Academic Program Review

Progress Report

Grad (MSc and PhD)

Faculty: John Molson School of Business

Department: Grad (MSc & PhD)

Year of Review: 2017

Implementation Plan Date: November 4, 2021

Progress Report Due Date: December 19, 2025

As part of the academic program review process and to report back to the Vice-Provost, Innovation in Teaching and Learning on the status of the recommendations brought forward in the Dean's Implementation Plan, the Grad (MSc & PhD) encloses the Progress Report detailing the status of the recommendations and other efforts towards continuous improvement.

In signing this document, the Chair confirms that this Progress Report has been presented to their Departmental Assembly (or its equivalent) prior to submission to the Faculty Dean.

Signed,

Cédric Lesage   December 12, 2025

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NAME   Date
Department/Unit Chair

Instructions

The Progress Report is an opportunity for your Department to highlight efforts and achievements in operationalizing the Dean's Implementation Plan. It also prompts reflection and encourages continuous improvement within the Department. The outcomes of the Progress Report provide essential information and guidance for the Department's future academic program reviews.

The report is divided into five sections:

- In Section I: Recommendations, for each recommendation indicate the status (as of the Progress Report date) whether they have been Fully, Partially, or Not implemented and as applicable, briefly describe the impact of change, the progress and/or next steps.
- In Section II: Reviewing Enrolment and Student Data, the Department has an opportunity to explore their enrolment data from the last five academic years to determine whether their programs have seen growth, stability, or a decline.
- In Section III: Developments, Innovations, and Improvements, take an opportunity to outline any significant developments, innovations and/or improvements to your programs or the Department since your last academic program review.
- In Section IV: Continuous Improvement, the Department is invited to briefly outline Department's reflection on its overall strengths and areas of concern, its programs, enrolment, and/or curriculum, and how progress will be monitored.
- In Section V: Emergent Issues and/or Noteworthy Trends, the Department should reflect on and explore issues or trends which have had or may have an impact, whether positive or negative, on the Department, programs, enrolment, and/or curriculum.

For new programs (less than five years old): the Department is invited to critically evaluate and review the initial administration and resourcing of the program. This includes identifying gaps in current practices in addition to highlighting early achievements or successes of the program.

Length: Minimally, the report should be at least five pages excluding the cover page, instructions, and Section I (and appendices, if applicable). Answers should be honest, succinct, and complete.

Submission of report: Once the Progress Report has been approved by the Departmental Assembly (or its equivalent) the signed report must be submitted by the Department/Unit Chair to the Faculty Dean who then sends it to the Program Review Lead (program.review@concordia.ca).

Appendices: The Department/Unit Chair may include appendices for the Progress Report. For example, if additional data was consulted it must be included as an appendix.

Section I: Recommendations from Dean's Implementation Plan

Recommendation #1: Continued curricular revision in MSc and PhD programs with a focus on incorporating industry research skills, reducing MSc required courses, and validating the effectiveness of PhD comprehensive exams.

Status of recommendation implementation (Fully, Partially, Not): **Fully**

Impact of change (for Fully implemented recommendations):
Summarize the main contributions of this recommendation to your Department)

The number of core courses has not been necessarily reduced but remains within the standard range of other Business Schools MSc programs. The number of electives has been reduced, with a better coordination and relation with needed skills. A graduate professional development course has been implemented in all graduate research programs to better include industry research skills. Reflection on opening a course-based option across all MSc has started. PhD Comprehensive exams have been formalized in the PhD Guidebook.

Recommendation #2: Increase the participation of both junior and senior FT faculty members in MSc and PhD thesis supervision.

Status of recommendation implementation (Fully, Partially, Not): **Fully**

Impact of change (for Fully implemented recommendations):
Summarize the main contributions of this recommendation to your Department)

A cap has been implemented for supervision (max 6 graduate research students, including a max of 4 PhD students), to avoid the creation of 'supervision rents' to force the enlargement of the pool of supervisors.

Recommendation #3: Create sustainable mechanisms to ensure early and ongoing contact between faculty and students in research programs.

Status of recommendation implementation (Fully, Partially, Not): **Partially**

Progress (for Partially implemented recommendations):
What specific actions have been taken?

This issue has been addressed in each Department to increase the student's exposure to available supervisors and research programs. Initiatives range from a bi-annual 'Research Fest' in some Departments to individual research presentations before the Department. Structural changes have been made to the curriculum that will allow early contact with a variety of professors. Other mechanisms have also been put into place (orientation, etc.) and continue to be introduced and improved.

We also created two research spaces (one for Research on Sustainability, the other one on Data Analytics) on the 9th floor within the PhD students space to immerse PhD students in a research environment.

Recommendation #4: Continued efforts to analyze and reduce the time to completion in the PhD program.

Status of recommendation implementation (Fully, Partially, Not): **Fully**

Impact of change (for Fully implemented recommendations):
Summarize the main contributions of this recommendation to your Department)

Overall Time-to-Completion has decreased from 20.3 terms in 2018 to 17.9 terms in 2024. Course sequencing/availability and milestones have been addressed during the curriculum revision, a 5-year guaranteed funding package is being offered to PhD students, and milestones and expectations are addressed in new PhD Guidebook. The guaranteed funding package is contingent upon meeting the milestones requirements. Support from SGS is required to give the program sustainable access to data already in SIS.

Recommendation #5: Clarify and better communicate the learning outcomes for a well written thesis, effective supervision, and appropriate workload to both students and faculty.

Status of recommendation implementation (Fully, Partially, Not): **Fully**

Impact of change (for Fully implemented recommendations):
Summarize the main contributions of this recommendation to your Department)

It has been addressed largely by the curriculum revisions of the MSc and the PhD programs. Now Guidebooks are available to students to clarify expectations, roles and responsibilities for students, supervisors and new faculty members.

Recommendation #6: Continued work with graduate recruitment to understand the reasons for the relatively low capture rates and explore potential solutions to this issue.

Status of recommendation implementation (Fully, Partially, Not): Fully

Impact of change (for Fully implemented recommendations):
Summarize the main contributions of this recommendation to your Department)

A new funding package since 2020, the hiring of a graduate program recruiter, earlier admissions, a focus on Quebec prospects, and process streamlining have contributed to increase the capture rate for the MSc (44% in 2025 vs 38% in 2019). The PhD capture rate is quite stable around 50%. (Source: AACR).

Recommendation #7: Engage and track alumni using social/professional media to collect data pertaining to their employment and progress in the profession.

Status of recommendation implementation (Fully, Partially, Not): Partially

Progress (for Partially implemented recommendations):
What specific actions have been taken?

Better alumni tracking would help identify career trajectories while allowing the program to strategically revise its curriculum, document student successes, and build its reputation capital. Almost all PhD students continue to be employed in academic settings as assistant professors. The tracking of MSc level graduates will require assistance from SGS and a budget for TA/RA.

Recommendation #8: Investigate ways to foster community among graduate students, possibly via a technology and space audit consulting both faculty and students in the program.

Status of recommendation implementation (Fully, Partially, Not): Not

Next Steps (for recommendations that have not been implemented within the proposed timeline):
Please provide a rationale and as applicable, outline a plan to achieve implementation.

Physical needs of students have changed since Covid and are presently sufficient. There may be a need to reimagine a collaborative space (for research and students); a faculty team is reflecting on this, but it requires resources to be completed.

Recommendation #9: Ensure the academic advisors from each department, each year, receive the information necessary for them to provide effective academic counseling.

Status of recommendation implementation (Fully, Partially, Not): Fully

Impact of change (for Fully implemented recommendations):
Summarize the main contributions of this recommendation to your Department)

Both MSc and PhD Guidebooks are now revised and updated annually. They clarify the roles and expectations of the advisors who are the GPD and the PhD department representatives (for the PhD) and the GPDs for the MSc programs. Regular GPD meetings help sharing information needed for this counselling task.

Section V: Emergent Issues and/or Noteworthy Trends

Reflect on and explore issues or trends which have had or may have an impact, whether positive or negative, on the Department, programs, enrolment, and/or curriculum. *Examples of this may include shifting student interests, the dynamics of an ever-evolving job market, and/or changes in enrolment trends (including increased enrolment and/or declining headcounts). For each issue or trend identified, elaborate on how the Department has or plans to respond to them.*

Increasing cost of life for students: despite guaranteeing a funding package of 100k$ for PhD students entered after 2020, this is now below what competitors offer (HEC Montreal and McGill) and is barely sufficient for students to live in Montreal. We need to find sustainable funding solutions to continue attracting top students at JMSB.

Because of the changing Immigration policies and their impact on enrollment, we are now working to increase recruitment from nonbusiness bachelors from within Concordia through a close coordination with the Graduate Recruitment Office.

Shifting recruitment market towards shorter and more connected programs to industry, which reinforces the need for developing Project-based options across all our MSc programs. We have already started the approval process for this option in the MS Supply Chain Management, and this option will also be part of the newly proposed MSc Accounting, Finance and Analytics that will go through the university approval process in Winter 2026.