



CROSS-BORDER INSTITUTE

International Trade and Border Management

Created by the Cross-Border Institute and offered via online learning

8 courses in 4 modules (certificates for full program and individual modules)

The International Trade and Border Management Certificate builds knowledge about how trade and borders work at a detailed level, exposing learners to nuances of the cross-border movements of goods, services, people and funds necessary to operate a successful, globally-oriented business or to execute the functions of government agencies with trade responsibilities.

The modules link together to provide a comprehensive framework for managing export, import and border processes from the perspectives of both trading firms and government agencies. Students who already have a fundamental knowledge of trade rules, logistics, border operations and cross-border finance may benefit from taking individual courses to strengthen their knowledge on specific topics.

Certificates will be issued to participants who satisfy work requirements. A certificate will be issued for completion of either modules I and II or modules III and IV. An advanced certificate will be issued upon completion of all four modules.

Module I Foundations of International Trade

How preferential trade agreements (PTAs) and other forms of international cooperation impact the movement of goods, people and services across borders and what they are not designed to do when it comes to border management. Two courses of 4 weeks each (see details below):

1. *Customs, immigration, and regulatory compliance for trade.*
2. *Trade agreements and supranational institutions.*

Learning Outcomes

- Learners should be able to; understand key steps to customs administration for SME's to engage in international trade; understand the role of bilateral and multilateral trade agreements in facilitation and regulation of International Trade; explain the role of the World Trade Organization in reducing trade barriers and resolving trade disputes; and, know how to assess and comply with rules of origin for trade within trade blocs such as the NAFTA region and the European Union.

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Module II Global Payments and Trade Finance

Financial transactions accompany the movement of goods and services around the world. Understanding how finance links with logistics helps learners navigate the global circulation of commerce. Two courses of 4 weeks each (see details below):

1. *Global payments.*
2. *Trade Finance Instruments and Foreign Exchange.*

Learning Outcomes

- Learners should be able to; understand the various traditional and new methods of moving funds between international financial institutions and their business clients; evaluate various levels of risk associated with the use of different trade finance instruments and how technology and other changes in government and banking policy helps small and medium businesses become better traders; understand the various options by which suppliers in international supply chains can use their accounts payable to generate cash flow; develop policy statements to ensure compliance with regulations that target money laundering and other international financial crimes; identify major technological and operational innovations that are currently transforming global trade finance.

Module III Trade Logistics

The cross-border movement of goods is a complex maze of transportation modes, infrastructure, legal documents, financial tools and tracking of shipments. Two courses of 4 weeks each (see details below):

1. *Global logistics*
2. *International infrastructure*

Learning Outcomes

- Learners should be able to; identify major modes of global freight movement and advantages and disadvantages; show how all discreet links in the physical supply chain are not only interconnected but also interdependent; understand how to conduct a review of global supply chain partners including freight forwarders, brokers, carriers, couriers and internal staff on import and export requirements; assess and prepare the correct government license applications when required for select export and import transactions; maintain Customs records in accordance with relevant Customs legislation throughout an international supply chain; assess how the quality, capacity and maintenance of transport infrastructure affects the disadvantages and advantages of using different modes of transportation throughout a supply chain; and, understand the decision-making process that leads to government and private sector investment in major international infrastructure projects, including policy imperatives and economic impacts.

Module IV Border Management

Understanding how businesses manage the process of clearing borders and how border agencies enforce customs and immigration laws and protect public safety at ports of entry. Two courses of 4 weeks each (see details below):

1. *Border management: agencies*
2. *Border management: traders.*

Learning Outcomes

- Learners should be able to; explain the roles, responsibilities and day to day operations of border agencies at ports of entry, how they have been successful in executing on their mandates and where global pressures (financial, movement of people) have constrained their ability to carry out their work; understand the role of a liaison among internal businesses groups such as IT, legal, sales, logistics, asset management, operations and others to ensure proper adherence to laws and regulations that impact cross-border business; know and understand methods for managing and mitigating risk related to cross-border transactions involving movement of people, services, goods and funds; know keys to liaising with Customs and Immigration Agencies and other applicable government agencies relative to conducting cross-border business; develop and implement policy statements to ensure compliance in the movement of people into Canada and the U.S.; evaluate and compare current National and International global mobility programs, practices and policies; identify the most appropriate, compliant immigration options to meet the needs of international company in transferring and assigning employees across borders; monitor legislative and policy changes affecting global mobility

International Trade and Border Management

General information for all courses:

Format: Student's time commitment per course is 24 hours over 4 weeks (8 hours per week):

- 8 hours of online instruction (8 1-hour online sessions, 2 per week)
- 4 hours of online lab work (1 hour per week)
- 4 hours of online discussion (1 hour per week)
- 8 hours of independent work
 - o 4 hours required reading (1 hour per week)
 - o 4 hours final assignment preparation (due at the end of week 4)

All instruction is asynchronous, which means you can view recorded instruction sessions, do readings, complete labs and post to the class instruction board at whatever time is convenient for you. There are weekly deadlines for lab submissions and discussion postings and a single final deadline for the final assignment after the end of week 4.

Online access: Recorded instruction sessions, readings, labs, a course glossary and the course discussion board can be accessed through a course Blackboard site. Weekly materials will be posted to the Blackboard site at 9AM on Monday of each week and lab submissions will be due by 5 PM on the following Sunday. There is a weekly discussion topic and all students are expected to participate by making at least two posts to the discussion board each week. All students have online access the University of Windsor libraries.

Prerequisites: There are no formal prerequisites besides high school diploma and proficiency in English, but:

- Knowledge of fundamental computer applications such as Word processing, email, and web browsing is assumed.
- Knowledge of excel spreadsheets would be beneficial
- Either post-secondary education in a business-related field or business work experience is helpful.

Instruction Sessions

The recorded instruction sessions are lectures on the weekly material by one or both instructors. Each session uses a PowerPoint presentation that is available on the Blackboard site for download. They may also include other online materials for which links will be provided. The instructors will introduce terms in each session that may be unfamiliar to you, so a weekly glossary is provided.

Course Readings

There are no required textbooks for this course. Recommended reading materials for each week will be posted as downloadable documents, accessible via links on the Blackboard site or accessible through the University of Windsor libraries.

Discussion

A discussion topic will be posted at the beginning of each week. The topic will be related to the materials covered in the instruction sessions and will also relate to some issue that is in the news that week. (Links to media articles will be included.) The topic will be in the form of a statement in which students may agree or disagree. For example: "Aluminum tariffs imposed on Canadian producers represent a reasonable policy in the face of declining US industrial employment."

Each student should post at least two comments to the Blackboard discussion board: the first must be an opinion with justification in the range 150-250 words. The second must be a comment or response to other students' posts.

Weekly Lab

The weekly labs give student the opportunity to get “in the weeds” by completing a practical, technical task that would be required of an international trade professional. This may include finding the correct classification and valuation of a good for the purposed of calculating duty, completing an official business document such as a commercial invoice, or writing a company policy on eliminating goods produced with forced labour from its supply chain. The lab exercise will include instructions on a specific example with data and links to necessary forms and documents. The completed lab will be submitted electronically via Blackboard.

Weekly Class Activities

- ✓ View each of the two one-hour instruction sessions every week
- ✓ Review the course glossary for definition of terms used in the instruction sessions
- ✓ Review the recommended readings after viewing the instruction sessions but before other activities.
- ✓ Read the weekly discussion topic and linked media pieces and make your comments to the discussion board.
- ✓ Complete the weekly lab and submit it online by Sunday at 5:00 PM
- ✓ At any point you may direct questions to the instructors via email

Course Assessment

The course is assessed on a pass-fail basis. In order to pass the course students must satisfactorily complete all weekly labs and contribute to the weekly discussions. They must also compete two final assessments

Final Assignment: Each student will choose a process that is relevant to a firm where they work or have some association or interest, prepare a process map and a description of how the process should be completed. Processes may include:

- Preparation of all necessary documents and forms and certificates for an import
- Preparation of necessary immigration application for a new hire or intrafirm transfer
- Preparation of a company policy on human trafficking or money laundering

The final assignment is due one week after the last week 4 lecture session.

Final Examination: Each student must pass an online final exam consisting of multiple-choice questions covering all the major topics in the course with a grade of 70% or better. Student’s who fail to reach the 70% threshold on their first attempt will be able to retake the exam. The Final Exam will take place at the end of week 4.

Instruction Sessions: Topics covered in each online instruction session are listed below

Module I Institutions of International Trade:

Module 1 Course 1 Customs, immigration, and regulatory compliance for trade and foreign investment.

Module 1 Course 1, Week 1: Customs

Instruction sessions:

1. *Basic customs concepts:* The tariff schedule; classification of goods; valuation methods for customs; *ad valorem* vs specific tariffs; tariff rate quota; duty drawback; FTZ's.
2. *Rules of Origin:* The concept of origin; three ways of defining origin: wholly originating, fundamental transformation, and regional value content; comparison of rules of origin for different countries and trade blocs.

Module 1 Course 1, Week 2: Immigration and Foreign Direct Investment

Instruction sessions:

1. *Immigration for Business:* Reasons for business immigration: skills shortages, labour shortage, intra-firm transfers; introduction to work visas; examples of Canadian and US visa programs; immigration for trade in services.
2. *Foreign direct investments:* Reasons for FDI; trade and FDI: complements or substitutes; investment and ownership restrictions; repatriation of profits. Foreign Investment Protection Agreements (example of Canada-China.)

Module 1 Course 1, Week 3: Doing business in Another Country / Foreign Exchange / E-commerce

Instruction sessions:

1. *Doing business in another country* (example of Canadian firms in US): decision to establish abroad; taxable presence in another country; type of legal entity; financing foreign operations; choice of location in subnational jurisdictions (states); transferring employees.
2. *Foreign exchange:* choice of currency for contracting; foreign exchange risk and its drivers; risk mitigation: forward contracts and options; foreign exchange in cross-border supply chains. *E-commerce:* customs administration, foreign exchange and payments systems for serving B2C and V2B customers in other countries.

Module 1 Course 1, Week 4: Regulatory Compliance for Trade

Instruction Sessions:

1. *Regulations;* The challenge in cross-border trade of satisfying regulations of both export and import country; technical standards; product safety; food safety regulations and inspections; review of recent changes to food safety laws in Canada and the US; the use of regulations as non-tariff barriers.
2. *Global crime:* Increasing emphasis on new regulations and requirements for fighting global crime, notably: human smuggling and labour trafficking/exploitation, money laundering, trade in contraband (drugs, firearms, endangered species), counterfeit goods; traceability.

Module I Institutions of International Trade: (continued)

Module I Course 2: Trade agreements and supranational institutions

Module I Course 2, Week 1: History, Theory and Politics of International Trade

Instruction sessions:

1. *Historical perspective on trade liberalization*: Mercantilism, colonialism and the history of customs duties. The birth of modern economic theory and the argument for free trade. Concepts of absolute and comparative advantage.
2. *Free trade, protectionism, trade wars and supranational institutions*: Counterarguments to free trade. 19th century protectionism in the US and Canada. Re-emergence of protectionism and Great Depression. Postwar agreements and supranational economic institutions.

Module I Course 2, Week 2: Creation of the Global Trade Regime

Instruction sessions:

1. *Creation and functions of the WTA*: The General Agreement on Tariffs and Trade, 1947. From the GATT to the WTO. WTO's mandate, definitions and enforcement mechanisms.
2. *Growth and erosion of WTO influence*. Rapid expansions of WTO membership, including China. Progress in the early rounds, stalling in the Doha round. The Trade Facilitation Agreement of 2017. US and other resistance to WTO authority.

Module I Course 2, Week 3: Regional Trade Agreements 1

Instruction sessions:

1. *The European Union*: Arguments for and against regional preferential trade agreements. History of EU, precursor institutions and key treaties. Federalism vs functionalism. Common markets in agriculture and services. EU expansion and contraction (Brexit).
2. *How the EU works*. Rules of origin. Partial elimination of borders (Schengen region.) Logistics and supply chain within the EU. The Euro and the European Central Bank. Elimination of non-tariff barriers. Agreements with non-member countries (Canada/CETA example.)

Module I Course 2, Week 4: Regional Trade Agreements 2

Instruction sessions:

1. *From NAFTA to USMCA*: Brief history of North American integration. Case study of the automotive and agrifood industries. Changes from NAFTA to USMCA.
2. *Large scale multilateral agreements*. ASEAN Economic Union. Comprehensive and Progressive agreement for Trans-Pacific Partnership (CPTPP). Regional Comprehensive Economic Partnership (RCEP). Comparison of tariff reduction, rules of origin, and immigration provisions.

Module II Global Payments and Trade Finance (supported by Scotiabank)

Module II Course 1 Global Payments

Module II Course 1, Week 1: Financial challenges of international trade

Instruction sessions

- 1 *Financial transactions in support of trade in goods and services:* Bidirectional flow of goods and funds. Domestic trade vs international trade. International contracting and counterparty risks. Foreign exchange and dollar dominance.
- 2 *The challenge of getting paid.* The role of the Letter of Credit. From LC to open account trading. Risks and cash flow challenges. The role of transaction banking. Preview of Module II.

Module II Course 1, Week 2: Introduction to payment systems

Instruction sessions:

- 1 *Domestic payment systems:* Clearance and settlement systems. Clearinghouses: netting payments among banks. Case study: Payments Canada and the Bank of Canada. Major categories of payments.
- 2 *Global payments systems.* Challenges of paying across borders. History of global payments. The correspondent banking system. Time lags and uncertainties in global payments.

Module II Course 1, Week 3: Introduction to SWIFT

Instruction sessions:

- 1 *Historical development:* The problem of secure communications among correspondent banks. The telex-based system. Creation of Society for Worldwide Interbank Financial Communications, 1973. How SWIFT works.
- 2 *Improvements and challenges.* Problems and inefficiencies. Improvements: SWIFTGPI. Controversy: dollar dominance and sanctions. Competitors sponsored by the EU, China and Russia.

Module II Course 1, Week 4: Fintech and the future of global payments.

Instruction sessions:

- 1 *Distributed ledger and cross-border payments* A primer on blockchain and DLT. Ripple and other competitors to SWIFT and correspondent banking. Other fintech innovations in cross-border payment.
- 2 *Payments and global crime.* Use of payments systems for money laundering. Cybersecurity in payment systems (case study of recent Bangladesh hack.) Know your client (KYC) regulations. The rise of regtech. Fintech and bank alliances.

Module II Global Payments and Trade Finance (continued)

Module II Course 2 Trade Finance and Foreign Exchange

Module II Course 2, Week 1: The Letter of Credit (LC) and transition to open account

Instruction sessions

- 1 *The Letter of Credit*: A brief history. Detailed exposition of the roles of banks and the exchange of documents in an LC trade. Variants on the LC.
- 2 *Transition to open account*. Why most trades have shifted to open account. Cash flow problems and risks. Role of export promotion banks.

Module II Course 2, Week 2: Financial products for open account trading

Instruction sessions:

- 1 *Receivables finance*: Receivables discounting. Factoring, borrowing against receivables. Forfaiting.
- 2 *Credit insurance*. Cost of insurance against non-payment. Interactions: financing against insured receivables. Export Development Canada (EDC) insurance services.

Module II Course 2, Week 3: Supply Chain Finance

Instruction sessions:

- 1 *Trade in intermediate goods*: Growth in supply chain trade of intermediate goods (materials and parts) as opposed to finished goods. Pressure by large purchasers for open account terms from smaller suppliers. The “reverse factoring” solution.
- 2 *Supply chain finance systems*. How it works. Growth of a specialized financial industry. Application of technology in supply-chain finance. Controversy around “quasi-debt.”

Module II Course 2, Week 4: Foreign Exchange.

Instruction sessions:

- 1 *Foreign exchange for international trade*. Prevalence of dollar invoicing. Basic definitions in foreign exchange. Types of foreign exchange risk. Non-financial mitigation strategies.
- 2 *Foreign exchange hedging instruments*. Primer on forex markets. Spot and forward contracts. Currency swaps. Speculative forex trading. EDC foreign exchange facility guarantee

Module III Trade Logistics

Module III Course 1: Global Logistics

Module III Course 1, Week 1: Transportation Options

Instruction sessions

- 1 *Cost, speed and timeliness*: Cost profiles of the major modes (air, rail, road, marine). Trading off cost against time. Speed vs timeliness in supply chains. Data and trends on mode share
- 2 *Intermodalism*. Cost and benefits of intermodal transfers. The last mile and dominance of road transportation. Supply chain trade and cross-border logistics.

Module III Course 1, Week 2: Supply chain fundamentals

Instruction sessions:

- 1 *Basic concepts*: Inventory systems, lead times, logistics systems, just-in-time, buffers, managing uncertainty.
- 2 *Supply chain management process*. Plan, source, make, deliver, return. Supply chain process modelling.

Module III Course 1, Week 3: Cross-border / Global supply chains

Instruction sessions:

- 1 *Added complications*: Additional functions to incorporate, customs, immigration, regulatory issues, money laundering, trade finance, etc.
- 2 *Incoterms*. Used on all international contracts to specify the obligations of buyer and seller regarding things like freight costs, insurance, and customs and to define the point at which responsibilities transfer.

Module III Course 1, Week 4: Global Supply Chains: service providers.

Instruction sessions:

- 1 *Logistics service providers*. Carriers, freight forwarders, electronic brokers, third party and fourth party logistics operators, in-house logistics systems.
- 2 *Customs and financial services*. Customs brokers, bonded warehouses, freight insurers, surety bond providers, letter of credit issuing bank.

Module III Trade Logistics (continued)

Module III Course 2: International Infrastructure and Facilities

Module III Course 2, Week 1: Ports as Gateways

Instruction sessions

- 1 *Administrative structure and facilities:* Port authorities. Channel maintenance. Inland waterways and canals. Container, bulk and breakbulk facilities.
- 2 *Connections to inland transportation.* Drayage, rail connections, intermodal facilities and inland ports. Case study: *Canada's Asia Pacific Gateway and Corridor Initiative.*

Module III Course 2, Week 2: Airports and Freight

Instruction sessions:

- 1 *Development and administration:* Models of governance: federal, private and hybrid. The challenge of siting new air capacity. Air traffic control. The assignment of gates.
- 2 *Airports and freight.* Economic importance of air freight. Dedicated freighters and "belly freight." Dedicated freight airports. Intermodal links. Greenhouse gas implications.

Module III Course 2, Week 3: Surface Transportation Infrastructure

Instruction sessions:

- 1 *Rail:* Trends in rail share of freight in North America and Europe. Change in track networks and competition between passenger rail and freight rail for limited capacity. Intermodal facilities as drivers of economic development.
- 2 *Trucks:* Trucks and highway infrastructure. Fuel taxes and other models of road network expansion and renewal. Conflicts over truck/car competition for highway space and land use conflicts of truck facilities.

Module III Course 2, Week 4: The Gordie Howe International Bridge: a case study in international infrastructure development.

Instruction sessions:

- 1 *Economic importance:* Importance of border bridges and highway crossings in North America. Project overview and description economic impacts and opportunities.
- 2 *The challenges of cross-border infrastructure development.* Overview of conflicts leading up to the project. Cross-border cooperation. Public Private Partnership (PPP) procurement process. Lessons for future projects.

Module IV Border Management

Module IV Course 1: Border Management: Agencies

Module IV Course 1, Week 1: The functions of borders

Instruction sessions

- 1 *Customs and Immigration*: The elimination of paper, technologies for submitting information, procedures for advanced clearance, visas issued at the border, temporary entry for business.
- 2 *Security and public safety*. Interdiction of contraband, primary and secondary inspection, targeting loads and people for inspection, inspection for regulatory compliance, food safety.

Module IV Course 1, Week 2: Border agencies

Instruction sessions:

- 1 *With responsibilities at Ports of Entry (POE)*: Customs agencies, mission expansion to security, mandates to act on behalf of other agencies. Examples: US CBP and CBSA. Single window initiatives.
- 2 *With responsibilities between POEs and beyond the border*. Patrolling borders, border barriers and “unfenced” borders, domain awareness, post-crossing enforcement. Examples: US Border Patrol and ICE; Royal Canadian Mounted Police.

Module IV Course 1, Week 3: Ports of Entry

Instruction sessions:

- 1 *Mode specific POEs*: Highway crossings, rail crossings, ports, airports. Freight-only facilities. Passenger travel: Integration of immigration and customs inspection. Security provisions. Connections to transport infrastructure.
- 2 *Design elements*: Flow capacity and characteristics, consideration for vehicle vs pedestrian flow. Current innovations: kiosks, trusted trader/traveller lanes, 100% scanning (rail, containers). Focus on highway POEs.

Module IV Course 1, Week 4: The future

Instruction sessions:

- 1 *Near term adjustments*. Incorporating wireless communication technologies, accommodating autonomous vehicles, incorporating telematics (GPS) and other geolocation technologies. Sensors and scanning. AI/Machine learning for targeting and traffic management. Problem of legacy systems.
- 2 *Longer term possibilities*: Comprehensive Risk Assessment of end-to-end supply chains; incorporating elements of air traffic control; prospects for eliminating border queues. Privacy and cybersecurity issues.

Module IV Border Management (continued)

Module IV Course 2: Border Management: Traders

Module IV Course 2, Week 1: Preparations for cross-border operations

Instruction sessions

- 1 *Focus on compliance:* Attention to detail avoids major delays, trusted trader programs, advanced approval, constant attention to updates. Effective use of brokers and other intermediaries
- 2 *Whole enterprise approach.* Border preparations for different departments: logistics, human resources, accounting, information systems, purchasing, etc. Border coordination function.

Module IV Course 2, Week 2: Immigration for business

Instruction sessions:

- 1 *Supply chain personnel:* Preparing truck drivers, crews and supply chain managers for frequent crossing.
- 2 *Other personnel:* Temporary entries: Maintenance, repair, installation, training, marketing, service provision. Permanent or long-term personnel transfers to foreign establishments. Comparing immigration opportunities under CETA and USMCA.

Module IV Course 2, Week 3: Cross-border supply chains

Instruction sessions:

- 1 *Logistics:* Managing supply chains for border delays from traffic. Optimal scheduling buffers. Avoiding border delay from secondary inspection. Integrating border compliance with document flow.
- 2 *Warehousing and distribution:* Optimizing duty payments and cash flows: Free Trade Zones, customs bonded warehouses, re-export, duty drawback. Cross-border reverse logistics.

Module IV Course 2, Week 4: Cross-border supply chains: industry examples

Instruction sessions:

- 1 *Automotive.* Example of North American production across Canada-US-Mexico borders. Logistics systems and inventory management. Customs self-assessment program in Canada. Adjusting to enhanced border security and pandemic restrictions.
- 2 *Agrifood:* Localized cross-border complexes in produce, meat processing, and processed foods. Managing food inspection, veterinary certificates, labeling and container size regulations.