



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: Academic Affairs Committee

SPONSOR: Amrita Daniere, Vice-Principal Academic and Dean
CONTACT INFO: 905-828-3719, vpdean.utm@utoronto.ca

PRESENTER: Alberto Galasso, Director, Master of Management of Innovation, IMI
CONTACT INFO: 905-569-4740, alberto.galasso@rotman.utoronto.ca

DATE: January 2, 2017 for January 9, 2017

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Major Modification: Masters of Management of Innovation (MMI) Program Requirement and Course Change

JURISDICTIONAL INFORMATION:

Under section 5.6 of its terms of reference, the Academic Affairs Committee is responsible for “major and minor modifications to existing degree programs. All major modifications shall be reported annually for information to the appropriate body of Governing Council”.

GOVERNANCE PATH:

1. Academic Affairs Committee [For Approval] (January 9, 2017)

PREVIOUS ACTION TAKEN:

No previous governance action was taken on this proposal.

HIGHLIGHTS:

The Master of Management of Innovation (MMI) Program, offered through the Institute for Management & Innovation (IMI), is proposing to change the curricular content of MMI1050H (Accounting and Negotiations; a hybrid 0.5 FCE core course) to a course focused entirely on Negotiations, while introducing a new 0.5 FCE core course in Accounting (MMI1040H). The introduction of a new core course will be accompanied by a reduction in the number of elective courses in the Fall term (from two electives to one elective), thereby keeping constant the total number of courses and credits required for the MMI degree.

Students have long expressed, in teaching evaluations, an interest to be exposed to more material for each topic. By having separate and individual courses, instructors will be able to provide

students with a more thorough education in Negotiation and Accounting, exposing them to material that is of increasing relevance in today's business environment. The change is strongly supported by instructors, students, and administrators.

Consultations and discussions have been had between members of the program's administration (Director, Program coordinator, and Placement Officer) and the students about this change. All were in agreement that the change would be of great benefit to the students and their learning. These changes are also supported by the current instructors of the hybrid MMI1050H course, to split it into two separate courses, expanding upon the material delivered under each topic. Finally, the Directors of the other professional master programs as well as the IMI Director agree that the change is a positive one that will support the students in the program.

FINANCIAL IMPLICATIONS:

There are no net implications for the campus' operating budget.

RECOMMENDATION:

Be it Resolved,

That the changes in program requirements proposed by the Masters of Management of Innovation (MMI) program, offered by the Institute for Management and Innovation (IMI), recommended by the Vice-Principal Academic & Dean, Professor Amrita Daniere, and as described in the proposal dated November 15, 2016, be approved, effective September 1, 2017.

DOCUMENTATION PROVIDED:

Item Major Modification: Masters of Management of Innovation (MMI) Program Requirement and Course Change



University of Toronto Minor Modification – Change to an Existing Graduate Program

This template should be used to bring forward all proposals for minor modifications to program or admissions requirements for existing graduate programs under the University of Toronto’s Quality Assurance Process.

Program being modified: <i>E.g. M.Sc.in Immunology,</i>	Master of Management of Innovation (MMI)
Graduate Unit:	Institute for Management & Innovation (IMI)
Faculty / Academic Division:	University of Toronto (UTM)
Dean’s Office Contact:	Anuar Rodrigues, PhD Research Analyst Office of the Dean, UTM anuar.rodrigues@utoronto.ca
Version Date: <i>(please change as you edit proposal)</i>	November 15, 2016

1 Summary

Check box for type(s) of change

Summarize what the change is including details about any changes to FCEs

	<i>Changing Admission Requirements</i>		<i>Renaming Field, Concentration or Emphasis</i>
X	<i>Changing Program Requirements</i>		<i>Renaming of Program</i>
	<i>Changing Timing of Program Requirements</i>		<i>Creating a New Emphasis</i>
	<i>Changes to Programs Affecting an MOA</i>		<i>Changes to an Emphasis</i>

Summary: This is a proposal to change the program requirements for the Master of Management of Innovation (MMI) Program, offered through the Institute for Management & Innovation (IMI). The current structure of the MMI program involves 4 core courses and 2 electives in each term. One of the four core courses currently offered in the Winter term is MMI1050 Accounting and Negotiations. This is a hybrid half-course (0.5 FCE) taught by two instructors, there are about 14 hours of lectures in accounting and about 14 hours of lectures in negotiations.

Our objective is to re-design the curriculum by:

- Changing the curricular content of MMI 1050H to a course focused on Negotiations. As such we proposed renaming the course to “Negotiations”
- Introducing a new 0.5 FCE core course called “Accounting”, which will be fully focused on Accounting, and will

be offered in the Fall term.

The introduction of a new core course will be accompanied by a reduction in the number of elective courses in the Fall term (from 2 electives to one elective), and this will keep constant the total number of courses required for the MMI degree.

The requested modifications are summarized in the following table.

Term	Current Program	Revised Program
Fall	<p>2.0 FCEs in core courses MMI1010H Prices and Markets MMI1020H Intro to Big Data Analysis MMI1060H Finance MMI1030H Marketing Science</p> <p>1.0 FCEs in elective courses</p>	<p>2.5 FCEs in core courses MMI1010H Prices and Markets MMI1020H Intro to Big Data Analysis MMI1060H Finance MMI1030H Marketing Science <u>MMI1040H Accounting</u></p> <p>0.5 FCEs in elective courses</p>
Winter	<p>2.0 FCEs in core courses <u>MMI1050H Accounting and Negotiation</u> MMI1070H Economics of Business Strategy MMI1080H Management of Technology MMI1090H Technology Strategy and Policy</p> <p>1.0 FCEs in elective courses</p>	<p>2.0 FCEs in core courses <u>MMI1050H Negotiation</u> MMI1070H Economics of Business Strategy MMI1080H Management of Technology MMI1090H Technology Strategy and Policy</p> <p>1.0 FCEs in elective courses</p>
Summer	MMI 1100H Internship (0.5 FCE)	MMI1100H Internship (0.5 FCE)

Both core courses MMI1040H Accounting and MMI1050H Negotiation will be offered as regular courses and the grading scale remains letter grades. Additional information are reported in the following table.

New Course	
Course Designator and Number:	<i>MMI1040H</i>
FCE Weight:	<i>0.5</i>
Full Course Title for Transcript:	<i>Accounting</i>
Abbreviated Title:	
Available via Student Web Service:	<i>Yes</i>
Course Type:	<i>regular</i>
Online Course:	<i>No</i>
Required Course:	<i>Yes</i>
Grading Scale:	<i>Letter Grades</i>
Course Prerequisites, if yes please list:	<i>n/a</i>
Course Credit Exclusions, if yes please list:	<i>n/a</i>
Existing Course	
Current Course Designator and Number (required):	<i>MMI1050H Accounting and Negotiation</i>
Deactivated Course designator, number and weight:	
Splitting or Amalgamating Courses:	<i>Splitting MMI1050H to MMI1050H Negotiation and MMI1040H Accounting</i>
New Designator and Number:	<i>MMI1050H</i>
New/Renamed Full Course Title for Transcript:	<i>Negotiation</i>
New/Renamed Abbreviated Title:	
New FCE Weight:	<i>0.5</i>
Change to Grading Scale (Letter Grades or CR/NCR):	<i>Letter Grades</i>
Change to Course Type:	<i>regular</i>

2 Effective Date of Change

September 1, 2017

3 Academic Rationale

What are the academic reasons for the change?

Graduates of a professional master degree who will take leadership roles as technology managers and innovators require a deep understanding of accounting principles and business negotiations. Currently these topics are covered in a single course, MMI1050H Accounting and Negotiations, which provides only a very brief introduction to these subjects.

Our aim, which has brought about this proposal for program change, is to better expose MMI students to these topics which are of increasing relevance in today's business environment. The change will allow instructors to provide a more complete overview of the key concepts in Accounting and Negotiations which are relevant for managers involved in technology strategy.

This change is strongly supported by instructors, students and administrators. Since the start of the MMI program in 2007, MMI1050H has been challenging to teach, because it is difficult to compress the vast amount of teaching material into a unique 0.5 FCE course. Moreover, the two subjects are quite disconnected and there is little scientific and pedagogical rationale in combining them into a single course. The hybrid nature of the course also leads to challenges in assessing the students and combining the evaluations into a single grade.

In their teaching evaluations students have constantly expressed a desire to obtain more exposure both to accounting and negotiation. The program administration has also faced the challenge to find instructors available to teach the course components, given their non-standard length and nature.

We are confident that the proposed change will address all of these problems and lead to a substantial improvement in the MMI program and the student experience.

4 Impact on Students

Outline the expected impact on continuing and incoming students, if any, and how they will be accommodated

The change will impact MMI students in various ways. First, they will obtain greater exposure and a more detailed knowledge of Accounting and Negotiations, two fundamental managerial skills in the modern business environment.

Second, they will take only one elective course during the first term of classes. While this change slightly reduces the ability of students to tailor the MMI program to their personal interests, there are a number of benefits from replacing an elective course with a core course. First, elective courses are typically offered by other units, and the MMI program has little control over them. This often creates timetable problems which are easily avoided with an MMI core course. Second, many students are not admitted to their preferred electives (because of enrollment caps or other unit restrictions) and take courses for which their interest is only marginal. The extra core course will reduce the likelihood of enrolling in courses which are a poor fit with the MMI program.

The change is also likely to have a positive impact on non-MMI students. We also plan to open the two new courses as elective courses for master students of other units, in particular other professional master programs at UTM (e.g. MBiotech and MScSM).

5 Consultation

Describe any consultation undertaken with the students, faculty, Dean and Chair/Director, and address any major issues discussed

Over the past few years we received multiple requests from students and faculty members to change this course and split it into two independent half-courses. Comments in student evaluations demonstrated a high demand of Accounting and Negotiation experience for the future, which could not be delivered in the current course format.

On April 21st 2016 the director of the MMI program, the program coordinator and the placement officer formally met with a representative of the 2016 MMI class to discuss the possibility of implementing this curriculum change. There was complete agreement that the change would generate greater value for the students.

The MMI director met with the current instructors for MMI1050H, they both support the change and already prepared a preliminary course outline for the new 0.5 FCE courses (attached to this file). Finally, the MMI director discussed the possibility of this curriculum change at the IMI directors' meeting on September 13th 2016, receiving positive reaction from the IMI director and other directors of professional master programs.

We conclude this section by reporting below a few excerpts from teaching evaluations in 2014-2016 which summarize quite well the view of the students:

"It is really interesting and useful to have this negotiation class. I have experienced a course I have never experienced before. I hope it can be longer, instead of only 4 weeks."

"Negotiations and Accounting should be two separate and full semester courses."

"Six weeks is far too short of a time frame to learn an accounting course."

"I would have taken a full semester of this course. It needs to be a course of its own."

6 Resources

Describe any resource implications of the change(s) including but not limited to faculty complement, space, libraries, and enrolment/admissions


The MMI program is delivered at the University of Toronto Mississauga and the courses will be offered there as well. The new Accounting course can be implemented as 0.5 FCE MMI1040H Accounting to the Fall curriculum. The current course MMI1050H Accounting and Negotiations changes to 0.5FCE MMI1050H Negotiation and is offered in the Winter semester.

Because an elective course will be replaced by a core course, there is the need to hire two instructors for two 0.5 FCE courses rather than two instructors for a single FCE course. This will not affect the number of professors involved (we needed two instructors anyway) but will increase the number of contact hours thus the salary of these instructors. At the same time, the program will be able to save some money from transfers that were made to other units to secure access of MMI students to elective courses. For example, from 2007 to 2015 MMI paid \$10,000 per year plus \$2,500 per course to the Faculty of Medicine to permit MMI students to enroll in a select number of specific courses. This agreement has been now terminated, and the resources saved can be immediately used to cover the cost of the curriculum change.

There is no need for extra space; the MMI classroom can accommodate the new core course.

MMI is currently exceeding its enrollment target, and running surpluses in its administrative budget. Therefore we expect these changes to have no impact on the overall budget of UTM.

7 Governance Approval

Unit Sign-Off (Committee name and meeting date)	Institute for Management and Innovation Curriculum Committee 25 th October 2016
Dean's Office Sign-Off (Name and Date)	 Amrita Daniere, November 18, 2016
Faculty/Division Council Approval (or delegated body) if applicable	

Management & Innovation: Management of Innovation MMI

Master of Management of Innovation

Minimum Admission Requirements

- Applicants are admitted under the General Regulations of the School of Graduate Studies. Applicants must also satisfy the Institute for Management & Innovation's additional admission requirements stated below.
- Bachelor's degree in sciences or engineering or equivalent from a recognized university. Minimum overall average grade of B+ over the last two years of full-time academic study.
- Prerequisites or their equivalents are set by the MMI program.
- Résumé/curriculum vitae (CV), two pages maximum.
- Letter of intent outlining the applicant's interest in Management and Innovation, one page (750 words).
- Two academic letters of reference must be submitted by the applicant (or at least one academic and one professional reference). One reference must be provided directly from a faculty member familiar with the applicant's work and who holds an appointment in the program where the applicant most recently graduated.
- Applicants who obtained a degree outside North America must submit a competitive GMAT or GRE (General) examination result to be sent to the department.
- An on-site written personal statement.
- Attend an interview where fit, problem-solving capabilities and communication skills are assessed.

Program Requirements

- The 12-month program consists of an intensive 8-month core academic curriculum and a 4-month internship term consisting of:
 - 6.5 full-course equivalents (FCEs) total as follows:
 - 4.5 FCEs in required course (see list below) 1.5 FCEs electives (0.5 FCE in the Fall session, and 1.0 FCE in the Winter session)
 - MMI 1100H *MMI Internship* equivalent to 0.5 FCE during the final four months of the program.
- All requirements must be completed within a minimum of one year of study and a maximum of three years from the date of first enrolment.

Program Length

3 sessions full-time (typical registration sequence: F/W/S)

Time Limit

3 years full-time

Management & Innovation: Management of Innovation MMI Courses

Required Core Courses

MMI 1010H	Prices and Markets
MMI 1020H	Introduction to Big Data Analysis
MMI 1030H	Marketing Science
MMI 1040H	Accounting
MMI 1050H	Negotiations
MMI 1060H	Finance
MMI 1070H	Economics of Business Strategy
MMI 1080H	Management of Technology
MMI 1090H	Technology, Strategy, and Policy
MMI 1100H	MMI Internship

Elective Courses

Students are encouraged to select electives that allow them to focus on their individual areas of interest. For this reason, the MMI program does not impose a selection of electives. Students are free to choose from all graduate courses across all disciplines at the University of Toronto. All selections are subject to approval in advance by the Program Director.