

Final Assessment Report
Submitted by SUPR-U to SCAPA

Program:	DAN Management and Organizational Studies	
Degrees Offered:	BMOS (honors) BMOS (4 year)	
External Consultants:	Kevin Kelloway, Prof - St. Mary's University, Halifax	Baba Vishwanath, Prof - McMaster University, Hamilton
Internal Reviewers:	Jeff Hutter, Prof. - Western University	Eugene Leung - Western University
Date of Site Visit:	January 14, 2015	
Evaluation:	<i>Good Quality</i>	
Approved by:	<i>SUPR-U on April 22, 2015</i>	

Executive Summary

The review team met with faculty, staff, and students involved in the DAN Management and Organizational Studies (MOS) Program, as well as with senior administrators and library representatives. They concluded that the program is academically sound and meeting its mission. The external reviewers noted that the MOS program is somewhat differentiated from traditional business schools. One aspect of this is the focus on "notions like corporate social responsibility" – which is in-line with its social science roots – rather than "wealth creation." In addition, the program has adopted evidence-based management as a unifying theme, though there were questions about the uniformity of this approach throughout the program. Another departure from traditional business schools is that the program offers fewer specializations than do other schools, focusing instead on six streams. The reviewers noted that the program is in high demand, which has resulted in high admissions standards. The learning outcomes have been clearly articulated, and the curriculum has been carefully mapped to ensure that these outcomes are achieved. Students are satisfied with the program and find their training to be valuable, although more systematic tracking of students and alumni is encouraged. The external reviewers expressed a concern that the program appeared to be under-resourced in terms of faculty, space, and staff, given that it represents 40% of the undergraduate population in Social Science. More resources would help to decrease the reliance on part-time faculty and improve support structures for students. Another concern was the relationship between MOS and the Ivey Business School, which at times appears competitive and/or adversarial. The reviewers noted that as both programs are strong and clearly differentiated from one another, there was no a priori reason for a competitive relationship. One specific issue was that two core second-year MOS courses, Finance for MOS and Marketing for MOS, are not accepted by the Ivey Business School, with the result that many students defer these introductory courses until their third year of study in order to maintain their eligibility to enter the Ivey program.

Significant Strengths of Program:

- academically sound, with well-articulated learning outcomes and carefully mapped curriculum
- somewhat differentiated from traditional business schools elsewhere
- high demand, resulting in high admissions standards and high-quality
- high degree of student satisfaction
- potential to become THE home of evidence-based business education

Suggestions for Improvement & Enhancement:

- solidify the concept of evidence-based management by coordination among courses and streams, the creation of seminars and workshops for faculty, and the development and encouragement of faculty research programs.
- ensure that sufficient writing assignments are incorporated into each stream
- decrease the reliance on part-time faculty in program delivery
- provide more support for careers counselling and the internship program, as well as better tracking of students both in the program and post-graduation
- continue ongoing dialogue with the Ivey Business School

Recommendations Required for Program Sustainability:	Responsibility	Resources	Timeline
Initiate dialogue with the Ivey Business School regarding the acceptability of second-year MOS Finance and Marketing courses for admission to Ivey	Faculties	None	1 year
Suggestions for Improvement & Enhancement	Responsibility	Resources	Timeline
Further entrench the core values and methods of the MOS program in the curriculum	Department	None	Ongoing
Encourage a research culture around evidence-based management	Department, Faculty	Targeted appointments	Ongoing
Increase the proportion of courses taught by tenure-track faculty	Department, Faculty	Targeted appointments	5 years