



Office of the Vice-Provost and Dean
Yeates School of Graduate Studies

Final Assessment Report (FAR) and Implementation Plan

Periodic Program Review (PPR)

Graduate Program in Management (MScM)

Last Updated: December 8, 2023

FINAL ASSESSMENT REPORT

In accordance with the University Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the graduate program in **Management (MScM)**. This report identifies the peer review identified strengths of the program, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report also includes an Implementation Plan that identifies who will be responsible for approving the recommendations set out in the final assessment report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations and who will be responsible for acting on those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.

EXECUTIVE SUMMARY

The Master of Science in Management program fills an important gap in the Ted Rogers School of Management (TRSM), both leveraging and supporting the research activities of faculty by pairing them with graduate students to mentor and develop. This thesis based master's program is also a pathway to the PhD in Management program at TRSM.

The self-study PPR report reviews and highlights the program requirements, learning outcomes, academic plan, program consistency, and societal need. It covers curriculum, teaching and assessment, resources, and offers quality enhancement recommendations and implementation plans. Quality indicators are also reviewed, including faculty qualifications, research activity, faculty teaching, class sizes, supervision and mentoring, student awards and scholarly output. The analysis work was accomplished using data from student and alumni surveys, faculty CVs, and institutional research.

The report offers quality enhancement recommendations based on a SWOT analysis conducted by the program and informed by the analyses in this report. Program strengths include increasing access to research methods courses, personalization of the program with directed readings and supervision, and flexible career outcomes. Top weaknesses include longer completion times and variable demand among domestic students. Top opportunities include growing societal need for research methods training, engaging students through renewed student associations, and outreach to recruit more marginalized population candidates. Threats include bifurcation of research methods.

We developed recommendations that address many of the observations from the SWOT analysis. We plan to:

1. Continue to change the course mix to improve access to research methods courses. This can be accomplished by offering research methods courses as half-courses, allowing more faculty to get involved in teaching our students and offering a wider variety of methodological approaches.
2. Alter course delivery methods to include flexibility for students that are working to fund their degrees. This can be accomplished by shifting the delivery of elective courses to a compressed format.
3. Enhanced undergraduate student recruitment to ensure we have a healthy and stable cohort of students on a continual basis.
4. Enhance academic integrity training to reduce incidents of academic dishonesty.

PERIODIC PROGRAM REVIEW AND PEER REVIEW TEAM

The graduate program in **Management (MScM)**, TRSM, submitted a Self-Study Report to the Yeates School of Graduate Studies that outlined program descriptions and learning outcomes, an analytical assessment of the program, program data including data from student surveys and the standard data packages. Course outlines and CVs for full-time faculty members were also appended.

Two external and one internal arm's-length reviewers were selected from a set of proposed candidates. The Peer Review Team (PRT) for the Periodic Program Review (PPR) of the graduate program in Management (MScM) consisted of Dr. Linda Dyer, Chair & Professor, Management and former Graduate Program Director (Concordia University), Dr. Madhu Kalimipalli, Professor and Director PhD and Research-based Master's Programs in Management (Wilfrid Laurier University), and Dr. Sri Krishnan, Professor, Electrical, Computer, and Biomedical Engineering (Toronto Metropolitan University).

The PRT site visit was conducted on-site on July 24 and 25, 2023. The visit included interviews with the University and Faculty Administration including the Provost and Vice-President Academic, TRSM Dean, TRSM Associate Dean, Vice-Provost and Dean Yeates School of Graduate Studies (YSGS); Associate Dean Programs YSGS, Graduate Program Director of the Graduate Program, Director Graduate Program Administration, and meetings with Faculty, a group of current students, and support staff. The PRT report was communicated to the Associate Dean, YSGS on September 26, 2023 and the response to the report from the graduate program and Faculty Dean was communicated on November 8, 2023.

PROGRAM STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

The Peer Review Team identified program strengths, weaknesses and opportunities for program improvement and enhancement, outlined below.

Strengths

1. Location of the University and diversity in program strength; Strong financial resources.
2. Structure of the program can ensure efficient use of resources, allowing students to follow diverse interests.
3. Student-supervisor relationships are strong and positive.
4. Well-defined learning outcomes and the integration of broader learning outcomes through the AOL process.
5. Participation of a large number of faculty members in the program with diverse areas of expertise.
6. Adequate physical resources for housing research laboratories and other program-related facilities and activities.
7. Good support for research publications and conference participation.
8. Strong demand for the program from international applicants.

Weaknesses

1. Lack of availability of elective courses, and lack of support for launching research-focused courses.
2. GMAT no longer a requirement – could create an indirect pathway into MBA admissions.
3. Lack of consistency when different instructors are teaching the same course- for example, courses in Research Methods; inclusion of ethics, REB process etc.
4. More support is needed for internship and experiential learning opportunities. Lack of networking opportunities and placement support, especially for international students.
5. Lack of clear pathways to PhD programs. Currently, the MScM program ends after term 4 i.e., Fall term in Year 2 of the program and hence it is too late to apply into any PhD program.
6. Lack of faculty incentives in getting involved in the MScM program, adds to the workload, and hence only a few active faculty are involved.
7. The time to completion of the program is consistently longer than advertised.
8. There is insufficient attention to student learning about how the skills they acquire could be used in organizational employability (as opposed to preparation for doctoral studies).
9. The planned increase in international students depends on an efficient student visa process, which has become increasingly challenging in recent years.
10. Theses and proposal components could better aid the student learning processes.

Opportunities

1. Growth in International students; and supply of research-focused graduate business students.
2. The existence of a large applicant pool in the metropolitan area could ensure continued growth.
3. Finding ways to increase the domestic pool of applicants, and recruitment of international students.

SUMMARY OF PRT RECOMMENDATIONS, GRADUATE PROGRAM AND YSGS RESPONSES, AND IMPLEMENTATION PLAN

A report on the progress of these initiatives will be provided in the Follow-up Report which will be due in one year from the date of Senate approval.

PRT Recommendations	PRT Rationale	MScM Program Response	TRSM Dean Response	Proposed Program Action	Program Timeline and Responsibility/Lead	YSGS Response
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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 focussed on research ethics and publication ethics that has been added to the term before students start work on their thesis research.</p>	<p>Program Director (1-year)</p>	<p>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.</p>
<p>Recommendation 2: Provide access to more elective courses outside of MBA courses. Cognate courses in</p>	<p>The current choices are limited.</p>	<p>Thank you for pointing out this issue. We have verbal agreements with departments about exchange of courses, and students can find them in the</p>	<p>At TRSM we believe in a student-focused approach to teaching and learning. We support the idea of working with YSGS</p>	<p>The program will work through YSGS to identify a list of relevant courses across the university that may be promoted as</p>	<p>Program Director (1-2 years)</p>	<p>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</p>

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<p>areas such as Economics, Psychology, Data Science, and Political Science should be identified, and arrangements made to ensure places for MScM students.</p>		<p>calendar, but still require approval by the professors and their directors each semester.</p> <p>Perhaps there is an opportunity to develop a reciprocal pool of research methods courses supported by YSGS.</p>	<p>to collaborate on identifying opportunities for students to broaden their studies through research methods courses in a range of disciplines.</p>	<p>consistent options for students at the Masters level.</p>		<p>easier to do within Faculties, due to budgetary and disciplinary factors.</p>
<p>Recommendation 3:</p> <p>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.</p>	<p>Lack of such framework in the current offering. Students expressed similar concerns in our meetings.</p>	<p>Thank you, we will consider adding a practical application program-level learning outcome and present it to our curriculum committee for their consideration.</p>	<p>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.</p>	<p>We will consider adding a practical application learning goal and present it to our curriculum committee for their consideration.</p>	<p>Program Director (1 year)</p>	<p>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.</p>

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<p>Recommendation 4:</p> <p>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.</p>	<p>Students expressed concerns in lack of such networking opportunities and co-op placement.</p>	<p>Thank you for this observation.</p> <p>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.</p> <p>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.</p> <p>We will continue to support the association with events to create networking opportunities between the alumni.</p> <p>These associations are also great ways to get students involved in inviting guest speakers and attending career events.</p> <p>We don't have a co-op program at the graduate level, but students do have the option of</p>	<p>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.</p>	<p>The program will continue to work with student groups and the Graduate Careers team to host relevant networking opportunities.</p> <p>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.</p>	<p>Program Director</p> <p>(On-going)</p>	<p>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).</p>

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		<p>working in an internship with a MITACS grant.</p> <p>We can do more to promote these paid research opportunities for our students.</p> <p>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.</p> <p>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.</p>				
<p>Recommendation 5:</p> <p>Given the focus on international student recruiting, more effort on funding opportunities and placement support are needed.</p>	<p>There is a strong demand from international applicants for admission, and currently, due to funding constraints, the intake is limited.</p>	<p>Thank you for this observation.</p> <p>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</p>	<p>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</p>	<p>Strategies to increase domestic recruitment will be our near term priority, while seeking options to potentially support the growth of international student enrollments.</p>	<p>Program Director and Associate Dean (2-3 years)</p>	<p>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</p>

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		<p>issues. We are actively seeking other alternative options.</p>	<p>revenue sharing framework to facilitate the expansion of international student enrollment.</p>			<p>will be shared with home Faculties.</p> <p>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.</p>
<p>Recommendation 6: Find ways to increase the domestic pool of applicants.</p>	<p>Recently there has been a slight drop in the domestic pool, and this could be enhanced.</p>	<p>Thank you for noting the recent slump in applications from domestic students.</p> <p>In the past year, we have facilitated classroom visits to promote the Master of Science in Management program to 4th year undergraduate students.</p> <p>We will continue to send targeted emails to 4th year students and external domestic leads who have expressed an interest in the program.</p> <p>We're committed to running monthly information webinars</p>	<p>We support the program's efforts to focus on increasing domestic recruitment as a key priority.</p>	<p>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.</p> <p>A 4th year undergraduate course in research methods was launched in 2021 and has been running each summer,</p>	<p>Program Director (1-2 years)</p>	<p>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.</p>

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		<p>and attend external graduate fairs to promote the program.</p> <p>We're looking into a digital marketing strategy with the marketing department to help build awareness and drive traffic to the program website.</p> <p>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.</p>		<p>which creates a new way for these students to learn about research and associated career pathways that may benefit from enrolling in the MScM.</p> <p>We will also aim to increase funding allocation for early offers to ensure ideal candidates are secured and retained rather than choosing other options.</p>		
<p>Recommendation 7: Need better pathways for the MScM students to transition to the PhD program.</p>	<p>Currently, no such mechanism is in place. Several faculty members expressed concerns too.</p>	<p>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.</p> <p>However, perhaps we can better explain to students how the progression may work.</p>	<p>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.</p> <p>We agree that the program can be more</p>	<p>The program will explore additional ways to promote how the path to a PhD works for all MScM students during their studies.</p>	<p>Program Director (On-going)</p>	<p>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, would be a mechanism that works for students in the MScM to seamlessly transfer in the PhD</p>

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			effective in demonstrating this path and how to follow it.			program prior to completion of the MScM program.
<p>Recommendation 8:</p> <p>Faculty need to be better incentivized in terms of financial compensation and or teaching credits in supervising students and launching new electives.</p>	<p>Currently, no such mechanism is in place.</p> <p>Several faculty members expressed concerns too.</p>	<p>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.</p> <p>Perhaps we can consider a "Best supervisor award" to help to promote excellence in this area.</p>	<p>Within the latest collective agreement, the opportunity to provide new types of compensation or credit for teaching graduate courses is restricted.</p> <p>However, we will take this feedback to consider new ways to promote and recognize the importance of faculty engagement with our graduate programs at TRSM.</p>	<p>The program will work with the Dean's office to consider ways to encourage more faculty participation with the MScM program.</p> <p>In 2016, TRSM established internal Research Recognition awards for faculty and we will explore the potential for expanding these awards or something similar to recognize graduate teaching / supervision.</p>	<p>Dean (2-3 years)</p>	<p>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.</p>
Additional PRT recommendations						
<p>Add. Rec. 1:</p> <p>The program consider increasing the minimum GPA from a B to a B+.</p>	<p>To ensure admitted students are better positioned to succeed in meeting the program's learning outcomes.</p>	<p>Thank you for the suggestion. At this point, we will maintain the same admission criteria without changes.</p>	<p>We support the program's position on this.</p>	<p>No further action.</p>		<p>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.</p>