

## **PERIODIC PROGRAM REVIEW**

### **MASTER OF MANAGEMENT SCIENCE (MMSC) IN THE MANAGEMENT OF TECHNOLOGY AND INNOVATION Ted Rogers School of Management**

## **EXECUTIVE SUMMARY**

The Ted Rogers School of Management's Master of Management Science (MMSc) in the Management of Technology and Innovation was originally conceived as a research-intensive program that would result in the production and dissemination of innovative and insightful management and business practices/knowledge. Although the degree is a unique offering in the Canadian academic realm in that it develops expertise in technology and innovation, its limited scope has not attracted a sufficient number of students required for generating a large body of scholarship. Consequently, TRSM has not kept pace with other business schools in Canada with respect to scholarly research productivity, which may have a negative impact on TRSM's reputation, The Association to Advance Collegiate Schools of Business (AACSB) accreditation, student recruitment, and the future of the program.

To improve TRSM's reputation and maintain AACSB accreditation, an increase in research productivity and intellectual contributions is a must. Increased research productivity and contributions will be accelerated if the School succeeds in enrolling a substantial number of highly qualified graduate students capable of supporting a robust research environment. The MMSc's current limited scope is not capable of attracting ample research talent, and efforts are needed to modify the existing program through expansion beyond Information Technology. Offering a more comprehensive Master's degree with a variety of research options will attract more talent, resulting in greater research capacity. This increased capacity will lead to improved research productivity, thus enhancing TRSM's reputation and ensuring the continuance of the MMSc degree.

Although TRSM has made significant progress with respect to research productivity and intellectual contributions, the School has the potential to increase research quality and output. The narrow focus of the MMSc degree on technology and innovation is not taking advantage of the great demand for applied research in a wide range of management issues, and of the diverse and varied qualifications of TRSM faculty. Many business schools throughout Canada offer comprehensive, research-based graduate degrees in management, with specializations in marketing, accounting, finance, management, organizational studies, financial engineering, operations management and production, human resources management, business intelligence, international logistics, and information technologies.

A revised MMSc degree with several additional research options and a modified course structure and curriculum is proposed. Additional research options may include Finance, Marketing, Supply Chain Management, Human Resources/ Organizational Behaviour, Global Business Management, Business Analytics, Entrepreneurship, and Real Estate Management.

The proposed change requires converting one required core course to be a required elective. This will reduce the number of required core courses from three to two, and will increase the number of required electives from three to four. The added flexibility will allow students to take four recommended electives in their area of specialization. It is also proposed that the MMSc tuition fees should be in line with the tuition fees of other research based Master's at Ryerson University. It is further recommended that the name of the degree be shortened to Master of Management Science and that scholarships be made available initially to attract bright students to TRSM.

This report recommends that GMAT test may not be required for the MMsc applicants for two reasons. First, the GMAT test is not a good predictor of an individual's ability to undertake research. Secondly, given the small pool of qualified GMAT applicants in Canada, where the number of available MBA spots far exceed the number of applicants with a minimum GMAT score of 550, suggests that GMAT requirement puts significant limits on the pool of otherwise qualified and eligible applicants.

Lastly, the report recommends dedicated space is made available to house at least 20 MMSc students, who will spend considerable time on campus doing research.