

# Implementation Plan

## 1. Cover memo

PAC International Business Major Year of appraisal 2017

To: Sandra Gabriele, Vice-Provost, Innovation in Teaching and Learning

From: Anne-Marie Croteau, Dean of the John Molson School of Business

Date:

Please find enclosed the finalized Implementation Plan for the **Core Studies PAC** as part of the academic program appraisals process. This Plan was duly discussed with:

The Chair of the PAC or the unit(s) under appraisal

The Dean of Graduate Studies (if applicable)

As mentioned in the Concordia University Academic Program Appraisals Manual, 5<sup>th</sup> edition revised November 2015, the John Molson School of Business will follow-up on this Plan in two years, when prompted by your office.

Sincerely,

Dean's name Anne-Marie Croteau

Dean's signature 

Date Nov. 4, 2021

# Implementation Plan

## 2. Summary

The International Business Program (IBUS) is a cross-departmental undergraduate program with courses offered by the departments of Management, Marketing, Finance, and Accountancy. The main objective of IBUS program is to enable students to become international business professionals who can manage effectively in an increasingly complex multicultural and multilingual global marketplace. IBUS major graduates have an understanding of global trends, global institutions and practices, various steps of the internationalization process, international management concepts, cross-cultural issues and other fundamental concepts related to the global business environment. The international business major also offers a co-op program. Students can enroll in this program if they have the academic qualifications.

The Director of the International Business program (who is also the Academic Director of the IBUS COOP program) reports to the Dean of JMSB and the Associate Dean of Academic and Student Affairs. The Director assures the academic integrity and excellence of the International Business Program and provides leadership in the promotion of this program. However, the Director is not responsible for staffing IBUS courses and conducting curricular changes since the courses “belong” to the various departments. In order to coordinate all the international business activities the International Business Committee was established at faculty level and is chaired by the Director of the IBUS Program and has representatives from various departments. The Committee is proud of the initiatives that it has taken in the last seven academic years to improve the performance of the program. Examples include :

- Inviting the President of the John Molson International Business Association (JMIBA) to attend in all the IBUS Committee meetings to provide students’ views and perspectives ;
- Designing a survey questionnaire and focus group interviews to collect students’ perspectives on the overall performance of the IBUS Program as well as the three required IBUS courses. The survey is conducted on a yearly basis and the focus group interview is conducted throughout the academic year. IBUS is the only undergraduate program at JMSB with this live and ongoing feedback system.
- Adding an international trip abroad, which has been organized by JMIBA, to one of the IBUS courses as an option for students’ final projects. This initiative is based on the results of the aforementioned survey.

Nonetheless, we are aware that action needs to be taken at the Faculty-level to facilitate and support the sustainable growth and enhancement of the IBUS program. We look forward to exploring possible solutions regarding the organizational structure of the program and embarking on the future revision of the curriculum.

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## 3. Recommendations

The Dean is invited to include a numbered list of recommendations for improvement, as well as a rationale and implementation schedule.

Recommendations	Prioritized timelines for completion	Responsibility	Dean's comments and resource implications
<p>1. Revise the curriculum of the IBUS program, in collaboration with the committee reviewing the JMSB undergraduate core, with a focus on exploring the possibility of adding an IBUS core course (PAC-4, EE-8, 10) and addressing overlap in course content.</p>	<p>An IBUS course has been added to JMSB undergraduate core. The revision of the IBUS major's curriculum will begin in 2022 and is estimated to be completed in the academic year 2022-2023 after point #3 completion.</p>	<p>IBUS Director &amp; members of the IBUS committee &amp; IBUS instructors</p>	<p>Work will be completed with the support of the Departments' Chairs, Manager-Programs, Internationalization and Sustainability. R.A. support may be required for the development of new courses or the major revisions of existing ones.</p> <p>The revision of the curriculum is tied closely to point #3.</p>
<p>Rationale: There is currently an overlap in course content and no clear learning goals exist for the program.</p>			
<p>2. Develop teaching guidelines and meet regularly with course coordinators and instructors teaching IBUS courses (PAC-2, EE-4).</p>	<p>Completion academic year 2022-2023 after point #1 completion.</p>	<p>IBUS Director &amp; members of the IBUS Committee</p>	<p>The mandate of course coordinators is currently being revised by the Associate Dean, Accreditation and Faculty Relations. During the curriculum revision, there will be a focus on aligning teaching and learning with newly developed program objectives. However, lines of</p>

			<p>communication with course coordinators need to be clarified – this is linked to point #3. Work will be done with the support of the Department Chairs, Manager- Programs, Internationalization and Sustainability. It is expected that the support of CIT &amp; CTL will be required.</p>
<p>Rationale: Given the inter-departmental structure of the program, course coordination is complex and direct relationship needs to exist between the IBUS Director and the delivery and design of courses</p>		<p>2022-2023</p>	<p>3. Meet with the JMSB Dean and/or faculty union reps to clarify the role of Program Director as distinct from and not in conflict with Department Chairs, especially in regard to the hiring and development of faculty members, LTAs and PT faculty members teaching IBUS courses.</p>
<p>Rationale: A main issue faced by the program is related to a lack of strategic hiring for the IBUS program and of the current high turnover of instructors.</p>			
<p>4. Continue to integrate international experiential learning in the IBUS program.</p>	<p>Ongoing.</p>	<p>IBUS Program Director &amp; members of IBUS Committee &amp; IBUS instructors</p>	<p>Course-based exchanges have been interrupted by COVID. Online adaptations have been introduced where possible. Integration of experiential learning will continue during the curriculum revision and be supported by the Manager - Programs, Internationalization and Sustainability, CIT, Concordia International, and the Office of the Dean</p>
<p>Rationale: There is a lack of experiential learning in IBUS program. Initiatives are driven by one person only.</p>		<p>Academic year 2022-2023 after point #1 and point #3 completion.</p>	<p>The program's value proposition will be re-assessed and communicated to students once the curriculum revision is completed. This will be done with the</p>
<p>5. Create a task force with responsibility to assess and update the IBUS program's value proposition, and decide the best way to convey it to IBUS students (EE-7).</p>			



