

PERIODIC PROGRAM REVIEW

MASTER OF BUSINESS ADMINISTRATION (MBA-MTI) IN THE MANAGEMENT OF TECHNOLOGY AND INNOVATION Ted Rogers School of Management

EXECUTIVE SUMMARY

The Ted Rogers School of Management offers two MBA degrees: the Master of Business Administration in the Management of Technology and Innovation (MBA-MTI) and the general MBA known as MBA Global. The two MBA degrees have recently admitted eighth successive cohort.

MBA-MTI has produced dozens of successful alumni, and represents a unique set of innovation-related offerings in an MBA market where boutique and accelerated degrees have stronger demand than traditional two-year degrees. The three specializations in the MBA-MTI, i.e., information technology management, supply chain management, and media management represent a small part of the MBA market in North America where finance and consulting account for most students undertaking MBA specializations in other business schools.

Like most MBA programs, the MBA-MTI relies on its network of alumni to recommend prospects to the program and increase awareness of the degree with key stakeholders. Despite the success of its alums, the program is experiencing challenges in achieving the enrollment levels envisioned at its launch. This may be a result of limited recruitment resources available to market the program in a very crowded MBA market space in the Greater Toronto Area. Unlike the unregulated programs that charge market rate tuition that flows back to the program, the MBA-MTI has both limited funds for marketing and recruitment staff.

The MBA-MTI is deemed a success based on metrics to evaluate its relevant performance vis-à-vis other MBA programs. The high average GMAT score of applicants, post-graduation salary increases, percentage of students placed within six months, and student satisfaction with the program are all indicative of a well-managed and efficient program that has been successful in meeting the expectations of its primary stakeholders, the MBA students. In fact, the success of the program could also be gauged by advanced standing of Ryerson's MBA teams in case competitions and other contests where Ryerson MBA teams outclassed teams from other more established programs. Students from the MBA programs have successfully competed against top Canadian MBA programs in case competitions and the MBA Games tournaments. Collectively, these metrics place the Ryerson MBA-MTI program in the top tier of Canadian MBA programs. A list of recent student success in competition is presented at the end of this section.

The MBA-MTI, along with the MBA-Global, were part of the submission by the Ted Rogers School of Management (TRSM) to the Association to Advance Collegiate Schools of Business (AACSB), which accredited TRSM in 2011. Most faculty teaching in the program or supervising students' major research papers (MRPs) meet the AACSB standards for being academically or professionally qualified.

Due to lower enrolments than projected, however, the program has several operational and funding challenges. The MBA-MTI shares funding issues with the MBA Global program in that the low, regulated tuition rates and Ryerson funding models result in inadequate funding for program delivery, advertising, and support staff than comparable MBA programs charging market-based tuition fees.

Ryerson University's MBA Programs face more competition than other graduate programs at Ryerson University, with eight competitors in close proximity in the greater Toronto area, including two internationally ranked MBA programs at the University of Toronto and York University. Nevertheless, affordability for students of modest means forms a critical element of the programs' accessibility mission, along with gender and ethnic diversity.

The following is a summary of program recommendations, which are explained in detail in the section: Recommendations and Development Plan:

1. TRSM should review the pros and cons of maintaining two distinct MBA degrees. The review should consider merging the two MBA degrees into one, while maintaining the specializations that make the program unique. The proposed change is likely to lead to improved brand recognition, clear messaging of the MBA degree, and possibilities to realize economies of scale made possible by streamlining of the core curriculum and electives.
2. The MBA admission criterion should be revised to account for the scarcity of qualified applicants. GMAT test should be waived for experienced managers and work experience requirements should be relaxed for academically strong applicants.
3. Board of Governors should be approached with the proposal to increase tuition fees for international students to a level that meets the total revenue generated by each domestic full-time equivalent BIU.
4. Additional funds should be raised to support a larger number of fellowships and scholarships to attract bright students to the MBA program.
5. MBA teaching should be done on load by the RFA faculty to integrate research-oriented faculty members to the MBA program.
6. TRSM should initiate a dialogue with the University administration to address limitations in attracting high-calibre professionals to teach MBA courses, while TRSM and Ryerson University continue to respect and adhere to the collective agreements.
7. The specialization in media management may be retired because of lack of qualified faculty to offer electives. Otherwise, TRSM should request the central administration to make additional faculty positions available to support specialization in media management.
8. TRSM and YSGS should explore avenues to improve decision-making as it relates to offering specializations in a timely fashion in response to the needs identified by businesses.
9. The MBA budget be restored to its original value to reflect the increase in costs of delivering the MBA program. It is further proposed that MBA operating budget be increased to improve course offerings, especially electives that were eliminated because of budget constraints. It is further recommended that YSGS and TRSM should collaboratively work on budgets to minimise the impact on graduate students.
 - a. YSGS and TRSM should jointly review recruitment budgets of other similar size business schools to determine if the current budget allows TRSM to compete for talent in the competitive marketplace for MBA students.
10. TRSM and YSGS should jointly determine adequate level of administrative support to run the MBA/MMSc programs.
11. It is recommended that YSGS should forward all applications directly to TRSM so that the recruitment and admissions team at TRSM reviews applications earlier and immediately initiate dialogue with the prospects.

12. A flexible space reservation system is recommended to ensure large MBA classes can be scheduled in large lecture halls thus eliminating the need to run multiple sections of the same course.