



**Program Evaluation Final Report: A Self-evaluation of Business  
Administration Accounting and Management (410.B0) &  
Marketing Option(410.D0)**

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**2003-2008**

**Business Administration Program Evaluation Committee**

**Approved by the Board of Directors June, 2010**

*Copies of the full report are available from the Office of Institutional Development & Effectiveness or the Academic Dean's Office on request.*

## EXECUTIVE SUMMARY

This is a self-administered program evaluation completed by the Business Administration Department, with the assistance of its Program Evaluation Committee and the Office of Institutional Development and Effectiveness (OIDE), in consultation with its key stakeholders, for the Accounting and Management Program (410.B0) and the Marketing Program (410.D0). As part of the consultation process, students, graduates, relevant faculty, relevant Vanier College staff, and employers were either surveyed or interviewed.

This program evaluation followed the guidelines established in the *General Guide to the Evaluation of Programs of Studies by the Commission d'évaluation de l'enseignement collégial* for the “self-evaluation” of programs. The report is divided into seven chapters each of which is summarized below. The report makes recommendations and identifies the actions taken to date on the recommendations.

This Executive Summary has four sections: 1) Summary of the Chapters, 2) Recommendations by Chapter, 3) Actions taken to date, and 4) New Course Grids for the Accounting and Management Program (410.B0) and the Marketing Program (410.D0).

## 1. SUMMARY OF THE CHAPTERS

### ***Chapter 1: Program Description***

In A2003, MELS introduced a competency-based curriculum, and Vanier began offering the Accounting and Management Program (410.B0). The aim of the *Accounting and Management Technology*<sup>1</sup> Program is to train individuals to practise the profession of an accounting and management technician.

Since 2004, the first year enrolment in the Accounting profile at Vanier has been fairly steady at about 60 students and has been evenly split between male and female. While the majority of students coming into this program were 19 years of age or less at admission, 34% of these students were 20 years of age or older. The vast majority of our Accounting students (75%) identified a language other than English as their mother tongue. The average high school average was approximately 75% over the evaluation period and has increased slightly over time.

In 2003, Vanier requested authorization for the Marketing Program (410.D0), and this authorization was granted in A2008. The aim of the Marketing Program is to train individuals that could assume the responsibility for managing a business or supervising a sales team.

In the last few years, the first year enrolment in this program has been about 40 students. In H2009, 29 students were enrolled in the second year and 20 students were enrolled in the third year. Over the past five years, 86% of incoming Marketing students have been 19 years of age or younger, 59% of our incoming class

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<sup>1</sup> The name for the program given by the MELS is *Accounting and Management Technology (410.B0)*. The Business Administration Department changed the name of the program to *Accounting and Management (410.B0)*.

has been male and 36% of the incoming Marketing students identified English as their mother tongue, 29% French and 34% other. The average high school average for our Marketing students was approximately 75% over the evaluation period and was very similar to that of students in the same program in the rest of the *Reseau* and in other Anglophone colleges.

### ***Chapter 2: Program Effectiveness***

*Program efficiency* is a measure of efficiency with respect to the number of students that meet program objectives and graduate on time. For students in the 410.B0 profile at Vanier, the average percent of courses passed in the first semester over past five years has been remained relatively stable for the five cohorts (average 83.4%; range 80.8 to 86.5%) and similar to students in the same program in the rest of the *Reseau* (average 82.4%) and those in other public Anglophone colleges (83.8%).

The pass/fail rates for Accounting students (410.B0) in the business courses taken in the first semester are not uniformly distributed. In the fall of 2007, 33% of students failed Accounting 1, 11% failed Introduction to Business, 2% failed Introduction to Business Computing I, and 26% failed Business Information and Research.

For students in the 410.D0 profile (Marketing) at Vanier, the average percent of courses passed in the first semester averaged 80.8% (range 75.0 to 87.2%), an average similar to students in the same program in the rest of the *Reseau* (average 78.6%) and slightly below those in other public Anglophone colleges (84.9%).

Again, the pass/fail rates for Marketing students in the business courses taken in the first semester are not uniformly distributed. In the fall of 2007, 35% of students failed Accounting 1, 13% failed Introduction to Business, 5% failed Introduction to Business Computing I, and 18% failed Business Information and Research.

The graduation rates in the prescribed time for our Accounting students for the 2003-2005 entry class cohorts ranged from 13 to 23%, which appears to be substantially lower than the graduation rates for the rest of the *Reseau* (28.8-30.5 % range). This comparatively low graduation rate can be partly explained by the transfer of students from the Accounting Program to the Marketing Program. For the F2006 cohort, the highest attrition rates occurred between the first and second semesters, with 25% of Accounting students leaving the program and 34% of Marketing students. By the 6<sup>th</sup> semester, 48% of the original Accounting cohort, and 50% of the original Marketing cohort had left the program.

Given the relative newness of the Marketing Program, data on the retention rates per semester and graduation rates in the prescribed time for is limited.

### ***Chapter 3: Relevance of the Program***

*Relevance* examines the strength of the connection between the objectives of the program and its content and the needs and expectations of the principal groups—students/graduates, employers, and universities—that are being served by the program. Generally, our students and graduates from both programs are satisfied and feel that they have been well prepared to meet the demands of the workforce or higher education. The programs are described as being “hands-on”, the faculty as being excellent, open, and caring and the atmosphere of the program as being “like a family”. A major concern expressed by students was the lack of mathematics courses needed for admission to university. Other limitations with respect to relevance of both programs is the limited time allotted e-commerce and the lack of marketing content in the first three

semesters of the program. Employers generally voiced appreciation of our graduates. Lastly, the department has negotiated an arrangement with a local university that gives our better graduates advanced standing in both the Bachelor of Commerce and Bachelor of Administration Programs.

#### ***Chapter 4: Program Coherence***

*Program coherence* is a measure of how well the parts of a program fit together to achieve the program's objectives. On the whole, students seem to find that overall the sequencing of courses over the six semesters of both programs is coherent. Some overlap of courses was noted, and the link between certain sequential courses was also commented on by students. The workloads of the programs are heavy: particularly the third semester, and in the Accounting Program, in the 4th and 5th semesters.

#### ***Chapter 5: Teaching Methods***

*Teaching methods* are the instructional approaches used to achieve program objectives. Teaching methods are appropriate when they meet the program objectives and are compatible with the characteristics of the student population. The teaching methods used in both the Accounting and Marketing Programs are diverse—from standard lecturing to experiential activities in an outdoor setting. Students expressed an appreciation for methods that developed “real life” business skills. Generally students praised the teaching methods used by faculty. Students were critical of teaching methods that emphasised lecturing, memorization, and an overuse of PowerPoint slides. Some accounting students expressed a desire to have accounting software introduced earlier in the program. Worthy of mention, is the positive response students had towards experiential activities such as Fort Angrignon, the BDC Case Challenge, the student exchange program and the Tax Clinic.

#### ***Chapter 6: Program Resources***

*Program quality* depends largely on the human, material, and financial resources allocated to it. Since the introduction of the new Accounting Program, the department has benefited from an influx of new, well qualified faculty: 9 new teachers, 1 who has been granted tenure. In A2009, 9.100 FTE was allocated to teaching, 0.375 FTE release for coordination and 0.500 FTE release for special projects. The operational budget is adequate. Additional software and the refreshing of the Student Resource Center are two areas where additional expenditures are anticipated.

#### ***Chapter 7: Quality of Program Management***

The *quality of program management* is reflected in the management methods used to ensure that the program provides the “learning activities leading to the achievement of educational objectives based on set standards”: the use of prudent management methods—the formulating, planning, administering and evaluating of instruction—that “fosters joint action among those involved in program implementation.”<sup>2</sup>

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<sup>2</sup> Commission d'évaluation de l'enseignement collégial (1994). *Policy Statement: General Guide to the Evaluation of Programs of Studies by the Commission d'évaluation de l'enseignement collégial*, p. 19.

Currently, the management of the program has largely been assumed by the coordinator, the various committees established annually by the department, and for special projects/extra-curricular events by way of ad hoc committees of volunteers. In recent years, the department has focussed its attention on recruitment and the development of extracurricular activities.

A Program Committee, as specified by the Institutional Policy on the Evaluation of Student Achievement (IPESA), has not been regularly convened. However, there have been individual meetings between our faculty and faculty from the French, English, and Economics Departments with respect to course curriculum specific to our students.

The program does not have an Advisory Committee, but, as a result of the internship program and extracurricular events such as the BDC Case Competition, does regularly dialogue with members of the business community.

A fairly comprehensive evaluation of non-tenured faculty (student evaluation and in-class observation with faculty feedback) has been done in the past by the department. Over the past two years, new faculty (who teach both in the Commerce and Business Administration departments) have been evaluated by the Faculty of Social Science, Commerce, Arts & Letters.

In H2008, the entire Business Administration student body was surveyed about the quality of the program.

Given the number of students in the two programs and their complexity (45 different courses in the Accounting Program and 43 different courses in the Marketing Program), effective program coordination (for example, student tracking, support and retention, teacher evaluation and support) has become a challenge. The implementation of the recommendations of this report is seen as an additional program coordination challenge.

## 2. RECOMMENDATIONS

All recommendations found in this section of the executive summary are found in the body of the report, where they are accompanied by their supporting analysis. The first number describing the recommendation indicates the chapter where the recommendation is to be found – i.e. Recommendation 3.11 is in Chapter 3. Given the large number of recommendations, we have grouped the recommendations by theme. The themes are: Program Grid; Curriculum – Program Level, Curriculum Course-specific Level, General Academic Activities; and Program Management. **Recommendations that would lead to immediate operative changes have been highlighted in yellow and bolded (the code number only).**

It was noted that the each recommendation fell under the specific purview of one or more College bodies i.e. the College Administration, Academic Council or the Business Administration Program. To facilitate the review process, a third column was added to the tables below to indicate/suggest the College bodies responsible for approving each recommendation.

### Program Grid

The following recommendations all relate to a proposed change to the existing grid: it could be a change in course ponderation, a change of competency, or the addition or removal of a course.

<b><i>Common Trunk (Semesters 1-3)</i></b>		
<b><i>Recommendation</i></b>		<b><i>Responsible to Approve</i></b>
<b>3.16</b>	A new course, entitled E-commerce and Direct Marketing, should be introduced in the third semester.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• Business Administration (BA) Program</li> </ul>
<b>3.17</b>	Finance I (410-311-VA) should be replaced with a 45-hour course in Personal Financial Planning.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>
<b>3.18</b>	Purchasing and Inventory Management (410-330-VA) should be removed and the competencies addressed in other courses: <ul style="list-style-type: none"> <li>• For Marketing students, competency <i>U8</i> will be addressed in <i>Retailing</i> (410-447-VA)</li> <li>• For Accounting students, <i>Operations Research</i> (410-430-VA) will be re-named and modified, will be called Logistics and will cover competencies <i>HN</i> and <i>HQ</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>

<b><i>410.B0 Accounting (Semesters 4-6)</i></b>		
<b><i>Recommendation</i></b>		<b><i>Responsible to Approve</i></b>
<b>3.22</b>	Finance II (410-311-VA) given to Accounting students in the fourth semester should be replaced with a 45-hour course called Finance.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>

<b>3.20</b>	<i>Cost Accounting</i> (410-521-VA) given to Accounting students should be reduced from 60 hours to 45 hours.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>
<b>3.26</b>	The stage component of <i>Stage and Integration into the Workforce</i> (410-662-VA) in the Accounting Program should be extended from three weeks to four.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>

<b>410.D0 Marketing (Semesters 4-6)</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>
<b>3.25</b>	<i>Marketing Research</i> (410-417-VA) should be increased from 45 hours to 60 hours.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>
<b>3.24</b>	In the Marketing Program, <i>Sales Management</i> (410-517-VA) and <i>Customer Service Excellence</i> (410-527-VA) should be merged into one 60 hour course called <i>Sales Management and Customer Service Excellence</i>	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>
<b>5.13</b>	The Program Committee should contemplate moving the B Block <i>English</i> (603-HSA-VA) for Marketing from the 4 <sup>th</sup> to the 5 <sup>th</sup> semester .	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>
<b>4.8</b>	<i>Advanced Topics in Marketing</i> (410-627-VA), should be increased from 45 to 60 contact hours.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>
<b>3.27</b>	The stage component of <i>Stage and Integration into the Workforce</i> (410-657-VA) in the Marketing Program should be extended from three weeks to four.	<ul style="list-style-type: none"> <li>• Academic Council</li> <li>• BA Program</li> </ul>

## Curriculum – Program Level

The following recommendations deal with a review of practices that impact the curriculum at the program level.

<b>Accounting and Marketing</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>
3.1	The Curriculum Committee (Accounting and Marketing), along with Academic Advising and college administrators, needs to explore how Business Administration students, who wish to pursue university training, can gain access to the mathematics course pre-requisites that they need.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
3.2	The Curriculum Committee (Accounting and Marketing) needs to adapt the curriculum to better reflect the changes in the business world driven by the internet.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
3.4	The Curriculum Committee (Accounting and Marketing) should review course content to see where opportunities for activities that promote civic, social and environmental awareness and action might lie.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
3.5	The Curriculum Committee (Accounting and Marketing), with the support of the	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>

	College administration, should examine the possibility of developing extra-curricular activities/events that would promote civic, social and environmental awareness and action.	
3.13	The importance of accounting for students in both the Accounting and Marketing Programs should be emphasized.	• BA Program
4.4	The Curriculum Committee (Accounting and Marketing) should carefully monitor the coherence of sequential courses.	• BA Program
4.6	Teachers of sequential courses need to communicate with one another to ensure that there is coherence between the materials that they teach.	• BA Program
4.7	Other links between courses that need to be reviewed by the Curriculum Committee (Accounting and Marketing) are those between introductory skill-based courses such as <i>BCA 1</i> (410-310-VA) and <i>BCA 2</i> (410-231-VA) and <i>Business Information and Research</i> (410-141-VA) and subsequent more advanced courses (that will require the use of the skills learned in the introductory courses).	• BA Program
5.1	The Curriculum Committee (Accounting and Marketing) should examine ways to increase the number of “hands-on”/“real-world” experiences for students in the first three semesters of the program. (See Action Taken 5.1 below)	• BA Program
5.5	The Curriculum Committee (Accounting and Marketing) should explore how and where more student presentations could be incorporated into the Accounting curriculum.	• BA Program
5.7	In courses that have multiple sections taught by different teachers, the teachers should be encouraged to discuss/share their teaching methods with their colleagues.	• BA Program
5.10	The Curriculum Committee (Accounting and Marketing) should consider incorporating case writing in a course in the second semester, and also consider developing a common case write-up approach.	• BA Program
5.11	The Curriculum Committee (Accounting and Marketing) should discuss and explore the desirability/possibility of having a more extensive and coordinated use of the case method in the last three semesters of the program. We should also examine the balance between cases done in groups and those done individually.	• BA Program
5.17	The Curriculum Committee (Accounting and Marketing) should examine the portfolio of extra-curricular activities with respect to the benefits, resource requirements, and timing of each.	• BA Program

<b>Accounting</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>
3.3	The Curriculum Committee (Accounting) needs to understand and modify the Accounting curriculum in light of the move towards International Financial Reporting Standards (IFRS).	• BA Program
3.11	The Curriculum Committee (Accounting) should examine ways to make the introductory accounting courses more hands-on.	• BA Program

<b>Marketing</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>

3.23	The Curriculum Committee (Marketing) should examine how e-marketing concepts could be better integrated into the marketing courses given in the last three semesters of the Marketing Program.	• BA Program
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### Curriculum – Course-specific Level

The following recommendations all involve a re-examination of educational practice for an existing course: possibly, its content, the teaching methods used, and/or how the course is evaluated.

<b>Accounting and Marketing</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>
3.15	The content of Business Computer Applications 1 (410-131-VA) and Business Computer Applications 2 (410-231-VA) should be reviewed by the Curriculum Committee (See Action Taken 3.15 below)	• BA Program
4.5	The contents of <i>Introduction to Business</i> (410-121-VA), <i>Leadership and Team Management</i> (410-341-VA), and <i>Management</i> (410-441-VA and 410-537-VA) should be reviewed by the Curriculum Committee (Accounting and Marketing) for coherence.	• BA Program
5.2	The Curriculum Committee (Accounting and Marketing) should review the teaching methods used in <i>Business Law</i> (410-241-VA).	• BA Program
4.10	The Program Committee and teachers of <i>Business Economics</i> (383-301) should examine the recent pass rates of our students compared to those of students in the same profile throughout the rest of the <i>Reseau</i> .	• BA Program
4.11	The Program Committee and teachers of <i>English 603-HSA</i> should meet and discuss how their efforts can be made more complementary.	• BA Program
4.12	The Program Committee and teachers of <i>Communication d' affaires</i> (602-672) should meet and discuss how their efforts could be better coordinated.	• BA Program
5.12	The Curriculum Committee (Accounting and Marketing) should explore the possibility of working more closely with B block English teachers in the 5 <sup>th</sup> semester.	• BA Program

<b>Accounting</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>
2.2	<b>Recommendation</b> <i>Accounting 1</i> (410-111-VA) <i>Accounting 2</i> (410-211-VA), <i>Business Information and Research</i> (410-141-VA) and <i>Business Law</i> (410-241-VA) should be reviewed by the Curriculum Committee (Accounting) for evaluation equity. (See Action Taken 2.2 below)	• BA Program
3.10	<b>Recommendation</b> The content of <i>Accounting 1</i> (410-111-VA) and <i>Accounting 2</i> (410-211-VA) should be reviewed. (See Action taken 3.10 below).	• BA Program

3.19	<b>Recommendation</b> The Curriculum Committee (Accounting) needs to review <i>Cost Accounting</i> (410-521-VA). (See Action Taken 3.20 below)	• BA Program
5.3	<b>Recommendation</b> The Curriculum Committee (Accounting and Marketing) should review the teaching methods used in <i>Human Resource Management and Supervision</i> (410-321-VA).	• BA Program
5.4	<b>Recommendation</b> The Curriculum Committee (Accounting and Marketing) should review the teaching methods used in <i>Cost Accounting</i> (410-521-VA) and <i>Management</i> (410-441-VA).	• BA Program
5.6	<b>Recommendation</b> The Curriculum Committee (Accounting and Marketing) should review the teaching methods used in <i>Consumer Behaviour</i> (410-427-VA), <i>Management</i> (410-537-VA), <i>Negotiations</i> (410-637-VA), and <i>Marketing Project Management</i> (410-647-VA).	• BA Program
3.21	<b>Recommendation</b> The Curriculum Committee should review the MIS (420-662-VA) course given to Accounting students in the 6th semester and eliminate any redundancies with other courses.	• BA Program

<b>Marketing</b>		
<b>Recommendation</b>		<b>Responsible to Approve</b>
4.9	The Program Committee and teachers of <i>Business Data Analysis</i> (201-316) need to discuss: 1) How they can better convey to students the usefulness of statistics in business. 2) How stronger links can be made between <i>Business Data Analysis</i> and such courses as <i>Marketing Research</i> (410-457-VA) and <i>Logistics</i> (410-461-VA).	• BA Program

### General Academic Activities

<b>Recommendation</b>		<b>Responsible to Approve</b>
5.14	The department should encourage all teachers to use Omnivox.	• BA Program
5.15	The Curriculum Committee should review the programs' policy with respect to the use of financial calculators.	• BA Program
4.1	The department should continue to monitor student workload to ensure that it is manageable.	• BA Program
4.2	The department should monitor and coordinate extra-curricular events.	• BA Program

### Program Management

<b>Recommendation</b>		<b>Responsible to Approve</b>

2.1	The department should consider how it might attract students who are most likely to successfully complete the program.	• BA Program
2.3	College administration and the department need to better track student performance in order to help improve student retention, increase graduation rates, and better support students. The department should work with the Office of Institutional Development and Effectiveness (OIDE) to determine an appropriate set of performance measures to be provided by OIDE to the department on an ongoing basis. These data might include, for example, the average time to graduation, student's current progress in the program, attrition rates per semester, class averages per section, number of students that fail per section. Program coordinators and faculty would be responsible for analyzing, evaluating and acting on these data.	• BA Program
3.6	The coordinator(s) should continue to review course outlines to ensure that they conform to the College Policy on Course Outlines.	• BA Program
3.7	Teacher/course assessment should be reviewed by the faculty.	• BA Program
3.8	The program should have a mechanism for hearing students' concerns.	• BA Program
3.14	The Department should consider instituting a program policy that will attempt to ensure, when possible, that a course with multiple sections is not taught by the same teacher each semester.	• BA Program
5.16	The College should continue to provide release time to launch and manage extra-curricular projects.	• College Administration • BA Program
7.1	The College should ensure adequate resources for the programs, in the form of allocation for coordination, to effectively implement the program.	• College Administration • BA Program
7.2	In order to comply with the Institutional Policy on the Evaluation of Student Achievement (IPESA), a formal Program Committee should be created and should meet at least once a year.	• BA Program
7.3	The programs' curriculum committees should be structured as follows: <ol style="list-style-type: none"> <li>1. A Curriculum Committee (Accounting) to review and propose as required, changes to the curriculum of the Accounting Program.</li> <li>2. A Curriculum Committee (Marketing) to review and propose as required, changes to the curriculum of the Marketing Program.</li> <li>3. A Curriculum Committee (Accounting and Marketing), composed of members from both Curriculum Committees, to evaluate and propose changes to curriculum in the common trunk.</li> </ol>	• BA Program
3.29	The Curriculum Committee (Accounting and Marketing) should re-examine and, if necessary, re-negotiate our agreement with Concordia University and should re-explore the possibility of establishing agreements for advanced standing/credits with other local universities: HEC, McGill, UQAM and Bishop's.	• BA Program
3.28	The Program Committee should examine how well prepared students are for the workforce.	• BA Program
3.30	The Program Committee should examine how well prepared students are for study at the university level.	• BA Program

## Program Resources

<i>Recommendation</i>		<i>Responsible to Approve</i>
<b>Academic Advising</b>		
3.9	An Academic Advising information session for students to explain the university admissions requirements and advanced standing possibilities at local universities should be held in the first or second semester.	<ul style="list-style-type: none"> <li>• College Administration</li> <li>• BA Program</li> </ul>
4.3	As part of the Academic Advising information sessions students should be made more aware of the possible negative consequences of trying to work and study at the same time.	<ul style="list-style-type: none"> <li>• College Administration</li> <li>• BA Program</li> </ul>
<b>The Learning Centre</b>		
5.18	The Curriculum Committee should review how the department can develop a closer relationship with the Learning Center.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
5.8	The Curriculum Committee should develop a system whereby students with weak writing skills are identified as early as possible in the program and referred to the Learning Center for assistance.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
<b>Tutoring Services</b>		
3.12	Tutoring services in accounting should be provided. Students should be made aware of these services. (See Action Taken 3.12 below)	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
5.9	A tutor system, similar to the one setup for Accounting, should be established for Marketing students who need assistance with their writing skills.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
<b>Library</b>		
6.3	The Department and the Library should examine the possibility of having small enclosed rooms that could be used for student group project work.	
7.4	The Business Administration Program should review the Library's business collection (periodicals, books and video) on a regular basis and make suggestions regarding how the collection could be made more relevant.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
7.5	The Business Administration Program should explore ways that use of the library (information literacy skills) can be incorporated into specific courses. This is particularly appropriate in courses in the common trunk.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
<b>Student Services</b>		
7.6	The department, together with the Employment Officer, should explore the possibility of continuing to send job postings to those recent graduates interested in such a service.	<ul style="list-style-type: none"> <li>• BA Program</li> </ul>
<b>Physical Resources</b>		
6.1	The Department should purchase computer software for the computer lab in N-262 (Office 2010 and Publisher).	<ul style="list-style-type: none"> <li>• College Administration</li> <li>• BA Program</li> </ul>
6.2	The Department should refresh the Student Resource Center (new furniture, updating of computers and software on the computers).	<ul style="list-style-type: none"> <li>• College Administration</li> <li>• BA Program</li> </ul>

### 3. ACTIONS TAKEN TO DATE

The department has already acted on a number of these recommendations:

#### ***Recommendation 3.10***

The content of Accounting 1 (410-111-VA) and Accounting 2 (410-211-VA) has been reviewed and modified (Modifications to Accounting 1 were implemented in the A2009 semester; modifications to Accounting 2 are planned for the H2010 semester). The more technical elements of Accounting 2 have been moved to Intermediate Accounting (410-421-VA), given in the fourth semester exclusively to accounting students. This will allow a greater focus on the important foundational aspects of accounting in an Accounting 1 and 2: content more relevant to both Accounting and Marketing students. Sections of Accounting 1 and Accounting 2 are being taught by several different teachers.

#### ***Recommendation 3.12***

This year an excellent student tutor for accounting was hired and supervised by one of our faculty.

#### ***Recommendation 3.15***

The content of *BCA I* (410-131-VA) was revised and made more challenging in H2009.

#### ***Recommendation 3.20***

This semester (H2009), *Cost Accounting* (410-521-VA) has been transformed: new textbook, emphasis on problem-solving, computer application component, and a business case.

#### ***Recommendation 5.1***

A speech contest, done in cooperation with John Abbott College, is in the planning stages for the end of A2009 semester.

Students in the first semester (Introduction to Business (410-121-VA)) will participate in a team building experiential exercise at Fort Angrignon. This activity was previously part of the Leadership and Team Management (410-341-VA) course. The Angrignon experience is a fun, hands-on activity that should help promote a positive atmosphere among first year students.

#### ***Recommendation 5.3***

*Human Resource Management and Supervision* (410-321-VA) is being reviewed (A2009).

## 4. NEW COURSE GRIDS FOR THE ACCOUNTING AND MANAGEMENT (410.B0) AND MARKETING PROGRAM (410.D0)

On the basis of this evaluation, a new program grid has been created for both the Accounting and Management Program (see page xvii for the current grid, xviii for the new grid) and the Marketing Program (see page xix for the current grid, xx for the new grid). Items in the new program grids that are in italics indicate a proposed change to the old grid. Items in italics could represent a proposed change in a course's ponderation, its title, the competency/competencies associated with a course, and /or a completely new course. Note that the report does make recommendations to modify the content of some courses (for example, BCA1 and BCA 2), but has not recommended that there be changes made to these courses' ponderation, title, or their competencies. As a result, these courses have no items that appear in italics. Note also that the report recommends the removal of Purchasing and Inventory Management (410-331-VA) from the common trunk; Finance II (410-411-VA) and Management Information Systems (420-662-VA) from the Accounting and Management Program; and Customer Service Excellence (410-527-VA) from the Marketing Program.

The pre-requisites for the new grids are found in Appendix 23.

Vanier College: 410.B0 Accounting and Management Technology  
Current Grid A2009

Semester	Course code	Course title	Ponderation			Credits	Contact Hours		Competencies
			lecture	lab	homework		hrs/wk	hrs/sem	
1	410-111-VA	Accounting I	3	1	4	2 2/3	4	60	H8
	410-121-VA	Introduction to Business	2	2	2	2	4	60	H5,H6
	410-131-VA	Business Computer Applications I	0	4	2	2	4	60	H7
	410-141-VA	Business Information and Research	2	2	2	2	4	60	H9
	603-101-04	English (A) 101	2	2	4	2 2/3	4	60	
	602-10x-03	French (A)	2	1	3	2	3	45	
	109-103-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 1</b>			<b>12</b>	<b>13</b>	<b>18</b>	<b>14 1/3</b>	<b>25</b>	<b>375</b>	
2	410-211-VA	Accounting II	3	1	3	2 1/3	4	60	H8
	410-221-VA	Marketing	3	1	2	2	4	60	HA,HP
	410-231-VA	Business Computer Applications II	0	4	2	2	4	60	H7
	410-241-VA	Business Law	2	1	3	2	3	45	HB
	603-102-04	English (A)	2	2	3	2 1/3	4	60	
	345-103-04	Humanities (A) Complementary	3 3	1 0	3 3	2 1/3 2	4 3	60 45	
	<b>Totals: Semester 2</b>			<b>16</b>	<b>10</b>	<b>19</b>	<b>15</b>	<b>26</b>	<b>390</b>
3	201-316-VA	Business Data Analysis	3	1	3	2 1/3	4	60	HC
	383-301-VA	Business Economics	3	0	3	2	3	45	HL
	410-311-VA	Finance I	2	2	3	2 1/3	4	60	HD,HE
	410-321-VA	HRM and Supervision	2	2	2	2	4	60	HH
	410-331-VA	Purchasing and Inventory Management	2	2	2	2	4	60	HQ
	410-341-VA	Leadership and Team Management	1	2	2	1 2/3	3	45	HA,HG,HH
	603-103-04	English (A)	2	2	3	2 1/3	4	60	
	109-104-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 3</b>			<b>16</b>	<b>12</b>	<b>19</b>	<b>15 2/3</b>	<b>28</b>	<b>420</b>	
4	410-411-VA	Finance II	2	1	2	1 2/3	3	45	HF
	410-421-VA	Intermediate Accounting	2	2	3	2 1/3	4	60	HV
	410-443-VA	Operations Management	2	2	2	2	4	60	HN
	410-441-VA	Management	2	2	2	2	4	60	HG
	345-102-03	Humanities (A)	3	0	3	2	3	45	
	603-HSA-VA	English (B)	2	2	2	2	4	60	
	602-HS_-VA	French (B)	2	1	3	2	3	45	
	109-105-02	Phys.ed	1	1	1	1	2	30	
	<b>Totals: Semester 4</b>			<b>16</b>	<b>11</b>	<b>18</b>	<b>15</b>	<b>27</b>	<b>405</b>
5	410-511-VA	Accounting by Computers I	1	3	2	2	4	60	HT
	410-521-VA	Cost Accounting	3	1	2	2	4	60	HR
	410-531-VA	Taxation	3	1	2	2	4	60	HU
	410-541-VA	Negotiations	1	2	2	1 2/3	3	45	HA,HH
	410-551-VA	Entrepreneurship	2	2	2	2	4	60	H5,HM,HP
	410-561-VA	International Business	2	1	2	1 2/3	3	45	HS
	345-bxx-03	Humanities Complementary	3 2	0 1	3 3	2 2	3 3	45 45	
<b>Totals: Semester 5</b>			<b>17</b>	<b>11</b>	<b>18</b>	<b>15 1/3</b>	<b>28</b>	<b>420</b>	
6	410-611-VA	Accounting by Computers II	1	2	2	1 2/3	3	45	HT
	410-621-VA	Introduction to Auditing	2	1	2	1 2/3	3	45	HW
	410-631-VA	Project Management	1	2	2	1 2/3	3	45	HX
	410-641-VA	Selling and Customer Service	2	1	2	1 2/3	3	45	HA,HP
	410-651-VA	Stage and Integration into the Work Force	2	4	3	3	6	90	HY
	420-662-03	Management Information Systems	1	2	2	1 2/3	3	45	HJ
	602-672-03	Communications d'affaires	3	0	2	1 2/3	3	45	HK
<b>Totals: Semester 6</b>			<b>12</b>	<b>12</b>	<b>15</b>	<b>13</b>	<b>24</b>	<b>360</b>	
<b>Totals: All Semesters</b>			<b>89</b>	<b>69</b>	<b>107</b>	<b>88 1/3</b>	<b>158</b>	<b>2370</b>	

Vanier College: 410.B0 Accounting and Management Technology  
 New Grid: Final-April 30,2010

Semester	Course code	Course title	Ponderation			Credits	Contact Hours		Competencies
			lecture	lab	homework		hrs/wK	hrs/sem	
1	410-111-VA	Accounting I	3	1	4	2 2/3	4	60	H8
	410-121-VA	Introduction to Business	2	2	2	2	4	60	H5,H6
	410-131-VA	Business Computer Applications I	0	4	2	2	4	60	H7
	410-141-VA	Business Information and Research	2	2	2	2	4	60	H9
	603-101-04	English (A) 101	2	2	4	2 2/3	4	60	
	602-10x-03	French (A)	2	1	3	2	3	45	
	109-103-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 1</b>			<b>12</b>	<b>13</b>	<b>18</b>	<b>14 1/3</b>	<b>25</b>	<b>375</b>	
2	410-211-VA	Accounting II	3	1	3	2 1/3	4	60	H8
	410-221-VA	Marketing	3	1	2	2	4	60	HA,HP
	410-231-VA	Business Computer Applications II	0	4	2	2	4	60	H7
	410-241-VA	Business Law	2	1	3	2	3	45	HB
	603-102-04	English (A)	2	2	3	2 1/3	4	60	
	345-103-04	Humanities (A)	3	1	3	2 1/3	4	60	
		Complementary	3	0	3	2	3	45	
<b>Totals: Semester 2</b>			<b>16</b>	<b>10</b>	<b>19</b>	<b>15</b>	<b>26</b>	<b>390</b>	
3	201-316-VA	Business Data Analysis	3	1	3	2 1/3	4	60	HC
	383-301-VA	Business Economics	3	0	3	2	3	45	HL
	410-361-VA	<i>Personal Fin Planning</i>	2	1	3	2	3	45	HD,HE,HF
	410-321-VA	HRM and Supervision	2	2	2	2	4	60	HH
	410-371-VA	<i>E-Commerce and Direct Marketing</i>	2	2	3	2 1/3	4	60	HA,HP,H7
	410-341-VA	Leadership and Team Management	1	2	2	1 2/3	3	45	HA,HG,HH
	603-103-04	English (A)	2	2	3	2 1/3	4	60	
	109-104-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 3</b>			<b>16</b>	<b>11</b>	<b>20</b>	<b>15 2/3</b>	<b>27</b>	<b>405</b>	
4	410-451-VA	<i>Finance</i>	2	1	2	1 2/3	3	45	HF,HD,HE
	410-421-VA	Intermediate Accounting	2	2	3	2 1/3	4	60	HV
	410-461-VA	<i>Logistics</i>	2	2	2	2	4	60	HN,HQ
	410-441-VA	Management	2	2	2	2	4	60	HG
	345-102-03	Humanities (A)	3	0	3	2	3	45	
	603-HSA-VA	English (B)	2	2	2	2	4	60	
	602-HS_-VA	French (B)	2	1	3	2	3	45	
	109-105-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 4</b>			<b>16</b>	<b>11</b>	<b>18</b>	<b>15</b>	<b>27</b>	<b>405</b>	
5	410-511-VA	Accounting by Computers I	1	3	2	2	4	60	HT
	410-571-VA	<i>Cost Accounting</i>	2	1	2	1 2/3	3	45	HR
	410-531-VA	Taxation	3	1	2	2	4	60	HU
	410-541-VA	Negotiations	1	2	2	1 2/3	3	45	HA,HH
	410-551-VA	Entrepreneurship	2	2	2	2	4	60	H5,HM,HP
	410-561-VA	International Business	2	1	2	1 2/3	3	45	HS
	345-bxx-03	Humanities	3	0	3	2	3	45	
	Complementary	2	1	3	2	3	45		
<b>Totals: Semester 5</b>			<b>16</b>	<b>11</b>	<b>18</b>	<b>15</b>	<b>27</b>	<b>405</b>	
6	410-611-VA	Accounting by Computers II	1	2	2	1 2/3	3	45	HT
	410-621-VA	Introduction to Auditing	2	1	2	1 2/3	3	45	HW
	410-631-VA	Project Management	1	2	2	1 2/3	3	45	HX
	410-641-VA	Selling and Customer Service	2	1	2	1 2/3	3	45	HA,HP
	410-661-VA	<i>Stage and Integration into the Work Force</i>	2	6	2	3 1/3	8	120	HY
	420-662-03	Management Information Systems	1	2	2	1 2/3	3	45	HJ
	602-672-03	Communications d'affaires	3	0	2	1 2/3	3	45	HK
<b>Totals: Semester 6</b>			<b>12</b>	<b>14</b>	<b>14</b>	<b>13 1/3</b>	<b>26</b>	<b>390</b>	
<b>Totals: All Semesters</b>			<b>88</b>	<b>70</b>	<b>107</b>	<b>88 1/3</b>	<b>158</b>	<b>2370</b>	

Vanier College: Business Administration: Marketing and Management (410.D0)  
Current grid, A2009

Semester	Course code	Course title	Ponderation			Credits	Contact Hours		Competencies
			lecture	lab	homework		hrs/wk	hrs/sem	
1	410-111-VA	Accounting I	3	1	4	2 2/3	4	60	U5
	410-121-VA	Introduction to Business	2	2	2	2	4	60	TS, U3,UF
	410-131-VA	Business Computer Applications I	0	4	2	2	4	60	TU
	410-141-VA	Business Information and Research	2	2	2	2	4	60	TW
	603-101-04	English (A) 101	2	2	4	2 2/3	4	60	
	602-10x-03	French (A)	2	1	3	2	3	45	
	109-103-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 1</b>			<b>12</b>	<b>13</b>	<b>18</b>	<b>14 1/3</b>	<b>25</b>	<b>375</b>	
2	410-211-VA	Accounting II	3	1	3	2 1/3	4	60	U5
	410-221-VA	Marketing	3	1	2	2	4	60	TX
	410-231-VA	Business Computer Applications II	0	4	2	2	4	60	TU
	410-241-VA	Business Law	2	1	3	2	3	45	TY
	603-102-04	English (A)	2	2	3	2 1/3	4	60	
	345-103-04	Humanities (A)	3	1	3	2 1/3	4	60	
		Complementary	3	0	3	2	3	45	
<b>Totals: Semester 2</b>			<b>16</b>	<b>10</b>	<b>19</b>	<b>15</b>	<b>26</b>	<b>390</b>	
3	201-316-VA	Business Data Analysis	3	1	3	2 1/3	4	60	TV
	383-301-VA	Business Economics	3	0	3	2	3	45	U9
	410-311-VA	Finance I	2	2	3	2 1/3	4	60	U6,U7
	410-321-VA	HRM and Supervision	2	2	2	2	4	60	U4,UB,UD
	410-331-VA	Purchasing and Inventory Management	2	2	2	2	4	60	U8
	410-341-VA	Leadership and Team Management	1	2	2	1 2/3	3	45	TT,U3,UB
	603-103-04	English (A)	2	2	3	2 1/3	4	60	
	109-104-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 3</b>			<b>16</b>	<b>12</b>	<b>19</b>	<b>15 2/3</b>	<b>28</b>	<b>420</b>	
4	410-417-VA	Marketing Research	2	1	3	2	4	45	TW
	410-427-VA	Consumer Behaviour	2	1	2	1 2/3	3	45	TX
	410-437-VA	Integrated Marketing Communications	2	2	3	2 1/3	4	60	U1
	410-467-VA	Retailing	2	2	3	2 1/3	4	60	UC
	345-102-03	Humanities (A)	3	0	3	2	3	45	
	602-HS_-VA	French (B)	2	1	3	2	3	45	
	109-105-02	Phys.ed	1	1	1	1	2	30	
	<b>Totals: Semester 4</b>			<b>14</b>	<b>8</b>	<b>18</b>	<b>13 1/3</b>	<b>23</b>	<b>330</b>
5	410-517-VA	Sales Management	2	2	3	2 1/3	4	60	U2,UA,UB,UD
	410-527-VA	Customer Service Excellence	2	1	2	1 2/3	3	45	UE
	410-537-VA	Management	3	1	2	2	4	60	U3
	410-557-VA	Entrepreneurship	2	2	3	2 1/3	4	60	TX,UH
	410-627-VA	Advanced Topics in Marketing	1	2	1	1 1/3	3	45	TX
	345-HSC-03	Humanities	3	0	3	2	3	45	
		Complementary	3	0	3	2	3	45	
603-HSA-VA	English (B)	2	2	2	2	4	60		
<b>Totals: Semester 5</b>			<b>18</b>	<b>10</b>	<b>19</b>	<b>15 2/3</b>	<b>28</b>	<b>420</b>	
6	410-547-VA	International Marketing	2	1	2	1 2/3	3	45	UF
	410-617-VA	Accounting by Computers I	1	2	2	1 2/3	3	45	U5
	410-637-VA	Negotiations	1	2	2	1 2/3	3	45	TT
	410-647-VA	Marketing Project Management	1	2	2	1 2/3	3	45	TX,UH
	410-657-VA	Stage and Integration into the Work Force	2	5	3	3 1/3	9	105	UG
	602-672-VA	Communications d'affaires	3	0	2	1 2/3	3	45	TZ,U0
<b>Totals: Semester 6</b>			<b>10</b>	<b>12</b>	<b>13</b>	<b>11 2/3</b>	<b>24</b>	<b>330</b>	
<b>Totals: All Semesters</b>			<b>86</b>	<b>65</b>	<b>106</b>	<b>85 2/3</b>	<b>154</b>	<b>2265</b>	

Vanier College: Business Administration: Marketing and Management (410.D0)  
 New Grid: Final April 30, 2010

Semester	Course code	Course title	Ponderation			Credits	Contact Hours		Competencies
			lecture	lab	homework		hrs/wk	hrs/sem	
1	410-111-VA	Accounting I	3	1	4	2 2/3	4	60	U5
	410-121-VA	Introduction to Business	2	2	2	2	4	60	TS, U3,UF
	410-131-VA	Business Computer Applications I	0	4	2	2	4	60	TU
	410-141-VA	Business Information and Research	2	2	2	2	4	60	TW
	603-101-04	English (A) 101	2	2	4	2 2/3	4	60	
	602-10x-03	French (A)	2	1	3	2	3	45	
	109-103-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 1</b>			<b>12</b>	<b>13</b>	<b>18</b>	<b>14 1/3</b>	<b>25</b>	<b>375</b>	
2	410-211-VA	Accounting II	3	1	3	2 1/3	4	60	U5
	410-221-VA	Marketing	3	1	2	2	4	60	TX
	410-231-VA	Business Computer Applications II	0	4	2	2	4	60	TU
	410-241-VA	Business Law	2	1	3	2	3	45	TY
	603-102-04	English (A)	2	2	3	2 1/3	4	60	
	345-103-04	Humanities (A)	3	1	3	2 1/3	4	60	
		Complementary	3	0	3	2	3	45	
<b>Totals: Semester 2</b>			<b>16</b>	<b>10</b>	<b>19</b>	<b>15</b>	<b>26</b>	<b>390</b>	
3	201-316-VA	Business Data Analysis	3	1	3	2 1/3	4	60	TV
	383-301-VA	Business Economics	3	0	3	2	3	45	U9
	410-361-VA	Personal Fin Planning	2	1	3	2	3	45	U6,U7
	410-321-VA	HRM and Supervision	2	2	2	2	4	60	U4,UB,UD
	410-371-VA	E-Commerce and Direct Marketing	2	2	3	2 1/3	4	60	TX,TU,U1
	410-341-VA	Leadership and Team Management	1	2	2	1 2/3	3	45	TT,U3,UB
	603-103-04	English (A)	2	2	3	2 1/3	4	60	
	109-104-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 3</b>			<b>16</b>	<b>11</b>	<b>20</b>	<b>15 2/3</b>	<b>27</b>	<b>405</b>	
4	410-457-VA	Marketing Research	2	2	3	2 1/3	4	60	TW
	410-427-VA	Consumer Behaviour	2	1	2	1 2/3	3	45	TX
	410-437-VA	Integrated Marketing Communications	2	2	3	2 1/3	4	60	U1
	410-467-VA	Retailing	2	2	3	2 1/3	4	60	UC, U8
	345-102-03	Humanities (A)	3	0	3	2	3	45	
	602-HS_-VA	French (B)	2	1	3	2	3	45	
	109-105-02	Phys.ed	1	1	1	1	2	30	
<b>Totals: Semester 4</b>			<b>14</b>	<b>9</b>	<b>18</b>	<b>13 2/3</b>	<b>23</b>	<b>345</b>	
5	410-567-VA	Sales Management & Cust Serv	2	2	3	2 1/3	4	60	U2,U4,UB,UD,UE
	410-537-VA	Management	3	1	2	2	4	60	U3
	410-557-VA	Entrepreneurship	2	2	2	2	4	60	TX,UH
	410-577-VA	Advanced Topics in Marketing	2	2	3	2 1/3	4	60	TX
	345-HSC-03	Humanities	3	0	3	2	3	45	
		Complementary	3	0	3	2	3	45	
603-HSA-VA	English (B)	2	2	2	2	4	60		
<b>Totals: Semester 5</b>			<b>17</b>	<b>9</b>	<b>18</b>	<b>14 2/3</b>	<b>26</b>	<b>390</b>	
6	410-547-VA	International Marketing	2	1	2	1 2/3	3	45	UF
	410-617-VA	Accounting by Computers I	1	2	2	1 2/3	3	45	U5
	410-637-VA	Negotiations	1	2	2	1 2/3	3	45	TT
	410-647-VA	Marketing Project Management	1	2	2	1 2/3	3	45	TX,UH
	410-667-VA	Stage and Integration into the Work Force	2	7	3	4	9	135	UG
602-672-VA	Communications d'affaires	3	0	2	1 2/3	3	45	TZ,U0	
<b>Totals: Semester 6</b>			<b>10</b>	<b>14</b>	<b>13</b>	<b>12 1/3</b>	<b>24</b>	<b>360</b>	
<b>Totals: All Semesters</b>			<b>85</b>	<b>66</b>	<b>106</b>	<b>85 2/3</b>	<b>151</b>	<b>2265</b>	