

Faculty of Business Administration

Program Proposal

Master of Science in Organization Studies

Proposal for the Creation of a Master of Science in Organization Studies

1. Approval Sheet

Name of Program: Master of Science in Organization Studies	
Line Faculty: Faculty of Business	
Faculty of Business Graduate Program Committee Approval	Date: April 17, 2017
Line-Faculty Council Approval	Date: September 15, 2017
Approval at CCFGSR	Date:
Recommended by CCB	Date:
Recommended by CCAM	Date:
Approval at Executive of Council	Date:
Approval at Senate	Date:

2. Executive Summary

The proposed Master of Science in Organization Studies (MSc) aims to equip students with advanced research skills and extensive knowledge in a specialized area of business administration. The target audience for the MSc in Organization Studies is primarily students who recently completed their undergraduate education and have a strong interest in a research-focused career in business. The MSc program is a research-based degree with a thesis requirement and is different from the current MBA program, which is a course-based and terminal degree.

The MSc program is in line with the UofR 2015-2020 Strategic Plan, as well as with the Faculty of Business Administration's (FBA) current strategic plan in that this research-based program would be both a catalyst for generating meaningful scholarly experience and impactful research. This program will strengthen the FBA's ongoing accreditation efforts for the European Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB). Accreditation is critical to ensuring the sustainability of all FBA programs long-term, in particular in the continued successful recruitment of international students.

All existing FBA graduate programs include admission requirements of two to three years of professional work experience. Given the proposed MSc program is a research-based program, the admission requirements do not require several years of employment experience. Thus, this proposed MSc program provides new graduates from an undergraduate program a more direct entry into a "professional" graduate program in business.

The MSc program will be administered by the FBA, more specifically by the Kenneth Levene Graduate School of Business, and will be delivered via synchronous methods. The program consists of six existing courses and a thesis and, thus, will not require additional faculty resources or the development of new courses. Most MSc programs in business across the country are designed to build research capacity and / or as a feeder into PhD programs and not about attracting large enrolments. This program is designed to achieve the former and to provide an option to individuals who possess an undergraduate degree without work experience to

complete graduates studies in a “professional” program and enhance their employability. Upon completion of this program students will be able to pursue a career in the public, private, or non-profit sectors as business analysts, consultants, policy analysts or research analysts. Those students interested in an academic career in business administration will be able to apply to a PhD program in business with increased chances of success.

2.1 Overview

In brief, the FBA proposes to offer a Master of Science (MSc) in Organization Studies program. MSc program graduates will be able to pursue careers in the public, private, or non-profit sectors as business analysts, consultants, policy analysts or research analysts. Furthermore, unlike MBA programs, which are terminal programs in nature, the MSc program will facilitate students’ entry into a PhD program in Business Administration, should they wish to pursue an academic career. All the courses proposed to be included in this program, as either core or electives, are already offered in the FBA and the Faculty of Arts (i.e., Psychology and Sociology). Therefore the MSc program does not require any additional resources.

2.2 Program Outcomes

Upon completion of the program students will:

- be able to use core research skills to solve organizational problems
- be skilled in advanced data analysis methods using specialized software
- have in-depth knowledge of applied research design
- have developed their written and oral communication skills
- have a deeper understanding of the organizational context and how to contribute to an organization’s effectiveness through applied research

3. Detailed Program Description

3.1 Curricular Details

The proposed MSc in Organization Studies includes the following courses (all courses existing):

Core Courses (9 credit hours)

GBUS 817 - Human Behavior in Organizations

3.0 credit hours

GBUS 838 - Research Methods in Management	3.0 credit hours
PSYC 802 - Applied Multivariate Statistics	3.0 credit hours

Electives¹ (9 credit hours – choose three of the following or any relevant graduate level course recommended by the faculty advisor and approved by the Faculty of Business Associate Dean Research and Graduate Programs. Note: This could include directed readings courses with the faculty advisor relevant to the student’s area of research)

GBUS 844 – Labour Relations and Collective Bargaining	3.0 credit hours
GBUS 845AK - Business Analytics	3.0 credit hours
GBUS 845 - Women in Leadership	3.0 credit hours
GBUS 868 - Occupational Health and Safety	3.0 credit hours
GBUS 870 - Leadership: Theory & Practice	3.0 credit hours
GBUS 871 - Group Dynamics in Organizations	3.0 credit hours
GBUS 873 – Negotiation and Conflict Resolution	3.0 credit hours
PSYC 820 – Advanced Social Psychology	3.0 credit hours
SOC 804 – Advanced Research Methods	3.0 credit hours
SOC 805 – Advanced Research Methods II	3.0 credit hours

Thesis (15 credits)

TOTAL **33 credit hours**

Course Descriptions:

GBUS 817 - Human Behavior in Organizations

This course is concerned with developing knowledge and skill in intrapersonal, interpersonal, group, and organizational level processes in work settings. The course employs lectures, cases, and exercises to further the managerial effectiveness of class participants.

¹ The intent is to leverage existing resources to offer this program. In some MSc programs students can complete elective courses from other graduate programs (e.g., MBA courses) to advance subject specific knowledge of the student. It is also anticipated that the advisor / student would approach the instructor of any of the GBUS courses to explore the possibility of including additional / different pieces of assessment that would be more research focused in nature (for the MSc student enrolled), than what is generally required in the course offering. The decision to include different pieces of assessment would ultimately be at the discretion of the instructor.

GBUS 838 - Research Methods in Management

This course is designed to assist students in conducting research projects in the areas of marketing and management. It introduces a variety of research designs, including survey and experimental designs, quantitative methods as well as data analysis and interpretation. Several multivariate techniques will be covered.

PSYC 802 - Applied Multivariate Statistics

A survey of multivariate research methods in psychology. Topics may include: Multiple regression, ANOVA, and ANCOVA using MR, discriminant analysis, MANOVA, profile analysis, principal components and factor analysis, structural equation modelling, path analysis, and time series.

GBUS 844 – Labour Relations and Collective Bargaining

This course examines the history of union development in Canada, and business reaction to this development. Current structures in the labour movement are assessed, as well as the impact of legislation on the nature of collective bargaining. The course focuses on the character and procedures of arbitration, fact-finding, mediation, and conciliation.

GBUS 845AK - Business Analytics

This course focuses on teaching students different methods for data driven decision making. Students will learn to apply basic business analytics principles, and effectively use and interpret analytic models to make better business decisions. Topics may include: Descriptive statistical measures, statistical inference, regression analysis, linear and integer optimization, and simulation. Different application areas will be studied through case studies.

GBUS 875 - Women in Leadership

This course is designed to enhance understanding of issues relevant to women in leadership and the implications for organizations (e.g., opportunities, exclusion). Topics include leadership styles, women on boards, strategies for change, learning to become a leader, media representation, intra-gender relations between women, cross-cultural considerations, and entrepreneurship.

GBUS 868 - Occupational Health and Safety

This course focuses on the effective management of occupational health and safety (OHS). Beginning with a survey of the history of OHS and the current legal environment, the course turns to contemporary issues in OHS (e.g., psychological harassment in the workplace). Approaches to developing and improving organizational OHS systems which enhance employee safety and well-being are also discussed.

GBUS 870 - Leadership: Theory & Practice

This course covers key leadership/management skills such as clarifying personal vision, coaching, goal setting, conflict management, stress management, emotional intelligence crisis management, process and system design and communication skills. Major competency models of leadership and management are covered to familiarize students with the research and practice of leadership development.

GBUS 871 - Group Dynamics in Organizations

The course will study roles that exist in organizations and the dynamics of the interactions between these roles. In particular, focus will be on the interplay between the leadership role and decision making, creative problem solving and conflict resolution with group members.

GBUS 873 – Negotiation and Conflict Resolution

This course will introduce students to the theory and practice of negotiation and conflict resolution, including alternative dispute resolution.

PSYC 820 – Advanced Social Psychology

Review and assessment of theory and research in social psychology.

SOC 804 – Advanced Research Methods

An advanced research methods course with special focus on controversies in social science methodology.

SOC 805 – Advanced Research Methods II

Research design and the application of statistical techniques in social science research.

Proposed Course Schedule

Year 1

Fall semester

3 courses (core courses)

Winter semester

3 courses (elective courses)

Thesis proposal

Summer semester

Thesis work

Year 2

Fall semester

Thesis work

Note: See Section 6 for comparison to other similar programs.

4. Admission

Applicants must meet the entrance requirements of the Faculty of Graduate Studies and Research and additional requirements:

1. Applicants are normally required to have completed a four-year undergraduate degree with an acceptable grade point average equivalent to Canadian 80%.
2. International applicants must submit proof of English proficiency if the language of instruction in their undergraduate degree was not English. The minimum required TOEFL iBT Test Score is 80. See the Faculty of Graduate Studies and Research

website for minimum required scores for subsections of the TOEFL and on other language tests.

3. A minimum GMAT score of 600 or a combined verbal and quantitative GRE score of 315 is normally required.
4. Applicants are normally required to have successfully completed (with a minimum grade of 70%) the following undergraduate courses (or their equivalents): BUS 260 (Introduction to Organizational Behavior) or PSYC 220 (Social Psychology), STAT 200 or STAT 160 (Introductory Statistics), and an upper year advanced statistics and/or research methods course (e.g., PSYC 305, BUS 413, STAT 354, SOC 404, etc.).
5. Applicants must submit a Letter of Interest where they must specify a member of faculty who has agreed to work with them during their program.

5. Professional accreditation requirements

There are no applicable professional accreditation requirements however this program will strengthen the Faculty of Business Administration's ongoing accreditation efforts/applications for the European Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB).

6. Program Rationale

6.1 Contribution to the University's and the Faculty's Strategic Plan

The UofR 2015-2020 Strategic Plan emphasizes three key priorities: student success, research impact and commitment to our communities. Furthermore, the environmental scan brought up concerns regarding "*the balance between professional and non-professional degrees*", as well as an "*increasing student demand for career directed and professional education*". Finally, the UofR Vision Statement points to developing "*career-ready learners*" and "*generating meaningful, high-impact scholarship*", and in the Mission Statement we talk about providing "*meaningful scholarly experiences in pursuit of local and global contributions to knowledge*". The MSc program in Organization Studies would contribute to all of the above because it would give new graduates a quick option to enter a graduate program in a professional school and, at

the same time, it would increase their career-readiness. Furthermore, a research-based program would be both, a catalyst for generating impactful research and a springboard for generating meaningful scholarly experience.

The Faculty of Business Administration's current strategic plan references research impact as one of the key strategic priorities and states that *“Research Impact reflects the central importance of research to both the mission and vision of Hill and Levene Schools of Business, as well alignment to the University of Regina's strategic priorities, Research Impact and Commitment to our Communities.”* Additionally, the document mentions the fact that we need to not only expand investment in research but also direct investment in strategic areas of relevant research strength. The proposed MSc in Organization Studies Program fits our strategic plan, as is it well known that such programs tend to have a positive impact on faculty research impact and productivity in terms of number of papers, and research in strategic areas.

6.2 Need for the Program

Currently the FBA offers several graduate level programs, such as MHRM, MAdmin, MBA and EMBA. The FBA is in the process of seeking accreditation from the European Foundation for Management Development (EFMD) and the Association to Advance Collegiate Schools of Business (AACSB). One of the major points brought up by the EFMD official during his visit was the FBAs low research profile and the lack of a research based program. Indeed, all of the programs offered by the FBA can be considered “professional” degrees and none have a research orientation. A successful research program such as the one proposed herein would go a long way towards achieving our accreditation goals and it would contribute significantly to raising the research profile of the faculty.

According to Statistics Canada, liberal arts graduates are suited for a wide array of careers that require above average communication and analytical skills, including management, marketing, public relations, human resources consulting among others. However, their median incomes lag behind the median incomes of graduates with professional degrees and many of these graduates are having trouble finding a proper fit and large numbers continue with graduate degrees before long. The graduate programs offered by the FBA do not address the needs of this population,

mainly because they have a work experience requirement (in either professional or managerial roles), which is a barrier for entry for undergraduates without work experience. The proposed MSc program seeks to attract highly qualified graduates who seek to enrich their liberal arts degree with a graduate degree from a professional school. We expect graduates from this program to find employment as research analysts, management consultants, and human resource analysts among others. Also, some might wish to pursue a PhD in business administration, and the MSc would fulfill the graduate degree condition for admission in such programs.

Other evidence for the need of this program is mostly anecdotal. Over the past few years, several faculty members have been approached by recent graduates inquiring about a research-based program in business administration that does not have the work experience entry barrier. These graduates have been directed to other graduate programs, based out of province or even in the United States. In the absence of a research-based graduate program in business, the pool of graduate students in business who have adequate research training to work as research assistants is virtually non-existent. This poses a considerable challenge for research active faculty whose research productivity and outputs are dampened by this challenge.

While a similar research-based program in Business Administration is offered by the University of Saskatchewan, its focus is on Marketing, which leaves students wanting a focus on Organization Studies without options in this province. The proposed MSc in Organization Studies program will not overlap with any program offered at the UofS, but rather complement such offerings.

Overall we believe that the MSc in Organization Studies offers a viable option to bright recent graduates who are looking to expand their knowledge, skills and employability in this field.

6.3 Comparison to Existing Programs

Across Canada there are just a few similar programs. Specifically at the University of Northern British Columbia (BC), University of Lethbridge (AB), University of Manitoba (MB), Wilfrid Laurier University (ON), Brock University (ON), Concordia University (QC), and Memorial University (NL). The University of Saskatchewan (SK) also has a research-based business

program, but it does not overlap with the one proposed in this document. The following table summarizes the programs mentioned above, along with the MSc in Organization Studies program.

Overall, these programs are generally small in size, with an average of about 10 students admitted every year, depending on the number of faculty involved, and have a duration of 16 to 24 months. Furthermore, according to Schools in Canada (<http://www.schoolsinCanada.com>) these programs generally have upwards of 50 applicants, which allow them to choose the very best candidates. Therefore, while we do not start with a “build it and they will come” attitude, we can safely conclude that there is sufficient demand to accommodate one more such program nationally and we are confident that we will be successful in attracting extremely good applicants.

Table 1. Research based Masters Programs in Business Administration (in Canada).

University	Admission Reqs.	Program Outline	Enrolment
UNBC	GPA > 3.0/4.0 (“B”) TOEFL > 88 IELTS > 6.5 Letter of intent	The goal of the MSc Program in Business Administration is to educate and train business professionals with advanced research skills and extensive knowledge in a specialized area, e.g., accounting, finance, human resources management/organizational behaviour, marketing, operations management/international business. These individuals meet a growing need in Northern British Columbia and beyond for professional skills in establishing, expanding, and managing all types of business enterprises that have long-term sustainability and contribute to the economic growth and vitality of the North and the country at large. The students in the program come from a wide variety of backgrounds, including business, resource development, mathematics, and the social sciences. The MSc is a research-based degree with a thesis and is different from the MBA degree which is a terminal and course-based degree. The MSc in Business Administration is normally completed in two years. http://www.unbc.ca/calendar/graduate/business-administration-msc	No intake Winter or Spring/Summer / otherwise enrolment unknown
U of Lethbridge	GPA > 3.0/4.0 GMAT > 550 GRE equivalent Letter of intent	The Master of Science in Management degree meets a growing need in graduate management education. Different from the traditional MBA that focuses on development of functional knowledge and skills, our MSc (Mgt) program focuses on developing competence in research. This intensive program provides students with the knowledge and hands-on experience to conduct rigorous and scholarly investigation into a business or management issue(s) in the discipline of Accounting, Finance, Human Resources & Labour Relations, International Management, Marketing, or Policy & Strategy. The first 8 months of the program is dedicated to completing required courses that will enable students to design, execute and	Annual Student Intake: 7 from online information / by phone space for 13 in Lethbridge and 4 in Calgary # of applicants / Year: 60 - 100 Average

		<p>analyze the results of their own research study. In the remaining months (16), students present their thesis proposals (research idea), and after the successful defence of their research proposal students continue to conduct their primary research and analysis, write up the thesis and schedule the final thesis defence.</p> <p>Whether your career goals are within academia, research, or the corporate sector, our graduate program will provide a value-added experience that will lead to many new employment opportunities for you to explore.</p> <p>Co-op Education: No International Exchange: No Mentor Program: No Language Courses: Yes Opportunities for Part-time Study: No Opportunities for Online Study: N http://www.uleth.ca/graduate-studies/master-science-management</p>	<p>GMAT: 580.0</p> <p>http://www.scholsincanada.com/45417/University-of-Lethbridge</p>
U of Manitoba	<p>GMAT > 600 GRE equivalent GPA > 3.0/4.5 TOEFL Letter of intent</p>	<p>The Asper School of Business's Master of Science (MSc) in Management program is designed for students who want to pursue in-depth management studies and develop their research skills by working one-on-one with some of the best research scholars in North America.</p> <p>Our program requires that you complete a research thesis or practicum. Graduates of our MSc program are uniquely positioned to undertake doctoral studies, excell in staff/research/consultation positions in private or public sector organizations across Canada, or teach in smaller colleges in Canada or overseas.</p> <p>Students will spend at least the first year of their program in full-time residence. During this time, they will acquire substantial breadth and depth of knowledge in their chosen area of specialization and supporting area through graduate course work in the Asper School of Business and in related faculties in the University. http://umanitoba.ca/faculties/management/programs/graduate/msc_phd/msc-about.html</p>	<p>Unknown - no information available online and requests for information unanswered</p>
U of S (MSc Marketing) <i>Note: UofS also offers a MSc in Finance but no data on enrolment was available other than "enrolment is limited"</i>	<p>GMAT > 550 GRE equivalent TOEFL/IELTS Letter of intent</p>	<p>The M.Sc. in Marketing program was developed by the Edwards School of Business in response to the need for a PhD preparation program. This two year, full-time, research based program focuses on marketing theory, consumer behaviour, and research design. The first year of the program is devoted to coursework, and the second year of the program is devoted to preparing and defending a thesis. Throughout the program, students will be paired with one of our knowledgeable and enthusiastic marketing faculty members who will provide caring mentorship to his/her graduate student through a broad range of marketing topics.</p> <p>Upon completion of the program, graduates will be well prepared for entry into a PhD program and a career in academia, or for a career in marketing.</p> <p>Due to the research intensive nature of the MSc in Marketing program and the need for individual student supervision at the thesis stage, enrolment is currently limited to seven students per year. http://www.edwards.usask.ca/programs/mscmarketing/</p>	<p>Enrolment is currently limited to seven students per year.</p>
Wilfrid Laurier University	<p>GMAT > 650 Sample scholarly writing Letter of intent</p>	<p>Our Master of Science (MSc) in Management degree program with a concentration in Organizational Behaviour (OB) and Human Resource Management (HRM) is a 12-month program that combines course work with the opportunity to work on your own independent research project with the guidance of a faculty supervisor. Your supervisors are committed to providing exceptional mentoring by working with you one-on-one to develop your research skills.</p> <p>This full-time, 12-month program starts in September each year. You</p>	<p>3-4 students/year</p>

		<p>will complete a minimum of six courses and an independent research project known as a "Master's Research Project" (MRP), which is conducted under the supervision of one of our faculty supervisors. You'll be trained in research methods, design and quantitative analysis, and receive an introduction to theory and research in the broad areas of OB and HRM. In preparation for your major research paper, which serves as the capstone project of the program, you'll complete courses and seminars in research methods and statistics, in addition to content-based courses in OB and HRM.</p> <p>https://www.wlu.ca/programs/business-and-economics/graduate/management-msc/organizational-behaviour-and-human-resource-management/index.html</p>	
Concordia University	<p>GPA > 3.0 GMAT > 580 TOEFL or IELTS Letter of intent</p>	<p>The Master of Science (MSc) in Management is designed for students who wish to enhance their research expertise in the areas of human resources and strategic management. The curriculum focuses on developing knowledge about current management theories and skills in the tools and methods used to conduct advanced research in an organizational setting. The structure of the program allows candidates to produce the kind of research that is becoming increasingly necessary in contemporary organizations or lead toward advanced graduate studies.</p> <p>The MSc in Management prepares students for various careers. For those who wish to pursue a career in business or other organizations, the program prepares graduates to assume staff or analyst positions in human resources, change management, and strategic planning, or to work as consultants. The program also serves as an excellent stepping stone for those wishing to pursue doctoral studies in management or industrial and organizational psychology.</p> <p>http://www.concordia.ca/jmsb/programs/graduate/msc/program-details/management.html</p>	<p>15-20 student cohort size Largest class size: 30 students</p>
MUN	<p>GMAT > 600 or GRE > 302 TOEFL or IELTS</p>	<p>Memorial University is the only institution in Atlantic Canada to offer a M.Sc. in management for graduate-level students. They have four stream options (General Mgmt, OB/HR, IS, Op Mgmt)</p> <p>Featuring small class sizes, our M.Sc. in management is a research-focused program that allows students to develop rigorous research skills and a versatile skillset that offers a number of options upon graduation.</p> <p>You may opt to enter a PhD in management program or to pursue employment in the public, private or non-profit sectors in careers such as business analyst, consultant, manager, policy analyst or research analyst.</p> <p>http://www.business.mun.ca/programs/masters/msc/index.php</p>	<p>2 – 3 students per specialization annually = 8 – 12 annually New program- 1st graduates in Oct. 2016 Approx. 40 applicants per year</p>
Brock	<p>GMAT > 550 GRE > 60th percentile B/Second Class (Upper) / 75 per cent academic average in last two years of study TOEFL IBT: 105 /Academic IELTS: 7.5</p>	<p>Goodman's renowned MSc program consists of research-focused coursework and a year-long thesis project. You'll receive individual attention and mentoring from our faculty members who are leading researchers in their respective fields and who are committed to your success.</p> <p>The MSc takes two years to complete and is offered on a full-time basis.</p> <p>Your MSc degree will include relevant coursework, research seminars, courses in research methodology and a thesis in your area of study.</p> <p>https://brocku.ca/goodman/programs/msc/</p>	<p>Class Size: 15, Program Size: 32 http://www.mba.com/global/find-and-compare-schools/program=detail.aspx?ID=9ce97784-157b-4f36-825c-1feb3a667006</p>

7. Location of the Program and Justification – not applicable

8. Delivery of Program

The program is offered full-time. This is for several reasons:

- Research degrees are usually offered as full-time degrees
- It is a cohort-based program, because this way the students are encouraged to help and support each other throughout the program
- The program is expected to have small enrolment and if offered in a full-time and cohort format it will give the faculty a better way to evaluate the program for quality control purposes.

Overall, the program being offered only on a full-time basis benefits both the students and the faculty involved in it.

9. Cost-Benefit Analysis

Given that the courses in the proposed program are existing offerings offered annually (core courses) or bi-annually (some of the electives) the resource impact of implementing this program is minimal. Further, there is already an existing Levene graduate student lounge where students in the proposed MSc program can occupy a space and there is also a state of the art behavioral laboratory housed within FBA that can be used for MSc student research purposes.

The most significant human resource needs relate to the number of faculty in organization studies area and their willingness to supervise students. The admission requirements indicate that a student must have a supervisor who has agreed to work with them prior to being accepted, this means that there is no risk of accepting students and being unable to match them to a supervisor after acceptance. Presently, there are at least nine faculty members who are qualified and interested in supervising students in organization studies. Given that expected enrolments are three to seven annually and the program is sixteen months in duration, the maximum number of students that could require supervision would be fourteen in total. The current faculty complement with expertise in this area is adequate to manage the supervision of even the maximum number of students expected to be enrolled at any one time. Thus, even when the program is well established, the current faculty complement is more than adequate to provide

quality supervision to students without having to hire any additional faculty. No teaching release will be given to faculty for supervising students in this program and thus supervision of students will not have an impact on teaching loads.

In summary, the costs of this program are minimal and the required resources draw from existing resources within FBA. The expected benefits (e.g., additional graduate options in business for undergraduate degree holders without work experience, building research capacity within the faculty, tuition revenue) will therefore exceed the expected costs.

10. Timeline

Promotion of the program will begin in the Winter of 2018 with anticipation of one to three students enrolled in Fall of 2018. If by the Fall of 2020 there have been no enrolments in the program, the Graduate Program Committee will consider if the program should continue to be offered or not.

11. Program Administration

As with other Levene Graduate programs the oversight of the implementation, delivery and ongoing quality assurance of the program will rest with the Associate Dean, Research & Graduate Programs with the FBA, staff in the Levene Office (Manager, Program Advisor) and the FBA Graduate Program Committee. On an annual basis the FBA Graduate Program Committee will review feedback from students and faculty to assess quality assurance.

Advertising and promotion of the program will be bundled with existing Levene Graduate Program efforts primarily led by the Assistant Dean of the Levene Graduate Program. Low cost promotional efforts directed to undergraduate students in FBA will also occur (e.g., posters, faculty members promoting the program to students).

12. Teach-out Provisions

The program may not succeed either because of lack of enrolment or due to sudden faculty departures. In the case of lack of enrolment, Levene Graduate School of Business course offerings will not be affected because these are existing courses which are delivered because of

enrolments in existing programs. The delivery of these existing courses is not dependent upon new enrolments in the proposed MSc program. In case of sudden faculty departures, remaining faculty will assume supervision over any students that are directly affected.

13. Appendices

13.1 FGSR Council Material for Approval

13.2 CVs of FBA faculty supervisors