

Implementation Plan

1. Cover memo

PAC Management & HR 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 **Management & HR Majors** 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, 2016

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2. Summary

The Department of Management offers two majors: one in Human Resources Management (HRM) and one in Management (MANA).

Students in the Human Resources Management's major develop mastery of all the basic functions of HRM such as Compensation, Training, Workplace Health & Safety, Staffing, Industrial Relations, and Organizational Effectiveness. Students in the HRM major also have the opportunity to participate in a well-established Co-op program. It is important to note that at the time of the assessment, the HRM major aligned with Quebec's CHRA (Ordre des conseillers en ressources humaines agréés). However, in 2020 the CHRA implemented a new competency framework, substantially increasing the number of credits universities must offer to students in an HRM major. The Department's HRM Coordinator has since engaged in discussions with the Order to establish a feasible timeline to respond to those changes demanded by the CHRA.

Students in the major in Management can choose from a selection of courses structured in three overlapping themes: Entrepreneurship and the Management of Small and Medium Enterprises (SMEs); Sustainable Organizations; General Management and Consulting. Although offering flexibility to our students, we do recognize the opportunity to clarify the goals of the major, the skills acquired in various courses, and the links with career outcomes. Although there is no current plan to create a Co-op program for the MANA major, we are very pleased to be launching a one work-term experience in the C.Edge internship Program for MANA students as of September 2022. This will give the opportunity to students to obtain paid, "real-world" work experience related to their area of specialization.

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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 timeline for completion	Responsibility	Dean's comments and resource implications
<p>1. Articulate measurable learning outcomes for the Management (non HRM) major, and revise the curriculum accordingly.</p>	<p>Start Winter 2022. Completion Academic year 2023-2024</p>	<p>Chair + faculty members</p>	<p>A revision of the Management Major will be undertaken with the support of the Manager - Programs, Internationalization and Sustainability, CIT, and CTL. Funds for an RA may be necessary for the design and development of new courses or major revision of courses.</p>
<p>Rationale: The program design appears unclear for both students and faculty members. There is a need to develop a more narrowly focused Management Major.</p>			
<p>2. Increase the number of FT faculty members who teach in the undergraduate program</p>	<p>Ongoing</p>	<p>Chair + faculty members</p>	<p>There are ongoing discussions about workload supported by the Dean and the Associate-Dean, Accreditation and Faculty Relations</p>
<p>Rationale: There is a large number of service and core (COMM) courses taught by faculty of the MANA department. There are budgetary constraints related to hiring. This is also a strategic issue related to accreditation.</p>			
<p>3. Revise and resubmit the application for a COOP education option for students in the non-HRM major in the MANA department (EE-4) and re-evaluate the Honours program (DAC-2).</p>	<p>Ongoing. Improved recruitment efforts put into place academic year 2022-2023</p>	<p>Chair and faculty members</p>	<p>A one work-term experience in the C.Edge Program will be offered to MANA Majors as of September 2022. There are ongoing revisions of the Honour's program, and honour's courses are very well received by students. Recruitment</p>

				issues will be addressed by the Manager, Marketing & Recruitment.
Rationale: There is a need for high-impact educational experiences. There is also low enrolment in the Honour's program. However, we believe that the main problem related to low enrolment is lack of appropriate recruitment practices.				
4. Expand the number of online courses available (EE-9).			Chair and faculty members	The need for online courses is continually being reassessed given the pandemic. Support for online courses is being provided by CIT.
Rationale: This is no longer relevant as all courses have moved online during the pandemic.				
5. Include PT faculty members in pedagogical development and adjust their hiring/orientation processes to facilitate better course preparation.	Academic year 2022-2023		Chair and Associate Dean, Accreditation and Faculty Relations	The policy regarding course coordinators is currently being reviewed. A continued curriculum improvement plan will be introduced and will address this issue. This will be done with the support of the Manager – Programs, Internationalization & Sustainability.
Rationale: There is a need to provide PT faculty member with timely information about course-related issues.				
6. Improve advising and communication about advising services for Management students (DAC5, EE-6).	Done		Senior Director, Academic & Student Affairs	Revisions were put into place starting mid-2017 including: changes to the SIS system to allow 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.
Rationale: Advising services are under the responsibility of the Senior Director, Academic and Student Affairs				

<p>7. Develop departmental policies for the assignment and support of team-based student evaluation (EE-7).</p> <p>Rationale: There is a need for guidance on evaluation techniques for larger classes.</p>	<p>Completed by Academic year 2023-2024</p>	<p>Chair and faculty members</p>	<p>This will be done during the curriculum revision of the major and will be supported by the Manager, Assessment & Accreditation</p>
<p>8. Incorporate a talent analytics course into the HRM major curriculum as a required course (EE8).</p> <p>Rationale : Need to address the evolution of HRM practices.</p>	<p>2024-2025</p>	<p>Chair and faculty members</p>	<p>A revision of the HRM major curriculum will begin in academic year 2023-2024 with the aim of addressing the new curricular changes required by the Order. The incorporation of a talent analytics course into the HRM major curriculum will be dealt with as part of that process.</p>