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# The Canadian Industrial Management Association



**CERTIFICATE COURSE  
IN  
INDUSTRIAL MANAGEMENT  
AND ADMINISTRATION  
(C.I.M.)  
1964 - 65**

## PURPOSE . . .

*The Canadian Industrial Management Association offers as one of its major objectives the programme presented in this brochure, which provides an opportunity for those in the management field to better qualify themselves for their present position and to prepare for future advancement.*

*The purpose of this course is to give candidates a broad knowledge of the major fields of industrial management responsibility, and enable them to see in perspective their particular functions relative to other activities of the companies in which they are employed. The course, however, cannot cover any specific management area in enough detail to graduate trained technicians or specialists.*

*By providing this formal four year programme of instruction leading to the C.I.M. Certificate, the Association meets a specific demand from the industrial community for a recognized management training course suited to men for whom a university degree course in management is not feasible.*

*Graduates of this course may continue to develop their management skills and increase their knowledge by participating in the other education programmes offered by the various branches of the Association.*

## **THE CERTIFICATE COURSE IN INDUSTRIAL MANAGEMENT AND ADMINISTRATION—"C.I.M.",**

The Canadian Industrial Management Association is chartered in the Provinces of Ontario, Quebec and Manitoba to conduct a course in Industrial Management and Administration, and to grant to students who successfully complete this course the Association's "Certificate in Industrial Management", with the designation "C.I.M.—limited to graduates who maintain membership status in the Association.

The Course content has been developed by the Education Advisory Committee of the Association's National Council. The material presented during the Course has been selected to fill the requirements of many Canadian industries, and is periodically reviewed in detail by industrial and educational leaders in the Provinces.

The method of instruction employs both lectures and case discussions, thus affording the student the valuable experience of meeting practical problems and expressing his opinions to other class members through open debate and discussion of assigned problems. Meeting men from other industries during class discussions provides an insight into alternative approaches to industrial problems.

Many companies use this course effectively for systematically training candidates for more advanced managerial positions. Others have found that it provides an appreciation of all management functions for technical men in such fields as quality control, design engineering, industrial sales, production planning.

### **DESCRIPTION OF COURSE**

#### **SECTION I—**

- a) Business Organization (12 Sessions)
- b) Accounting Principles (12 Sessions)

The history and development of the modern business organization is thoroughly discussed in the first 12 sessions of the Course. The student will gain knowledge of the types and kinds of business ownership as well as the types of organization structures. The basic philosophies of modern business concepts will be discussed in an effort to prepare the student for his studies in the remainder of the Course. Following this, the student will study accounting principles in an effort to gain a fundamental appreciation of both General and Cost accounting practices. The influence of budgets and budgetary controls will also be discussed as will the various types of costing systems, balance sheets, and profit and loss statements.

#### **SECTION II—**

- a) Engineering Economics (12 Sessions)
- b) Industrial Engineering (12 Sessions)

In the first part of this Section, the student will gain some insight into the ever increasing influence of statistics and mathematics on management decision making. Basic concepts of operations research, statistical analysis, and machinery replacement are some of the major areas which will be covered in this Section. The Industrial Engineering Section of the Course is designed to give the student an over-all appreciation of this very valuable aspect of the present day industrial enterprise. Some of the subjects

which will be discussed will be operation analysis, methods evaluation, work measurement, predetermined elemental time standards and work sampling.

### **SECTION III—**

- a) Manufacturing Controls (12 Sessions)
- b) Marketing (12 Sessions)

Production, inventory, and quality control systems and procedures are discussed in these lectures to give the student a basic understanding of the ever increasing value of these techniques. The 12 lectures on marketing will include study and discussions on advertising, market analysis, product design, manufacturing planning and has as its basic objective, the development of an understanding of the integration of these functions in the successful operation of the business enterprise.

### **SECTION IV—**

- a) Industrial Relations (12 Sessions)
- b) Cases and Problems in Administration

No one connected with industry today can fail to appreciate the importance of labour relations in the total management function and so in the first half of Section IV, the student will deal with studies on the Labour Relations Act, union relations and follow with studies on job evaluation, wage and salary administration, personnel administration, and communications. The final sessions of the Course are designed for individual study and group discussions of specific industrial management case material. In this part of the Course the student gets the opportunity to apply his previous learning as well as his own personal industrial experience. He is required to analyze specific case material and to present his findings in oral or written form. It presents an invaluable opportunity for the student to hear and discuss the findings of other students in his group, who usually have a wide and varied background of experience.

## **GENERAL COMMENTARY**

Students are expected to read reference literature to provide themselves with an adequate fund of background knowledge for the class sessions.

Most Branches of the Association make available library facilities, containing reference books and publications, for use of all members and students on its courses.

Lecturers are generally drawn from the ranks of industrial managers, who are guided in their presentations by a central Advisory Committee.

## **REGISTRATION AND ADMINISTRATION DETAILS**

**REGISTRATION:** Complete the application form (in duplicate) enclosed with this booklet and mail both copies to C.I.M.A. Branch or University nearest to you, the addresses of which are listed on the back cover of this booklet. An application is required for each Section, regardless of previous Sections taken.

**ADMISSION REQUIREMENTS:** Admission to the course is granted to candidates who are 25 years of age or over and have:—



- (a) Junior Matriculation (or equivalent education) or equivalent business or industrial experience.
- (b) And have a minimum of 2 years management experience in Business or Industry (Supervisory, Staff, etc.) which afforded them an opportunity to become acquainted with the various functions within a Business or Industrial organization.

Candidates should enrol in the Course Sections in numerical sequence. Owing to the amount of supplementary study required, students will not normally be allowed to enrol in more than one Section in any one year.

**COURSE DURATION:** A course Section involves 24 evening sessions during the Fall and following Spring of each academic year. Classes are held one evening per week for two hours. Consult the local branch for the schedule.

**CREDITS:** A student will be granted credits if he holds a certificate as follows:—

- (1) British Institute of Management (B.I.M.) Certificate holders will obtain full credits for Section I, II and III of the C.I.M. Course.
- (2) Registered Industrial and Cost Accountants (R.I.A.'s) will obtain full credits for Sections I(a) and (b) of the C.I.M. course.
- (3) Chartered Accountants (C.A.'s), Certified Public Accountants (C.P.A.'s), and Certified General Accountants (C.G.A.'s) will obtain full credit for Section I(b).

The above "credits" would exempt students from attending classes or examinations.

Applications for credits based on (a) partial completion of any of the above certificates, (b) graduation from an approved educational institution or (c) business or industrial experience may be submitted with full details to the local Branch Education Chairman. If such applications are approved, students will be exempt from taking the course but may be required to take the written examination. An examination fee, as prescribed by the local Branch, is necessary to write these examinations for credit. No exemptions are granted for Section IV(b) of the course.

**EXAMINATIONS:** Final written examinations are held in each part Section as follows:

Section I a)	Section III a)
Section I b)	Section III b)
Section II a)	Section IV a)
Section II b)	Section IV b)

An alternate examination privilege may be made available to any student who submits to his local Branch Education Chairman in writing his reasons (business or medical) for not being able to write the regular examination.

In order to maintain uniform standards, common examinations are held in all Course centres.

In addition, students are required to submit assignments on various aspects of the subjects for review by the instructor as a contribution toward final grades.

**COURSE PROGRESSION:** The course syllabus is so designed that in order to receive its maximum benefit the student should take each section of the course in order of sequence.

Normally, students are allowed to progress to the next section only if a pass grade is received. However, when a student has been granted permission to write an alternate examination, and no such examination is held, the student must write the next regular examination in this section but he will be allowed to proceed to the next section of the course.

In no case will a student be allowed to progress to Section IV before successfully completing Section I, II and III.

Students should note that the course, by its very nature, will demand more of them than merely sitting-in at the weekly sessions. In view of the concentrated syllabus, text-book reading and home study assignments, sustained attendance is essential if the student is to obtain maximum value from the course.

**TEXTBOOKS:** Students will be expected to provide themselves with Course text-books; this may require an investment up to \$20.00 per section.

**FEES:** Each Course Section has a prescribed fee in each Local Branch or University. Such Fees are nominal to cover the University and C.I.M.A., National and Branch, assessments to conduct and administer the course each year.

Call or write to the local Branch or University regarding Course Fees.

For those not members of the C.I.M.A. there is a slightly higher fee to classify as Student Member in the Association's local Branch during the year.

Fees are payable in advance and must accompany the application form.

Fees are not refundable after lectures have begun in each Course centre. Students not accepted will have the full fee returned.

## **OTHER C.I.M.A. ACTIVITIES**

**CONFERENCES:** The C.I.M.A. conducts annual conferences at which outstanding authorities in management fields, both from Canada and other countries, are invited to present papers on current subjects of interest to industrial managers.

### **CLINICS, SEMINARS AND STUDY GROUPS:**

These activities are conducted by the various Branch Education Committees to enable members to exchange ideas and experiences under the leadership of recognized authorities in the various management fields.

**BRANCH MEETINGS:** Branch meetings are held regularly, to provide an opportunity for members to meet together, exchange ideas, and to hear addresses on current management topics.

**EDUCATION ADVISORY COMMITTEE  
NATIONAL COUNCIL  
CANADIAN INDUSTRIAL MANAGEMENT  
ASSOCIATION**

William E. Vidler, *Operations Manager*,  
Trigon Associates Limited, Scarborough, Ont.  
*Chairman, Advisory Committee.*

Frank A. Hunt, *Production Manager*,  
S. C. Johnson & Son Co. Ltd., Brantford, Ont.  
*Chairman, National Education Committee.*

A. A. Beveridge, B.A., *Acting Director*,  
Department of Extension,  
University of Waterloo, Waterloo, Ont.

John H. Brace, *Operations Manager*  
Honeywell Controls Limited, Leaside, Ont.

S. H. Deeks, F.I.A., Ph.D.,  
*Vice-President, Administration*,  
Brock University, St. Catharines, Ont.

B. E. Hicks, B.Comm., C.A.,  
*Assistant Director of Extension*,  
McMaster University, Hamilton, Ont.

R. A. Knowlton, M.B.A.,  
*Production Manager*,  
B. F. Goodrich Company, Kitchener, Ont.

M. J. Lyons, *Works Manager*,  
Manitoba Bridge and Engineering Works Ltd.  
Division of Dominion Bridge Co. Ltd.  
Winnipeg, Manitoba.

Donald G. MacLeod, M.B.A., *Comptroller*,  
Savage Shoe Company Limited, Preston, Ont.

J. A. McIntyre, M.A.,  
*Director of Extension and Summer School*,  
University of Western Ontario, London, Ont.

Leonard F. Parkhouse,  
*Manager, Scheduled Output Administration*,  
Canadian Westinghouse Company Limited, Hamilton, Ont.

E. S. Phillips, B.A.,  
*Assistant Director of Extension*,  
University of Toronto, Toronto, Ont.

William G. Ratz, B.A.Sc., P.Eng.,  
*Director of Systems Development*,  
Canadian Westinghouse Company Limited, Hamilton, Ont.

J. C. Ronson, B.Comm., M.B.A.,  
*Co-ordinator of Management Development*,  
The Steel Company of Canada Limited, Hamilton, Ont.

Prof. Tim Ryan, B.A., B.Comm., Ed.M.,  
*Director, Evening Institute Division*,  
Department of Extension and Adult Education,  
University of Manitoba, Winnipeg, Manitoba.

M. J. Vaive, C.S.C.,  
*Manager, Cost & Payroll*,  
Canadian General Electric Co., Montreal, Que.

H. E. Wills, C.I.M., *Proprietor*,  
Builders Specialty Sales, St. Catharines, Ont.

G. A. Wishart, B.Sc.,  
*Vice-President, Manufacturing*,  
Mead Johnson of Canada Limited, Belleville, Ont.

Following are the addresses of C.I.M.A. Branches to which requests for information and additional application forms may be addressed.

Belleville Area (*Belleville Collegiate Institute and Vocational School*)

Canadian Industrial Management Association,  
P.O. Box 13,  
Belleville, Ontario.

Brantford Area (*Brantford Collegiate Institute*)

Canadian Industrial Management Association,  
Box 754,  
Brantford, Ontario.

Grand Valley Area (*University of Waterloo*)

Canadian Industrial Management Association,  
P.O. Box 91,  
Kitchener, Ontario.

Hamilton Area (*McMaster University, Hamilton*)

Canadian Industrial Management Association,  
Box 119, Station C,  
Hamilton, Ontario.

Lake Simcoe Area

Canadian Industrial Management Association,  
55 North Street West,  
Orillia, Ontario.

London Area (*University of Western Ontario*)

Canadian Industrial Management Association,  
P.O. Box 1004, London, Ontario.

Montreal Area (*McGill University*)

Canadian Industrial Management Association,  
P.O. Box 161, Station R,  
Montreal 10, P.Q.

Sarnia Area

Canadian Industrial Management Association,  
Box 124, Sarnia, Ontario.

St. Catharines Area (*Lakeport Secondary School*)

Canadian Industrial Management Association,  
P.O. Box 321, St. Catharines, Ontario.

Toronto Area (*University of Toronto*)

Canadian Industrial Management Association,  
Suite 818, 159 Bay Street,  
Toronto 1, Ontario.

Ville Marie Area (*University of Montreal*)

Canadian Industrial Management Association,  
P.O. Box 161, Station R,  
Montreal 10, P.Q.

Winnipeg Area (*The University of Manitoba*)

Canadian Industrial Management Association,  
c/o Mr. M. Lyons,  
453 Niagara Street,  
Winnipeg 9, Manitoba.

Course information may also be obtained from the following Universities (Apply to the Director of Extension):

The University of Manitoba  
Winnipeg, Manitoba.

McMaster University,  
Hamilton, Ontario.

University of Toronto,  
Toronto 5, Ontario.

McGill University,  
Montreal, Quebec.

University of Montreal,  
Montreal, Quebec.

University of Waterloo,  
Waterloo, Ontario.

School of Business Administration,  
University of Western Ontario,  
London, Ontario.