



Academic Program Review

Progress Report

Marketing

Faculty: John Molson School of Business

Department: Marketing

Year of Review: 2017

Implementation Plan Date: November 4, 2021

Progress Report Due Date: December 19, 2025

As part of the academic program review process and to report back to the Vice-Provost, Innovation in Teaching and Learning on the status of the recommendations brought forward in the Dean's Implementation Plan, the Department of Marketing encloses the Progress Report detailing the status of the recommendations and other efforts towards continuous improvement.

In signing this document, the Chair confirms that this Progress Report has been presented to their Departmental Assembly (or its equivalent) prior to submission to the Faculty Dean.

Signed,

Tieshan Li

January 16, 2026

NAME

Department/Unit Chair

Date

Instructions

The Progress Report is an opportunity for your Department to highlight efforts and achievements in operationalizing the Dean's Implementation Plan. It also prompts reflection and encourages continuous improvement within the Department. The outcomes of the Progress Report provide essential information and guidance for the Department's future academic program reviews.

The report is divided into five sections:

- In Section I: Recommendations, for each recommendation indicate the status (as of the Progress Report date) whether they have been Fully, Partially, or Not implemented and as applicable, briefly describe the impact of change, the progress and/or next steps.
- In Section II: Reviewing Enrolment and Student Data, the Department has an opportunity to explore their enrolment data from the last five academic years to determine whether their programs have seen growth, stability, or a decline.
- In Section III: Developments, Innovations, and Improvements, take an opportunity to outline any significant developments, innovations and/or improvements to your programs or the Department since your last academic program review.
- In Section IV: Continuous Improvement, the Department is invited to briefly outline Department's reflection on its overall strengths and areas of concern, its programs, enrolment, and/or curriculum, and how progress will be monitored.
- In Section V: Emergent Issues and/or Noteworthy Trends, the Department should reflect on and explore issues or trends which have had or may have an impact, whether positive or negative, on the Department, programs, enrolment, and/or curriculum.

For new programs (less than five years old): the Department is invited to critically evaluate and review the initial administration and resourcing of the program. This includes identifying gaps in current practices in addition to highlighting early achievements or successes of the program.

Length: Minimally, the report should be at least five pages excluding the cover page, instructions, and Section I (and appendices, if applicable). Answers should be honest, succinct, and complete.

Submission of report: Once the Progress Report has been approved by the Departmental Assembly (or its equivalent) the signed report must be submitted by the Department/Unit Chair to the Faculty Dean who then sends it to the Program Review Lead (program.review@concordia.ca).

Appendices: The Department/Unit Chair may include appendices for the Progress Report. For example, if additional data was consulted it must be included as an appendix.

Section I: Recommendations from Dean's Implementation Plan

Recommendation #1: Establish a plan for an in-depth review of the curriculum, including course coordination and delivery.

Status of recommendation implementation (Fully, Partially, Not): **Fully**

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

The Department Undergraduate Curriculum Committee (DUCC) has done a full revision of all core and elective course descriptions, completed in collaboration with instructors to ensure relevance, integration of current issues, and alignment with hands-on learning outcomes, given that the original course descriptions did not capture the current trends and the course structure needed to be systematically reviewed and adjusted. The Department also articulated a set of Marketing Goals directly linked to learning objectives across the core curriculum, ensuring coherence and clarity for both faculty and students. Revisions to the course descriptions will more accurately align the stated content, pedagogy, and learning outcomes of each course, ensuring greater clarity and consistency across the curriculum. In addition, the updated descriptions will more explicitly outline the key topics covered, the instructional approaches employed, and the specific skills and competencies students are expected to develop.

Recommendation #2: Include students in the curriculum review and consider an experiential learning opportunity.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Surveys have been and are being conducted to validate and refine insights from:

- Alumni who graduated within the last two years
- Current students
- Focus groups and/or in-depth interviews

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

By an iterative process and analyzing survey results, the DUCC will propose a comprehensive pathway guiding students from entry to graduation. This will integrate core and elective course progression and support career-oriented decision-making. All the proposals will be discussed with stakeholders to ensure a “buy-in” process.

Recommendation #3: Consult with the JMSB Dean about the organization of administrative work in the department.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Committee assignments have been distributed more evenly, with fairness among faculty members in mind, and non-tenured faculty members have had their committee responsibilities reduced. Additionally, all committees now have clearly defined mandates.

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

Given the non-renewal of LTA contracts and the retirement of full-time faculty members, it is necessary to prioritize key committees and assess the actual workload associated with each. This will help ensure that service commitments at all levels can be maintained effectively and efficiently.

Recommendation #4: Contact the Centre for Teaching and Learning about a teaching workshop series.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Current initiatives underway include the preparation of a series of Winter 2026 workshops for instructors of 300-level core courses (MARK 301: Data Analytics, MARK 302: Marketing Research, MARK 305: Consumer Behaviour) by DUCC. Objectives include: 1. aligning competencies, learning objectives, and marketing goals, 2. helping students understand the

analytical and research foundations of marketing practice, and 3. Supporting faculty in linking pedagogy to career pathways.

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

From this pilot project, we will expand the workshops to the 400 levels. Marketing professors will subsequently be invited to participate in a workshop series with the Centre for Teaching and Learning.

Recommendation #5: Consult with co-op employers on their requirements for student internships.

Status of recommendation implementation (Fully, Partially, Not): Fully

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

The current employer feedback rubric, which employers use as part of their evaluation of our marketing co-op students, although very brief, gives insights into employers' expectations.

The consolidated employer feedback demonstrates that marketing co-op students consistently perform at Very Good to Exceptional levels across professionalism, reliability, collaboration, learning agility, and quality of work. Employers highlight our students' professionalism, teamwork, and analytical thinking skills, while identifying project management and technical confidence as potential areas for development.

The Co-op program director is currently working on creating a table of core skills and competencies to be shared with the DUCC to further align our curriculum with employers' expectations

Recommendation #6: Meet with the Vice-Provost, Innovation in Teaching and Learning (VPITL) to inquire about support for online course delivery.

Status of recommendation implementation (Fully, Partially, Not): Fully

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

During the pandemic, all courses were delivered online to ensure continuity of instruction and allow students to progress as scheduled. Since then, online delivery has continued to provide valuable flexibility, for example during the STM strike or when instructors are unable to teach in person.

Recommendation #7: Assess the value of adding an Honours program in Marketing.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):

What specific actions have been taken?

The possibility and potential benefits of introducing an Honours program in Marketing have been discussed.

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

The DUCC and Curriculum Task Force committee will work on the curriculum changes. This involves evaluating the program's impact and estimating the size of the potential student population, followed by taking the necessary steps to finalize the program's requirements, regulations, and procedures.

Recommendation #8: Implement a Department Chair succession plan.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):

What specific actions have been taken?

The department chair has received strong support from the Dean, Associate Deans, and other institutional resources.

Next Steps (for recommendations that have not been implemented within the proposed timeline): *Please provide a rationale and as applicable, outline a plan to achieve implementation.*

Working with the Dean to explore additional forms of support that would encourage faculty members' willingness to take on the role.

Recommendation #9: Review advising practices and resources provided by Student Academic Services.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):

What specific actions have been taken?

The Curriculum Task Force Committee has consulted with the coordinators of required courses regarding changes to the SIS system for student registration.

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

The coordinators of elective courses will be contacted, then work with the JMSB Undergraduate Office for course registration process. An in-depth review of advising services is needed to optimize available resources for students and enhance the overall student experience.

Recommendation #10: Include all faculty in the regular communications from the Department.

Status of recommendation implementation (Fully, Partially, Not): **Fully**

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

All department members, including full-time and part-time faculty, are kept informed through timely communication via e-mail, such as announcement, sharing accomplishments and other news.