

## Academic Program Reviews 2004-2008

### Final Program Review Summary Sheets – Centre for Continuing Education

#### Certificate in Marketing

##### Program Study Group members:

Emine Sarigollu, Associate Dean (Student Affairs), Desautels Faculty of Management, Chair  
Hamid Etemad, Professor, Desautels Faculty of Management  
Robert Paris, Instructor, Career & Management Studies  
Charles Royce, Instructor, Career & Management Studies  
Pietro Martucci, Director, Career & Management

##### **Strengths**

- There is a steady demand for this program in the community. There are sufficient numbers of students being admitted and registered to ensure that most specialized courses are offered each year.
- The teaching staff in the Marketing courses comprises well qualified practitioners teaching in their areas of expertise
- There is a rigorous evaluation of students' performance throughout the Certificate program.

##### **Recommendations**

- Conduct a series of interviews with actual and potential employers of graduates from this program to ensure content currency and coherence within the program,.
- Hold regular meetings of program instructors to ensure program coherence and coordination.
- Consider the development of a Diploma in Marketing program.  
Increase marketing efforts for the program.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

*March 2009*

## **Certificate in Management**

### Program Study Group members:

Albert Teitlebaum, Professor (retired), Desautels Faculty of Management, Chair  
Alistair Duff, Professor (retired), Desautel Faculty of Management  
Irving Rosenstein, Instructor, Career & Management Studies  
Charles Royce, Instructor, Career & Management Studies  
Peter Tsasis, Canadian Institute of Management  
Pietro Martucci, Director, Career & Management Studies

### **Strengths**

- The completion of this Certificate with the appropriate electives satisfies most of the requirements for the Institute of Canadian Bankers (ICB) and the Canadian Institute of Management (CIM).
- This Certificate also provides the management component for students following the CGA and CMA programs.
- There is clearly a healthy demand for this program in the community.
- The Certificate in Management was designed some 30 years ago to replicate the Management Core in the BCom program in the Faculty of Management and it has maintained this to the present time.
- All the courses in the Certificate - required and complementary - are regular Faculty of Management courses with their course numbers. As the BCom program has been modified over the years, so too has the Certificate in Management.
- Admission to the BCom program with advanced standing can be obtained for students who perform very well in the Certificate.
- The teaching staff in the Certificate in Management courses are well qualified academics and practitioners teaching in their areas of expertise.
- To the extent possible, instructors in the Certificate in Management use similar course outlines, the same text books and similar exams as their counterparts teaching in the BCom core.
- There is a rigorous evaluation of students' performance throughout the Certificate program.
- A close relationship exists between CMS and relevant external organizations – ICB, CIM, CGA and CMA – which helps to ensure that the students get the maximum advantage in achieving credit towards membership.

### **Recommendations**

- Maintain a close relationship with the BCom program in the Faculty of Management.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).
- Provide additional support for instructors to ensure currency in course content and up to date teaching skills.
- Introduce guidelines to increase consistency of marking procedures across instructors and subject areas.

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## **Diploma in Management and Graduate Certificates in Management**

### Program Study Group members:

Albert Teitlebaum, Professor, Desautels Faculty of Management, Chair

Alistair Duff, Professor, Desautels Faculty of Management

Vihang Errunza, Professor, Desautels Faculty of Management

Jan Lundgren, Professor, Department of Geography

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Pietro Martucci, Director, Career & Management Studies

### **Strengths**

- For over 20 years, the Diploma in Management has offered a wide ranging set of options with a base of 5 common core management courses followed by 11 possible concentrations:
  - E-Business (formerly E-Commerce)
  - Health Care,
  - International Business
  - Leadership
  - Marketing
  - Operations Management
  - Taxation
  - Treasury-Finance
  - Entrepreneurship (added 2007)
  - Human Resources (added 2007)
  - Public Relations (added 2007)
- The Graduate Certificates have also been in existence for over 20 years ago and appeal to graduates who already have an undergraduate degree in management or business and who wish to specialize in a particular area. They choose from the same courses as the 11 concentrations in the Diploma program and complete 5 courses for their Graduate Certificate.
- There is clearly a healthy demand for these programs in the community.
- The Diploma in Management has been a very successful program at McGill for decades and continues to be so.
- The teaching staff comprises well qualified academics and practitioners teaching in their areas of expertise.
- The admission requirements for the Diploma and Graduate Certificates are in accordance with regulations established by the Graduate and Postdoctoral Studies Office.
- There is a rigorous evaluation of students' performance throughout the programs.

### **Recommendations**

- Reintroduce the recognition of the Diploma as the part-time equivalent of the first year of the MBA for exceptional program students
- Conduct a review with respect to the actual math skills are required to complete the program.
- Review structure of program committees to ensure that the workload is manageable and that required expertise is present.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

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## **Certificate in Human Resources Management**

### Program Study Group members:

Richard Donovan, Faculty Lecturer, Desautels Faculty of Management, Chair  
Jenny Constantinides, Instructor, Career & Management Studies  
Manuel Mendonca, Faculty Lecturer, Desautels Faculty of Management  
Pietro Martucci, Director, Career & Management Studies  
Jean-Claude Provost, Faculty Lecturer, Career & Management Studies

### **Strengths**

- There is clearly a healthy demand for this program in the community.
- The McGill Certificate in HRM has grown significantly in recent years. After a number of years of very good but level admissions, they increased by 27% in 2005/6.
- The teaching staff in the HRM courses comprises all qualified practitioners teaching in their areas of expertise.
- There is a rigorous evaluation of students' performance throughout the Certificate program.
- The ORHRI recognizes the Diploma in Human Resources Management and the Certificate in Human Resources Management as equivalent to 2-years of the experience requirements to be eligible to write the national certification exam.
- Introduction of graduate level programs in HR Management

### **Recommendations**

- Ensure regular contact with the ORHRI to keep the professional Ordre informed about the Centre's programs.
- Approach the OCRHA with a view to having the Certificate in HR Management and the diploma and graduate certificate programs accredited by the profession.
- Establish regular meeting of instructors within topic areas from the certificate and diploma programs to review the allocation of subjects between courses to ensure that there is appropriate coverage in breadth and depth and to eliminate duplication.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

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## **Certificate in Transport & Logistics (renamed Certificate in Logistics Management)**

### Program Study Group members:

Roy N. Morrison, Professor, Desautels Faculty of Management, Chair

R. H. Ballantyne, Canadian Industrial Transportation Association

Robert D. Cairns, Professor, Department of Economics

Donald A. McKnight, Instructor, Career & Management Studies

Gordon O. Ewing, Professor, Department of Geography

Serge Faucher, Canadian Institute of Traffic & Transportation

Michel Ravacley, Canadian Association of Logistics Management

Pietro Martucci, Director, Career & Management Studies

### **Strengths**

- There is a small but steady demand for this program in the community. The introduction of the new program in the Fall Term 2007 had a significantly incremental effect on admissions – from 12 in the Fall Term 2006 to 24 in the Fall Term in 2007.
- The teaching staff in the CLM courses comprises well qualified practitioners teaching in their areas of expertise.
- As noted above, the program is applied in nature and the instructors are practicing professionals.
- There is a rigorous evaluation of students' performance throughout the Certificate program.

### **Recommendations**

- Commence negotiations with The Canadian Institute of Traffic and Transportation (CITT) to promote closer collaboration between both groups and to obtain recognition of the CLM courses. This is the recognized professional organization in the field and many of the students enrolled in the McGill CLM plan to proceed towards their CITT designation.
- Conduct a survey of employers to ensure that the graduates of this program meet the expectations of the market place as well as to build stronger relationships with employers.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

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## **Certificate in Public Relations**

### Program Study Group members:

Anthony Paré, Professor, Faculty of Education, Chair  
Elizabeth Hirst, Instructor, Career & Management Studies  
Pierre Ostiguy, Instructor, Career & Management Studies  
Sheldon Phaneuf, Instructor, Career & Management Studies  
Sharon Wall, Instructor, Career & Management Studies  
Pietro Martucci, Director, Career & Management Studies

### **Strengths**

- The program is academically strong and getting stronger. Recent reforms have led to greater coherence, less redundancy and increased relevance.
- Emphasis on writing. All courses in the program stress the importance of high quality writing – a writing-across-the curriculum approach that is unique at McGill.
- The program instructors are in regular, close contact, and that has led to a very coherent program.
- A highly qualified and committed teaching staff. Many have both academic and practical experience in public relations, and many have attended the Centre for University Teaching and Learning workshops on effective teaching.
- Excellent work with professionals in the community and with the teaching staff to ensure that the current high degree of relevance is maintained.
- The teaching staff is well qualified academically and professionally and meets the high expectation of students as measured by the evaluations conducted each term. Any program issues are investigated, and action taken promptly.

### **Recommendations**

- Introduce a new specialized program in Public Relations at the Diploma level as well as a PR Concentration in the Diploma in Management to meet the needs of students who already hold an undergraduate degree.
- Develop a common system of recording teachers' qualifications and performance evaluations.
- Implement a set of grading guidelines for the evaluation of students' performance (similar to the ones currently in force in the Faculty of Management).
- Collect systematic feedback from employers with respect to the impact of the program on graduates' professional abilities.
- Seek recognition of relevant PR courses by other University units (e.g. Faculty of Management).
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

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## Certificate in Health and Social Services Management

### Program Study Group members:

Antoinette Di Re, McGill University Health Centre, Chair

Michel Amar, Instructor, Career & Management Studies

Hélène Guay, Instructor, Career & Management Studies

Jacques Hendlisz, Instructor, Career & Management Studies

Raad Jassim, Program Director, Career & Management Studies

### **Strengths**

- The teaching staff in the Health and Social Services courses comprises well qualified practitioners teaching in their areas of expertise.
- There is a rigorous evaluation of students' performance throughout the Certificate program.
- Membership of the current Program Committee includes senior executives in each of the sectors and they are very conscious of the needs for management training for their staff. The Committee monitors the content of the program and the quality of its output to ensure that the program remains relevant to the needs of the marketplace.

### **Recommendations**

- Ensure the longer term viability of the program by developing a more aggressive marketing strategy through the health care and social services organizations as well as the professional orders.
- Provide additional support for instructors to ensure currency in course content and up to date teaching skills.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).
- Develop an action plan to increase flow-through rates.

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## **Certificate in Software Development & Certificate in Systems Analysis and Design**

### Program Study Group members:

Jim Clark, Professor, Faculty of Engineering, Chair  
Richard Donovan, Instructor, Desautels Faculty of Management  
Clark Verbrugge, Professor, School of Computer Science  
Fabrice Labeau, Professor, Department of Electrical & Computer Engineering  
Laurent Féral-Pierssens, Instructor, Career & Management Studies  
Graham Thorpe, McGill Network Communication Services  
Steven Kaufman, Instructor, Career & Management Studies  
Hafid Agourram, Instructor, Career & Management Studies  
Malleswara Talla, Instructor, Career & Management Studies  
Alfred Jaeger, Associate Dean (Academic), Continuing Education  
Hang Lau, Faculty Lecturer, Career & Management Studies

### **Strengths**

- CSD – The Certificate in Software Development provides a solid foundation in software application development. Completing the program enables a pursuit of careers such as software development and maintenance specialist, network administrator, internet and web specialists in a variety of organizations.
- SAD – The Certificate in Systems Analysis and Design provides a solid foundation in the concepts and techniques required for effective planning and design of software applications and systems. Completing this program will enable the pursuit of a career as an information technology business analyst and information support specialist in various organizations.
- While demand for higher education in IT is down, the expectation is that it would be temporary and that long term demand would be strong.
- The IT Programs have a highly qualified and committed teaching staff. Many have both academic and practical experience in the subject areas that they teach.
- Academic advising is available to all students. This includes advice on general orientation to entering a program of study in the evening, specific requirements for the CSD and SAD Certificates and career opportunities in the field of IT.
- There is a rigorous evaluation of students' performance throughout both Certificate programs.

### **Recommendations**

- Determine market needs and trends via meetings with employers, industry representative, and graduates to determine why few students are registering for current programs.
- Conduct market research on market needs, and then, if necessary, redesign and rename programs.
- Increase the visibility of the redesigned IT programs in the marketplace through an aggressive marketing campaign.
- Examine hypothesis that outsourcing trends are a factor in lack of market interest in Montreal area.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

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## **Certificate in Accounting, Certificate in Internal Audit & Diploma in Accounting**

### Program Study Group members:

Alistair Duff, Chair

Donald Drury, Desautels Faculty of Management

Edward Heft, Instructor, Career & Management Studies

François Lemay, External Affiliation

Philippe Levy, Desautels Faculty of Management

Gilles Nolet, External Affiliation

Jean Précourt, Instructor, Career & Management Studies

Pietro Martucci, Director, Career & Management Studies

### **Strengths**

#### *Certificate in Accounting*

- There is clearly a healthy demand in the community for this program: admissions have been increasing
- Curriculum is kept current and meets the changing requirements of the professional orders.
- Curriculum matches the equivalent courses in the Faculty of Management.
- Instructors in the program are well qualified for the courses that they teach.

#### *Certificate in Internal Audit*

- All the required courses in the program are already offered in the Certificate in Accounting and the Certificate in Management.
- Program is academically sound and appropriate for McGill's standard of excellence.
- Internal Audit courses are complements to existing courses. i.e. a minimum of extra courses are needed to mount this program.
- Instructors in the program are well qualified for the courses that they teach.

#### *Diploma in Accounting*

- Demand for this program is strong and will likely stay strong due to an increasing proportion of the population holding university degrees.
- Program meets requirements of the CA as well as the CGA and CMA professions.
- Curriculum is kept current with new developments and practices in the field and meets the changing requirements of the three professional orders.
- Students' performance in the courses is comparable to that of BCom students in equivalent courses.
- Instructors in the Program are well qualified for the courses that they teach.

## Recommendations

### *Certificate in Accounting*

- Incorporate ethical issues into the course content.
- Decouple the Certificate in Accounting from the Certificate in Management, i.e. students should no longer have to complete the Certificate in Management to receive the Certificate in Accounting.

### *Certificate in Internal Audit*

- Abolish the Certificate in Internal Audit and develop a new Diploma level program in Internal Audit to meet the future needs of the profession, as per the recommendation of the Institute of Internal Auditors, and to reflect the students entering the program and the more demanding requirements of the profession.
- Make this new program a specialization within the Diploma in Accounting.

### *Recommendations for all three programs*

- Instructors within topic areas from the certificate and diploma programs should meet on a regular basis to review the allocation of subjects between courses to ensure that there is appropriate coverage in breadth and depth and to eliminate duplication. This review would include, but not be limited to, an examination of course outlines, text books and examination papers.
- Prepare a table of concordance between the programs and the professional syllabi.
- Establish and maintain a bank of instructors' abbreviated *curricula vitae*.
- Undertake a study to ascertain the reasons for poor performance on the part of some students on professional examinations.
- Introduce guidelines, similar to those which exist in the Desautels Faculty of Management, to increase consistency of marking procedures across instructors and areas to address the issue of potential grade inflation.
- Undertake a study to provide increased data on students in this program as well as other programs within Career & Management Studies (e.g. demographics, flow-through rates, post-graduation impact of the program).

The Centre has also decided to implement entrance and exit surveys to help determine the reasons why students choose the Centre at McGill and why they leave.

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