

INSIDE

PAGE 3

Mutual enrichment: Students from France add CCE courses to Master's in Business Program

PAGE 4

Trilingual translator: second career choice rewarded with scholarship

PAGE 5

Wake up call: Canadian language industry needs more languages

PAGE 7

Serendipity: meeting at McGill CCE brings together international activists in trauma healing

HR, Leadership courses cover “people” aspect of international business

CCE courses are in tune with McGill’s global outlook

Quick! What’s the first thing that comes to mind when the word globalization is mentioned? It might very well be a high-level concept such as conglomerate or multinational.

It’s all about people, too

However, globalization is also the sum total of thousands of daily interactions between people – managers, employees, customers, suppliers, government representatives – of different cultures, nationalities

► CONTINUED ON PAGE 6



Left to right: Instructors Peter Buddo (International Human Resources Management), Karen Diaz (Transcultural Leadership), and Manuel Mendonça (Cross-Cultural Management) compare teaching and consulting experiences.

Mexican business students learn French at CCE

Language programs provide made-to-measure learning

Seen here during the Montreal phase of their French-language program are, Front row: Alvaro David Lechuga, student, Campus Chihuahua, Instituto Tecnológico de Monterrey; Marie-Claude Beauchamp, Program Coordinator, CCE. Back row: Isaias Rivera, Full-Time Faculty, School of Business and Humanities, Tec de Monterrey; Claudia Mao Camero, Full-Time Faculty, School of Business and Humanities, Tec de Monterrey; Alejandra Bustillo, student, Tec de Monterrey.



The words “foreign-exchange strategy” have taken on a whole new meaning for 24 eager Mexican business students. And it’s a highly profitable foreign exchange strategy at that. The two dozen future captains of industry came to McGill’s Centre for Continuing Education – and Montreal – earlier this year for French-language instruction and a taste of the local culture. They are all Bachelor of Business Administration students at the Chihuahua campus of the School of Business and Humanities at Mexico’s Instituto Tecnológico

► CONTINUED ON PAGE 8



Dr. Judith Potter
Dean of Continuing Education

MESSAGE FROM THE DEAN

We Are the World

The impact of CCE's international focus

McGill's Centre for Continuing Education is delighted to share the Winter 2010 edition of *The Bridge*. In this edition, we feature a number of CCE's international activities and students to give you a flavour of the many ways in which international topics and learners are integral to the fabric of CCE.

Internationalization is a fundamental element in all aspects of McGill's work—teaching, research and service. Located as we are in the centre of this cosmopolitan city, a focus on enriching and being enriched by other cultures and perspectives is not surprising, and is truly a hallmark of McGill. CCE, as part of this great university, shares in this commitment. Each year, for example, CCE welcomes learners from more than 100 countries to study here. Just over half the individuals enrolled in CCE programs claim a language other than

English or French as their mother tongue.

Articles in this edition focus on Mexican business students studying French language and culture here at CCE, programs in intercultural human resources and leadership, students from the European Business School in Paris who are fulfilling Master's requirements at CCE, multilingualism in the translation industry, and the story of two social justice activists whose chance meeting at CCE has given them the opportunity to work together. These highlights are but a few examples of CCE's reach and impact, and of the benefits that an international focus brings to CCE, McGill and the broader community.

As always, I extend my thanks to all who have participated in this edition -- editor, writers and especially those who agreed to be interviewed. Please read and enjoy!

CCE
Centre for Continuing Education

THE BRIDGE

is published by the McGill Centre for Continuing Education and distributed free of charge to the Centre's staff and students, Faculties, departments and offices throughout McGill University, as well as businesses and professional associations.

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THE BRIDGE

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Master's students from business school in France experience McGill CCE

Bring international view



Dr. Hang Lau (centre) is all smiles after welcoming four EBS students from France, who are here to complete their MBA at McGill. They are L to R: Tristan Gresland, Guillaume Serio, Edouard Lassere, Renaud Lucot.

When he arrived from France in early January and saw McGill's campus for the first time, Renaud Lucot said he was really thrilled to be here. He chose our Centre for Continuing Education (CCE) to complete the final year of his Master's program in business, he said, "because of its excellent reputation worldwide and the great selection of courses" he needs to pursue his goal of working in international finance after he graduates.

Renaud and three fellow French students, Tristan Gresland, Guillaume Serio, and Edouard Lassere, are currently enrolled in the Master's in Business Program at the prestigious European Business School (EBS) in Paris. They are each taking four courses at CCE to fulfill their graduate study requirements.

"They are here by special arrangement with EBS, in co-operation with the Quebec and French governments," notes Dr. Hang Lau, Coordinator of Information Technology (IT) Programs in Career and

Management Studies (CMS). "EBS requires all of its Master's students to study abroad for one full semester during their final year."

International business exposure will enhance classroom experience

While the EBS visitors expect to get a lot out of their McGill experience, they will in return contribute a great deal to their fellow McGill students. All are trilingual, and have completed study terms, work or internships in other international settings, such as Paris, Madrid, Dortmund, Munich, London, Dublin, Riga, Kaliningrad, New York, Shanghai and Mauritius. "Their rich experience, exposure to international business and the broad managerial orientation of EBS will enhance class discussions here," Dr. Lau predicts.

Dr. Lau adds that it has been a long road to get this first group of EBS students here. However, as he remarks, some very helpful

and enthusiastic people helped him overcome the bureaucratic "mindfields" that dotted the way. "The arrival of this first group of EBS students represents the gratifying results of 15 months of diligent work with the EBS administration, including Marie Anne Le Squeren and Sarah Vaughan of EBS-Paris International Relations Department, EBS Academic Director, Dr. Eric-Jean Garcia, and EBS General Director, Dr. Bruno Neil."

Student pioneers

Dr. Lau singles out the four new arrivals as young pioneers who have helped spark an important initiative for McGill's Centre for Continuing Education (CCE), one that is centred on a spirit of international co-operation. "Perhaps one day soon," he muses, "we will see some of our own McGill CCE students fulfilling some of their final study requirements at one of EBS's own campuses."

EBS has sites in different international cities, including Paris, Madrid, Dortmund, Munich, London, Dublin, Riga, Kaliningrad, New York, Shanghai and Mauritius. Each school offers a similar course and identical programs, permitting seamless student exchanges. These schools are accredited in each country where they are located. The

EBS program has a strong multilingual focus, so it is no surprise that our four student pioneers are fluent in English and French as well as either Spanish or German. For more information about EBS, visit: <http://www.ebs-paris.com>

DELSEY RONNIE AND ANGÉLICA RUIZ:

They met locally, and they act globally

Indonesian, Mexican CCE students share passion for peace, art for healing

If great minds *think* alike, then – taking that old maxim to a higher plane, those with highly-developed social consciences *act* alike. Such is the case for two peace-oriented individuals from different corners of the planet. They met this past summer while studying English at the Centre for Continuing Education.

Delsey Ronnie is an Indonesian national, working on his PhD in Peace and Conflict Resolution studies at the Nordic Institute of Asian Studies (NIAS) at the University of Copenhagen in Denmark. During a three-week visit to McGill's Indonesia Social Equity Project in June, he took the opportunity to piggyback some English-language refresher instruction at CCE.

At the same time, Angélica Ruiz León, a kindred spirit from Mexico, was taking a four-week Test of English as a Foreign Language (TOEFL) preparation course at CCE. Ruiz León is an undergraduate student in International Relations at the Chihuahua Campus of Mexico's Instituto Tecnológico de Estudios Superiores de Monterrey (also known as ITESM or Tec de Monterrey).

Credit for an eagle eye for opportunity goes to Effie Dracopoulos, Program Coordinator & Faculty Lecturer, Part-Time English Program & Special Projects, English and French Language Programs. "When I learned about Angélica's keen interest in peace and social-justice issues, I put her in touch with Dr. Lina Kalfayan of the McGill-IAIN/Indonesia Social Equity Project, who in turn introduced her to Delsey," says Dracopoulos.

A true meeting of minds

These two rising stars have accomplished much on the peace front at relatively young ages, and both see the value of art in their initiatives.

Ronnie's artist father encouraged him to pursue fine-arts studies at Universitas Muhammadiyah Yogyakarta – a school which incidentally has a strong international relations program. Upon arrival, Ronnie soon followed another passion,



Delsey Ronnie and Angélica Ruiz León met at McGill's CCE and discovered a deep mutual interest in art as a form of trauma healing.

namely peace and social-justice issues. He graduated with a BA in International Relations, and went on to earn an MA in Peace and Conflict Resolution from Gadjah Mada University, also in Yogyakarta.

On-the-ground NGO experience

Ronnie has been involved with many non-governmental organizations (NGOs) and governments in Indonesia, the Philippines, Thailand and South Africa. He has also spoken at key international events, most notably at the 2001 Nobel Peace Prize 100th anniversary celebrations in Oslo, Norway. In the wake of the 2004 tsunami tragedy, he worked as Director of Social Affairs at Indonesia's National Agency for Rehabilitation and Reconstruction for Aceh and Nias.

"I've seen firsthand the power of art as a trauma-relief tool," says Ronnie. "As the healing began in Aceh, the children's sombre images of waves gave way to more colourful paintings of rice fields. It was clear that they were starting to see the light."

He wants to share his experiences with others and learn from them, too. Thanks to Dracopoulos and Kalfayan, he'll have that opportunity with like-minded Mexican student Ruiz León.

Need for healing and hope

In addition to her international relations studies, Ruiz León also works as assistant to Dr. Carolina López, the founder and Director of the Center for Dialogue and Human Wellbeing at Tec de Monterrey. One of Ruiz León's biggest concerns is for youth – both in Mexico and abroad – and what she sees as their need for a greater sense of hope for the future. Like Ronnie, Ruiz León has an artistic side, and sees the healing power of artistic expression for trauma victims. She would like to combine art and international relations by developing trauma-healing art workshops for children.

This introduction through the CCE has been beneficial to both of them – and could very well lead to some interesting international initiatives. It's clear that for these two, the definition of "big picture" goes way beyond the artist's canvas.

McGill educator wants to shake professional translators out of their torpor



Dr. James K. Archibald believes the Canadian language industry needs to discard the outdated bilingual model and become more multilingual.

“Canada’s language industry needs a wake-up call,” says Dr. James Archibald, Director of Translation Studies at McGill’s Centre for Continuing Education (CCE). He believes that “it needs to discard the outdated bilingual country model,” a misnomer in his opinion, and encourage translators “to play a more proactive role on the world stage as multilingual mediators.”

“Translators must no longer be seen as glorified bilinguals in pure service roles,” Dr. Archibald says. Rather, he adds, in order to meet the ever-changing demands of a globalized world, “they must act as

Need for multilingual strategic thinkers

multilingual and strategic thinkers whose expertise is increasingly valued because of the quality of their interpretation and cultural analysis.”

No room for misunderstanding

“One has only to look at countries like India or Pakistan to see why multilingualism, not bilingualism, is the new buzz word,” Archibald suggests. “On the humanitarian side, for example, NGOs may have to communicate with illiterate farmers in regions where four or five different languages are spoken. The political side is, of course, of more serious concern because there is even less tolerance for misunderstanding.”

It would seem that this ability to interpret and transfer knowledge accurately in many languages is no longer a luxury. Rather, it’s a basic must because words matter more than ever in a world that grows ever smaller and more demanding by the minute.

CCE Dean, Dr. Judith Potter, believes that this image of what Dr. Archibald labels “the vigilant multilingual and analytical translator” bodes well with CCE’s forward-looking vision, which is driven by “serious, international-level teaching and applied research”.

A timely response to changing times and challenges

It is no surprise then that the Department of Translation Studies will host a two-day symposium on the subject at McGill, March 26-27, to keep educators, professional translators, NGO professionals and, of course, aspiring translators abreast of multilingual marketplace trends and opportunities. Entitled *Multilingualism and Globalization in Translation*, it will be co-chaired by Dr. Archibald and his colleague, Dr. Heberto Fernandez, Faculty Lecturer and Coordinator of the Spanish and Portuguese programs.

While the symposium will be conducted in French, true to its international flavour, leading presenters in the translation field will respond to participants’ questions in Arabic, English, French and Spanish during ensuing round-table discussions.

The symposium will be preceded by a public lecture on March 25. Delivered by Mr. Alassane Diatta, Chief, French Translation Service at the United Nations headquarters in New York, it will highlight current employment opportunities for language professionals at the UN.

Le Multilinguisme et la mondialisation du marché de la traduction professionnelle, tendances et enjeux MCGILL UNIVERSITY

Co-chairs : Dr. James Archibald and Dr. Heberto Fernandez

Thursday, March 25	6:00 pm to 8:00 pm	Trottier Building, Room 1100	RSVP: bryan.jim@mcgill.ca - 514-398-1484 REGISTRATION FEES: Students \$35, Lecturers and professional translators \$70, General public \$125
Friday, March 26	2:00 pm to 4:30 pm	McConnell Engineering Building, Room 204	
Saturday, March 27	9:30 am to 12:00 pm	Trottier Building, Room 1100	

TOPICS

- **Dr. James Archibald: Le rôle du traducteur-analyste dans les nouveaux contextes de communication et de médiation multilingue**
(The role of the translator-analyst in new multilingual mediation and communication contexts)
- **Mr. Alassane Diatta, United Nations: Les exigences du métier de traducteur dans les organisations internationales**
(Professional requirements for translators in international organizations)
- **M. Rafaël Solís, Bureau de la traduction: Le rôle émergent du traducteur multilingue dans les services gouvernementaux**
(The emerging role of multilingual translators in government services)
- **Dr. Mathieu Guidère, École de traduction et d’interprétation, Université de Genève: De la traduction à la veille multilingue dans un contexte de diversité**
(From translation to multilingual monitoring in the context of diversity)

HR, Leadership courses cover “people” aspect of International business

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and backgrounds. And that’s where courses in McGill Continuing Education’s Human Resources Management programs come in. “We included Transcultural Leadership, International Human Resources Management and Cross-Cultural Management courses in our curriculum to capitalize on – and support – McGill University’s increasingly international perspective,” says Jean-Claude Provost, Faculty Lecturer, Human Resources, Career and Management Studies.

Indeed, McGill boasts a student body made up of people from approximately 150 countries – the most internationally diverse of any medical-doctoral university in Canada. That global diversity is reflected in the Continuing Education lecture rooms too, where up to 20 different cultures may be represented in a 30-student class.

Cont. Ed. lecturers bring international expertise to their classrooms

The Transcultural Leadership course is offered jointly by Continuing Education’s Human Resources and Leadership programs. International change-management expert Karen Diaz teaches the course, which has been in great demand for many years. The course addresses the growing need for future leaders to be

able to manage an increasingly diverse workforce.

As a consultant with more than 20 years of experience, Diaz has worked for organizations in India, Russia, Nicaragua, Honduras, Guyana and the Caribbean. She also works with the Mohawk community of Kahnawake near Montreal.

Growing need for leaders with multicultural mindset

“There’s a growing need for people with traditional leadership capabilities who also have the experience and mindset to work with different cultures,” says Diaz.

The International Human Resources Management course, developed by lecturer Peter Buddo, will be offered to graduate students starting in September 2010. Buddo is a former senior executive with more than 40 years of experience in the human resources field. He has worked in big-name international organizations such as Dominion Textile, Avon, and Hilton Hotels. Most recently, he was Vice-President, Human Resources at Ericsson, the telecommunications giant. While he describes himself as “retired”, he keeps busy with travel and consulting contracts in other countries.

The International HR course covers topics such as global workforce management, performance management, industrial relations, compensation and motivation, strategic and legal aspects of global competition, expatriate management, and ethical issues in international management. The course is also offered as an elective to international business students.

“There’s certainly opportunity for companies to get a better return on investment from their employees’

international assignments,” says Buddo. “Companies need processes that would enable repatriated employees to share their knowledge gained overseas with their home-country co-workers.”

Cross-cultural management for undergrads

At the undergraduate level, the Human Resources Program was enriched in 2009 by the addition of the Cross-Cultural Management course. This course focuses on the development of cross-cultural awareness and communication skills required for management roles in multicultural organizations – particularly in the context of today’s global economy. It was taught by Manuel Mendonça, Associate Professor (retired), Desautels Faculty of Management. His international consulting and teaching assignments have taken him to India, Indonesia, Kazakhstan, Cuba, Kenya, Romania and Hungary. He has seen first-hand that the uncritical adaptation of human resource management practices and techniques, evolved in the context of Western cultural values, may not be effective in other socio-cultural environments.

“As an analogy,” he says, “the best-performing North American car on the market is not going to work as well in the Saudi-Arabian desert or an Arctic glacier unless it is modified to suit the temperature and environmental conditions of these locations.”

Instructor’s research on practices in other countries provides rich material for course

With this in mind, the course adopts a two-pronged approach. First, it draws on the research on cultural frameworks – in particular, a paper Mendonça co-authored, called “Impact of Culture

Jean-Claude Provost’s quick tips for cross-cultural management

- Respect others;
- Take an interest in their cultural differences;
- Listen to them and encourage their participation;
- Do not automatically impose your own value system.

GRAD STUDENT PROFILE

on Human Resource Management Practices: A 10-Country Comparison”, which looked at practices in Canada, the USA, Romania, Russia, Germany, Israel, China, Pakistan, Turkey and India. (Appearing in *Applied Psychology: An International Review*, the article received the *Best Paper Award for 2000*.)

The second part of the course deals with the specific strategies and managerial style used to overcome cultural constraints and build on cultural facilitators. The idea is to make effective use of state-of-the-art human resource management practices and techniques relating to work design, performance management, and reward systems. For this section, Mendonça draws on “Managing Human Resources: the Issue of Cultural Fit”, *Journal of Management Inquiry*. (This paper, co-authored with Desautels Faculty of Management professor Rabindra Kanungo, is among the *Journal of Management Inquiry*'s Top 50 most-cited articles.)

Understanding employee behaviour in the global economy

The increasingly global perspective is not reserved just for larger organizations, according to Provost. Even the smallest companies have to look beyond national borders. It may be a question of survival.

Editor's Note: Jean-Claude Provost retired as Coordinator of the Human Resources programs in January 2010. His colleagues at CCE miss him greatly, but wish him well.

ELISA RIVEIRO VÁZQUEZ: Award-winning translation student: new country, new career

Former engineer gets scholarship for grad school



Elisa Riveiro Vázquez receives her scholarship cheque from Éric Schwartz, of the Network of Translators in Education, in a ceremony at the Faculty Club.

“I’ve always loved translation,” says Elisa Riveiro Vázquez. “I used to make a game of it sometimes, reading English books and asking myself, ‘How would I say that in Spanish?’” It may have begun as a secondary interest, but Riveiro Vázquez ended up taking translation a lot more seriously after she arrived in Quebec five years ago.

The Spanish-born former polymer engineer and quality control manager (BEng and MBA) accompanied her husband from Venezuela to Montreal, where he is now a computer systems developer at McGill. Like many immigrants, she found herself starting her career over again in her new country. It was while upgrading her French in language courses that she discovered CCE’s trilingual translation program. It was a natural fit.

“Studying at McGill was a good decision,” she notes, “because I was able to go on to the Graduate Diploma afterwards.”

She has received a lot of encouragement in her graduate studies – first, from her instructors in Translation, and most recently, from the Network of Translators in Education (Réseau des traducteurs et traductrices en éducation <http://www.rte-nte.ca>). Last October, the organization awarded her one of its 2009 Merit Scholarships in a ceremony at the McGill Faculty Club.

“Wow!” is how Riveiro Vázquez describes how she felt on learning of her win. “It was enough to be a candidate. This recognition helped me see that I could succeed even if it is more difficult for me than for others.”

The new scholarship winner also plans to work during the two years it will take to complete her graduate studies. She is considering a job in the education field, or better yet, making the most of her engineering background by being a technical translator. Her love of translation has come full circle.

Mexican business students learn French at CCE

Language programs provide made-to-measure learning



Pictured here supervising their class of Mexican students are Chantal Giroux, chargée de cours, français langue seconde, McGill CCE, and Isaias Rivera, faculty member, School of Business and Humanities, Campus Chihuahua, Tec de Monterrey.

► CONTINUED FROM PAGE 1

de Estudios Superiores de Monterrey (also known as ITESM or Tec de Monterrey).

“McGill’s CCE has been in partnership with Tec de Monterrey for a number of years,” says Marie-Claude Beauchamp, Program Coordinator, Part-Time French Program & Special Projects, English & French Language Programs at CCE. “This is the first year we’ve provided them with French-language instruction – and we’ve worked with them for three years now on the English-language side. The Mexican students used our course as preparation for a French-language macroeconomics course they are taking this fall.”

Program includes on-line instruction and campus visits

The French language and cultural exchange is a well-structured, four-step process. The first phase sees the students in Chihuahua working online with an instructor, using WebCT technology. The next step is a visit by a McGill professor to the Chihuahua campus for two weeks – unfortunately on hold this year because of H1N1 flu concerns. All of this is great preparation for the students’ trip to Montreal for their French-language course at McGill’s CCE and social outings in the city and surrounding areas. Two ITESM instructors act as chaperones: Isaias Rivera, a business ethics expert; and Claudia Mao Carnero, a

marketing professor. Once they’re home in Mexico, the students have access to further online tutoring on an as-needed basis.

Can be tailored for any academic discipline

“The course name is Intensive French for Specific Purposes,” adds Beauchamp. “In this case, the ‘specific purpose’ was macroeconomics, but CCE can tailor the content and delivery for just about any academic discipline.”

Chantal Giroux, *Chargée de cours* for the French class, agrees. “We’ve conducted tailored French-language instruction programs for human resources, physics, chemistry and med school students – you name it!”

It’s a great fit, since Tec de Monterrey’s business program has such a strong multilingual and multicultural emphasis. “Our four-year undergraduate program includes instruction in Spanish, English, French and Mandarin – as well as student exchanges with Canada, China, Europe, Japan and India,” says Mao Carnero. Colleague Rivera concurs. “Mexico is the world’s 14th-largest economy and has many, many free-trade agreements with different countries, so it’s critical for us to understand our trading partners’ languages and cultures,” he adds.

The course earns top marks from the students, too. “Unforgettable,” says Alejandra Bustillo, who studied in the U.S. as a youngster. “*Incroyable*,” adds Alvaro David Lechuga about the McGill learning experience, his first trip outside Mexico. For these two and their classmates, there will undoubtedly be many more international business trips throughout their careers.

The whole project will be repeated this year for a second group of Tec de Monterrey students (hopefully, with no swine flu interruptions!)



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