

Implementation Plan

1. Cover memo

PAC Core BComm & BAdmin 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, 5th 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

JMSB offers two bachelor degree programs – Bachelor of Commerce (B.Comm) and Bachelor of Administration (B.Admin) – and three certificate programs – Certificate in Business Studies, Certificate in Accountancy and Certificate in Foundations for Business. Both bachelor degrees are certified by the Association to advance collegiate schools of business (AACSB).

Established in 1937, the B.Comm program involves education in all aspects of business with emphasis on one particular area. The first year of the program provides knowledge of fundamental business concepts and operational skills that form the base for the core curriculum. The second year builds on this foundation to provide a broad experience in all phases of business. The interdisciplinary nature of the program allows students to analyze, formulate, judge, and solve challenging business problems. The final year provides students with an opportunity for in-depth study of a specific business discipline.

The B.Comm program offers majors in disciplinary or interdisciplinary areas, including: accountancy, business technology management, economics, finance, human resource management, international business, management, marketing and supply chain operations management. In addition to the regular majors, students may apply for admission to the Co-op version of the program.

The B.Admin program was established in 1976. It is a flexible program which permits the student to pursue interests outside the JMSB, and offers the possibility of complementing a fundamental grounding in Administration with the addition of Minors in specific areas of interest. The Certificates are positioned to serve a student population who is interested in business, but who might not wish to commit to a bachelor's degree and who is looking for a smaller more immediate program of study, which will benefit them in their career advancement.

The undergraduate core program in the John Molson School of Business (JMSB) serves the entire population of the BComm and BAdmin degrees: students admitted into a Major in the School must complete 42 credits in the core, 24 credits towards their Major, and 24 elective credits. The curricular structure has been recently revised (2019-2021) and JMSB is undertaking the next steps of the revision, including the redesign of a large number of its courses, as well as the development of new ones. We will continue to include innovative business teaching practices and current topics into all our courses with the aim of enhancing our students learning experience and meeting the needs of our larger community.

Implementation Plan

3. Recommendations

Recommendations	Prioritized timeline for completion	Responsibility	Dean's comments and resource implications
<p>1. Review advising practices and resources provided by Student Academic Services</p>	Completed	Senior Director, Academic & Student Affairs, Undergraduate / Undergraduate Programs-JMSB	Revisions were put into place starting mid-2017 including: changes to the SIS system to allow a autonomous student registration, the hiring of 3 full-time staff members, and initiating walk-in advising practices. COVID has brought on another set of changes and advising has moved mostly online with great uptake from the students.
<p>Rationale: Issues related to online registration, a lack of human resources, and bottlenecks in advising practices existed.</p>			
<p>2. Initiate a benchmarking exercise to identify more opportunities for experiential learning</p>	In progress – Opportunities were identified during the curriculum revision and will be fully developed by summer 2022.	Associate Dean, Academic & Student Affairs + course coordinators + instructors	All students will be exposed to at least 2 experiential learning opportunities. This will be completec with the support of the Manager – Programs, Internationalization & Sustainability, CIT & CTL. Resources may be required in terms of RA funds for the development of brand new activities.
<p>Rationale: This is a priority of JMSB and Concordia University</p>			
<p>3. Work with Concordia International on developing more linkages with universities outside of North America</p>	In progress	Associate Dean, Academic & Student Affairs +	The School is currently exploring the possibility of creating a double degree with a foreign university. A staff member

		Manager – Programs, Internationalization & Sustainability	has been given the responsibility for the internationalization of the School, and strategies, policies and action plans will be put into place.
Rationale: The internationalization of the School is a priority.			
4. Undertake a review of the BAdmin program	Start 2022. Completion academic year 2022-2023	Associate Dean, Academic & Student Affairs + Decanal team	B.Admin admissions will be suspended when the new B.Comm curriculum is implemented and the admissions will resume when a new B.Admin curriculum is implemented. There are 142 students in this program and therefore the effect of suspension will not be substantial. Discussions about the future of the BAdmin program will be held at the Faculty level. Support will be provided by the Manager – Programs, Internationalization & Sustainability
Rationale: Declining enrollments and a need for repositioning			
5. Initiate a review of the Core curriculum and Certificates	Completed.	Associate Dean, Academic & Student Affairs + instructors	A full revision of the core was initiated in summer 2019 and is now complete. Full implementation is planned for fall 2023. The courses required for the Certificate in Business Studies have been revised pursuant to the revision of the Core program.
Rationale: Need to update various aspects of the curriculum.			
6. Establish a community of practice on pedagogical tools and methods	2022-2023	Associate Dean, Academic & Student Affairs + Manager – Programs, Internationalization & Sustainability +	To be discussed at the Faculty level as part of a new Continuous Curriculum Improvement Plan. To be supported by CIT, the CTL.

		Chairs of Departments	
<p>Rationale: There is a need to innovate pedagogical practices</p> <p>7. Find incentives for increasing the commitment of full-time faculty to the Core program, as well as recognizing expertise from part-time faculty</p>	2022-2023	Dean + Department Chairs + Associate Dean, Academic & Student Affairs + Associate Dean, Accreditation & Faculty Affairs	A discussion must occur at the departmental level to look at the creation of mechanisms or policies related to the number of FT faculty teaching in the core. A continuous curriculum improvement plan will explore better ways of integrating PT faculty's expertise and feedback – this will be done with the support of the Manager – Programs, Internationalization & Sustainability
<p>Rationale: The expertise of PT faculty is already recognized, however the integration of this expertise could be enhanced through the continued curriculum improvement of the BComm core.</p>			
<p>8. Explore methods for integrating more advanced training of digital tools and specialized software into the Core program</p>	Will be addressed in the revised core curriculum. Further improvements will be integrated by 2023-2024 with the revision of the Majors.	Associate Dean, Academic & Student Affairs + Instructors	A new core course about Data and Visualization Tools has been included. Further needs will be explored within each Major with the support of Department Chairs and the Manager – Programs, Internationalization & Sustainability.
<p>Rationale: There is a need to strengthen students' skills in the use of common digital tools applicable to the business environment.</p>			
<p>9. Make detailed course outlines and assessment methods available online</p>	To be completed in Academic year 2023-2024	Associate Dean, Academic & Student Affairs	Once the core revision has been fully approved and all courses revised or developed, the communication of curriculum details with students will be discussed.
<p>Rationale: Increase communication with students.</p>			

<p>10. Consider assessment methods and feedback provided to students during the curricular review</p>	<p>In progress – To be completed in Academic year 2022-2023</p>	<p>Associate Dean, Academic & Student Affairs + Instructors</p>	<p>This will be completed as we develop or redesign courses. The work will be done with the support of the Manager, Assessment and Accreditation + the Manager – Programs, Internationalization & Sustainability</p>
<p>Rationale: This is part of JMSB's curriculum revision best practices.</p>			