

# Two-Year Progress Report

## Management Studies Minor

### February 2020

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#### **Background**

The Management Studies (MS) Minor was last reviewed in 2016, with a site visit and report by Professors Scott Taylor (Department of Chemistry) and Manoj Sachdev (Department of Electrical and Computer Engineering). The review occurred just after the Minor had undergone some significant changes in requirements, and a transfer in oversight from the Dean's office to the Department of Economics. The Minor had repeated changes over the early part of this decade and only settled in its current form in 2015.

Since the review, Economics has worked out a proposal for a new structure to the Minor, utilizing management/business expertise within the Department. The changes to the Minor can only occur together with the potential changes to Arts and Business (ARBUS) programming that are currently under discussion. These changes would open the potential for synergies between the programs, allowing for electives in either program to be offered more regularly, and required courses in one of them to be used as an elective in the other.

At present, discussions and consultations on ARBUS are still ongoing and no further work on the Management Studies Minor has been undertaken until a clearer picture on the direction of ARBUS emerges. Once it does, the Faculty of Arts can decide if a Minor as envisioned would be feasible and beneficial, if the Minor should instead return to Arts/ARBUS and formally become essentially an ARBUS Minor, or finally, if no workable and affordable configuration can be found and the Minor should be abandoned altogether.

#### **Progress on Implementation Plan**

#### **Recommendations**

1. The enrolment in the MS Minor has increased significantly in recent years. Should enrolment continue to significantly increase then we recommend that the minimum average for enrolment be increased back to 70 % or even higher. This would give the MS Minor some degree of exclusivity and help to ensure that the MS Minor will be conferred upon highly-qualified students. We would expect that such students would be highly sought after by potential employers. The Minor should also be publicized within the university, and outside to further improve the quality of incoming students.

**Response:** Almost all minors in the Faculty of Arts have a minimum special average (computed across all courses that may be used towards the minor) of 65%. The reviewers

suggest an increase in this average requirement in order to control increasing enrollments (and thus course demands) and to make the minor more highly valued/exclusive. The Curriculum Committee will consider whether a higher minimum average is warranted for the MS minor.

**Follow up:** This recommendation has not been selected for implementation as it does not align with other minors in the Faculty of Arts, which have a 65% average requirement. Although the reviewers suggest that the minor would get much more “exclusive” with an increased average requirement, if the required upper level custom courses for the minor have appropriate grade standards and are sufficiently demanding, then the same goal expressed by the reviewers can be accomplished without changing the average requirement.

2. Allow MS Minor students to take ARBUS 300 and ARBUS 400 in the same term (ARBUS 300 is currently a prerequisite for ARBUS 400). This would help alleviate scheduling issues that some of the students have encountered and it appears that the two courses can be taken independently of one another.

**Response:** This recommendation will be reviewed by the newly established Curriculum Committee.

**Follow up:** A committee had been struck and has prepared a proposal for changes in the curriculum. The committee is now on hiatus until the interplay of ARBUS and the Minor can be determined. The committee has created a proposal to address these recommendations including course requirements and new courses needed for a new Management Studies curriculum. While this proposal has not yet been acted upon to date, it envisions no use of current ARBUS courses and proposes a couple of newly developed courses for the minor, so the problems this recommendation was intended to address would no longer exist.

3. Eight is an appropriate number of required courses for the Minor and should not be increased or decreased.

**Response:** no response needed

4. A set of optional courses should be developed to further enrich the Minor. For example, a public speaking course and a leadership development course should be considered. Resources should be provided for the development and mounting of these new courses.

**Response:** The Department of Economics is undertaking a full review of the minor to determine opportunities to build a better minor. A curriculum committee has been struck with the goal of determining the best courses (existing or new) to deliver within the minor.

Factored into the dialogue is the potential to introduce Management Studies courses. This is being driven by several factors including a requirement to move away from ARBUS 200, 300 and 400 as required courses for the MS minor, at the request of the Associate Dean, Co-op, Administration and Planning.

**Follow Up:** The committee has created a proposal to address these recommendations including course requirements and new courses needed for a new Management Studies curriculum. Some of the proposed courses will be much more rigorous than some of the current requirements, as recommended by students. The available breadth of course selections is a resource question. At present it does not appear feasible to offer a well-focused program that at the same time allows much choice. An alternating biannual offering of some courses is envisioned in order to increase choice within reason.

5. Involve entrepreneurs and other local business persons in the program either as guest lecturers or as informal advisors/mentors for students.

**Response:** The director has made it a regular practice to survey local employers and community leaders for input on any potential change. Students are also given an opportunity to share their perspective on existing and proposed changes. Recruiting local leaders as guest lecturers and mentors would be highly valuable to the students, and is already done to some degree in the ARBUS program. The Curriculum Committee will consider the possibilities for involving local employers and community leaders in the revised curriculum.

**Follow Up:** The proposed minor can and would certainly have courses in which guest lectures by local business persons can be part of the delivery model. At this stage, mentorship of students by local business leaders has not been seriously considered as an option. The feasibility of this suggestion does depend crucially on the envisioned program size. If a small “exclusive” program is envisioned, then mentorship is one thing. If the minor is meant as a much broader offering (say 300 enrolled students), then any more formal mentorship would entail huge overheads, if it is feasible in the first place.

6. Establish a curriculum committee. This committee would meet periodically (perhaps 2-3 times a year for the next 2-3 years and then annually). Its function would be to recommend changes in the curriculum that may be required as the minor evolves. This committee should include faculty from not only Economics (e.g., Geoff Malleck, Lutz-Alexander Busch) but also other departments from which students taking the MS Minor are enrolled (e.g., Political Science, etc.).

**Response:** This has been implemented. A committee consisting of four individuals has been struck. The members are Geoffery Malleck, Olivia Mesta, Joel Blit and the committee is

chaired by Lutz-Alexander Busch (Associate Chair, Undergrad). An initial meeting (August 11, 2016) reviewed the objectives and desired outcomes of the minor, determined group objectives and listed viable subjects that should be considered. We have not included other departments on the curriculum committee since the program is entirely housed in Economics. However, the committee will consult with other departments where there is significant involvement of their students.

**Follow Up:** A committee had been struck and has prepared a proposal for changes in the curriculum. That committee was struck when Economics became the academic home for the minor, and did not include other departments or a student member (see 14 below). This committee is now on hiatus until the interplay of ARBUS and the Minor can be determined. Once a direction on that becomes more apparent, the committee can restart, and additional members can be added as appropriate.

7. As pointed out in the MS Nov. 2015 self-study report and the previous assessment of the MS Minor in 2009, *“the heavy reliance on existing courses is not optimal for promoting the professional identity and community-membership goals of the program.”* This minor should have its own MS designed course, whether it be a more general second year course or a very specialized fourth year course. This course would focus on the specific goals of the MS Minor (perhaps a more practical and less technical course as suggested by some alumni). It could take the place of one of the currently 8 required courses. Such a course was proposed in a previous assessment (in 2009) and strategic plan of the MS Minor but it does not appear to have been implemented.

**Response:** Consistent with point 6 above, the Committee agreed that consideration of a course or suite of courses would have a number of advantages including: better alignment to the MS Minor objectives and outcomes; a revenue generating opportunity to offer the new courses to other programs; an opportunity to change the identity of courses that are offered as ECON xxx courses but are somewhat outside true economic theory (example- ECON 344-Marketing) to MGMT xxx designations. This can be done within the Economics Department.

**Follow Up:** Starting with the 2019 calendar economics has moved the marketing courses ECON 344 and ECON 345 to new labels: MGMT 244 and MGMT 345, respectively. If the envisioned changes to the MS Minor go ahead, the associated business/management oriented courses will also be offered under the MGMT label.

8. On-line delivery of some courses should be considered (if possible). This could alleviate the scheduling issues that have been encountered.

**Response:** This will be considered when designing the updated course requirements for the minor. Some courses that are adopted into the minor may already offer the on-line version. It will also be factored into the creation of any new courses.

**Follow Up:** Online course delivery has not been seriously considered as an option for resource reasons (upfront overhead cost of course development course release and a perceived need to also offer a given course on campus.)

9. The University/Economics Department should consider promoting a double minor as an option to the ARBUS program i.e. MS minor + minor in accounting or linguistics etc. However, the number of courses required for a double minor could be far fewer than sixteen.

**Response:** In the past the Minor was explicitly prohibited for any students in X & Business programs. It has been designed as an alternative to ARBUS. This suggestion would require a completely different minor that builds on ARBUS instead. It is a valuable suggestion if taken as a proposal for improving the ARBUS offering in Arts and should be considered in that context, but misses the current purpose of the Minor as a quite focused alternative to ARBUS.

**Follow Up:** There has been no further work along this front since it continues not to be clear if Arts wishes to have a minor that is essentially “ARBUS lite”, or if Arts wants to invest in a much changed MS Minor. There are recent initiatives within the School of Accounting and Financial Management considering an “Accounting Minor”. At present these initiatives are uncoordinated, and there appears to be some overlap in plans for the MS Minor and the Accounting Minor. This could allow a ‘double minor’ (with the overlapping content taken only once) as envisioned.

10. There should be a small budget associated with the MS Minor.

**Response:** The task force assigned to the Minor will consider whether a budget may be needed for communication, outreach and promotional activities, as well as for specific events such as guest speakers. At the moment there are no plans to request a budget.

**Follow Up:** A budget for the revamped minor was discussed with the Dean as part of the budget requirements for the proposed new courses. At present all these discussions are on hold pending a determination how the minor fits with other Arts programming in the business sphere.

11. A MS web page should be established and located within the Department of Economics. This web page would enable students to easily find the necessary information about the

minor and it could also act as a tool for recruiting students to UW (and from within UW) who are interested in earning a minor in MS.

**Response:** This will be done as part of initiatives that follow any changes to the minor.

**Follow Up:** Economics has created a [dedicated webpage for the minor](#) as part of the undergraduate web presence. The Minor now has its own menu heading under the Undergraduate rubric.

12. The number of students taking this minor is now 334 (an increase of 100 from the previous year). It is very possible that enrolment will continue to increase especially if the minor is properly advertised (mainly via a MS web site). The University/Economics Department should anticipate allocating additional resources (such as additional administrative assistance, additional personnel to help with teaching, more sections for required courses etc.) in future years.

**Response:** The department has been historically understaffed. An effort to offset this has been in place but will be further influenced by the need to support this minor. This recommendation will be a component of a business plan to rebuild the MGMT minor.

**Follow Up:** The number of those in the minor has more recently fallen again. This is most likely driven by the 2016 plan standardization in Arts and the lowering of honours averages to 70%, which allowed students to remain in ARBUS proper and not to have to use the Minor. As indicated in the response, if and when a revamped Minor is launched, additional resources will be allocated.

13. An associate director for the minor should be appointed. This person will provide additional teaching and administrative resource to the director and could direct the program if the director was away. This individual should be a faculty member from a department that has significant interest in the minor.

**Response:** The Associate Chair-Undergraduate in the department has already invested in the program. A staff member has also assumed some of the responsibilities mentioned in the recommendation, primarily in admissions. We do not think that an Associate Director is needed.

**Follow Up:** All advising for the minor is now handled by the Economics Undergraduate Office and Economics advisors.

14. Establishment of the curriculum committee is vital to further improve the quality, breadth and offerings of courses. There should be a student representative on the committee.

**Response:** See the response to Recommendation 6: a committee - without a student member - had been established before these recommendations and is currently on hiatus.

15. The minor should be better integrated into the Economics Department (the largest group of students enrolled in the MS Minor are Economics Majors). Currently, the program appears to be run almost entirely through the director. Other personnel in the department, such as the chair, associate chair and the Economics Department as a whole, should become more involved.

**Response:** This has been accomplished with the Department of Economics assuming responsibility as of the Fall Semester 2015.

**Follow Up:** At present the extra workload of the minor continues to be absorbed by the Economics Undergraduate Coordinator and Advisor (plan modifications, advising) and the Undergraduate Associate Chair (advising, intent to graduate processing). Advising resourcing in the Department continues to be a discussion item with the Dean, and the needs of the minor are part of those discussions. However, given the simple and stable nature of the plan requirements since 2015, the need for detailed advising and course substitutions has been greatly reduced. As well, the reduction in required ARBUS average from 75% to 70% has allowed more students to remain in ARBUS and reduced the number of students in the Management Studies Minor. Overall then, the burden is not excessive at present.

16. Written rules and guidelines for admitting students to the program and classes are needed. Also, guidelines need to be established about who is looking after what – chair of department, director of MS, undergraduate officer, administrative advisor, etc.

**Response:** Several members of the department of Economics have addressed the need to craft and implement policy to better manage the minor. This will be fully addressed between September 2016 and April 2017.

**Follow Up:** This recommendation was likely motivated by the fairly complex structure and frequent changes of requirements in the past. Since 2015 the minor has had very straightforward and simple requirements, so there have not been any issues recently. Course substitutions needed by students, as well as the relatively few students still on old plans, are handled by the Undergraduate Associate Chair as part of regular advising in keeping with standard University processes for such matters. Within the Economics undergraduate advising team the responsibilities have been clarified, and the use of ASIS has made advice consistent and reproducible.

17. Have all those who work on the minor use a similar advising tool (such as ASIS which is used by the Arts Undergraduate Office and Economics) to make advising notes on student files. This would eliminate some of the back and forth with students and “he said, she said” when it comes to working with students that have seen other advisors. Making notes in the system allows support staff to see any previous advice or permissions that students received.

**Response:** This recommendation will be factored into the management of the minor.

**Follow Up:** Economics undergraduate advising uses ASIS routinely. Since the advising for the minor is now completely through the Economics undergraduate office, ASIS is used as for all other students.

**Report on anything else you believe is appropriate to bring to Senate concerning this program:**

It is not so much this program in particular, but any minor/option that is not wholly a repackaging of existing courses. While the expertise to offer the required courses exists, that faculty member now is not available for an assignment in the “core” function of the program/department. Thus net new resources are clearly needed for such initiatives. Since this type of minor/credential attracts only service teaching revenue (and students just shift into such an offering from some other course they would have otherwise taken, so there is enrolment shifting, no net new enrolments), it is not clear that a good business case can actually be made for this kind of program that is not closely aligned with and based on an existing major. Any benefit of such minors therefore likely arises at the recruiting phase, which also means that the payoff of any investment is delayed.



### Updated Implementation Plan

	<b>Recommendations</b>	<b>Proposed Actions</b>	<b>Responsibility for Leading and Resourcing (if applicable) the Actions</b>	<b>Timeline for addressing Recommendations</b>
1.	Obtain a small budget for the MS minor (Recommendation 10)	If and when Arts decides to go ahead with a new minor.	Department Chair	NA
2.	Address the staff needs of the minor (Recommendation 15)	If a new minor is implemented appropriate staff resources will be requested.	Department Chair	NA
3.	Re-activate the curriculum committee (Recommendations 2, 4, 5, 7, 8, 9)	Integrate proposed new ARBUS developments and consider impact of those on the proposed new Minor. Investigate synergies between the minor and ARBUS.	Undergraduate Associate Chair	Depending on ARBUS timing.

The Department Chair/Director, in consultation with the Dean of the Faculty shall be responsible for monitoring the Implementation Plan.

Date of next program review: \_\_\_\_\_ **2024-2025**  
Date

Signatures of Approval:



Nov 19, 2020

Chair/Director

Date

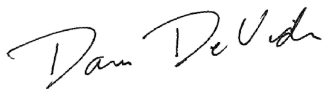
AFIW Administrative Dean/Head (For AFIW programs only)

Date

Faculty Dean

Date

**Note:** AFIW programs fall under the Faculty of ARTS; however, the Dean does not have fiscal control nor authority over staffing and administration of the program.



February 25, 2020

Associate Vice-President, Academic  
(For undergraduate and augmented programs)

Date

Associate Vice-President, Graduate Studies and Postdoctoral Affairs  
(For graduate and augmented programs)

Date