FOR APPROVAL   **PUBLIC**   **OPEN SESSION**

TO: UTSC Academic Affairs Committee

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DATE: April 20, 2021 for April 27, 2021

AGENDA ITEM: 8

ITEM IDENTIFICATION:

Minor Modifications: Undergraduate Curriculum Changes – Management, UTSC

JURISDICTIONAL INFORMATION:

University of Toronto Scarborough Academic Affairs Committee (AAC) "is concerned
with matters affecting the teaching, learning and research functions of the Campus" (*AAC
Terms of Reference, Section 4*). Under section 5.6 of its terms of reference, the
Committee is responsible for approval of "Major and minor modifications to existing
degree programs." The AAC has responsibility for the approval of Major and Minor
modifications to existing programs as defined by the University of Toronto Quality
Assurance Process (*UTQAP, Section 3.1*).

GOVERNANCE PATH:

1. **UTSC Academic Affairs Committee [For Approval] (April 27, 2021)**

PREVIOUS ACTION TAKEN:

No previous action in governance has been taken on this item.

HIGHLIGHTS:

This package includes minor modifications to undergraduate curriculum, submitted by the UTSC Management academic units identified below, which require governance approval. Minor modifications to curriculum are understood as those that do not have a significant impact on program or course learning outcomes. They require governance approval when they modestly change the nature of a program or course.

- The Department of Management (Report: Management)
  - 1 new course
    - MGSC10H3
  - 14 course changes
    - MGAC70H3
    - MGAD40H3
    - MGAD45H3
    - MGEC11H3
    - MGHC02H3
    - MGMA01H3
    - MGMC02H3
    - MGOD30H3
    - MGSB22H3
    - MGSC20H3
    - MGSD24H3
    - MGTA35H3
    - MGSC35H3
    - MGHC53H3

FINANCIAL IMPLICATIONS:

There are no net implications to the campus operating budget.

RECOMMENDATION:

Be It Resolved,

THAT the proposed Management undergraduate curriculum changes for the 2021-22 academic year, as detailed in the respective curriculum reports, be approved.

DOCUMENTATION PROVIDED:

1. 2021-22 Curriculum Cycle: Undergraduate Minor Curriculum Modifications for Approval Report: Management, dated March 26, 2021.

UNIVERSITY OF
TORONTO
SCARBOROUGH

2021-22 Curriculum Cycle
Undergraduate Minor Curriculum Modifications for Approval
Report: Management
March 26, 2021

Management (UTSC), Department of

1 New Course:

MGSC10H3: Business Strategy in the Digital Age

Impact on Programs:
This proposal triggers modifications in the unit's program(s)

Contact Hours:

Description:
This course teaches students the ways in which business strategy and strategic decisions are affected by the recent explosion of digital technologies. Key considerations include the market and organizational context, process design, and managerial practices that determine value from data, digital infrastructures, and AI. It provides classic frameworks augmented by frontier research to make sense of digital transformation from the perspective of a general manager. Leaning on case study analysis and in-class discussion, this course will surface both practical and ethical pitfalls that can emerge in an increasingly digital world and equip students to operate effectively in professional contexts affected by these fast-moving trends.

Prerequisites:
Completion of 10.0 credits including MGEB11H3 and MGEB12H3

Corequisites:

Exclusions:

Recommended Preparation:
Introductory Logic, Probability and Statistics Econometrics (Linear Regression)

Enrolment Limits:
40

Note:

Learning Outcomes:
At the end of this course, students will be able to:
1. Understand how recent trends relate to the classic "General Purpose Technology" or GPT framework and what this implies for firm adjustment to technological change in any age.
2. Understand how data, data analytics, digital infrastructures (e.g., cloud computing) and machine learning or "AI" applications affect strategic management;
3. Understand how firms derive value from data and digital technologies at the firm and market level.

4.	Understand potential process pitfalls and how to avoid them in developing strategies based on data and data-driven practices, with an emphasis on business process and organizational design;

5.	Understand how the managerial decision-making process can be improved by data and analytics with an emphasis on the human-technology interface;

6.	Understand how strategic and general management considerations such as market positioning and complementary organizational capabilities affect value derived from digital technologies in practice.

7.	Understand strategic trade-offs in the process design of these activities

8.	Understand and have tools to avoid ethical concerns of big data analytics as it is commonly practiced, with an emphasis on algorithmic bias and its drivers.

9.	Possess a high-level understanding of when certain technologies or tools might be more effective in different market or organizational contexts.

In the course of this class students will enhance the following skills:

1.	Critical thinking concerning strategic trade-offs in problems that lack a single "right answer."

2.	Effective verbal communication in groups

3.	Effective communication of the strategic implications of quantitative outcomes

4.	Effective written communication of process considerations and concerns

Topics Covered:

1.	General Purpose Technologies (GPTs) and how they apply to recent trends.

2.	Data Ubiquity and Strategy

3.	Data-Driven Decision Making in Practice and Drivers of Uneven Adoption by Firms

4.	Frontier Tools and Technologies: Predictive Analytics, Machine Learning and "AI"

5.	Humans In the Loop: Process Design for Pitfalls at the Human-Technology Interface

6.	The Science Method in Strategic Management

7.	Competition and Organizational Considerations

8.	 Firm and Market Boundaries

9.	Ethical Considerations and Algorithmic Bias

10.	Cutting through the Hype and Moving Forward

Methods of Assessment:

1.	Participation: 20%.

2.	Short online quizzes to test comprehension and incentivize keeping up with the course (Credit/No Credit): 15%.

3.	Structured short individual "case write-up" with clear prompts, supplemented by other short-answer questions, for a mid-term evaluation. Ideally, this will be an online and timed exam: 15%.

4.	1 moderate (5-7 page), conceptual case analysis: 20%.

5.	1 group final project combining data visualization and write-up: 30%

Mode of Delivery:

In Class

Breadth Requirements:

Social & Behavioural Sciences

Rationale:

MGSC10H3 fills a gap in the current curriculum and differentiates our management training for undergraduates from other programs that may inculcate some techniques for conducting data analytics but that rarely examine the links to organizational strategy and business process design that will determine how valuable those practices are. This course is designed to be part of the Strategic Management specialization that currently is very rooted in "classic" strategy or public strategy and is lacking offerings on "strategy for the digital age." The rate of digitization and the wide use of data-driven decision making in practice makes it essential that students of many stripes have the tools to encounter these techniques critically and communicate effectively around them. This will provide the Specialist students with some differentiation compared to other programs in strategic management. It will also provide useful breadth to students from a broad range of specializations who encounter these tools and learn many of the mechanics but do not understand the higher-level purposes they can serve in organizations. This is a unique complement to traditional analytics and computer science courses that typically train students in how to analyze data but rarely link it to the business process trade-offs, design choices, and ultimate strategy of the firm. Students with this broader view will be more critical consumers of data, they will be better equipped to understand what tools and practices are most appropriate in which market and firm contexts, and will more effectively-participate in efforts of firms to become more data-driven or leverage frontier technologies that have thus far generated more heat than light.

Consultation:

The registrar approved course code on September 12, 2019
The course proposal was presented to the Department's Curriculum Committee and approved on December 8, 2020.
 There has been extensive consultation with the Dept of Management at UTSC. There has also been extensive consultation with peer academics and with students

Resources:
This course will be taught by existing faculty in the Strategic Management area as part of their regular teaching load. The course will require up to 50 hours of TA support which will be covered by the Department's regular TA budget, as that budget will be revised this fall to cover this and other new courses. This was confirmed by Usha Cithiravel, Financial Administrator on December 14, 2020.
 No additional equipment or infrastructure support required

14 Course Modifications:

MGAC70H3: Management Information Systems

Description:
This course is intended to help students understand the information systems that are a critical component of modern organizations. The course covers the technology, design, and application of data processing and information systems, with emphasis on managerial judgment and decision-making . This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
Previous:
New: The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None.

MGAD40H3: Management Control Systems

Description:
An examination of how organizations support the implementation of strategy through the design of planning processes, performance evaluation, reward systems and HR policies, as well as corporate culture. Class discussion will be based on case studies that illustrate a variety of system designs in manufacturing, service, financial, marketing and professional organizations, including international contexts. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
Previous:
New: The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

MGAD45H3: Corporate Governance and Strategy - CPA Perspective

Description:
This course examines issues in Corporate Governance in today's business environment. Through case studies of corporate "ethical scandals", students will consider workplace ethical risks, opportunities and legal issues. Students will also examine professional accounting in the public interest as well as accounting and planning for sustainability . This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
Previous:
New: The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Topics Covered:
Previous:
New:

Methods of Assessment:
Previous:
New:

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None

MGEC11H3: Introduction to Regression Analysis

Description:
This course builds on the introductory regression analysis learned in MGEB12H3 to ~~will~~ develop the knowledge and skills necessary to obtain and analyze cross-sectional economic data . Topics includes, multiple regression , Instrumental variables , panel data , maximum likelihood estimation , probit regression & logit ~~providing an introduction to the use and interpretation of~~ regression . " R" , a standard software for econometric and statistical analysis , will be used throughout the course. By the end of the course students ~~Students~~ will learn how to estimate economic relations in different settings ~~regressions~~, ~~undertake hypothesis tests~~ , and critically assess statistical results ~~. Students will be required to write a major analytical report . Enrolment is limited to students registered in programs requiring this course~~ .

Learning Outcomes:
Previous:
New: In addition to existing learning outcomes, students will also be able to utilize "R" software to conduct advanced regression analysis.

Topics Covered: **Previous**: **New**: In addition to existing topics covered, instrumental variables, panel data, maximum likelihood estimation, probity regression & logit regression have been added. Overlap with MGEB12H3 has been removed.
Methods of Assessment: **Previous**: **New**: In addition to existing methods of assessment, "R"-based empirical assignments have been added to the course.
Rationale: The course description has been revised to reflect changes to the course content that are intended to remove any overlap between MGEB12H3 and MGEC11H3, and to add the understanding and use of "R" software to ensure students are equipped with enough tools to perform rigorous economic analysis. These new topics and software will enable students to develop a deeper understanding and assessment of critical data.
Consultation: Consultation was conducted within the Economic area. DCC approval date was July 14, 2020.
Resources: None.

MGHC02H3: Management Skills

Description: This course will help students develop the critical skills required by today's managers. Topics covered include self-awareness, managing stress and conflict, using power and influence, negotiation, goal setting, and problem-solving. These skills are important for leadership and will enable students to behave more effectively in their working and personal lives . This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.
Learning Outcomes: **Previous**: **New**: The course learning outcomes have been enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.
Rationale: The department is changing the degree requirements to include work integrated learning (WIL) for all students. As a result, specific courses which already incorporate WIL are required to clearly defined this in their course descriptions.
Consultation: There has been broad consultation within the Department of Management. Management Curriculum Committee approval: July 14, 2020.
Resources: None.

MGHC53H3: Introduction to Industrial Relations

Description: An overview of the industrial system and process. The course will introduce students to: industrial relations theory, the roles of unions and management, law, strikes, grievance arbitration, occupational health and safety, and the history of the industrial relations system. Students will participate in collective bargaining simulations. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.
Rationale: The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

| **Consultation:** |
| There has been broad consultation within the Department of Management. |
| Management Curriculum Committee approval: July 14, 2020. |

| **Resources:** |
| None. |

MGMA01H3: Principles of Marketing

| **Description:** |
| An introduction to basic concepts and tools of marketing designed to provide students with a conceptual framework for the analysis of marketing problems. The topics include an examination of buyer behaviour, market segmentation; the basic elements of the marketing mix. Enrolment is limited to students registered in Programs requiring this course . This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree. |

| **Learning Outcomes:** |
| **Previous**: |
| **New**: The course learning outcomes have been enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks. |

| **Rationale:** |
| The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree. |

| **Consultation:** |
| There has been broad consultation within the Department of Management. |
| Management Curriculum Committee approval: July 14, 2020. |

| **Resources:** |
| None. |

MGMC02H3: Consumer Behaviour

| **Description:** |
| This course provides an overview of the role of products in the lives of consumers. Drawing on theories from psychology, sociology and economics, the course provides (1)a conceptual understanding of consumer behaviour (e.g. why people buy), and (2) an experience in the application of these concepts to marketing decisions. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree. |

| **Learning Outcomes:** |
| **Previous**: |
| **New**: The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks. |

| **Rationale:** |
| The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree. |

| **Consultation:** |
| There has been broad consultation within the Department of Management. |
| Management Curriculum Committee approval: July 14, 2020. |

| **Resources:** |
| None. |

MGOD30H3: Business Data Analytics

Description:
The course lays the foundation for big data analysis and predictive analytics via state-of-the-art methodologies and computational tools, and incorporates hands-on case studies. By the end of the course, students will be able to develop data architecture plans to improve decision making in business processes. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
By the end of the course, students will be able: • Understand the different alternatives to formally represent structured data, particularly using spreadsheets and relational databases. • Extract and combine data from large relational databases using Structured Query Language (SQL), and understand how this data can be used to improve business processes through case studies inspired by real business applications. • Understand basic concepts of predictive analytics. Specifically, students will learn how to exploit unstructured data through statistical computational tools for general prediction and forecasting. • Understand basic concepts of data visualization/communication, including data contextualization and dynamic plots. The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills , learning to communicate effectively with people in diverse roles , engaging in teamwork , problem posing and solving , and career exploration and developing industry and community networks. ~~plots.~~

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None.

MGSB22H3: Entrepreneurship

Description:
This course focuses on the skills required and issues such as personal, financial, sales, operational, and personnel, which entrepreneurs face as they launch and then manage their early-stage ventures. Particular focus is placed on developing the analytical skills necessary to assess opportunities, and applying the appropriate strategies and resources in support of an effective business launch. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
Previous:
New: The course learning outcomes are being enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None.

MGSC20H3: Consulting and Contracting: New Ways of Work

Description:
Tomorrow's graduates will enjoy less career stability than previous generations. Technology and demography are changing the nature of work. Instead of having secure progressive careers, you will work on contract or as consultants. You will need to think, and act like entrepreneurs. This course includes work-integrated-learning components , examines why and satisfies the WIL requirement of the BBA degree how .

Learning Outcomes:
Previous:
New: The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None.

MGSC35H3: Innovation

Impact on Programs:
This proposal triggers modifications in the unit's program(s)

Description:
This course introduces students to the nature and elements of innovation and explores the application of innovation to various stages of business evolution and to different business sectors. The course has a significant practical component, as student groups will be asked to provide an innovation plan for a real company. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Prerequisites:
Completion of 10.0 credits and [MGSB22H3 or MGSC01H3 or MGSC20H3]

Rationale:
1. The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.
2. The changes to the course prerequisites are being made to better reflect the basic requirements of the course while providing greater student access; the initial prerequisites were too restrictive.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020, for changes to the course description
Management Curriculum Committee approval: November 10, 2020 for changes to the course prerequisites

Resources:
None.

MGSD24H3: New Venture Creation and Planning

Description:
Aimed at students interested in launching their own entrepreneurial venture. The core of the course is the development of a complete business plan which details the student's plans for the venture's initial marketing, finance and growth. This course

provides a framework for the evaluation of the commercial potential of business ideas. This course includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
Previous:
New: The course learning outcomes are enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None.

MGTA35H3: Management Communications for non Co-op

Description:
In this course students will learn skills and techniques to communicate effectively in an organization. Creativity, innovation and personal style will be emphasized. Students will build confidence in their ability to communicate effectively in every setting. This course is a mandatory requirement for non-co-op students. It includes work-integrated-learning components , and satisfies the WIL requirement of the BBA degree.

Learning Outcomes:
Previous:
New: The course learning outcomes have been enhanced as follows: advancing theoretical knowledge and transferable skills, learning to communicate effectively with people in diverse roles, engaging in teamwork, problem posing and solving, and career exploration and developing industry and community networks.

Rationale:
The changes to the course description make it clear to students that work-integrated-learning components have been added to this course, and it now fulfills the new WIL requirement of the BBA degree.

Consultation:
There has been broad consultation within the Department of Management.
Management Curriculum Committee approval: July 14, 2020.

Resources:
None.