



# University of Toronto

OFFICE OF THE VICE-PRESIDENT AND PROVOST

APPENDIX "C" TO REPORT NUMBER 154  
OF THE ACADEMIC BOARD – January 31,  
2008

TO: Committee on Academic Policy and Programs

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DATE: January 10, 2008

AGENDA ITEM: **4**

**ITEM IDENTIFICATION:** University of Toronto at Mississauga: Change degree designation of the Management Specialist Program from an Honours Bachelor of Arts to a Bachelor of Business Administration (BBA)

**JURISDICTIONAL INFORMATION:**

The Committee has authority to recommend to Academic Board for approval changes which establish a new degree program.

**PREVIOUS ACTION TAKEN:**

**HIGHLIGHTS:**

The University of Toronto at Mississauga Department of Management currently offers an Honours Bachelor of Arts (HBA) and a Bachelor of Commerce (BCom) degrees. The HBA is management-oriented while the BCom has an emphasis on finance and accounting. UTM proposes to change degree earned for students registered in the Management Specialist program from an Honours Bachelor of Arts to a Bachelor of Business Administration (BBA). The entrance requirements, curriculum, and standards are proposed to remain the same as they are for the current HBA (Appendix 1).

As described in the proposal, UTM considers the BBA a more appropriate degree for a Specialist program in Management. The BBA is recognized throughout North America as one of two vehicles for undergraduate management studies, the other being the Bachelor of Commerce. The BBA is a widely used name for business and management degrees and 6 of 11 undergraduate business degrees offered in south central Ontario are BBA degrees. The BBA designation provides more immediate recognition among potential students and employers and will allow UTM to take advantage more fully of the current growth of interest in business programs. UTM students have requested for a name change based on their perceptions of the labour market advantages.

The recent external review of the Department confirmed the appropriateness of the designation for the current HBA program offerings. As can be seen in the comparison of programs in the appendix, the UTM HBA currently meets or exceeds all of the comparator schools in terms of requirements.

The University of Toronto at Scarborough currently offers solely a BBA degree through its Department of Management as the comprehensive Commerce and Management degree, while the corresponding programs in Faculty of Arts and Science and the Rotman School of Management lead to a BCom. There are some differences between the UTSC BBA and the UTM BBA in terms of program emphasis and admission requirements. The UTSC program offers a unique Co-op placement for the BBA that UTM does not. In terms of admission to the program, students can enter the UTSC program in either first or second year. The UTM program allows students to be admitted to the program when they have 4.0 full credits. However, high school students with sufficiently high grades receive "an offer of guaranteed admission" to Commerce or Management, meaning that if they maintain a GPA of 2.5 and get the required grades in the required first year courses, they are guaranteed a place in their program. In effect what UTM does, is to admit students to their programs in their first year, but set a performance bar which they must reach in order to stay in the program into their second year.

The 2008 graduating class is the first cohort to emerge from this program since the Department of Management was formed in 2003-04. Given UTM students have petitioned for the designation change, UTM proposes that students currently enrolled in the program would be offered the option of graduating with either the BBA or HBA. As the program will remain unchanged, the students will have met the criteria for the BBA. Students enrolling in the program as of 2008-2009 would be offered the opportunity to receive the only the BBA.

The attached proposal outlines the consultations that have occurred across all three campuses. The proposed change in degree designation was approved by the Tricampus Undergraduate Curriculum Committee on November 28, 2007 and by the Erindale College Council approved the proposal on December 11, 2007.

**FINANCIAL AND/OR PLANNING IMPLICATIONS:**

There are no new/additional financial resources required to change the degree designation from an Honours Bachelor of Arts to a Bachelor of Business Administration.

**RECOMMENDATION:**

The Committee on Academic Policy and Programs recommends to the Academic Board:

- (a) THAT the proposed change of degree designation for the Management Specialist Program at the University of Toronto at Mississauga from an Honours Bachelor of Arts to a Bachelor of Business Administration (BBA) be approved;

and

- (b) THAT the proposed change of degree designation be effective (i) for all students entering the program in September 2008 and thereafter, and (ii) at the option of students currently enrolled in the program, who may choose to graduate with either degree.

**University of Toronto Mississauga**

Proposal to change the degree earned by students in the Management Specialist Program at the University of Toronto Mississauga from an HBA (Honours Bachelor of Arts) to a BBA (Bachelor of Business Administration)

December 9, 2007

**Description and Rationale**

U of T Mississauga proposes to change the degree earned by students registered in the Management Specialist program from an HBA (Honours Bachelor of Arts) to a BBA (Bachelor of Business Administration). Entrance requirements, curriculum, and standards will remain the same as they were for the HBA.

The BBA is a more appropriate degree for a Specialist program in Management. The BBA is now recognized throughout North America as one of two vehicles for undergraduate management studies, the other being the older Bachelor of Commerce (BCom). The BBA is a widely used name for business and management degrees (6 of 11 undergraduate business degrees in south central Ontario are BBAs). It provides more immediate recognition among potential students and employers and allows us to exploit more fully the current growth of interest in business programs.

We believe the change will help to increase enrollments, raise awareness and the profile of the program, and attract sufficient numbers of top quality applicants who meet our high standards. UTM students have petitioned for a name change based on their perceptions of the labour market advantages. The Office of the Registrar is particularly keen to adopt the more conventional name.

The BBA designation will allow us to differentiate our portfolio of offerings more clearly, so that the stronger focus on management disciplines is distinguished from the Commerce Specialist program. Commerce at U of T Mississauga is reserved for a distinctive program offered jointly by the Departments of Economics and Management, which prepares students for the analytical functions of commerce: some 85% of the class specialize in either Accounting or Finance. The Management Specialist is quite different, offering a broader set of management disciplines; the BBA is therefore the appropriate designation.

The 2008 graduating class is the first cohort to emerge from this program (the Department of Management was formed in 2003-04) and so the conversion of the degree would be especially timely. Given that UTM students have petitioned for the designation change, students currently enrolled in the program would be offered the option of graduating with either the BBA or HBA. Students enrolling in the program as of 2008-2009 would receive the BBA. Given that the program will remain unchanged, the students will have met the criteria for the BBA.

## **Learning Objectives**

Students completing the program will have demonstrated:

- Depth and breadth of knowledge via the successful completion of the program that is designed to provide a student with a challenging program of study, including the most advanced undergraduate study possible at the 400-series level and by the completion at least 40% of a year of study to fields outside Management.
- An understanding of the appropriate methodologies in Management.
- The ability to use a range of established techniques to initiate and undertake critical evaluation of arguments and concepts, as well as the ability to make critical use of scholarly reviews and primary sources, and to apply this knowledge to the praxis of organizations and management. This is done through a number of pedagogical tools, including supervised research opportunities, low-enrolment seminar classes, project-based learning using field research and the analysis of secondary data, and other inquiry-based activities that involve substantial investigation, synthesis of knowledge, and communication of results of the inquiry.
- Communication skills through participation in small-classroom seminar courses, significant research and writing assignments, and presentations.

## **Demand**

This proposal emerged through extensive consultation over the last two years with stakeholders in the Management Department at U of T Mississauga and especially its specialist program in Management, which is the subject of the proposed change. These stakeholders included current students, prospective students, faculty, faculty in other units, U of T Mississauga administration, the tricampus curriculum committee, the Department's external reviewers and others.

The impetus for change was the recognition that the Management Department was now producing two distinct streams of students based on its faculty specializations, one in programs presented with collaboration of the Economics Department (which supplies 40% of the classes) specializing in Finance and Accounting leading to the BCom, and the other stream, a specialist in Management and which led to the HBA (Honours Bachelor of Arts). The latter, which does not involve the Economics faculty, is a small but important program, especially in that it links vertically with the emerging professional Masters degree foci of the Department, which include the Master of Management of Innovation (MMI). To give a sense of scale, the program enrolments in the BCom cluster (majors, minors and specialist in accounting, commerce and finance) number over 1,050 while those in the management major and specialist management program number just over 150 (54 specialists currently). With the proposed BBA, student enrolments will remain significantly smaller than those of the commerce programs, but enrolment is expected to grow to 100 or so.

Students and faculty came to see the HBA degree as a liability in competition for management jobs in North America in that many similarly trained students possessed the

more marketable and more-widely-understood Bachelor of Business Administration. Nearly all of the students in the program petitioned the Department for a change in designation of the degree.

### **Program Requirements for the Management Specialist**

Specialist Program ERSPE2431  
Management

Within an Honours degree, 12 credits are required.

**Limited Enrolment** --Enrolment in this program is limited to students who meet the following criteria:

1. **Prerequisite Courses:**  
MGM101H5 (63%), MGM102H5 (63%); ECO100Y5 (63%) in a minimum of 4.0 courses.
2. **Cumulative Grade Point Average (CGPA)**  
Each year the Management Department sets a minimum required CGPA. This will vary from year to year and is based, in part, on supply and demand.
3. Applicants may be asked to provide further information about themselves, including their reasons for wishing to take the program and how they see it contributing to their education and career.

**Note:** Transfer Credits

Students applying to Management with transfer credits must meet these requirements:

1. The CGPA must meet the cut off in a minimum of 4.0 credits taken at U of T Mississauga, not including XTR courses. The CGPA is based on courses taken for credit.
2. The combined CGPA of all courses taken at another institution plus U of T Mississauga courses must meet the minimum cut off for the year in which you are applying.

**Application** for admission to the program for September is made during the Subject POST request periods in April-May.

**Prerequisite Courses & First Year Prerequisites: (2.0 credits):**

MGM101H5 Introduction of Management Functions  
MGM102H5 Management in a Changing Environment  
ECO100Y5 Introduction to Economics

**Core courses (1.5 credits):**

MGM200H5 Analysis for Decision and Control  
MGM300H5 Organizational Behaviour  
MGM400H5 Special Topics in Management

**Management Disciplines (6.5 credits):**

MGM221H5 Accounting Fundamentals I  
MGM222H5 Accounting Fundamentals II  
MGM230H5 Finance  
MGM252H5 Principles of Marketing  
MGM290H5 Regulatory Issues  
MGM320H5 Financial Reporting  
MGM332H5 Managerial Finance  
MGM371H5 Introduction to Information Systems  
MGT353H5 Introduction to Marketing Management  
MGT363H5 Organization Design  
MGT374H5 Operations Management  
ECO200Y5 Microeconomic Theory

**Statistics (.5 credit):**

STA218H5 Statistics for Management

**Electives (select 1.5 credit):**

MGT413H5 Special Topics in Management: Internship  
MGT452H5 Advanced Marketing Management  
MGT453H5 Marketing Research  
MGT454H5 Special Topics in Marketing  
MGT455H5 Marketing Consulting: Models for Analysis  
MGT460H5 Human Resource Management  
MGT461H5 Negotiation  
MGT491H5 Introduction to International Business  
MGT493H5 Small Business Management  
MGD421H5 Technological Entrepreneurship  
MGD422H5 Management of Technological Innovation  
MGD423H5 Technology in Organizations

**Degree Requirements**

To qualify for a Bachelor of Business Administration (BBA) degree a student must meet the following requirements:

**COURSE REQUIREMENTS.**

Obtain standing in at least 20.0 credits, meeting the following criteria: No more than 6.0 credits may be 100 level. Complete 5.0 credits from disciplines other than Management (MGD/MGT/MGM) and Economics (ECO). Courses taken to fulfill program and distribution requirements may also be counted towards meeting this requirement.

Obtain standing in at least 6.0 300/400 level credits (no more than 1.0 300/400 level transfer credit may be counted).

**PROGRAM REQUIREMENTS:**

Complete the requirements of a specialist program in Management.

**DISTRIBUTION REQUIREMENT:**

Complete the distribution requirement, which consists of at least 1.0 credit from each of the following divisions: Humanities, Sciences, Social Sciences. Each course in the calendar has a distribution assignment to help you select courses that fulfill these requirements.

**GRADE REQUIREMENT:**

Achieve a Cumulative GPA of 1.85 or more.

**Consultation with Other Divisions**

UTSC currently offers a BBA program. Meetings were held with faculty members at UTSC to discuss the proposed change in degree designation. The UTM and UTSC Deans and relevant department academic administrators then met together to discuss questions regarding the proposal and a subsequent communication further clarified the proposal. UTM Dean Averill also discussed the proposal with Vice-Dean Peter Pauly of the Joseph L. Rotman School of Management, who noted that the Rotman School had no concerns with the proposal.

The proposed change was approved by the Tricampus Undergraduate Curriculum Committee on November 28, 2007.

**Appropriateness of the name and designation of the new degree**

There is, in fact, a wide variety of undergraduate degree designations for business and management programs in North America, including the BA, BS, BB, BBA, and BCom. With a BCom already in place, and with a need to brand a very different undergraduate degree, the BBA was the clear and obvious choice, in part because it already existed in the U of T system and would not require the creation of a new degree for the University.

There are clear distinctions between the requirements of the BBA offered at U of T Scarborough and the HBA currently in place at U of T Mississauga, as follows:

Subject Area	UTSC (BBA) Requirements	U of T Mississauga (HBA) Requirements
Management Courses	6.5	9.5
Economics Courses	4.0	2.0
Math/Stats Courses	1.0	0.5
Total	11.5	12.0

U of T Mississauga requires 9.5 credits of management-based courses whereas U of T Scarborough only requires 6.5 and so on. This distinction better illustrates the differences between the U of T Mississauga BBA (replacing the HBA) and the U of T Scarborough requirements for completion of their BBA offering.

The BBA proposal was discussed in length with the external reviewers for the recent review of the Department (November 2007) who confirmed that this was an appropriate designation for the program, and that it corresponded well to other BBA degrees offered in the United States and some in Canada:

“Students want UTM to convert the HBA to a BBA for the Management Specialist stream, because, they say, employers do not regard the Bachelor of Arts degree as a recognized labor market qualification. We agree that a BBA is the more relevant degree title and believe that this change would not necessarily need to lead to greater enrollment in the program, which would exacerbate the already low ratio of full-time faculty, especially those who are tenure-stream, to undergraduate courses.”

UTM requirements are in line or exceed those at many peer institutions. The UTM degree is rigorous in its demands and contains an especially strong requirement for courses in management and allows some freedom to choose among courses in fields of study to which management could be applied.

### **Financial Implications**

There are no new/additional financial resources required to change the degree designation from Honours Bachelor of Arts to a Bachelor of Business Administration.



**Comparison of UTSC and UTM Management Specialist programs with selected US and Ontario BBAs  
(all units in FCEs)**

**BBA Degrees**

Subject Group	UofT <sup>1</sup>	
	UTSC (BBA)	UTM (HBA)
Management	6.5	9.5
Economics	4.0	2.0
Math/Stats	1.0	0.5
<b>Total</b>	<b>11.5</b>	<b>12.0</b>

US Schools <sup>2</sup>			
Emory Goizueta	Michigan Ross	Notre Dame Mendoza	Texas Austin McCombs
9.8	8.0	8.6	8.0
1.0	1.5	1.5	1.0
1.0	1.0	1.0	1.5
11.8	10.5	11.1	10.5

Ontario Schools <sup>3</sup>			
Brock	Wilfred Laurier	Trent	York Schulich
13.0	11.5	8.5	10.0
2.0	1.5	1.0	1.5
1.0	1.0	1.0	0.5
16.0	14.0	10.5	12.0

Subject group	UofT BCom Degrees							
	St. George (Rotman/FAS)			UTM				
	Management Stream	Finance Stream	Accounting Stream	B Com	Accounting Specialist	Finance Specialist	Marketing Specialist	HR Specialist
Management	7.0	6.5	10.0	6.0	9.0	8.0	7.0	8.0
Economics	4.0	6.5	4.0	6.0	6.0	6.0	6.0	6.0
Math/Stats	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Other							1.0	
<b>Total</b>	<b>12.0</b>	<b>14.0</b>	<b>15.0</b>	<b>13.0</b>	<b>16.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

**Notes**

- 1 Management Specialist programs
- 2 US schools are selected from BBA programs in the top 20 of *Business Week's* top 100 undergraduate programs.
- 3 Excluding Algoma, Guelph-Humber, Lambton, Laurentian-Georgian, Nippissing.
- 4 "Other" (UTM Commerce Marketing Specialist) is a required Psychology course.
- 5 Elective courses for which there is little or no constraint in their selection (other than a breadth requirement) are not listed.
- 6 Programs normally allow students to take more courses than the minima shown here.
- 7 Comparisons are not always exact, because of difficulties in comparing course credit weights between universities.