

Executive Summary

Cyclical Program Review for BBA, General Management

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This document summarizes the outcomes of the quality assurance review of the Bachelor of Business Administration (BBA) – General Management (GM) major. The external reviewers visited the campus on September 25 and 26, 2025. The last program review was completed in 2019, and while significant disruptions were caused by COVID-19, the program has continued to pursue improvements identified in the previous advancement plan.

One of the primary challenges identified in the 2019 review was the pressure to increase class sizes. The program, in collaboration with the Dean's Office, has maintained caps of 40 students for introductory courses and 35 for upper-year courses to support interactive, discussion-based pedagogy. Additionally, the department has addressed an over-reliance on contract faculty by hiring new full-time members specialized in Business Communications and Management Principles. Other successful outcomes since the last review include achieving accreditation through the European Foundation for Management Development (EFMD) and reviving a research dialogue series to foster a scholarly culture.

Program Overview

The BBA General Management major is a four-year undergraduate degree consisting of 120 credits. This includes 16 BBA core courses, ten general management approved courses, ten general education requirements and four electives. It is designed as a flexible, generalist degree that prepares graduates for a wide range of career pathways across the private, non-profit, and public sectors. The program's distinctive breadth in preparing flexible, responsible, and future-ready leaders who can work effectively across industries and organizational contexts, allows students to build individualized educational pathways suited to their career interests. All students in the BBA enter into General Management and select a major at some point in their degree. Majors can include General Management itself, Accounting, Finance, Human Resources Management, Marketing, Supply Chain Management or International Business. Students who choose the General Management major are equipped with broad business expertise, critical thinking skills, ethical reasoning, and the professional competencies necessary for success in dynamic and increasingly complex environments.

Students also have the option to declare a concentration in one of Innovation and Entrepreneurship, Social Innovation, or Indigenous Business and Economic Development should they wish to focus their studies. Experiential learning is embedded throughout the program via Community Service Learning (CSL), the Co-op program, and an Honours stream for research-intensive experiences. The program recently launched an international Field School in Brazil focused on sustainable environmental management. Enrollment is consistently strong; first-year registrants increased from 761 in Fall 2020 to 862 in Fall 2024.

Faculty Complement

There are currently 11 full-time faculty members in General Management as part of the General Management and Human Resources department, including two Professors, five Associate Professors, three Assistant Professors and one Senior Lecturer. Eight of the GM faculty are on a TSS (Teaching/Scholarship/Service) stream with active research programs. While full-time hiring has improved, and continues to do so when opportunities and resources are available, the program still relies on a strong complement of contract faculty to deliver course sections.

External Review Team Key Findings

The external reviewers concluded that the program is academically sound, well-taught, and meets all expectations for a baccalaureate degree under CAQC criteria. They noted key strengths including the mission-driven leadership, small class sizes that foster personalized mentoring, and high graduate employment rates of 96-97%. However, the reviewers provided recommendations for improvement in several areas:

- **Digital and Data Literacy:** Integrate AI, data analytics, and visualization tools (e.g., Power BI, Tableau) more systematically into the curriculum.
- **Program Identity:** Clarify the program's niche, potentially around "Applied, Ethical, and Sustainable Management," to improve market differentiation.
- **EDIA Integration:** Systematically embed measurable Equity, Diversity, Inclusion, and Accessibility outcomes across all core courses.
- **Experiential Learning:** Improve the consistency of and communication about Co-op and applied projects to ensure more even participation.
- **Faculty Support:** Address high teaching loads and provide professional development in emerging technologies to support curriculum innovation.
- **Honours Program:** Increase promotion and awareness of the Honours stream and research pathways.

Advancement Plan

Moving forward, the General Management faculty plan to address the recommendations by:

- Assessing the current structure of the major to reflect a more clear identity and identify paths forward that may incorporate additional coursework.
- Integrating curricular changes to enhance AI, digital literacy, and analytics, including a review of whether certain tech-focused electives should become required.
- Embedding sustainability and global perspectives as core themes across the program, including exploring funds for business cases and additional field schools.
- Revitalizing the Honours program through improved promotion and considering making Research Methods (MGMT 5110) available to all students as an elective.
- Mapping current courses for EDIA content and embedding content in existing courses or developing a special topics course on Diversity and Inclusion or Gender in the Workplace.
- Strengthening Indigenous content by pursuing Indigenous faculty hires and integrating more Indigenous business cases.
- Improving industry engagement by exploring the creation of an Industry Advisory Council and launching a General Management Student Society to build community.

The advancement plan includes appropriate mechanisms to address the reviewers' concerns while aligning with the strategic priorities of the Faculty and the University.

They complement a review of the BBA core that is currently in progress and involves mapping course content to learning objectives for all BBA graduates (regardless of major) in addition to mapping against UN Sustainable Development goals. The work that the GM Faculty will engage in will build on upcoming changes to the core, while simultaneously addressing recommendations from this review and program learning objectives for General Management majors specifically. The advancement plan includes appropriate mechanisms to address most recommendations from the reviewers. It will be important to carefully plan and track student involvement in activities to ensure the time invested by Faculty members results in tangible benefits.

In closing, I would like to thank the GM faculty review team as well as the external reviewers. The thorough assessment and recommendations are greatly appreciated. We look forward to improving our already strong General Management program by implementing the advancement plan.

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