

YORK UNIVERSITY

**Final Assessment Report – Executive
Summary**

**Master of Business Analytics (MBAN)
Master of Management in Artificial Intelligence
(MMAI)
Master of Supply Chain Management (MSCM)**

Schulich School of Business

Cyclical Program Review – 2015 to 2021

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

MMAI
MBAN
MSCM

Reviewers appointed by the Vice-Provost Academic:

External:

1. Dr. Danny Cho, Professor, Operations Management & Information Systems, Goodman School of Business, Brock University
2. Dr. Elkafi Hassini, Professor and Associate Dean, Research, Operations Management, DeGroote School of Business, McMaster University

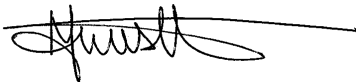
Internal:

1. Dr. Terry Sachlos, Associate Professor, Department of Mechanical Engineering, Lassonde School of Engineering, York University

Cyclical Program Review Key Milestones:

- Cyclical Program Review launch: September 15, 2021
- Self-study submitted to Vice-Provost Academic: September 21, 2023
- Date of the Site Visit: October 30-November 3, 2023
- Review Report received: February 5, 2024
- Program Response received: June 7, 2024
- Dean's Response received: June 7, 2024

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance, November 2024.



Submitted by Marcia Annisette, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol, August 2020.

SITE VISIT: October 30 – November 3, 2023

The Schulich School of Business offers one undergraduate program and numerous graduate programs. The external reviews were organized around four groups of programs: Accounting and Finance, General Business Administration, Marketing and Real Estate, and Operations Management and Information Systems.

The virtual site visits for all program groups were organized over a five-day period from October 30 to November 2, 2023.

All of the reviewers for the Schulich groups met first with Marcia Annisette, Vice-Provost Academic and Alice MacLauchlan, Vice-Provost and Dean of Graduate Studies, followed by a meeting with the Dean of the Schulich School of Business, Detlev Zwick and then the Schulich Associate Deans, Kevin Tasa, Associate Dean, Academic; Kiridaran Kanagaretnam, Associate Dean, Students; Eileen Fischer, Associate Dean, Research; Theodore Noseworthy, Associate Dean, External Relations; and Ashwin Joshi, Associate Dean, Programs. The reviewers from all programs also met with librarians, including Sarah Coysh, Associate Dean Digital Engagement and Strategy, Angie Liann, Schulich's Associate Librarian, Teaching and Learning. A meeting was also held with Schulich Administrative staff from the Office of Student Services and International Relations, the Centre for Career Design, the Professional Development and Experiential Education Office, the Office of Information Services and Technology and the Office of the Associate Dean Academic.

The reviewers for the programs in the Operations Management Group met with the following individuals: Julian Scott Yeomans, Program Director, Master of Management in Artificial Intelligence and Master of Business Analytics, and David Johnston, Program Director, Master of Supply Chain Management. The reviewers met with a group of full-time faculty members from the programs, as well as a group of part-time faculty members. The scheduled meeting with graduate students on November 1 was cancelled at the last minute because of no-shows by the students or due to miscommunication.

Note: It is regrettable that the reviewers did not have the opportunity to gain insight into the student perspective as part of this review process. Student input is important for understanding the programs and the learning experience as well as considering the recommendations from the reviewers. While securing student involvement in a program review can be a challenge, programs are encouraged to employ particular strategies (e.g., working with student governments, etc.) that can be effective for increasing participation. The University will learn from this experience to ensure involvement of students in the review process moving forward.

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due in June 2026, 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance.

The next Cyclical Program Review will begin in the Fall of 2029 with a site visit expected in the Fall of 2030 or Winter of 2031.

PROGRAM DESCRIPTION

The Schulich School of Business offers a large and growing portfolio of degree programs at all three degree levels – the BBA, the MBA degree, offered in Canada and in India, the joint EMBA, eight master's degrees, eleven stand-alone diplomas, and a PhD program with specializations in seven disciplines.

The master's programs are designed for people who wish to obtain professional qualifications. Some of these unique and innovative programs at the master's level were among the first of their kind in the world (e.g., Real Estate & Infrastructure, Master of Management in Artificial Intelligence).

The Operations Management and Information Systems review group included the Master of Business Analytics (MBAN), the Master of Management in Artificial Intelligence (MMAI), and the Master of Supply Chain Management (MSCM).

Master of Business Analytics

The Master of Business Analytics (MBAN) is a combined full time, one-year, 3-term graduate degree program that provides a comprehensive understanding of analytics in a business environment to students from both business and non-business backgrounds. The first cohort began in May 2012. Designed to be highly experiential, students have an opportunity to reinforce, develop, and apply skills learned in the first two semesters within in a real organization through their participation in the capstone "Analytics Consulting Project".

Master of Management of Artificial Intelligence

The Master of Management in Artificial Intelligence (MMAI) is a combined full time, one-year, 3-term graduate degree program that provides a comprehensive understanding of artificial intelligence (AI) in a business environment to students from both business and non-business backgrounds. The first cohort began in September 2019. The curriculum is designed to be highly experiential, addressing the skills necessary for success in a range of industry sectors such as consulting, banking, manufacturing, operations, communication, problem solving, and working in diverse, cross functional, team-based environments. In the final two semesters, students have an opportunity to reinforce, develop, and apply these skills in a real organization through their participation in the capstone "Artificial Intelligence Consulting Project".

Master of Supply Chain Management

The Master of Supply Chain (MSCM) is a combined full time, 1-year, 3-term and a 2-year, part time 6-term graduate degree program for students in professional supply chain management. In the final semester, students have an opportunity to apply these skills to a real organization through their participation in the capstone “Supply Chain Consulting Project.” The first students were accepted in 2019, the same year the Canada Research Chair in Supply Chain Management was established. The George Weston Ltd Centre for Sustainable Supply Chains was also established in 2020, and the George Weston Ltd. Chair for Sustainable Supply Chains was established in 2021.

Overall, the external reviewers were positive about the three graduate programs, noting in their report, “The External Review Team (ERT) believes that each of the three professional master’s programs, which is based on the integrated experiential learning approach and the concept of university-industry partnership for student learning, is a great platform for higher education in the field of AI, business analytics or supply chain management. The ERT also believes that the students in each program receive great academic education and real-life learning experiences within and outside the classroom and will be in great demand by employers and advanced academic programs.”

The reviewers were “impressed with the dedication of the administration, faculty, and staff of all three master’s programs.” They note that these programs serve a current niche, appreciated by students, employers, and society, “since they continue to train students in solving relevant organizational problems in real-life settings through ‘integrated experiential learning in the workplace’ experiences. The innovation within the programs can be attributed to the excellent faculty teaching and training within Schulich and the industry-community partnerships that are involved in the operation of the programs”.

For further improvement of the three programs under review, the External Review Team (ERT) made the recommendations outlined below.

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2024.

	Recommendation	Action	Responsible for Follow-up	Timeline
1	That the curriculum for the MBAN be reviewed and updated as necessary.	Make immediate curricular revisions identified in the CPR; curricular review to continue on an ongoing basis.	Program Directors in consultation with Associate Dean, Programs and Associate Dean, Academic	Fall 2024-2025 for approval of immediate changes and then ongoing
2	That the MBAN incorporate additional analytics-focused technical courses.	Curriculum proposals to finalize addition of advanced analytical training components as elective or required courses.	MBAN Program Director	Fall 2024-2025
3	That additional qualified full-time tenure-track or tenured faculty be hired to teach and/or lead programs in the program areas.	As resources permit, additional hiring for such positions to be considered.	Dean, Associate Deans, Program Directors	Ongoing discussions in light of budget challenges.
4	That additional qualified part-time instructors be hired to teach and/or lead programs in this area.	Continue procedures for hiring part-time faculty and encourage involvement in curriculum renewal.	Program Directors in consultation with OMIS Area Coordinators, Associate Dean Academic and Executive Officer.	Ongoing

5	That the learning goals and outcomes for the MBAN, MMAI and MSCM programs be consistently evaluated and effectively measured on an ongoing basis.	Continue implementation of appropriate metrics for student learning achievement in OMIS area programs.	Program Directors	Fall 2024-2025 and ongoing
6	That the idea of “decluttering” the OMIS area programs be very carefully reviewed to ensure the quality and integrity of each program.	Programs to continue with ongoing curriculum review and course content as it supports program learning outcomes.	Program Directors	Fall 2024-2025 and ongoing
7	Delay exploration of dual and concurrent degrees until recommendations above are resolved.	The programs in the OMIS area will not pursue dual or concurrent degrees until there is a clear justification and the resources to proceed.	n/a	n/a
8	That the OMIS area programs explore “advanced standing” for students who have demonstrated advanced knowledge of skills in certain areas.	The MBAN and MMAI will monitor the state of the industry and knowledge requirements on an ongoing basis to determine if an “advanced standing” option is viable. The MSCM will continue	Program Directors	Ongoing monitoring.

		its current practice of offering advanced standing for the term of the program which covers the business foundations of a SCM progressional degree.		
9	That the OMIS programs consider “boot camps” in programing languages and/or mathematical modelling for students who need to refresh their skills in those areas.	The MBAN and MMAI programs will explore the option of boot camps in addition to the first term efforts to ensure students have the required programming and modelling skills. The MSCM to explore a bootcamp for MSCM fundamentals.	Program Directors	Consideration of “boot camp” option through 2024-2025, for potential implementation in 2025-2026 or when feasible.
10	That a dialogue with SCMAO be initiated to support ongoing exemption for MSCM graduates from the “Fundamentals of SCM” module.	The program will investigate with the SCMAO an advanced standing option for MSCM graduates.	Program Director	Dependent on SCMAO clarifying its policies.
11	That relationships with relevant professional accreditation bodies/associations be explored to benefit MBAN and MMAI	MMAI and MBAN will continue to explore external bodies to determine potential benefits for students.	Program Directors	Fall 2024-2025 and ongoing

	students.			
12	That Schulich maintain the personal touch in student services even as numbers of students increase.	The programs will continue to support the “personal touch” through experiential learning and career relevant extra-curricular activities, in addition to the professional student services offered centrally and the monitoring of student co-curricular activities through the pilot of the tracking system.	Program Directors, Student Services and International Relations, Associate Dean Academic and IST teams for the student co-curricular tracking system	Ongoing in addition to the tracking system pilot in 2024-2025.