

# Implementation Plan

## 1. Cover memo

PAC Marketing 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 **Marketing major** 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

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The Marketing Department's faculty members conduct research in a wide variety of domains and topics such as resource scarcity, evolutionary psychology, relationship management, corporate social responsibility, food choices, pricing models, market shaping, sensory marketing, retailing, marketing communications, R&D's impact on financial measures, and many more. Collectively, the members of the Marketing Department, which include LTAs and part-time instructors, also demonstrate high standards of teaching excellence where rigor, experiential learning, a balanced blend of theory and application, and cutting-edge knowledge are incorporated in course material and delivery.

The department manages a Major in Marketing that offers a Co-op option. Courses in the John Molson's School of Business Core studies are also offered by faculty affiliated with the department. Student enrollment in the Marketing Major has been steadily increasing over the last 5 years (from 920 students in Fall 2015 to 1,087 in Fall 2020). We have also seen a significant jump in the number of new students entering Marketing (from 220 in Fall 2019 to 336 in Fall 2020).

Members of the Marketing Department are aware that a solid foundation in current marketing practices and best practices are essential in today's marketplace. As a result, they recognize how critical it is to provide their students with a learning experience that will enable them to succeed, whatever career path they embark on. A first step towards the renewal of its curriculum has been undertaken with the revision of two core courses (COMM) and the introduction of a new course under the responsibility of the Marketing Department. Moving forward, the department is eager to continue its work on the improvement of the Marketing major.

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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. Establish a plan for an in-depth review of the curriculum, including course coordination and delivery.</p>	<p>In progress. Completed by academic year 2023-2024</p>	<p>Department Chair, &amp; faculty members of the department</p>	<p>The work will be carried out with the support of the Manager, Programs, Internationalization and Sustainability, the CIT, and possibly the CTL. RA support may be needed for the creation of new courses and important revisions of existing courses.</p>
<p>Rationale: There is a need for learning goals and objectives to be continually re-assessed, courses need to be updated, and innovative teaching approaches should be integrated; this aligns with JMSB's strategic plan.</p>			
<p>2. Include students in the curriculum review and consider an experiential learning opportunity</p>	<p>In progress. Completed by academic year 2023-2024</p>	<p>Department Chair &amp; faculty members of department</p>	<p>The work will be carried out with the support of the Manager, Programs, Internationalization and Sustainability. Support of the CTL, CIT and the Experiential Learning Lead may also be necessary.</p>
<p>Rationale: This reflects best practices in curriculum revision and has already been implemented during the revision of all core courses. Experiential learning opportunities will continue to be integrated into the program.</p>			

<p>3. Consult with the JMSB Dean about the organization of administrative work in the department</p>	<p>Ongoing.</p>	<p>Department Chair and the Dean</p>	<p>The current Chair has initiated a more balanced approach to service at the department-level, removed outdated committees, and added new (temporary) ones. However, there remains a need to prioritize service (at all levels) to encourage all members to contribute. This will be done with the support of the Associate Dean, Accreditation and Faculty Relations.</p>
<p>Rationale: Not all members contributed equally to service aspects of department business.</p>			
<p>4. Contact the Centre for Teaching and Learning about a teaching workshop series</p>	<p>Completed by academic year 2023-2024</p>	<p>Department Chair + Department Curriculum Committee</p>	<p>This will be done as part of the curriculum revision process with the support of the Manager, Programs, Internationalization and Sustainability. Support of CIT and other specialists (e.g.: EDI, Indigenization) may also be needed.</p>
<p>Rationale: There is a need for pedagogical development opportunities for full- and part-time faculty members. The focus will be on meeting the needs of non-traditional student bodies.</p>			
<p>5. Consult with co-op employers on their requirements for student internships</p>	<p>Completed by academic year 2023-2024</p>	<p>Department Chair + Department Co-op Committee</p>	<p>Will be done as part of the curriculum revision process with the support of the Manager, Programs, Internationalization and Sustainability, the Marketing Co-op Director and CMS.</p>

Rationale: Need to investigate the possibility of a mismatch between employers' expectations and students' preparation					
6. Meet with the Vice-Provost, Innovation in Teaching and Learning (VPITL) to inquire about support for online course delivery	In progress				COVID has accelerated the implementation of digital tools and software for teaching purposes. CIT and ITS continue to provide support to enhance use of tools.
Rationale: Given the pandemic, this is no longer a valid recommendation.					
7. Assess the value of adding an Honours program in Marketing	Completed academic year 2023-2024	by year	Department Chair + Department Curriculum Committee		Will be done as part of the curriculum revision process and supported by the GPD of the MSc in Marketing and the Manager, Programs, Internationalization and Sustainability
Rationale: Need to properly recognize and nurture strong students who might be interested in pursuing a graduate degree in the field					
8. Implement a Department Chair succession plan	Academic year 2022-2023	year	Dean		Explore the support that can be provided at the Faculty level
Rationale : Lack of willingness to take on the role					
9. Review advising practices and resources provided by Student Academic Services	Academic year 2021-2022	Year	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 autonomous student registration, hiring of 3 full-time staff members, and initiating walk-in advising practices. COVID has brought on another set of changes as advising has moved online with great uptake from the students.
Rationale : Needs optimization and in-depth review of					

advising services			
10. Include all faculty in the regular communications from the Department	Completed.	Chair	The current Chair ensures that all FT and PT members are included in regular communications. A student representative from JMMA is also included in communications (and invited to regular department meetings).
Rationale : Need to include part-time faculty members and LTAs in departmental announcements.			