## Executive Summary

Graduate program in Management  
Cyclical review year 2011-2012

Approved by the Graduate Program Evaluation Committee  
Faculty of Graduate and Postdoctoral Studies  
Meeting of April 15, 2015

<table>
<thead>
<tr>
<th>Name of Program Reviewed</th>
<th>Management</th>
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<tbody>
<tr>
<td>Degrees</td>
<td>- Maîtrise ès sciences (M.Sc.) en gestion / Master of Science (MSc) in Management</td>
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| Fields                   | There are actually two fields:  
  - Innovation Management  
  - Entrepreneurship |
| Final Evaluation         | Good quality |

## Significant Strengths of the Program

The Master of Science in Management (MSc in Management) Program has been offered since September 2007, in response to an unmet need for individuals who are trained to think creatively and in a scientifically-informed manner about organizational management problems, particularly in the context of innovation management and entrepreneurship.

The MSc in Management is a research-based master’s degree and as such, it is vital that it exist within a broader organizational culture that values the pursuit of quality research and appreciates the challenges involved in this pursuit. Led by the Director, who has an active research record along with an excellent knowledge of the program, the academic unit has successfully focused on research in several important ways.

- Strong Administrative Infrastructure for Research  
- Availability of Internal Research Funds for Faculty  
- Faculty Hiring

The student experience has been another important focus of the program. The Director and the administrative support staff closely monitor each student in the program from their initial application right through to graduation. Students have access to superb library resources and also benefit from outstanding office space. In addition, students have an equally spacious and welcoming lounge.

## Areas for Improvement and Enhancement

The Master of Science in Management program has undeniable strengths. However, there are some areas for improvement and enhancement.

The external evaluators noted that the program has attracted a small group of some of the best scholars in the area of innovation management in Canada and on a global level. However, the necessary cooperation between these highly productive scholars and the rest of the faculty has not materialised as perhaps was hoped. The lack of cooperation between the MSc in Management and the future PhD in
Management is particularly regrettable. Both programs would likely cater to the same research-driven students and research-active professors. Likely outcomes of cooperation and alignment between the programs and across the faculty are greater collaborative research linkages and administrative efficiencies.

In terms of student experience, the program would benefit from greater focus and clarity in terms of the key areas of the program and the associated courses (innovation, entrepreneurship; and finance starting September 2015) and alignment with the future PhD in Management. Clarity and alignment would clearly position the program within the market, provide potential opportunities for students to fast-track from the Masters to the PhD, and create synergies for research activity among students and faculty.

It was noted that financial support for students accepted to the program needs to be established, particularly for international students.

The external evaluators raised concerns around the competitive environment for research funding, market share, and capacity. While not necessarily an area for improvement or enhancement, it was recommended that the academic unit seek ways to address these challenges, such as collaboration with Carleton University and strengthening the bilingual character of the program, to ensure long-term success.

Recommendations

The academic unit is encouraged to continue to address the opportunities and challenges faced by the program. Recommendations that are endorsed for follow-through include:

1. Creating alignment between the Master of Science in Management and the future PhD in Management to ensure collaborative linkages for research and administrative efficiencies and strong integration of faculty.
2. Clarifying the key areas of the program (innovation, entrepreneurship and finance) and the associated courses to clearly position the program. This may be achieved through strategic hiring of new faculty and by encouraging faculty to publish within the key areas.
3. Providing potential opportunities for students to fast-track from the masters to the future PhD, and
4. Creating synergies for research activity amongst students and faculty

Implementation Plan

Calendar and Deadlines

All noted recommendations should be addressed at the time of the next cyclical evaluation in 2019-2020.

Authorities

The authorities who are responsible for implementing and monitoring the recommendations include the Dean and Vice-Dean (Research) of the Telfer School of Management and the Director of the MSc in Management program.