community involvement. As highlighted in the UTM Academic Plan 2017, in order to achieve the goal outlined above, we need to “enhance student engagement and experiential learning opportunities” and “engage students in active and intentional career development experiences.”⁴ The Department currently offers experiential opportunities for students, but the Certificate in Effective Business Practices & Leadership Skills will further advance efforts to achieve this departmental and institutional goal.

Current Opportunities

The Department already has a number of initiatives in place to help prepare students for their eventual careers. These range from faculty sponsorship in the IMI Competition Group⁵ (which involves training and supporting a case competition team participating in post-secondary competitions across Ontario); collaborations with ICUBE UTM⁶, IMI’s business accelerator, to expose students to the world of entrepreneurship; supporting the IMI Finance Competition⁷ (where student teams manage an investment portfolio using Rotman Portfolio Manager); and finally, running a robust Professional Skills Development Program that provides students with opportunities and experiences which enhance their theoretical knowledge.

³ https://www.utm.utoronto.ca/dean/sites/files/dean/public/shared/UTM_AcademicPlan_V1C.pdf

⁴ https://www.utm.utoronto.ca/dean/sites/files/dean/public/shared/UTM_AcademicPlan_V1C.pdf

⁵ <https://www.utm.utoronto.ca/management/career-support/imi-competition-group>

⁶ <http://icubeutm.ca/>

⁷ <https://utm.library.utoronto.ca/flc/IMI-competition>

The Department also currently offers MGT480H5, an internship course for upper year students. This course provides students with a valuable experiential learning opportunity where classroom learning is put into practice in a real-world setting. As an unpaid opportunity for only 110 hours a term however, there are a number of employers who are not able to accommodate the current internship structure. The structure of the paid 4-month integrated learning opportunity in the Certificate in Effective Business Practices & Leadership Skills will provide a wider selection of work opportunities for students and increase community partnerships.

These existing opportunities directly “engage students in active and intentional career development experiences” and “enhance student engagement and experiential learning opportunities”⁸ but the Department is looking to further increase opportunities for students in these areas. These aspirations have emerged as a direct result of the 2016 External Reviewer’s Report of the Department of Management, employer and student feedback (see Need and Demand below) and the Academic Plan 2017.

New Opportunities

The Certificate in Effective Business Practices & Leadership Skills is a direct response to the findings and suggestions from the 2016 External Review of the Department of Management and its programs. Concern was expressed over the level of career support, training, and experiential education opportunities available to students in Management and Commerce programs with recommendations for the Department to increase support to students in this area. The introduction of this Certificate program, with its accompanying administrative and faculty support (see Resources section below) will address this concern and fulfill an integral part of the resulting Implementation Plan developed with the UTM Office of the Dean.

The Department embraces opportunities for community involvement by maintaining existing partnerships and building new community connections. Currently, the Department has built strong relationships with several community partners through MGT480H5 and other initiatives described above. The Certificate in Effective Business Practices & Leadership Skills will be a natural extension of these existing partnerships and initiatives. Through the Certificate, the Department will be able to expand their outreach to new community partners through the creation of work-integrated experiences. Existing partners may also benefit from this new experiential opportunity. These opportunities will be mutually beneficial to students and organizations within the community. Students will benefit from learning in a workplace environment while meeting the needs of the employer.

In all programs offered through the Department of Management, students are expected to apply their knowledge of course concepts to real-world business problems, produce effective

⁸ https://www.utm.utoronto.ca/dean/sites/files/dean/public/shared/UTM_AcademicPlan_V1C.pdf

communications and reports, and demonstrate autonomy and professional capacity. Through this certificate program, students will be able to reflect and develop connections between what they are learning in the classroom and apply them to industry. They will gain vocational experience and learn to problem-solve in a legitimate workplace environment. They will build communication skills through team meetings, professional report writing, and oral communication from presentations and formal discussions with co-workers. During and after the 4-month paid work-integrated learning experience, students will actively and critically reflect on their experience through a midterm and final reflection, workplace reflection exercises, and the creation of a written report and poster presentation.

The certificate will also allow the Department to recognize students who have demonstrated commitment to career development. After graduation, this Certificate will be a boon to students as it will be a clear signal of proven success beyond the classroom to potential employers.

Need and Demand

The yearly in-take will begin at 10-15 students in the 2021-2022 academic year. The Department intends to build to a steady state of 25-30 students annually by 2022/2023. Resources will be required to maintain the Certificate in Effective Business Practices & Leadership Skills once it achieves steady state (see Resources section below). Additional resources will be required beyond 25-30 students.

Student Demand

Survey Results

The Department of Management conducts annual surveys of their graduates for feedback of their student experience at UTM. The 2018 and 2019 surveys in particular highlighted student concern over the number of experiential education opportunities available and a strong desire to increase this. The Certificate in Effective Business Practices & Leadership Skills is being proposed as a direct response to these considerations.

MGT480H5 Internship

Given the current demand with the existing internship course (MGT480H5), it is expected there will be significant interest for this Certificate program. In the 2017/2018 academic year, 44 students expressed interest in MGT480H5 with 33 students completing the application process and 22 accepted into the course. In 2018/2019, 67 students expressed interest in MGT480H5 with 56 students completing the application process and 29 students accepted into the internship course. Students in the Certificate in Effective Business Practices &

Leadership Skills will be eligible to participate in MGT480H5 in addition to the paid work placement requirement in the Certificate.

External Review

The student feedback described above echoes the 2016 External Reviewer Report and reinforces the need for the Department to offer this Certificate program. Through the Certificate in Effective Business Practices & Leadership Skills, the Department will address some of the recommendations outlined by the external reviewers; providing students with expanded opportunities for paid work, improve departmental connections to industry and showcase the talent available in the business programs at UTM. It will have the additional benefit of contributing to an alumni community who value their UTM experience and want to give back to those following in their footsteps.

Employer Demand

The Department of Management has built strong community relationships with several industry partners through an investment in ongoing community outreach and MGT480H5 opportunities. Current employer partnerships include Beacon Corporation, Brokerage, ACCES Employment, IKEA, Peel Halton Workforce Development Group, TIFF, Trillium Health Partners, among others. Both current and potential community partners have regularly expressed interest in collaborating with the Department to host work-integrated paid opportunities for students (see Appendix A for a list of Community Partners). The letters of support received from Beacon and the Peel Halton Workforce Development Group demonstrate strong support for the Certificate in Effective Business Practices & Leadership Skills which includes a paid workplace opportunity (See Appendix B for Letters of Support).

Admission Requirements

Enrolment in the proposed Certificate in Effective Business Practices & Leadership Skills will be limited to students who have met the following criteria:

1. Are concurrently enrolled in one of the following programs:
 - BCom - Accounting Specialist, Finance Specialist, Marketing Specialist, Commerce Specialist;
 - BBA – Human Resources Management Specialist, Management Specialist;
 - HBA – Commerce Major; or
 - HBA – Management Major
2. Have completed the following courses:
 - a) MGT231H5 – Business Finance I; and
 - b) MGT262H5 – Psychology at Work
3. Have completed a minimum of 7.0 credits.

4. Have accumulated at least 15 points prior to the application deadline in the Professional Skills Development Program with mandatory attendance at all of the following sessions:
 - a) Career Investment Planning;
 - b) Excel Workshop;
 - c) Resume Critique; and
 - d) Mock/ Practice Interview
5. Have achieved an overall minimum CGPA of 2.5. The CGPA requirement for entry will be set each year in relation to the number of applicants. The actual CGPA required for admission will vary from year to year but will not be below 2.5.
6. Have submitted an application to the Department of Management for review by the Certificate Coordinator and Experiential Learning Officer.
7. Successfully participated in an enrolment interview.

If a student has completed requirements 1 to 3, the students' CGPA will be reviewed. The Department will determine the annual cut-off and proceed to review student applications. Based on the CGPA information and application, a short-list of students will be selected for an interview. The Experiential Learning Officer (ELO) and other departmental staff will conduct interviews and select the top 10-15 students for the first year of the Certificate. The short-list will increase in subsequent years to the anticipated steady state level of 25-30 students. Students will be informed via ACORN of their acceptance into the Certificate program.

Program Requirements

The proposed Certificate in Effective Business Practices & Leadership Skills is designed to enrich the academic experience of students enrolled in the BBA Management Specialist programs, the BCom Commerce Specialist programs, as well as the HBA Management and HBA Commerce Major programs. To fulfill the Department's mandate of providing authentic work experience for its students, the learning outcomes of the certificate program will complement those of the Management and Commerce degree programs it is linked to, with particular focus on experiential learning and application of skills and knowledge outside of the classroom (see Appendix C for detailed program learning outcomes). This Certificate will also build off the Department's current Professional Skills Development Program (PSDP) and numerous other co-curricular initiatives (i.e. IMI Competition team, ICUBE UTM Collaborations, IMI Finance Competition, etc.).

Completion of the proposed Certificate will require the following (see Appendix D for a proposed calendar copy of the certificate for full requirements):

1. Course Work Requirements (2.0 FCE):
 - a. MGT200H5 – Presentation Skills for Management;

- b. MGT231H5 – Finance I;
 - c. MGT262H5 – Psychology at Work;
 - d. One course (0.5 credit) from the 400-level course list; and
 - e. MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone (NOTE: This is a zero-credit course)
2. Professional Skills Development Program Requirements:
A minimum of 15 points including attendance at the following mandatory PSDP sessions
 - Career Investment Planning Sessions
 - Momentum: Excel Workshop
 - Resume Critique
 - Mock/ Practice Interview Session
 3. Participation in a workplace preparation workshop
 4. Work-Integrated Learning (WIL) Experience: One 4-month paid placement (not for academic credit)

The above Certificate requirements will be completed within three academic years (beginning in a student's second year of study, concluding in their fourth year of study, and including a summer WIL experience) in conjunction with the student's four-year degree program and requirements. Upon successful completion of the Certificate requirements, students will be awarded the Certificate via a transcript notation.

Course Work Requirements

The Certificate requires the completion of five (5) courses totaling 2.0 credits, as follows: MGT200H5 – Presentation Skills for Management; MGT262H5 – Psychology at Work; MGT231H5 – Business Finance I; MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone (this is a new zero-credit course for the certificate program; see MGT010H5 sub-section below); and a 400-level half-credit (0.5 FCE) course requirement (see Appendix E Course Descriptions).

The 200-level course requirements prepare students to enter the workplace. In MGT200H5 students focus on oral and written forms of communication essential in a professional setting. MGT262H5 examines individual processes and behaviour (managing oneself), interpersonal processes (managing others) and team/group processes (managing teams and organizations). MGT231H5 prepares students with integral business knowledge and skills needed in many business environments.

Students will complete their 400-level course requirement after completion of the WIL experience. In order to provide flexibility in their academic program, students will be able to choose from a pre-selected list of appropriate courses. These courses were selected for their alignment to the Department's learning outcomes of the certificate program. Each course provides students the opportunity to integrate the skills and knowledge they've gained during their work-integrated experience within the classroom. Most courses offered by the

Department of Management require students to demonstrate autonomy and professional capacity, particularly in a group setting. The pre-selected courses all include elements of group work. Students will be expected to apply their learned skills to demonstrate professional, respectful, and ethical behaviour in a group setting within the classroom as well as their leadership and conflict resolution abilities. These 400-level courses were also selected as they require students to apply their knowledge and skills to solve case based problems. Students will be able to apply the skills and knowledge they've gained from their experiential opportunity in order to respond to a diverse set of case studies.

Classroom learning will focus on case-studies, self-awareness instruments as well as discussion and debate to reinforce theories and concepts. Assessment of student performance in course work will continue to utilize the same methods currently in practice in these existing course (e.g. assignments, oral presentations, and final examinations).

Overall, the Certificate in Effective Business Practices & Leadership Skills provides opportunities for students to apply what they've learned in the classroom to meaningful work experiences, but also to apply the skills and knowledge they've gained from experiential opportunities to the classroom.

Professional Skills Development Program Requirements

The Department of Management currently offers a Professional Skills Development Program (PSDP)⁹ that is open to all Commerce and Management students. This co-curricular initiative uses a points-based system to award credit for participation and yields a transcript notation upon completion of 46 "PSDP skill points". Designed to complement classroom learning by developing "soft skills" through a variety of Department-sponsored events such as networking sessions, student competitions, and workshops; the PSDP already boasts an impressive selection of offerings for students (see Appendix F). The proposed Certificate in Effective Business Practices & Leadership Skills aims to capitalize on these existing opportunities to further strengthen the foundational skills developed in MGT200H5 (Presentation Skills for Management) and MGT262H5 (Psychology at Work).

Students completing the Certificate in Effective Business Practices & Leadership Skills will be required to complete a minimum of 15 "PSDP skill points" in their second year of study prior to the application deadline, with the following mandatory sessions:

- Career Investment Planning Sessions
- Momentum: Excel Workshop
- Resume Critique
- Mock/ Practice Interview Session

⁹ <https://www.utm.utoronto.ca/management/psdp>

Students will have ample opportunity to earn the additional points required to fulfil this requirement during their second year of study.

Workplace Preparation Workshop

Students must participate in a workplace preparation workshop in the Winter term prior to their work placement. Through common workplace scenarios, students will learn about the different facets of the workplace environment. Topics include preparing for your workplace opportunity, attitude, support, organizational structure, relationship management, workplace challenges, working styles, communication and learning strategies.

Work-Integrated Learning (WIL) Experience

As previously described, prior to the WIL experience students will actively engage in a number of activities to prepare for the 4-month paid WIL experience in the forthcoming Summer term.

During the Fall semester prior to the Summer work term, the Experiential Learning Officer (ELO) and the Department will inform interested employers of the work placement opportunity and/or solicit potential partnerships with employers. The ELO will complete an in-take assessment of the employer and opportunity based on specific criteria determined by the Department (i.e. location, required skillset, previous experience, etc.). If the criteria meets the Departmental expectations, the job will be posted for students to review. In the Winter semester of their third year of study, students will focus on securing a workplace opportunity. This involves applying to available job posts and interviewing with employers. Students will be expected to complete a 4 month full-time (30-40 hours per week) work placement. Students must complete the assigned number of weeks consecutively.

Prior to and during this time, students will receive on-going support from the ELO. The ELO will be responsible for vetting placements, preparing students for entry into the workforce by providing highly personalized and tailored guidance with respect to resume development, cover letter drafting, interview preparation (i.e. mock interviews), and other such assistance. The ELO will also support employers through the creation of orientation guides and providing open and on-going communication to field any questions or concerns.

At least one site visit will be conducted by the ELO during the work-term. As a mid-point check-in with both student and supervisor, this will serve as an opportunity for the ELO to receive feedback from both parties, discuss any concerns, and ensure that everything is on track for the remaining weeks of the placement.

Additionally, students will receive written feedback on their performance directly from the placement supervisor through a written midterm and final evaluation. The evaluation criteria will be set by the Department of Management. Students and employers will be provided with an evaluation template at the start of the WIL experience. Students will have the opportunity to discuss any concerns with their evaluations with the ELO.

MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone

The final requirement of the Certificate in Effective Business Practices & Leadership Skills will be the completion of a zero-credit capstone course. This course will be completed in the student's final year after the WIL experience and will serve as a platform to bring all certificate program students together so they can complete their final workplace reflection exercises, submit their written report, and participate in an end-of-term poster/ oral presentation session.

During the WIL experience, students will begin "Workplace Reflection" exercises. These exercises will include guided reflection questions to help students create SMART goals, critically reflect on their effectiveness in the workplace, make connections to theory and practice and set future goals. The Certificate Coordinator (an appointed faculty member), with assistance from the ELO, will be expected to provide feedback on student submissions. The overall intention of this requirement is to allow students to gain an awareness of the limits of their own knowledge and abilities. By providing students with an opportunity to acknowledge and articulate these limitations, they will be able to begin to appreciate how their area of study relates to their personal and professional development. The final reflection exercises will be completed in the capstone course where students will have the opportunity to share their experiences with their peers and learn about others' WIL experience and takeaways.

Students will utilize their reflection pieces to inform the written report and poster presentation where students will receive feedback from the Certificate Coordinator, with assistance from the ELO. Both of these assignments will be reflective of the work undertaken in the student's WIL experience. As a further opportunity for reflection as well as a forum to demonstrate the successful application of their classroom and theoretical knowledge in the workplace, these two activities will help students realize their evolution and growth over the course of the Certificate program.

Poster presentations will be delivered in tandem with the current MGT480H5 Internship course presentations. The report and presentations will be reviewed by the Certificate Coordinator. The Certificate Coordinator will serve as a course coordinator in MGT010H5 and a mentor to students while overseeing administration of the certificate program.

All evaluation components must be completed in the Winter semester of the students' 4th year.

Consultation

Both internal and external stakeholders were consulted during the creation of this proposal.

The Department of Management consulted Faculty members including representatives from both the Bachelor of Commerce and Bachelor of Business Administration Degree program. The Certificate in Effective Business Practices & Leadership Skills was presented at the Department of Management Curriculum Meeting which includes representatives from the Finance, Accounting, Human Resources, Operations Management, Strategy and Governance, Marketing and Management program streams in January 2019. The proposal received support from all members.

The Faculty coordinator for MGT480H5, the current internship course offered through the Department, particularly endorsed the WIL experience component of the Certificate Program. The current structure of the existing internship course is limiting in that students attend their internship only 1 day per week for the duration of a semester. By contrast, the WIL experience will enable students to be employed full-time for a specific duration allowing for greater integration within the organization and a more robust learning experience for the student. The paid opportunity is also beneficial to the employing organization. The management and expectations of a paid student will be more consistent with existing paid employees within the organization. The Faculty coordinator strongly advocated that several community partners favour paid workplace opportunities for students.

The Certificate in Effective Business Practices & Leadership Skills has also received support from internal staff members including the Department of Management's Relationship Manager and the Professional Development and Internship Coordinator. These staff members regularly connect with external stakeholders including employers, alumni and professional associations.

Further consultation was sought from UTM's Social Sciences Undergraduate Divisional Curriculum Committee in the Fall of 2018. Representatives from the departments of Anthropology, Economics, Geography, Political Science, and Sociology as well as from the Institute of Communication, Culture, Information and Technology (ICCIT), the Institute for Management & Innovation (IMI), the Registrar's Office, the Library, and Student Affairs were in attendance. Support was expressed for the Certificate in Effective Business Practices & Leadership Skills. Additionally, departmental staff separately consulted with the Director of IMI (Prof. Soo Min Toh), the Associate Director of ICCIT (Prof. Tracey Bowen), and the Chair of the Department of Economics (Prof. Miquel Faig). Directors from Rotman and UTSG were also consulted during the Tri-Campus Business meeting held in July 2019.

Resources

Administrative Staffing & Support: An Experiential Learning Officer (ELO) within the UTM Office of the Dean, Experiential Education Unit, will work in collaboration with the

Department of Management to support the Certificate in Effective Business Practices & Leadership Skills. The ELO will be responsible for:

- recruiting and maintaining industry partners and placements;
- facilitating the student hiring process (including vetting placements, coordinating the workplace preparation workshop, and providing tailored support to students with respect to resume development, cover letter drafting, and interview preparation);
- performing site-visits and facilitating the mid-term and final evaluations during the summer WIL experience;
- assisting in the administration of the Workplace Reflection exercises (including providing written feedback on student submissions, and monitoring and maintaining the Quercus shell);
- coordinate with the Certificate Coordinator;
- assisting with the submission of the written report and organization of the poster presentation; and
- tracking student progress through the Certificate program.

The ELO will be housed in and report to the Dean's Office.

Faculty Staffing & Teaching Resources: A Department of Management faculty member will serve as the Certificate Coordinator. The Certificate Coordinator will be assigned by the Chair of the Department annually. The main duties of the Coordinator will be to mentor students, serve as the course coordinator for MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone (this includes developing the “Workplace Reflection” exercises and providing feedback on the final written report and poster presentation), and guide the Certificate program's academic direction (including reviewing applications and conducting enrolment interviews).

Courses offered as a part of this Certificate are already in place and should have enough space to accommodate students in the Certificate program. It is not anticipated that additional course sections will be required. The one exception is MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone, which will be a new, zero-credit course developed exclusively for the Certificate Program. The normal resources required to launch a new course will be required (i.e. classroom space; IT equipment and support as requested; etc.). The Certificate Coordinator will serve as coordinator for this course and receive teaching credit as part of their workload assignment equivalent to a half-credit (H) course to fulfill the duties outlined in the paragraph above. It is not expected that this certificate will impact any other programs and there are no agreements that need to be reviewed.

Oversight and Accountability: Review

The Certificate in Effective Business Practices & Leadership Skills will be reviewed as part of the regular UTQAP external review process and schedule for the Department of Management and its programs.

Process Steps and Approvals

The pathway is summarized in the table below.

	Approving Body	Approval Date
Development & Consultation within Unit	Mihkel Tombak Chair, Department of Management	October 8, 2019
Decanal Sign-Off	Heather Miller Vice-Dean, Teaching & Learning	October 8, 2019
Divisional Governance Approval	UTM Academic Affairs Committee	
Submission to Provost's Office		

Appendix A: Community Partners

Below is a list of employers who have the potential to partner with us for the Certificate in Effective Business Practices & Leadership Skills. The list includes those who have shared opportunities with the Department of Management, expressed interest in advertising paid WIL roles, and currently provide student positions within their organizations. Based on interactions with current and potential employer partners, there is a demand for paid WIL initiatives and experiences.

- Blackberry
- BMO
- Beacon Coporation
- Brink's Canada
- Canadian Tire
- Canaltyst
- City of Mississauga
- Hays
- Healthcare of Ontario Pension Plan (HOOPP)
- Hello Fresh
- Liberty Utilities
- Loblaw
- Marquee Group
- Ontario Teacher's Pension Plan (OTPP)
- Peel Halton Workforce Development Group
- PRE-CON
- RBC
- REMAX/Integra
- RIC Centre
- Scotiabank
- TD Bank
- TELUS
- UHN
- World Vision

Appendix B: Letters of Support



To Whom It May Concern:

Letter of Support

I am writing on behalf of Beacon Corporation in support of the Department of Management's proposal to create a for-credit Professional Experience Certificate in Business (Professional Experience Certificate) that will provide students the opportunity to participate in a 4-month paid work-integrated learning experience.

Beacon has participated in the MGT480 internship course over the past 4 years and we have had the pleasure to welcome and work with some bright and motivated individuals during this time.

Additionally, due to the experience gained at Beacon, a lot of the students that completed the program, were able to secure meaningful starting positions at a lot of well known institutions across Canada.

We would support the proposal of a work-integrated learning program, and we are interested in continuing to provide students with experiential learning opportunities.

Regards,

A handwritten signature in black ink, appearing to read "Alex Shteriev". The signature is fluid and cursive, with a long horizontal stroke at the end.

Alex Shteriev, MBA, IM&A, M&AP, CBI

Managing Director, Partner

Beacon Corporation, Brokerage

E: alex@beaconbrokerage.ca

Tel. + 1(416) 228-1200 x 212 | Direct: (416) 855-2494



June 5, 2019

Director, Undergraduate Programs
University of Toronto Mississauga
Department of Management
3359 Mississauga Road
Mississauga, ON L5L 1C6

RE: Letter of Support - MGT480 Internship Program

To Whom It May Concern:

I'm writing on behalf of Peel Halton Workforce Development Group (PHWDG) in support of the Department of Management's proposal to create a for-credit Professional Experience Certificate in Business (Professional Experience Certificate) that will provide students the opportunity to participate in a 4-month paid work-integrated learning experience. We strongly endorse their application to continue to increase the number of work integrated student opportunities and to provide more students with a valuable platform to apply classroom learning in a real-life setting.

By way of background, PHWDG is a community based, non-profit corporation funded by the Ministry of Training Colleges & Universities (MTCU) working collaboratively with a cross-section of partners in the Peel and Halton communities on projects that positively affect labour market issues. As an organization, PHWDG has supported experiential learning through the launch of a new information portal [Experiential Learning Peel Halton](http://www.elph.ca) or www.elph.ca which provides a one-stop shopping for employers looking for fresh or emerging talent in a variety of categories and help students learn new skills outside of the classroom setting. Students gain valuable experience, and employers gain access to an untapped labor pool with relevant and up-to-date education. Experiential learning can range from longer-term, paid co-op placements and internships to simple day trips, volunteering, and job shadowing. Experiential learning works to bridge the gap between employers, students, and academic institutions, benefiting everyone involved.

Appendix C: Proposed Learning Outcomes

The Certificate in Effective Business Practices & Leadership Skills will be pursued by Department of Management students who are already completing a Management or Commerce specialist or major program. The certificate requires 5 courses totaling 2.0 credits. These courses are available as either required or electives courses in the Management and Commerce programs. Consequently, the learning outcomes for the certificate will be a subset of the UTM Undergraduate Degree Level Expectations.

The learning outcomes for the certificate will target those outcomes that Management and Commerce programs have not been able to put as much emphasis on. Particular focus will be placed on hands-on learning and application of knowledge outside of the classroom setting.

Certificate Expectations	Certificate Learning Outcomes	How the Design/Structure Supports the Certificate Expectations
<p>Application of Knowledge</p> <p>Application of knowledge is understood in the Certificate in Effective Business Practices & Leadership Skills as having the ability to adopt the methodologies learned in either a Management or Commerce program and apply it to both courses and work experiences that are more hands-on in nature.</p>	<p>Apply quantitative and qualitative methodologies learnt in the classroom to solve real-world business problems and make evidence-based decisions.</p> <p><i>(Modification of current BCom Learning Outcome)</i></p>	<p>Knowledge will be applied in all required courses and through the work integrated learning experience.</p> <p>Students will have the opportunity to apply their knowledge of qualitative and quantitative methodologies to meet deliverables outlined by the employer.</p> <p>Required courses include application based learning enabling students to apply their understanding of qualitative and quantitative methodologies to case based scenarios.</p>
<p>Communication Skills</p> <p>Communication skills will be demonstrated through accurate and</p>	<p>Produce effective business communications and reports, in both oral and written form, for an audience of business</p>	<p>Through coursework including business reports and oral presentations students will demonstrate their ability to produce</p>

<p>clear oral and written presentations, to business professionals, of information, arguments, and analyses.</p>	<p>professionals. <i>(Current BCom Learning Outcome)</i></p>	<p>effective communications in both the written and oral form.</p> <p>Students will also produce a written report and poster presentation in 4th year. In their report students will provide a summary of their professional experience, an analysis of the organization in which they were employed at, a SWOT analysis and articulate connections between theory (i.e. what is learned in the classroom) to practice.</p> <p>In the workplace environment students will be expected to produce written forms of communications to meet employer deliverables. Students may also be expected to communicate to employers and coworkers orally in team meetings, presentations etc.</p> <p>The development of written and oral communication skills will be emphasized in all components of the Certificate in Effective Business Practices & Leadership Skills and will be evaluated through written case analyses within coursework, presentations to faculty, peers, placement supervisors and placement colleagues and in all courses such as MGT200H5.</p>
--	--	--

<p>Autonomy and Professional Capacity</p> <p>Autonomy and professional capacity is demonstrated by students who exercise initiative and take responsibility for actions and decisions undertaken independently and within groups both within courses as well as placements.</p>	<p>Demonstrate effective problem-solving, decision making and leadership skills.</p> <p>Demonstrate professional responsibility, including self-awareness in individual and group settings.</p>	<p>Students will engage in coursework activities that develop problem solving and decision making skills. Through the use of case studies students will make evidence based decisions to solve problems. Through course group work, students will also learn to work effectively and professionally in a team environment.</p> <p>The experiential learning opportunity will enable students to demonstrate autonomy and professional capacity by participating in a workplace environment. Students will participate in team meetings, ensure employer deliverables are being met and respond to the demands of the workplace.</p> <p>A fundamental goal of the Certificate in Effective Business Practices & Leadership Skills is to prepare students to be more career-ready. In support of this goal, the development of autonomy and professional capacity will be stressed in all courses. In particular, throughout the program and in placements, students will be expected to complete work in individual and group settings.</p> <p>In addition to this, students will be required to</p>
--	---	---

		participate in the Department's in-house Professional Skills Development Program to work on their soft and technical skills that will be useful in the workplace.
--	--	---

Appendix D: Calendar copy for Certificate in Effective Business Practices & Leadership Skills

The Certificate in Effective Business Practices & Leadership Skills provides eligible students the opportunity to participate in a 4-month (non-credit) paid work placement while completing their program of study. Through the certificate, students will gain authentic learning experiences and apply what they are learning in the classroom to workplace environments. This certificate must be completed concurrently with any Department of Management program.

Although every effort is made to support students in securing a paid work placement, students must receive an offer of employment to complete the certificate. The Department of Management cannot guarantee that students will secure a paid work placement.

Limited Enrolment: Enrolment in the Certificate in Effective Business Practices & Leadership Skills is limited due to the experiential learning component. Students wishing to enrol at the end of their second year of study (min. 7.0 credits) must have a min. CGPA of 2.5. Please note that the CGPA requirement varies from year to year, based on the applicant pool, but will not fall below 2.5. Additionally, students must meet the following enrolment criteria:

1. Concurrent enrolment in one of the following programs:
 - Human Resource Management, Specialist (BBA);
 - Management, Specialist (BBA);
 - Management, Major (HBA);
 - Commerce, Specialist (BCom);
 - Commerce: Accounting, Specialist (BCom);
 - Commerce: Finance, Specialist (BCom);
 - Commerce: Marketing, Specialist (BCom); or
 - Commerce, Major (HBA)
2. Completion of the following courses prior to request for enrolment:
 - a. MGT231H5 – Business Finance I; and
 - b. MGT262H5 – Psychology for Work
3. Completion of at least 15 points prior to the admission deadline in the Professional Skills Development Program with mandatory attendance at all of the following sessions:
 - a. Career Investment Planning;
 - b. Excel Workshop;
 - c. Resume Critique; and
 - d. Mock/ Practice Interview

4. Submission of an application to the Department of Management for review by the Experiential Learning Officer.
5. Participation in an enrolment interview.

Certificate Program Requirements:

Second Year: MGT231H5, MGT262H5; 15 Professional Skills Development Program points (must include Career Investment Planning Session, Momentum: Excel Workshop, Resume Critique, and Mock Interview)

Third Year: MGT200H5; Workplace Preparation Workshop; Work-Integrated Learning Experience (4-month placement in Summer term)

Fourth Year: 0.5 credit from 400-level course list; MGT010H5 (NOTE: This is a zero-credit course)

400-level Course List: MGM464H5; MGT430H5, MGT433H5, MGT434H5, MGT437H5, MGT455H5, MGT463H5, MGT497H5, MGT493H5, MGT494H5

Appendix E: Course Descriptions

MGT200H5 Presentation Skills for Management

This course is designed to explore the research and practical application of the principles of interpersonal communications that promote employability skills, self-insight, healthy emotional development, and productive human relations in both personal and professional lives. As such, this will be an ideal introductory course to the certificate program; preparing students to enter a professional work environment as it addresses effective communication, personality types, motivation, intercultural communication, conflict and leadership development.

MGT262H5 Psychology at Work

A second introductory course to the Certificate in Effective Business Practices & Leadership Skills. This course will help students increase their self-awareness and enable them to expand their comprehension of human behaviour at work. These courses will help students build their professional capacity and provide them with an understanding of the professional work environment.

MGT231H5 Business Finance I

This course analyzes the financial investment decision-making process of individuals and firms. It provides an introduction to present-value techniques, capital budgeting decision-rules, the problem of investment under uncertainty, and portfolio theory. Job placementst are likely to require knowledge of these concepts.

MGM464H5 Recruitment and Selection

An organization's success depends on its ability to recruit and select top talent. This course is designed to provide students with a deep understanding of the methods and application of various recruitment and selection techniques within organizations. Students will learn to recognize and create effective, resource-efficient recruitment programs, and how to identify the most qualified individuals from a pool of applicants.

MGT430H5 Behavioural Finance

This interdisciplinary course considers the ways in which human psychology influences financial decision making. Topics may include prospect theory, overconfidence, mental accounting, emotions, and neurofinance.

MGT433H5 Financial Management

This course focuses on the application of modern financial techniques to operating and investing decisions. It analyzes working capital management and capital budgeting decisions within the context of the firm's business strategy.

MGT434H5 Mergers and Acquisitions

This course deals with issues related to mergers and acquisitions. The main focus is to develop a solid understanding of the valuation of potential acquisition targets from a bidders perspective. Other themes to be explored include M and A and corporate

strategy, motivations for M and A, corporate restructuring and divestitures, financing M and A activity, and M and A 'waves' over the past 50 years.

MGT437H5 Strategy and Governance

This course covers concepts in strategic management and focuses on the role of corporate governance in formulating, implementing and monitoring a firm's strategic objectives. Although the course will cover economic foundations of strategy, market, industry and competitive analysis, the main focus will be on the internal operations of an organization. Corporate governance will be examined in the broad sense of the term and will include an overview of country-level legal environment, regulatory agencies, stock market, and the firm's board of directors. The objective of the course is to enhance students' understanding the operating tensions facing firms and the means of addressing such tensions through country-level and firm-level corporate governance systems.

MGT455H5 Marketing Consulting

This course reviews the science side of marketing by studying multiple models used by companies and consulting firms in the different steps of the marketing process. The marketing consulting approach provides a deeper understanding of the process that supports marketing management decisions. This is of benefit not only for students following a marketing consulting path, but also for students joining marketing departments of Canadian firms. To enhance the learning experience the course will be strongly based on software applications that offer hands on exposure to real life corporate applications.

MGT463H5 Organizational Behaviour in a Global Context

A multinational perspective has become critical to an organization's success. This course explores some of the challenges of managing across and working with cultures. It will also consider ways in which management theories and behaviors may be adapted to ensure their application is carefully considered when applying Western management theories in an international setting. The course weaves together conceptual and practical considerations to create a balanced and exciting learning experience.

MGT493H5 Small Business Management

Skills needed to set up and run a small business. Development of a business plan. Securing financing. Finding and keeping customers. Operations management. Aspects of legal, financial and taxation concerns of smaller businesses.

MGT494H5 Entrepreneurial Strategy

This course introduces students to the challenges an entrepreneur faces when starting a business: assessing his/her goals and ability, attracting financial and human resources, competing in the marketplace, and dealing with laws and regulations. Readings and discussion material will include actual business cases as well as academic articles and book chapters. The class is of relevance to students interested in starting

new businesses, working in consulting or finance, and pursuing research and graduate studies.

**MGT010H5 – Certificate in Effective Business Practices & Leadership Skills Capstone
*NEW***

This culminating course offers students in the Certificate in Effective Business Practices & Leadership Skills an opportunity to integrate and synthesize their academic learning with their work-integrated learning experience. Students will engage with other students in the certificate program to share their experiences, complete their final workplace reflection exercises, produce a written report of their workplace experience, and exhibit their experience in the form of a final poster presentation. This course is required for all students in the Certificate in Effective Business Practices & Leadership Skills. No credit is awarded for this course.

Appendix F: PSDP Events 2018-2019

PSDP EVENTS AND POINTS 2018-19				
KNOW YOURSELF	YOU NEED 4 POINTS FROM THIS CATEGORY	OFFERED BY	POINTS	Alternate Categories
	Career Counselling	CC	2 (Max once per academic	can also qualify for Job Search
	Career Centre: Program Selection and Career Options	CC	2	can also qualify for Academic Development
	Career Centre: Mastering the Personal Statement	CC	1	can also qualify for Academic Development
	The Story of You	CC	1	can also qualify for Develop Skills
	Seniour Student Networking Night	DofM	1	can also qualify for Build Relationships
	Backpack to Briefcase: Money Matters -- Make it Your	Alumni	2	can also qualify for Develop Skills
	Career Leader Session	DofM	2	can also qualify for Job Search
	PSDP Career Success Boost	DofM	1	can also qualify for Develop Skills
	Career Investment Planning Sessions (CIPS) 2017-18	DofM /	1	can also qualify for Job Search
	Emerging Student Leaders Workshop	DofM	2	can also qualify for Academic Development
	GLDP Language Partner	IMI	5	can also qualify for Build Relationships
	Backpack to Briefcase: The Leader Within	Alumni	1	can also qualify for Develop Skills
	Diana Kawarsky: Assertiveness & Confidence	DofM	2	can also qualify for Develop Skills
	Diana Kawarsky: Persuasive Communications	DofM	2	can also qualify for Develop Skills
	Management : ADO Session 2018	DofM	1	can also qualify for Academic Development
INDUSTRY RESEARCH	YOU NEED 6 POINTS FROM THIS CATEGORY	OFFERED	POINTS	
	MGT 480 - Internship Course	DofM	5	can also qualify for Academic Development
	CFA -Finance and Analytics Designations Info Session	DofM	3	can also qualify for Academic Development
	CFA - Ethics, Professional Standards, Fixed Income &	DofM	3	can also qualify for Academic Development
	GARP-Financial Risk Management and CSC	DofM	3	can also qualify for Academic Development
	CFA-Financial Reporting and Analysis	DofM	3	can also qualify for Academic Development
	CFA-Mock Exam and Debrief	DofM	3	can also qualify for Academic Development
	Finance Professional Conference	DofM	2	can also qualify for Academic Development
	Momentum: CPA Info Session	DofM	1	can also qualify for Academic Development
	ICUBE: What is IP? Workshop	ICUBE	1	can also qualify for Academic Development
	ICUBE: Business Model Canvas Workshop	ICUBE	1	can also qualify for Academic Development
	ICUBE's Pitch Workshop	ICUBE	1	can also qualify for Academic Development
	ICUBE: Business Intialization & Value Proposition	ICUBE	1	can also qualify for Academic Development
	CPA & CFA Speed Networking	UCS	2	can also qualify for Build Relationships
ACADEMIC DEVELOPMENT	YOU NEED 10 POINTS FROM THIS CATEGORY	OFFERED	POINTS	
	Is Teaching in your Future?	CC	2	can also qualify for Industry Research
	Medical School Workshop	CC	2	can also qualify for Industry Research
	Law School Admissions Information Session	CC	1	can also qualify for Industry Research
	MBA Admissions	CC	2	can also qualify for Industry Research
	Road to Grad School Workshop	CC	1	can also qualify for Industry Research
	PEY Information Session	CC	1	can also qualify for Know Yourself
	Networking at Employer Events	CC	1	can also qualify for Develop Skills
	Commerce / Management Advisory Group	DofM	1 per attended to a max of	can also qualify for Know Yourself
	Work Study Info Session	DofM	2	can also qualify for Know Yourself
	Finance Workshop Launch	SMA/DofM	1	can also qualify for Industry Research
	Meet Our Finance Executive In Residence: Ed Rieckelman	DofM/SMA	5	can also qualify for Industry Research
	MGM101 Workshops: Writing short answer responses	DofM/	1 each	can also qualify for Develop Skills
	MGT480 - Orientation Workshop	DofM/PDL	1	can also qualify for Industry Research
	Blockchain in the Financial Services Industry	DofM	1	can also qualify for Industry Research
DEVELOP SKILLS	YOU NEED 15 POINTS FROM THIS CATEGORY	OFFERED	POINTS	
	Momentum Academic Success: Accounting	DofM	1	can also qualify for Academic Development
	Momentum Academic Success: Finance	DofM	1	can also qualify for Academic Development
	Momentum Academic Success: Management	DofM	1	can also qualify for Academic Development
	Momentum: Personal Branding	DofM	2	can also qualify for Know Yourself
	Momentum: Email Etiquette	DofM	2	can also qualify for Know Yourself
	Momentum: Public Speaking	DofM	2	can also qualify for Know Yourself
	Momentum: Excel Workshop	DofM	5	can also qualify for Know Yourself
	Momentum: Career Session	DofM	2	can also qualify for Know Yourself
	Backpack to Briefcase: Dining Etiquette	Alumni	2	can also qualify for Know Yourself
	Gateway: An Introductory Case Competition	DECA	5	can also qualify for Academic Development
	FAstrack Session #1 - #5	DofM	2 Each	n/a since next year will be more targeted
	Marquee Session: Building a Financial Model, DCF, M&A, Merger Modeling	DofM	5 each session	can also qualify for Academic Development
	Business Modeling in Excel with Setti	DofM	5 each session	can also qualify for Academic Development
	IMIC Competition Group 2017-2018	DofM	5	can also qualify for Academic Development

University of Toronto Proposal to Create a Certificate in Conjunction With an Undergraduate Program

	FLC Workshops: Bloomberg Basics	FLC	1	can also qualify for Industry Research
	FLC Workshops: Bloomberg Intermediate	FLC	1	can also qualify for Industry Research
	FLC Workshop: FactSet Basics	FLC	1	can also qualify for Industry Research
	FLC Workshop: FactSet Intermediate	FLC	1	can also qualify for Industry Research
	Ready Set Market (RSM)	SMA/UCS	5	can also qualify for Academic Development
	IMI Finance Competition Opening Ceremony	SMA/UCS	2	can also qualify for Industry Research
	Diana Kawarsky: Business Writing	DofM	2	can also qualify for Academic Development
	DECA: Gateway Case Competition	DECA	5	can also qualify for Academic Development
	DECA: Inter-UofT Case Training	DECA	5	can also qualify for Academic Development
	DECA: Inter-UofT Case Competition	DECA		
	DECA: Mock Provincials	DECA		
	DECA: Provincials	DECA		can also qualify for Academic Development
	DECA: QuizBowl	DECA		
	Show Me the Green (SMG)	UCS	5	can also qualify for Academic Development
BUILD RELATIONSHIPS	YOU NEED 5 POINTS FROM THIS CATEGORY	OFFER BY	POINTS	
	Career Centre: Communications and Marketing Night	CC	1	can also qualify for Industry Research
	Career Centre: Learn to Network	CC	1	can also qualify for Develop Skills
	Extern Job Shadow Program Preparation (Career	CC	2	can also qualify for Know Yourself
	Extern Job Shadow Placement	CC	3	can also qualify for Job Search
	Momentum: Alumni Night	DofM	2	can also qualify for Know Yourself
	Momentum: Involvement Session	DofM	2	can also qualify for Know Yourself
	CPA Challenge-Innovation Arena	DofM	3	can also qualify for Academic Development
	SMA Management Symposium	SMA	2	can also qualify for Academic Development
	Business Banquet 2018	SMA/UCS	2	can also qualify for Industry Research
	UCS: Commerce Cares	UCS	2	can also qualify for Job Search
	UCS Mentorship Program--Mentee Application	UCS	1	can also qualify for Know Yourself
	UCS Mentorship Program--Mentor Application	UCS	1	can also qualify for Know Yourself
	Bohnanza Night	SMA	2	can also qualify for Industry Research
	UTM Capital Opening Ceremony	UTM	2	can also qualify for Know Yourself
BizMentorship #1 - #4	UCS/SMA	2 Each	can also qualify for Develop Skills	
JOB SEARCH	YOU NEED 6 POINTS FROM THIS CATEGORY	OFFERED	POINTS	
	Career Centre: Resume Critique (once per academic year)	CC	1	can also qualify for Know Yourself
	Get LinkedIn to your Job Search	CC	1	can also qualify for Build Relationships
	LinkedIn Essentials for Job Search	CC	1	can also qualify for Develop Skills
	Now that I'm Graduating What's Next?	CC	1	can also qualify for Know Yourself
	Finding Part-time Work	CC	1	can also qualify for Develop Skills
	Jump Start your Job Search	CC	1	can also qualify for Industry Research
	Finding Internships	CC	1	can also qualify for Know Yourself
	Mock/Practice Interview Session	CC	1	can also qualify for Develop Skills
	Resume/Cover Letter workshops	CC	1	can also qualify for Develop Skills
	Effective Interview Techniques Workshop	CC	1	can also qualify for Develop Skills
	Standout and Succeed at Work	CC	1	can also qualify for Develop Skills
	Career Exploration Part 2	CC	2	can also qualify for Know Yourself
	Bank of Canada Information Session	CC	1	can also qualify for Industry Research
	ECO 400 Learn to Network	CC	1	can also qualify for Build Relationships
	ECO 400 Stand Out and Succeed	CC	1	can also qualify for Develop Skills
	Deloitte Information Session	CC	1	can also qualify for Industry Research
	In the Field- Walmart	CC	2	can also qualify for Industry Research
	Rotaract: Road to Internships	Rotaract	2	can also qualify for Build Relationships
	This is Your Future Mock Interview with KPMG	DofM/ UCS	1	can also qualify for Develop Skills
	This is Your Future Mock Interview with PwC	DofM/	1	can also qualify for Develop Skills
	Emerging Accounting Professionals Conference (EAP) -	DofM	2	can also qualify for Industry Research
	Emerging Accounting Professionals Networking 2017	DofM	1	can also qualify for Build Relationships