



**SECTION A - Overview**

**1. Provide a brief description of the new certificate.**

Thunderbird’s Certificate in Global Management provides broad-based training in global business and global studies that help prepare them for a global management career. While there may be comparable programs, such as the W.P. Carey Certificate in International Business, the Thunderbird Certificate in Global Management offers many unique courses, not found in other program. Examples include “Regional Management Environment,” which consciously integrates an in-depth understanding of the political, economic, and cultural aspects of doing business in a specific regions with tools to assess business trends in specific countries. Other courses, such as “Cross-Cultural Communication and Negotiation,” and “Global Entrepreneurship,” introduce students to aspects of global business not covered in such an in-depth way in other programs.

**2. This proposed certificate: (check one)**

- is cross disciplinary; or
- is certified by a professional or accredited organization/governmental agency; or,
- clearly leads to advanced specialization in a field; or,
- is granted to a program that does not currently have a major

**3. Why should this be a certificate rather than a concentration or a minor?** This certificate provides more flexibility than a concentration or a minor, because students can select courses that are specifically of interest or relevant to them, without having to meet rigid requirements. Also, students can complete this certificate more quickly than a minor or concentration, and thus get exposure to concepts and approaches without doing the entire minor or concentration.

**4. Affiliation**

If the certificate program is affiliated with a degree program, include a brief statement of how it will complement the program. If it is not affiliated with a degree program, incorporate a statement as to how it will provide an opportunity for a student to gain knowledge or skills not already available at ASU.

This certificate will allow students to get exposure to the concepts and approaches covered in the Bachelor of Global Management degree program, but also allow them more flexibility in selecting their courses and completing the certificate much more quickly.

**5. Demand**

Explain the need for the new certificate (e.g., market demand, interdisciplinary considerations).

The Global Management Certificate is for those who want to enhance their ability to do business globally. Data supports the need for more global managers. Over 70 percent of the purchasing power in the world is outside of the U.S. Research from McKinsey, a highly respected consulting firm, indicates that in the near future, almost 40 percent of the growth globally will result from just 400 cities in emerging markets. To take advantage of such opportunities – indeed, to survive in an increasingly competitive, globalized world economy – businesses will increasingly need global managers who know how to do business internationally.

**6. Projected enrollment**

What are enrollment projections for the first three years?

<b>3-YEAR PROJECTED ANNUAL ENROLLMENT</b>			
	<b>1<sup>st</sup> YEAR</b>	<b>2<sup>nd</sup> YEAR</b> <i>Yr 1 continuing + new entering</i>	<b>3<sup>rd</sup> YEAR</b> <i>Yr 1 &amp; 2 continuing + new entering</i>
Number of Students (Headcount)	20	40	80

**SECTION B - Support and Impact**

**7. Faculty governance**

Attach a supporting letter from the chair of the academic unit verifying that the proposed certificate has received faculty approval through appropriate governance procedures in the unit and that the unit has the resources to support the certificate as presented in the proposal, without impacting core program resources.

**8. Related programs**

Identify related ASU programs and outline how the new certificate will complement these existing ASU programs. *Statements of support from potentially affected academic unit administrators must be included with this proposal.*

While there may be comparable programs, such as the W. P. Carey Certificate in International Business, the Thunderbird Certificate in Global Management offers many unique courses, not found in other program. Examples include “Regional Management Environment,” which consciously integrates an in-depth understanding of the political, economic, and cultural aspects of doing business in a specific region with tools to assess business trends in specific countries. Other courses, such as “Cross-Cultural Communication and Negotiation,” and “Global Entrepreneurship,” introduce students to aspects of global business not covered in such an in-depth way in other programs.

**9. Letter(s) of support for courses**

*Provide a supporting letter from each college/school dean from which individual courses are taken.*

**SECTION C - Academic Curriculum and Requirements**

**10. Knowledge, competencies, and skills**

List the knowledge, competencies, and skills (learning outcomes) students should have when they complete this proposed certificate. Examples of program learning outcomes can be found at <https://uoeee.asu.edu/assessment>. While learning outcomes are needed, the measures and performance criteria and are not needed for certificates.

This certificate program will introduce students to aspects of global business not covered in such an in-depth way in other programs. The following are learning outcomes that students will receive from this certificate:

- Students will be able to explain the importance of key institutions of the global economy and their relevance to international managers;
- Students will be able to identify cultural factors that can create challenges for international managers when doing business outside of their home countries
- Students will be able to identify factors that would make a country favorable for a specific company’s business prospects

**11. Enrollment criteria**

Describe the procedures and any qualifications for enrollment in the proposed certificate. Please note if they are identical to the admission criteria for the existing major and degree program under which this certificate will be established.

Standard university requirements

**12. Program Map**

Attach a copy of the “proposed” map for this certificate program.

*See the [Build a Major Map Training Guide](#) for instructions on how to create a “proposed certificate map” in [BAMM](#).*

**13. Curricular structure**

Provide the curricular structure for this certificate by listing the required courses in alphanumeric order.

REQUIRED COURSES				
Prefix	Number	Title	New Course?	Credit Hours
TGM	101	Principles of Global Management	No	3
<i>Section sub-total:</i>				3

<b>ELECTIVE COURSES (choose five courses)</b>				
<b>Prefix</b>	<b>Number</b>	<b>Title</b>	<b>New Course?</b>	<b>Credit Hours</b>
TGM	204	Principles of Marketing for Global Organizations	No	3
TGM	300	Principles of Finance for Global Organizations	No	3
TGM	310	Supply Chain Operations for Global Organizations	No	3
TGM	312	Big Data in the Global Economy	No	3
TGM	353	Regional Management Environment: Asia Region	No	3
TGM	353	Regional Management Environment: Latin America Region	No	3
TGM	468	States and Markets in a Global Economy	No	3
TGM	478	Cross-Cultural Communication and Negotiation (new course - approved)	Yes	3
TGM	487	Global Entrepreneurship	Yes	3
TGM	489	Multinational Organizational Leadership	No	3
<i>Section sub-total:</i>				15
<b>OTHER REQUIREMENTS</b>				<b>Credit Hours</b>
E.g. – Capstone experience, internship, clinical requirements, field studies, foreign language skills				
N/A				0
N/A				0
				0
				0
<i>Section sub-total:</i>				0
<b>Total minimum credit hours required for certificate</b>				<b>18</b>

**14. Minimum residency requirement**

How many hours of the certificate must be ASU credit?

15

**15. New courses**

List new courses in alphanumeric order and provide a brief course description for each one.

Prior to submitting this proposal, all new courses must be at the *University Review* level in [Curriculum ChangeMaker](#).

TGM 478-Cross Cultural Communication and Negotiation (new course; already approved)

**Course Description:** The course focuses not only on cross-cultural issues and communicating in cross-cultural environments, but the theory and processes of global negotiation involved in negotiating in a variety of settings around the world.

TGM 487 - Global Entrepreneurship (new course; already approved)

**Course Description:** Deals with entrepreneurship and new venture creation that takes place in international and global settings. As such, it integrates many of the ideas, concepts and frameworks of international business and global management with those of traditional entrepreneurship. Starts at the firm level, looking at basic ideas of how entrepreneurs start and launch new ventures. It then expands to the industry level, looking at the role of business models in new venture

creation, industry analysis, and scaling promising ideas. Focuses on the international and global levels, on topics such as cross-national comparative entrepreneurship, born-global new ventures, entrepreneurship in emerging and developing countries, and the global venture capital market. Also includes a number of special topics in global entrepreneurship, such as social entrepreneurship and family business. Finally, students have the opportunity to apply theory.

**SECTION D - Administration and Resources**

**16. Administration**

How will the proposed certificate be administered (including admissions, student advisement, retention, etc.)?

The program will be administered by Thunderbird School of Global Management's Undergraduate Program

**17. Resources**

What are the resource implications for the proposed certificate, including any projected budget needs? Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this certificate, please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this certificate.

No additional resources are needed

**18. Primary faculty**

List the primary faculty participants regarding this proposed certificate. For interdisciplinary certificates, please include the relevant names of faculty members from across the University. The areas of specialization should refer to

FACULTY NAME	TITLE	AREA(S) OF SPECIALIZATION
Roy Nelson, Ph.D.	Associate Professor of Global Studies	Global Studies; Global Management; Regional Management Environment
Lena Booth, Ph.D.	Associate Professor of Global Finance; Associate Dean of Thunderbird Academic Programs	Global Finance
Joshua Ault, Ph.D.	Assistant Professor of Global Management	Global Management; Global Entrepreneurship
Olufemi Babarinde, Ph.D.	Clinical Professor of Global Studies	Global Studies; Global Risk Assessment
Jonas Gamso, Ph.D.	Assistant Professor of Global Studies and International Trade	Global Studies; Regional Economic Agreements
Patrick Lynch, Ph.D.	Clinical Professor of Analytics and Leadership	Big Data; Analytics
Suzanne Peterson, Ph.D.	Associate Professor of Global Leadership	Multinational Organizational Leadership
Denis LeClerc	Clinical Professor of Cross-Cultural Communication and Negotiation	Cross-Cultural Communication and Negotiation
John Zerio, Ph.D.	Adjunct Professor of Global Marketing	Global Marketing

**SECTION E - Additional Materials**

- 19. Complete and attach the Appendix document.
- 20. Provide one or more model programs of study (if appropriate).
- 21. Attach other information that will be useful to the review committees and the Office of the Provost.

**APPENDIX****Operational Information for Undergraduate Certificates**

This information is used to populate the [Degree Search/catalog website](#).  
Please consider the student audience in creating your text.

**1. Certificate Name:** Global Management**2. Marketing Text** *Optional, 50 words maximum*

The marketing text should make an emotional connection with prospective students to draw them in so they continue reading. Do not repeat content found in the program description.

If you are interested in doing business in other countries, this certificate is right for you. This certificate helps students to be successful when managing a business in other countries or making decisions about entering new markets.

**3. Program Description** *150 words maximum*

Present factual basic and specialized information about the program to help students decide if the program is the right fit. This section is not the place for hyperbole, information about enrollment or admission, campus, course requirements, or potential careers.

Research from McKinsey & Company, a highly respected consulting firm, indicates that in the near future, almost 40 percent of the growth globally will result from just 400 cities in emerging markets. This certificate program in global management provides a broad-based training in global business and global studies that helps prepare students for a global management career. It offers unique courses which integrate in-depth understanding of the political, economic and cultural aspects of doing business in specific regions with tools to assess business trends in specific countries.

**4. Contact and Support Information**

Building code and room number: ( <a href="#">Search ASU map</a> )	FAB N290
Program office telephone number: ( <i>i.e.</i> 480/965-2100)	602/543-0029
Program Email Address:	Undergrad.tbird@asu.edu
Program Website Address:	<a href="https://thunderbird.asu.edu">https://thunderbird.asu.edu</a>

**5. Program Requirements**

These requirements will be drawn from the “proposed certificate map” that must be submitted with this proposal. Instructions to create a “proposed certificate map” in [BAMM](#) can be found in the [Build a Major Map Training Guide](#).

**6. Enrollment Requirements**

If applicable, list any special enrollment requirements applicable to this certificate in addition to the standard text.  
**Enrollment requirements for all undergraduate certificates include the following text.**

A student pursuing an undergraduate certificate must be enrolled as a degree-seeking student at ASU. Undergraduate certificates are not awarded prior to the award of an undergraduate degree. A student already holding an undergraduate degree may pursue an undergraduate certificate as a nondegree-seeking graduate student.

Standard

**7. Keywords**

List all keywords used to search for this program (limit 7). Keywords should be specific to the proposed program.  
**All parts of the certificate name are automatically included as keywords.**

Global Marketing, Regional Management Environment, Big Data, States and Markets, Multinational Organization Leadership, Global Entrepreneurship, Global Cross Cultural Communication,

**8. Delivery/Campus Information Options:** Both, campus and digital immersion**9. Campus/Locations:** Indicate all campus immersion locations where this program will be offered

Downtown Phoenix    Polytechnic    Tempe    West    Other:

# 2019 - 2020 CERTIFICATE Map

## Global Management Certificate (Proposed)

### Program Requirements

The global management certificate requires a minimum of 18 credit hours as outlined below, with a minimum of 12 upper-division credits. Students are encouraged to take courses that develop breadth within their sector rather than limiting their selection to courses in one particular subject area.

#### **Required Course -- 3 credit hours**

TGM 101: Principles of Global Management (G) (3)

#### **Electives -- 15 credit hours**

TGM 204: Principles of Marketing for Global Organizations (3)

TGM 300: Principles of Finance for Global Organizations (3)

TGM 310: Supply Chain Operations for Global Organizations (3)

TGM 312: Big Data in the Global Economy (3)

TGM 353: Asia Region (G) (3)

TGM 353: Latin America Region (G) (3)

TGM 468: States and Markets in a Global Economy (SB & G) (3)

TGM 478: Cross-Cultural Communication and Negotiation (3)

TGM 487: Global Entrepreneurship (3)

TGM 489: Multinational Organizational Leadership (3)

Depending on a student's undergraduate program of study, prerequisite courses may be needed in order to complete the requirements of this certificate.

Study abroad or international experience is encouraged but not required. Consider [ASU Study Abroad](#) opportunities.





Kay Faris

Reply all

Thu 11/1/2018, 1:22 PM

Roy Nelson;  
Michele Pfund;  
Roy Nelson;  
Lena Booth;  
Kay Faris  
Inbox

Hi Roy,

I have consulted with our folks in W. P. Carey. We have no objections to your offering these certificates at West, Downtown, Poly or Online. I would prefer that you hold off on Tempe as that could have a negative impact on us.

Please let me know if you have additional questions. It was good to talk with you!

Kay

Kay A. Faris  
Senior Associate Dean, Academic Programs  
W. P. Carey School of Business  
Arizona State University  
Tempe, AZ 85287-3406  
Phone: 480-965-7587  
Fax: 480-965-3846  
[Kay.Faris@asu.edu](mailto:Kay.Faris@asu.edu)

RN

Roy Nelson

Mon 10/29/2018, 4:15 PM

Certificates\_October29,2018b.docx  
14 KB

Download

Save to OneDrive - Arizona State University

Kay and Michele:

It was good to speak with you today. I really appreciate having this opportunity to discuss our programs together.

Attached please find the proposed Thunderbird Undergraduate Certificates in Global Management and International Trade.

These are different from the W.P. Carey Certificate in International Business in the following ways:

1. They are 15 credit hours, rather than 18
2. They do not require foreign language or study abroad
3. Many of the course offerings are unique to Thunderbird

Our original plan was to offer these at the following campuses:

-West  
-Downtown  
-Online

If there is sufficient demand, we would eventually offer these at the Polytechnic Campus, too.

Please let me know if that plan sounds OK to you.

We could eventually offer these certificates in Tempe, too, but of course would refrain from doing this if that would have a negative impact on you.

Please let me know if this works, or if you have any additional questions.

Thank you,

Roy

**Roy C. Nelson, Ph.D.**

Associate Professor

Academic Director | Thunderbird Undergraduate Programs (ASU West: FAB 290B)

OR

Thunderbird School of Global Management

400 E. Van Buren, Room 826

Phoenix, Arizona 85004

T: +1.602.496-7079 | E: [Roy.Nelson@thunderbird.asu.edu](mailto:Roy.Nelson@thunderbird.asu.edu)

Website: [www.thunderbird.edu](http://www.thunderbird.edu)

*A Unit of the Arizona State University Knowledge Enterprise*

[Learn More About Thunderbird's Undergraduate Programs](#)

---

**From:** Lena Booth  
**Sent:** Friday, March 1, 2019 11:36 AM  
**To:** Roy Nelson  
**Subject:** Support for Undergraduate Certificates

Roy:

I support both the undergraduate certificates to be offered starting Fall 2019: Undergraduate Certificate in Global Management and Undergraduate Certificate in International Trade. These certificates will not require additional resources as certificate students will be taking classes together with the Bachelor of Global Management (BGM) and Bachelor of Science in International Trade (BSIT) students. Thank you.

Lena

Lena C. Booth, Ph.D. | Associate Dean of Academic Programs and Finance Professor | Thunderbird School of Global Management | 400 E Van Buren, Suite 800 | Phoenix, AZ 85004 | Phone: 602-496-7061 | Email: [lena.booth@thunderbird.asu.edu](mailto:lena.booth@thunderbird.asu.edu) | Website: <http://www.thunderbird.edu> | A Unit of Arizona State University Knowledge Enterprise