

**Certificate in Administration - 4095**

**RESPONSABLE :**

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SCO3115E Certification, Internal Control and Risk Management (3 cr.)  
(SCO2118E)  
ADM1191E Teamwork, Problem Resolution and Self-Management (3 cr.)  
ou EDU2530E Workshop on Cognitive Efficiency (3 cr.)

**SCOLARITÉ :**

30 crédits, Premier cycle

\* : Disponible à distance

**OBJECTIFS :**

This certificate is intended for a diverse clientele. It seeks to train students to become management practitioners, providing fundamental management education through a comprehensive approach to organization. It addresses management in a systematic manner, from a scientific perspective that fosters informed decisionmaking.

At the end of the program, every student must have the capacity to: analyze all corporate functions and understand their inter-relationship; to understand the basics of management; to use a rational decision-making model; to apply principles of financial and accounting analysis to general administration; and to understand the impact of financial and economic mechanisms on one's decision-making sphere.

For the purposes of awarding a bachelor's degree by accumulating certificates, the sector of reference of this program is: BUSINESS ADMINISTRATION.

**CONDITIONS D'ADMISSION :**

**Base collégiale**

Applicants must hold a diploma of college studies (DSC) or the equivalent.

**Base études universitaires**

Applicants must hold a university diploma.

**Base expérience**

Applicants must be at least 21 years of age and demonstrate sufficient preparation, skills and knowledge to undertake undergraduate studies. Their knowledge can be assessed through testing and (or) interviews, as required. Also, applicants must have relevant experience, after acquiring administrative experience while occupying a position within a private, public or non-profit organization. A letter from their employer must certify their experience. Training or education exceeding the minimum requirements may replace experience. Applicants must submit a motivation letter.

OR

Applicants must be at least 21 years of age and have successfully completed at least three university courses. Applicants must submit a motivation letter.

**PLAN DE FORMATION :**

**Mandatory Courses**

ADM1107E Management of Organizations (3 cr.)  
FIN1113E Financial Administration (3 cr.) (SCO1908E)  
GPE1128E Human Resources Management (3 cr.)  
JUR1118E Legal Aspects of Native Economic Development (3 cr.)  
MKT1114E Administrative Marketing (3 cr.)  
ou MKT1124E Services Marketing (3 cr.)  
ou ADM1007E Management of Public Organizations and Services (3 cr.)  
SCO1908E Accounting (3 cr.)  
12 optional credits

**Optional Courses**

ADM1014E E-Business (3 cr.)  
ADM1104E Communication and Interpersonal Skills in Management (3 cr.)  
ADM1122E Native Economic Environment and Local Development (3 cr.)  
ADM1205E Individuals and Teams in a Working Context (3 cr.)  
ADM3212E Project Management Fundamentals and Applications (3 cr.)  
ADM5105E Economic Environment of Business (3 cr.)  
ADM5116E Management and Natural Resources (3 cr.)  
GPE1129E Management of Health and Safety in the Workplace (3 cr.)  
GPE2004E Personnel Management: Planning, Hiring, Assessing (3 cr.)  
(GPE1128E)  
GPE2007E Organization and Reorganization of Work (3 cr.) (GPE1128E)  
SCO1909E Cost Accounting (3 cr.) (SCO1908E)  
SCO2105E Computerized Accounting (3 cr.) (SCO1908E)  
SCO2118E Intermediate Accounting I (3 cr.) (SCO1908E)

**ADM1007E****Management of Public Organizations and Services**

**Objectifs :** In this course, students will learn the main differences between the management of private organizations, based on effectiveness and competitiveness, and the management of public organizations based on efficiency and quality of services. The objectives of this course are the following : increase the students' knowledge of the main principles and concepts in this field today; provide ways and techniques that help management skills in these kinds of organizations.

**Contenu :** Reflections and discussions on the nature and importance of public policy services, their characteristics and their internal and external environment. More particularly : the history and evolution of governmental agencies and programs; the making and managing of public policies; the structures of public organizations and the decision making processes; the Management practices and how to deal with the four traditional functions of the management (planning, organizing, directing and controlling); the management of Human Resources (Managers' roles to help people cope with change, the ways to motivate and develop leadership in these environments).

**ADM1014E****E-Business**

**Objectifs :** Understand the main issues related to e-commerce. Know the possibilities and limitations of different e-commerce tools; identify the elements that make up an e-commerce strategy; evaluate the different types of policies and strategies that are appropriate for e-commerce. Understand the behaviors of web users. Provide strategic directions for e-commerce.

**Contenu :** Introduction to e-commerce: nature and implication of e-commerce; main developments in e-commerce; technological improvements. Business models and concepts associated with e-commerce. Typology of e-commerce, tools, features, success factors and trends. Characteristics of digital products and services. Business and e-commerce strategies and strategic management of information and knowledge. Distribution networks: the effects of technology on distribution networks and the organization of logistics. Payment systems and data security. The development and challenges of the digital economy. The Web 2.0 revolution and its impact on businesses. Measuring the effectiveness of e-commerce: profitability of e-commerce operations; measurement and performance tools.

**ADM1104E****Communication and Interpersonal Skills in Management**

**Objectifs :** Enabling students to develop basic, essential management knowledge and abilities that will help them pursue the management studies program: time management, problem-solving, teamwork, conduct of meetings, spoken

and written communication. Observing acquired concepts by establishing a direct contact with a regional organization.

**Contenu :** University standards and tools. Time management. Consulting management data banks and background information. Problem enunciating and solving. Preparing and drafting administrative reports. Preparing and making oral presentations with visuals before an audience. Workshop formation; personal communication styles at work. Team work participation and communication. Conduct of meetings (preparation, conduct, observation, evaluation). Appraisal of team workers.

**ADM1107E****Management of Organizations**

**Objectifs :** Integrate fundamental models and concepts, as well as management tools and techniques used in all management processes. Know the different roles and functions that entrepreneurs and managers must fulfill. Formulate, analyze and solve management problems using case studies, supported by a theoretical framework.

**Contenu :** The Quebec and Canadian reality in the field of administrative practice. Presentation and discussion of theories and management techniques and recent research results. The systemic approach as a tool for understanding the reality of companies and the manager's roles; the main theoretical trends and their contributions to the evolution of management knowledge. The internal and external environments of the enterprise (economic, technological and socio-political), as well as the administrative process aimed at integrating them into the development of the strategy, design, and control mechanisms that the organization must put in place to be competitive in a context marked by globalization and the rapid evolution of technologies.

**ADM1122E****Native Economic Environment and Local Development**

**Objectifs :** Acquire general knowledge in micro and macroeconomics and understand the role and the importance of economic systems and structures. Become familiar with economic policy instruments: fiscal policy, monetary policy. Acquire knowledge in natural resources and environmental economics. Develop the ability to use necessary economic development tools, chiefly in Aboriginal communities. Become aware of the social, political and cultural impacts of economic choices, particularly in Aboriginal communities.

**Contenu :** The goal of economic science. Economic agents. Market structure, supply and demand, scarcity, economic needs and rational choices. Macroeconomic equilibrium. Public finance and economic policy. Sectors of economic activity: primary, secondary, tertiary. Economic development. Environ-ment and natural resources. Mobilization of surpluses. Growth

measuring instruments. Capital economy and distribution of wealth. Aboriginal economic development: comparison with other countries, examples of economic success in different Aboriginal communities in Quebec and elsewhere in Canada.

**ADM1191E****Teamwork, Problem Resolution and Self-Management**

**Objectifs :** Become familiar with the development of one's personal and collective efficiency. Learn basic knowledge and develop the skills and attitudes necessary for working effectively within a team, resolving problems and making necessary decisions in an organizational setting.

**Contenu :** Introduction to the basic knowledge and concepts related to teamwork and problem resolution in organizational settings, and supervised role-play experiences. Themes discussed in this class can be grouped under three headings: 1) self-knowledge, such as brain function related to information processing (management of attention, concentration and memory) stress management, time management. 2) Teamwork: the steps in the evolution of a group; factors facilitating a group's effectiveness; obstacles to the effectiveness of a group; conduct of meetings and team member roles; making decisions within a group; conflict resolution in team work. 3) Problem resolution and decision-making: the steps of the problem resolution process, creative techniques and tools, for consensus-building, for analysis and schematization, for planning and monitoring; the influence of heuristics on judgment; types of decision and selection of team members.

**ADM1205E****Individuals and Teams in a Working Context**

**Objectifs :** Know and understand the relationship between individual, group and organization that constitutes the behavioral dynamics of individuals and groups in a working context. Become aware of the human dimension of modern work environments. Becoming familiar with theories and models that foster understanding of one's own behaviors at work, and those of others. Transpose theoretical notions to real or fictive situations related to human activities in organizational contexts.

**Contenu :** Introduction to the fundamental knowledge of human behavioral sciences applied to the working context. Ten topics are addressed in this course: personality, perception, learning, motivation, adaptation (change, innovation and stress), work groups, leadership, influence (power and political games), communication and organizational culture.

**ADM3212E****Project Management Fundamentals and Applications**

**Objectifs :** Learning about project

management and acquiring the main knowledges for exercise of project responsibility.

**Contenu :** General management processes and project management particulars: conceptual management fundamentals, organizational and strategic project management context. Project management and team: roles and responsibilities. Project life cycle. Project planning and monitoring. Project follow-up and evaluation.

**ADM5105E****Economic Environment of Business**

**Objectifs :** Introduction to the economic environment in which individuals and organizations make their decisions. Move from theory to practice using an analytical framework for the comprehension and study of business decisions. Understand how different macro-economic variables may affect sales, costs and profits.

**Contenu :** Economic systems; market operation and different competitive models; the economic role of the state; indicators of economic activity; budgetary and commercial balances; economic cycles; monetary and fiscal policies; interest and exchange rates and their impacts; globalization of production and exchange.

**ADM5116E****Management and Natural Resources**

**Objectifs :** Become aware of administrative differences and characteristics of businesses operating in the primary materials sector. To become familiar with the macroenvironment of the natural resources sector and trends of demand.

**Contenu :** Multidisciplinary view on renewable and non-renewable natural resources. Optimal management criteria; national and international regulations; ecological environment; cost-benefit and multicriteria analysis. Mining, forestry and agri-food industries around the world and in the region, their technologies, financing accounting and fiscal characteristics, commercialization, their economic repercussions. Fixing of prices; competition; connected industry, providers, transport and transformation.

**EDU2530E****Workshop on Cognitive Efficiency**

**Objectifs :** Bringing students to actualize their intellectual potential and enhance their cognitive efficiency; to know more about cognitive and affective processes at play in new and complex knowledge acquisition and personal and professional problem-solving; to learn how to control and adjust those processes (learning strategy, problem solving strategies, cognitive, affective and meta-cognitive strategies); and to discover and experiment efficient ways of studying and intellectual work methods.

**Contenu :** Human brain and intellectual functioning: cognitive, meta-cognitive, affective and motivational processes, their impact on learning and

## Description des cours

problem-solving (needs, motivation, perception, memory, data processing, decision-making, application). Intelligence and efficiency: intelligence education and intellectual potential actualization. Designation, self-image, feeling of competence, and motivation to overcome challenges. Impulsiveness control, and emotional and intellectual block management. Organization, planning, time management, resources management. Attention, concentration and memory functioning, and memorization strategies. Data perception and observation and data organization strategies. Problem-solving processes and strategies applied to university learning.

### FIN1113E

#### Financial Administration

**Objectifs :** Acquire financial analysis concepts and techniques. Be familiarized with evaluation notions (titles, companies, projects). Be initiated to financial markets. Be aware of economic and financial news.

**Contenu :** Cost-benefit-volume analysis. Financial situation assessment. Budgeted statements. Cash budget. Cash-flow. Financial mathematics. Evaluation of titles and companies. Initiation to investments in certainty conditions. Summary description of financial markets.

### GPE1128E

#### Human Resources Management

**Objectifs :** Acquiring a global vision of human resources. Locating the human resources management function in relation to the organization's economic, social and cultural contexts. Master the human resources management activities and seize the shared responsibility of human resources management (HR professionals, managers, unions and state). Focus on strategic human resources management to achieve the mission and organizational objectives.

**Contenu :** Evolution of the human resources management function. Human resources service: strategic planning, work organization, workforce planning, recruitment, selection, integration, performance appraisal, skill development, remuneration, respect of employees' rights, collective reports to work, health and wellbeing at work.

### GPE1129E

#### Management of Health and Safety in the Workplace

**Objectifs :** Make the student aware of the body of legislation regarding health and safety in the workplace, and its evolution. Develop the student's critical awareness with regard to risk factors, as well as with regard to the socioeconomic problems of injuries and accidents in the workplace. Familiarize the student with the management of health and safety in the workplace (programs, structure and organization).

**Contenu :** History of the laws regarding health and safety in the workplace. Government and legislation. Hygiene in the working environment. Injury

prevention programs. Economic aspects of health and safety in the workplace. The provincial Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) and its operation (structure and organization)

### GPE2004E

#### Personnel Management: Planning, Hiring, Assessing

**Objectifs :** Acquiring a better understanding of the strategic dimensions of corporate human resources management. Getting familiar with contemporary human resources management policies and practices. Converting main personnel planning, hiring and assessing tools to one's use.

**Contenu :** Human resources planning and career planning: procedures and tools. Legislation on labor recruitment, selection, and movement management. Recruitment: internal and external sources, job offering, corporate policies. Selection: preliminary stages, selection tests, interviews, other methods. Hiring decision and contract. Welcome and integration of new employees. Access to equality programs. Labor movement management. Personnel assessment and assessment tools.

### GPE2007E

#### Organization and Reorganization of Work

**Objectifs :** Acquire knowledge about the organization of work, and its scope, existing models, and new types of workplace organization in modernizing businesses. Become aware of reorganization strategies used by the various different organizational players (management, workers, and their representatives) as well as the causes of success and failure in workplace reorganization efforts.

**Contenu :** Historical overview: From Taylorism to post-Fordism. Definitions of the concept and scope of required work (division and control of labour) and actual work (involvement in work). Various models and types of work organization. Basic parameters: compartmentalization of work, flexibility, qualification, control and coordination mechanisms, team work, participatory and decision-making models. Conditions for existence or implementation of organizational models. National characteristics: USA, France, Japan, Germany, Scandinavia.

### JUR1118E

#### Legal Aspects of Native Economic Development

**Objectifs :** Acquire general knowledge of the Canadian and Quebec legal systems, including the Indian Act. Familiarize oneself with the main legal concepts applicable to businesses.

**Contenu :** Source of law. The Constitution Act of 1867 and 1982. The federal regime. Individuals. The administration of justice (court, actors of the legal system). The Indian Act. Indigenous rights and treaty rights. Examples of agreements and their impacts. Legal entity types. Obligations

and contracts. Business and service related contracts. Legal aspects of funding. Bankruptcy. Impact of matrimonial and estate provisions on companies.

### MKT1114E

#### Administrative Marketing

**Objectifs :** Know and understand marketing fundamentals and theories. Grasp the role and nature of marketing in relation to the organizational environment and more specifically to small- and medium-sized businesses. Understand the impact of marketing on individuals, organizations, and society.

**Contenu :** Marketing concepts; market segmentation; consumer behaviour; marketing information systems; product strategies; price-fixing policies; distribution networks; communications marketing; service marketing; marketing monitoring and control.

### MKT1124E

#### Services Marketing

**Objectifs :** Enabling the students to learn about fundamental concepts necessary to understand marketing, its principles and operations in the services sector. Bringing them to understand the role of marketing in the achievement of corporate objectives, and to catch and incorporate the spirit of marketing into their administrative practice.

**Contenu :** Definitions. Marketing philosophy or technique. Concept of exchange, concept of services marketing, variables of marketing mix in the services sector. Market analysis. Consumer behaviour. Segmentation – concept of differentiation. Services: types, life cycle, development, particulars and characteristics. Services management. Sales enhancement management. Marketing communication. Distribution channels. Pricing. Marketing planning.

### SCO1908E

#### Accounting

**Objectifs :** Knowing about fundamental accounting postulates, principles and processes. Being able to prepare financial statements for private undertakings. Being aware of the accounting system role within the management process of a business organization.

**Contenu :** Accountancy. Definition of accounting. Accounting equation. Classification of items, statements, results and balance sheets. Various types of legal businesses. Accounting of service, commercial and industrial business operations. Accounts adjustment. Work sheets. Bank reconciliation. Payroll accounting. Subsidiary journals.

### SCO1909E

#### Cost Accounting

**Objectifs :** Understanding how manufacturing business accounting works. Getting the students to make the difference between various types of

costs; being able to make a performance analysis of a business and to control it. Using the costing structure and control in order to make decision. Choosing products, fixing sale prices, acceptability of requisitions. Knowing about new trends in management accounting (activity accounting, cost, target, J.A.T.). Preparing budgets for decentralized companies. Understanding the performance measure per responsibility centre: investment centre, profit centre, cost centre, control centre and pricing centre.

**Contenu :** Manufacturing business accounting. Charging; indirect manufacturing cost control. Forecasts: standard costs. Indirect manufacturing cost analysis. Calculation of product costs and performance measure. Typology of costs. Dynamic cost management, decision making. Accounting of decentralized business concerns. Budgets for multi-product business concerns. New trends in cost management and business control.

### SCO2105E

#### Computerized Accounting

**Objectifs :** Pursue the study of the accounting cycle and initiating students to an accounting software package. Establishing connections between manual accounting and computerized accounting. Understanding and using an electronic spreadsheet software on microcomputers. Being capable to develop accounting and financial applications relating to main corporate functions with computer tools. Being capable to pass judgment on the advantages of accounting system computerization.

**Contenu :** Accounting software. Manual accounting cycle vs. computerized accounting cycle. Transfer from manual accounting to accounting software program. Base file creation and historical balance entry. Processing of daily transactions: inventory management, accounts payable, accounts receivable, invoicing, salaries cash and bank. End of year end of fiscal year. Accounting reports and financial statements. Main electronic spreadsheet commands. Electronic spreadsheet applications: amortization schedules, debt tables, special journals, budgets, forecasted financial statements and other management reports. Introduction to electronic spreadsheet graphics and database.

### SCO2118E

#### Intermediate Accounting I

**Objectifs :** Deepen the knowledge of accounting postulates, principles and procedures. Develop professional judgment and become aware of the ethical dimensions surrounding accounting choices. Linking the conceptual foundations of financial accounting and subjects studied, both in the perspective of preparation of financial statements as of the management of entities or other uses. Identify, analyze and solve specific accounting problems related to recognition, measurement and

presentation of certain items in the financial statements both in a manual or computerized environment. Become aware of specific standards regarding revenue recognition, measurement of uncertainty differential reporting, and financial instruments related to the items studied. Prepare, present and use cash flow statements for analytical purposes. Integrate acquired knowledge by adapting it to real situations of analyses of management discussion and analysis, financial statements and other elements related to the annual reports of listed companies. Use certain financial ratios as part of financial statement analysis.

purchases, salaries and permanent inventory systems. Control tests and surveys for control tests, risks associated with surveys and risks external to surveys. Implementation and evaluation of controls related to the use of a computerized system.

**Contenu** : Accounting principles which guide the recording and presentation of financial data in financial statements, including notes. Computer-based accounting. Basic recognition, measurement and presentation standards for the following items: cash on hand (presentation), short-term and long-term investments, accounts receivables, inventories, fixed assets (capitalization of acquisition costs, disposal, amortization depreciation), introduction to intangible assets and to natural resources, current and long-term liabilities, shareholders equity held in companies. Revenue recognition. Introduction to financial instruments. Provisions, contingent liabilities and contingent assets. Subsequent events. Differential reporting. Measurement uncertainty. Cash basis of accounting and conversion to accrual accounting. Cash flow statements. Analysis of annual reports (including actual management discussion and analysis and corporate financial statements) and use of certain financial ratios related to the items studied.

### SCO3115E

#### **Certification, Internal Control and Risk Management**

**Objectifs** : Understand the objectives of certification. Know the concepts, standards and notions of the auditing process. Understand and evaluate an entity's governance model, particularly in relation to the internal audit committee. Become familiar with concepts related to the environment and with manual or computerized control systems used for evaluating risk management within a business, and its incidence on the audit of financial statements, from both the manager's and external auditor's point of view. Become initiated to sampling methods linked to control tests. Develop professional judgment. Understand the different aspects of ethics and professional responsibility required to navigate in a legal and professional framework. Develop oral and written communication skills.

**Contenu** : Social role of certification and auditor objectives. Definition, basic postulates and concepts of the audit. Legal framework, professional standards and code of conduct. Governance model for an entity (including the internal audit committee). Definition of internal control, types of controls, main errors and frauds, elements of an internal control system, responsibilities with respect to deficiencies of internal control. Sales,