1 YEAR FOLLOW-UP REPORT
Submitted: March 20, 2025
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Graduate Program:	**Master of Science in Management (MScM)**
Peer Review Team:	Dr. Linda Dyer, Concordia University Dr. Madhu Kalimipalli, Wilfrid Laurier University Dr. Sri Krishnan, Toronto Metropolitan University
Site Visit:	July 24-25, 2023
PRT Report:	September 26, 2023
Program Response:	November 6, 2023
YSGPS Response:	November 9, 2023
Approved by Senate:	January 23, 2024
1 Year Follow Up Due:	January 23, 2025

As mandated by Toronto Metropolitan University Senate Policy 126: Periodic Program Review of Graduate and Undergraduate Programs[1], within one year of Senate approval of the PPR, a 1 Year Follow-Up Report is to be submitted to the Faculty Dean or Dean of Record and the Vice-Provost and Dean, YSGPS, on the progress of the implementation plan and any further recommendations. This follow-up report will be also be reviewed by Programs and Planning Committee, YSGPS Council, and finally Senate. The PPR Report to Senate may also include a date(s) for subsequent Follow-up Reports.

What follows are the PRT recommendations, the program responses, YSGPS responses, and the implementation plan, including the 1 year follow-up status reports by the program.

[1] https://www.torontomu.ca/content/dam/senate/policies/pol126.pdf

PRT RECOMMENDATIONS, PROGRAM/FACULTY DEAN/YSGPS RESPONSES + PROGRAM IMPLEMENTATION PLAN AND 1 YEAR FOLLOW UP

PRT Recommendations	PRT Rationale	MScM Program Response	TRSM Dean Response	Proposed Program Action	Program Timeline & Responsibility/Lead	YSGPS Response	1 Year Follow Up
Recommendation 1: Enhance instruction in ethics and integrity training by discussion of AI tools as recommended by the PRT. Incorporate the Tri-Council ethics certificate as a course requirement of the research courses.	The use of the Tri-Council certificate is a simple and effective solution to ethics instruction. The impact of AI tools will need continual review.	Thank you for this practical suggestion. We will include the Tri-Council ethics certificate as a course requirement within the core course: SM8103 Applied Research Methods I.	We agree with and support the idea of building upon the Tri-Council resources to reinforce the importance of ethical considerations for all MScM students.	The program will incorporate the Tri-Council ethics certificate into the curriculum. In addition, academic integrity training has already been added to SM8103: Applied Research Methods I while academic integrity training is being emphasized more at student orientation and through a workshop focused on research ethics and publication ethics that has been added to the term before students start work on their thesis research.	Program Director (1-year)	YSGS applauds the program for pre-emptively adding integrity training to their research methods course and is happy to see integrity training being increased by the addition of the Tri-Council ethics certificate training into their curriculum. YSGS encourages the program to also consider the appropriate use of generative AI by students in the program and to educate them on the ethical implications of its use in research.	Starting in Fall 2024, the SM8103: Research Methods 1 course required all students to complete the TCPS 2: CORE certificate by Nov 20, 2024. In addition, the program orientation (held in August for in-coming students) has an updated session on "Maintaining Academic Integrity" that now includes an overview about the use of Artificial Intelligence-enabled and Generative AI tools. Students are advised to understand the difference between appropriate uses and those that may qualify as academic misconduct.

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Recommendation 2: Provide access to more elective courses outside of MBA courses. Cognate courses in areas such as Economics, Psychology, Data Science, and Political Science should be identified, and arrangements made to ensure places for MScM students.	The current choices are limited.	Thank you for pointing out this issue. We have verbal agreements with departments about exchange of courses, and students can find them in the calendar, but still require approval by the professors and their directors each semester. Perhaps there is an opportunity to develop a reciprocal pool of research methods courses supported by YSGS.	At TRSM we believe in a student-focused approach to teaching and learning. We support the idea of working with YSGS to collaborate on identifying opportunities for students to broaden their studies through research methods courses in a range of disciplines.	The program will work through YSGS to identify a list of relevant courses across the university that may be promoted as consistent options for students at the Masters level.	Program Director (1-2 years)	YSGS will support the program in identifying ways to cross-list or co-deliver common courses between programs, although it notes that this is typically easier to do within Faculties, due to budgetary and disciplinary factors.	The program communicated with students about the availability of 2 MBA electives in each of the Spring and Fall 2024 terms plus 4 more in the Winter 2025 for MScM students. Through coordination with other faculties/programs outside of TRSM, we have established a course sharing plan with the International Economics and Finance MA (4 electives this Winter) plus 3 more electives were shared by Environmental and Applied Science (Winter and Spring 2025 terms) for interested MScM students. As well, the program hosted a presentation in a required class for all in-coming students about the curriculum and options for individuals to participate in non-graded course audits beyond their formal elective courses.

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Recommendation 3: The program description suggests pathways to industry, but there is no clear learning goal that includes practical applications. An additional Learning Goal may be needed.	Lack of such framework in the current offering. Students expressed similar concerns in our meetings.	Thank you, we will consider adding a practical application program-level learning outcome and present it to our curriculum committee for their consideration.	TRSM is committed to supporting practical and relevant education in all of our programs while continuing to develop research capacity in part through strong thesis-based programs. We agree in principle with the potential to incorporate a new learning goal about practical applications within this context for MScM students.	We will consider adding a practical application learning goal and present it to our curriculum committee for their consideration.	Program Director (1 year)	YSGS is happy to guide the program in implementing this change. It encourages the program to consult with YSGS to determine the type of category of any curriculum modifications being considered (see Senate Policy 127: Curriculum Modifications) in advance of finalizing any modifications.	This objective has not been finalized as it relates to possibly incorporating a formal new "practical application & industry pathways" learning outcome within the curriculum; however, it has been actively addressed in part through the Graduate Career Services team. (See Recommendation 4 below.) As well, next year we will promote the MBA Consulting elective courses (*MB 8116: Acquiring Consulting Skills and Processes; MB 8129: Understanding Consultants & Consulting*) to MScM students to incorporate opportunities for learning about a popular and practical pathway for relevant industry careers. The program continues to explore the best ways to help MScM students consider & plan for the range of opportunities in both academic and industry paths.

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Recommendation 4: Need for better networking opportunities and placement support for professional track students who account for two-thirds of the MScM student cohort; and better preparation through a client-based research consulting course or elective module.	Students expressed concerns in lack of such networking opportunities and co-op placement.	Thank you for this observation. This is an area that we are in early stages of addressing already through providing career support, one-on-one career coaching meetings with MScM students, and networking events outside of the curriculum. For example: this spring we hosted our first alumni event, with great success, helping to found the MScM Alumni Association, which co-ran a second event with the MScM student Association this fall. We will continue to support the association with events to create networking opportunities between the alumni. These associations are also great ways to get students involved in inviting guest	With many of our MScM graduates already pursuing a range of industry careers in addition to those aspiring to future positions in academia, we agree with the program's plans to continue building upon networking opportunities and to communicate with students about the practical learning opportunities and pathways available to both potential outcomes from their degree.	The program will continue to work with student groups and the Graduate Careers team to host relevant networking opportunities. We will also increase efforts to promote MITACS internship opportunities along with the availability and benefits for MScM students to consider enrolling in the consulting electives that are offered through the MBA program.	Program Director (On-going)	While this is outside the purview of YSGS, we also recommend that the program and its student consider the various student engagement and development offerings from YSGS (https://www.torontomu.ca/graduate/student-guide/student-engagement).	As an area that the Graduate Career services team is increasingly focused on for MScM students and advising through on-on-one career coaching sessions, the team has continued to develop and host new industry-focused networking events relevant to this group. This included an MScM Alumni networking panel in Oct 2024 featuring 6 alum all in industry/non-academic careers. To conclude the winter term, another event presenting Consulting Careers is planned for April 2025 and will be led in-part by an alumnus from the MScM program who has followed that path. Review of MITACS opportunities and promotion of info sessions for students (e.g. Feb 19, 2025) are communicated through the program newsletters.

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		speakers and attending career events. We don't have a co-op program at the graduate level, but students do have the option of working in an internship with a MITACS grant. We can do more to promote these paid research opportunities for our students. We do have MBA Consulting elective courses that are options for the MScM students and we could better communicate these opportunities to students and faculty supervisors. We also have recently launched Industry Nights set up by our Graduate Careers team to support our graduate students and invite MScM students to participate.					

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Recommendation 5: Given the focus on international student recruiting, more effort on funding opportunities and placement support are needed.	There is a strong demand from international applicants for admission, and currently, due to funding constraints, the intake is limited.	Thank you for this observation. The university is starting to increase its tuition share from international students to make it possible for faculties to fund more international scholarships. However, the MScM program is currently excluded from the new initiative due to legacy issues. We are actively seeking other alternative options.	The potential to grow international enrollments will be dependent on funding models at the university in addition to the availability of awards & scholarships and support for international students. We are exploring a broader revenue sharing framework to facilitate the expansion of international student enrollment.	Strategies to increase domestic recruitment will be our near term priority, while seeking options to potentially support the growth of international student enrollments.	Program Director and Associate Dean (2-3 years)	YSGS notes that a new revenue sharing model for international graduate student enrollment was implemented in the Fall 2023 semester. Under the model, 60% of new revenue on international graduate student enrollment above the 2021-2022 baseline will be shared with home Faculties. MScM has an existing revenue sharing agreement on international graduate student enrollment. TRSM is seeking clarification on that agreement in light of the recent developments on revenue sharing at the university.	With the new revenue sharing model agreed upon for net-new international students (i.e. above original baseline), the department hired an additional Graduate Recruitment Advisor with an International focus for Fall 2025 offers of admission. This includes recruitment for both the MBA and MScM. The recruitment team has also identified and participated in virtual recruitment events through organizations like GMAC and Access MBA to reach audiences in new markets like South America, Africa, and the Middle East. This initiative is on-going. A new initiative by the recruitment team has promoted our Graduate Programs on a “Study in Canada” microsite launched in Fall 2024 along with 10 other Canadian business schools, for international prospects interested in graduate

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							management education in Canada.
Recommendation 6: Find ways to increase the domestic pool of applicants.	Recently there has been a slight drop in the domestic pool, and this could be enhanced.	Thank you for noting the recent slump in applications from domestic students. In the past year, we have facilitated classroom visits to promote the Master of Science in Management program to 4th year undergraduate students. We will continue to send targeted emails to 4th year students and external domestic leads who have expressed an interest in the program. We're committed to running monthly information webinars and attend external graduate fairs to promote the program. We're looking into a digital marketing strategy with the marketing department to help build awareness and	We support the program's efforts to focus on increasing domestic recruitment as a key priority.	We will aim to increase campus recruitment by targeting current TMU undergraduate students by bringing an active MScM student and alumni as program ambassadors to talk about their experiences directly and/or inviting the potential applicants to an open house or classroom visits. A 4th year undergraduate course in research methods was launched in 2021 and has been running each summer, which creates a new way for these students to learn about research	Program Director (1-2 years)	YSGS participates in graduate fairs across the province to promote graduate studies at TMU in general. We will promote the program in any way it can. The program should consider whether an open house in early to mid-Fall would be effective in increasing awareness and interest in the program by students in the GTA.	The MScM program reviewed available student scholarship/funding to allocate these awards in offer letters to early qualified candidates. In addition to attending graduate fairs in the GTA and virtually, TRSM Graduate Programs hosted a table at the Reconciliation in Business Conference at TRSM on Nov 3, 2024 and will be attending with a booth at the TMU Open House on March 29, 2025 to promote the MScM along with all TRSM-Grad Programs to prospective students. The program introduced a new process for reviewing applicants by engaging each teaching department (i.e. 12 subject areas/departments at TRSM) with the admission committee to help identify and promote candidates with

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		drive traffic to the program website. In addition, we're looking into initiatives to highlight the career pathways of our graduates for prospective students through website updates and panel events. We believe there's further opportunity to showcase the research activity at our institution and program through various promotional channels to increase interest from domestic applicants.		and associated career pathways that may benefit from enrolling in the MScM. We will also aim to increase funding allocation for early offers to ensure ideal candidates are secured and retained rather than choosing other options.			supervisor matches in each of those fields and to help increase conversion rates of applicants-to-acceptance in the program.
Recommendation 7: Need better pathways for the MScM students to transition to the PhD program.	Currently, no such mechanism is in place. Several faculty members expressed concerns too.	Thank you for this observation. As it is, more than half of our PhD in Management seats are being filled by our domestic MScM graduates. However, perhaps we can better explain to students how the progression may work.	We support the progression of current MScM students into our own PhD program and see current success in this regard as a great story to tell the MScM students.	The program will explore additional ways to promote how the path to a PhD works for all MScM students during their studies.	Program Director (On-going)	YSGS also recommends that the program consider whether “direct transfers,” as defined in section 10.1 of the Procedures of Policy 170(b): Graduate Status, Enrolment, and Evaluation,	While “direct transfers” are not currently being considered, current MScM students and their supervisors are informed about the potential to apply to TRSM’s PhD program. Weekly program newsletters combine MScM and PhD topics and are sent to both audiences

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			We agree that the program can be more effective in demonstrating this path and how to follow it.			would be a mechanism that works for students in the MScM to seamlessly transfer in the PhD program prior to completion of the MScM program.	to ensure awareness across the programs. Orientation for Fall 2024 was also combined with MScM and PhD students meeting together in the morning before dividing in the afternoon for program specific sessions. In Fall 2025, the entire orientation day will be combined for MScM and PhD students to establish a sense of community for both research-oriented programs.
Recommendation 8: Faculty need to be better incentivized in terms of financial compensation and or teaching credits in supervising students and launching new electives.	Currently, no such mechanism is in place. Several faculty members expressed concerns too.	Thank you for noting this constraint which is embedded in our collective agreement. We note that supervision is part of the service component of the triad and we have an internal policy that requires experience supervising a master's thesis before taking on PhD in Management supervision. Perhaps we can consider a "Best supervisor award" to	Within the latest collective agreement, the opportunity to provide new types of compensation or credit for teaching graduate courses is restricted. However, we will take this feedback to consider new ways to promote and recognize the	The program will work with the Dean's office to consider ways to encourage more faculty participation with the MScM program. In 2016, TRSM established internal Research Recognition awards for faculty and we will explore the potential for expanding these	Dean (2-3 years)	This is outside the purview of YSGS, but we also note that Article 10 of the current TFA Collective Bargaining Agreement has graduate supervision as part of a faculty member's SRC duties.	This objective is still underway. To begin the 2024 academic year, the Associate Dean and Program director surveyed all TRSM faculty to promote, encourage and assess individual interest in supervising graduate students. Better involvement of their "home department" within TRSM also aims to create awareness/excitement and appeal to the intrinsic value of supervising graduate students.

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		help to promote excellence in this area.	importance of faculty engagement with our graduate programs at TRSM.	awards or something similar to recognize graduate teaching / supervision.			Future consideration for a "Graduate-specific" variant of the current Dean's Teaching Awards remains a possibility.
Additional PRT recommendations							
Add. Rec. 1: The program consider increasing the minimum GPA from a B to a B+.	To ensure admitted students are better positioned to succeed in meeting the program's learning outcomes.	Thank you for the suggestion. At this point, we will maintain the same admission criteria without changes.	We support the program's position on this.	No further action.		YSGS agrees with the program's response and notes that Policy 163: Graduate Admissions requires that master's programs have a minimum GPA requirement of B.	No follow-up required.

Summary Statement/Conclusion:

We are pleased to see that most of the current strategy falls well into the different parameters suggested by the committee, albeit during my fairly recent role as GPD. Here are the highlights:

(i) Incorporated the Tri-Council ethics certificate into the curriculum and introduced an updated session on “Maintaining Academic Integrity” that includes an overview about the use of Artificial Intelligence-enabled and Generative AI tools in the program orientation (held in August for all in-coming students).

(ii) Coordinated with other faculties/programs outside of TRSM, adding 3 electives shared from Environmental and Applied Science for interested MScM students.

(iii) Increased focus on advising through on-on-one career coaching sessions and continued to develop and host new industry-focused networking events relevant for MScM students.

(iv) Hired an additional Graduate Recruitment Advisor with an International focus for Fall 2025 offers of admission.

(v) Introduced a new process for streamlining application reviewing and supervisor matching process.

We will continue to explore the best ways to help MScM students consider and plan for the range of opportunities in both academic and industry paths. We will also continue to promote the MScM program among our faculty and encourage more engagement in the program and supervising graduate students.