

AT A GLANCE

DISCIPLINES

Accounting
Business Economics
Finance
International Business
Management Science
Marketing
Organizational Behaviour/
Human Resource Management
Strategic Management
Public Management

RESEARCH STRENGTHS

*Performance: Individual & Organizational
Leadership*
Recruitment & Retention
Organizational Knowledge & Learning
Trade & Globalization
Branding & Consumer Behaviour
Public Finance & Management
Business Ethics & Innovation
International Finance
Education: Early Childhood to Graduate
Production & Distribution Optimization

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Think:
Experience

Management



The Management Department aims to provide the best pre-professional undergraduate program in Canada and to educate future business leaders in all areas of management. Pictured here is management co-op student Kenway Du.

Student group organizes national business conference

The Management and Economics Students' Association (MESA) is the largest student-operated business organization at UTSC. MESA, which represents more than 2,500 students in Management, Co-op Management, Joint Management, Pre-Management and

Economics, fosters learning and growth through competitions, seminars, skill-building sessions, networking and social activities.

At the LIVE Conference, a major MESA initiative, some of the brightest undergraduate business students gather in Toronto from across Canada. LIVE's principal event is a competition, wherein 30 delegate teams, each with 5 participants, compete, putting their business acumen in all areas to the test and simulating a real business environment by managing their own companies and making decisions that impact the bottom line. Students also get the opportunity to network with business executives and alumni through the Corporate Connections event.

Now in its third year, LIVE is building a profile within the national business student community as a top-tier conference.



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Business students from across Canada came to downtown Toronto to compete in a management event organized by the Management and Economics Students' Association at UTSC.

UTSC Management aims to provide the best undergraduate management education in Canada through cohesive learning experiences that teach skills and develop analytical thinking for the business leaders of the future. Complemented by our strength in the co-op model of education, our programs maintain close links with private and public organizations to bridge the gap between education and careers.

The Department of Management

provides exceptional undergraduate studies in Management through an innovative Bachelor of Business Administration (BBA) program. And exemplifying our growing global constituency is the significant number of students from China accepted into the BBA as part of the Green Path program, which helps them adjust to language and cultural differences.

All Management programs are available with a co-op option combining academic studies with work terms to enrich the learning experience. Co-op at UTSC now attracts some of the best and brightest students in Canada and the world, with work placements beginning in the second year – in January, May or September – for four or eight months alternating with study terms.

Specialist programs in Management and Economics for Management Studies offer students flexibility and cover a range of topics, including accounting, finance, organizational behaviour and human resource management, strategy, statistics and marketing. As part of a major strategic planning exercise, Management is currently redesigning its undergraduate programs and developing new graduate initiatives. At the undergraduate level, we are also developing new Specialist programs such as an International BBA (IBBA), which will include work placements and study abroad.

At the graduate level, programs for a research Master's and PhD in Human Resource Management are being developed,

along with a professional Master's program in Managing Professional Firms.

Our 36 full-time faculty, 35 to 40 part-time instructors and more than 150 teaching assistants deliver 116 undergraduate and graduate courses within the department. For their graduate appointments, all of our research faculty are cross-appointed to either the Rotman School of Management or the Centre for Industrial Relations and Human Resources (CIRHR).

We are proud of the quality of both research and teaching, which enhance each other in the department. Our faculty's research interests span a broad range of topics in management, from organizational justice to work-life balance, cross-cultural differences to recruitment, and information processing to consumer behaviour, international finance and integrated production-distribution systems.

We coordinate these areas of inquiry into a broad-based education, with the goal of preparing our students, in this rapidly changing environment, to be critical thinkers able to adjust to the possibility that most of them will change their areas of work four or five times during their lifetimes. We believe that the purpose of management education is to train students, not just for tomorrow but also for decades ahead.

Forty percent of our most recent management students have come to UTSC with an interest in accounting. In training them within the BBA program, we combine a >

Management Professor Elizabeth Dhuey, pictured (right) at the campus day care, utilizes economics to study early childhood education.



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Age matters: Economist studies early childhood education

“As an economist, I use the tools of economics to study education. In one branch of my research, I look at the fact that some kids are relatively older than their classmates when they enter school. What effect does that have and does it perpetuate over time?”

I co-authored an article in 2006, published in *The Quarterly Journal of Economics*. We looked at statistics in 18 countries. The key finding was that children who are older do better in a variety of metrics. If you're the oldest in your class at school entry, you'll do better in fourth- and eighth-grade standardized math and science tests. In the U.S., you're more likely to go to university. The effect was consistent in different educational systems across the developed world.

Another published study looked at age of entry and its effect on leadership in high school. Again, if you're older, you're more likely to become class president or team captain. This has relevance. I'm not interested in working on a mathematical model that no one but I will read. I like being able to go to a legislator or policy-maker and say, 'If you're choosing between X and Y, I can give you an answer and here are the numbers.' ”

– Elizabeth Dhuey, Professor of Economics, Department of Management

rigorous education in accounting with a broad exposure to all the functional areas of management. Modern accounting is a lot more than just balancing the books; our students learn to analyze cases, communicate with clients and formulate strategies for companies.

To support the growth of the department, five faculty searches are underway. In 2007-08, 20 faculty in Management were active in scholarship, generating 35 journal articles, 16 book chapters or book reviews, and one book. All faculty had a significant pipeline of ongoing research and 18 held major research grants.

Esther Eiling was recognized for having the best business valuation research paper at the Northern Finance Association's annual meeting in September 2008. Julie McCarthy received the Wynne and Beryl Plumptre Research Award for her winning proposal in April 2008 – “Public Policing in Canada: Police Officer Reactions to the Promotion Exam Process” – which will be presented as the Plumptre Lecture in March 2009.

Liang Chen received an Alice L. Beeman Research Award in communications and marketing for educational advancement for her thesis on East Asian students' choice of graduate schools. Michelle Lung, Bilal Khan and Sherry Feng placed third in the CASH Competition of the Canadian Institute of Chartered Accountants (CICA) in January 2008.

Our alumni also demonstrate distinction.

In CICA's 2007 Uniform Final Examinations, Lindsay Chu was a Gold Medalist, achieving the highest mark among 1,300 students, and Thomas Gingras was an Honour Roll recipient. Matthew Ma was awarded the prestigious Ontario Graduate Scholarship in April 2007. ●



“The 12 months of work terms you complete before you graduate gives you a real head start over other students.”

– Akhil Gupta, fourth-year Accounting Student, UTSC Management Co-op

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Co-op program gives students a competitive edge

looking for a permanent job. Alternating study and work, the students discover the relevance of classroom learning to the workplace and then bring back job knowledge to inform their studies.

“The feedback we get about co-op students, particularly from the Scarborough campus, is that they are so open to learning,” notes Tiffany Wilson, campus recruitment specialist in the Greater Toronto Area for New York-based Deloitte, one of the Big Four in the accounting field.

All of the Big Four accounting firms are top co-op employers. Among the university’s other placements are major banks and the HR and marketing departments of well-known corporations such as Microsoft and Toyota Canada.

Success stories are impressive. In investment banking, a field typically dominated by MBAs, UTSC student Shisir Nigam won a highly sought position in the asset management area at TD Securities. He was the only undergraduate in Canada selected for the two-year rotational program.

Derrick Fung recently completed a summer internship with BNP Paribas, ranked among Europe’s major banks, where he supported large derivative trades and helped launch a structured product which raised more than \$10 million. He and Nigam are sharing their knowledge with junior students as leaders of a workshop series, “Breaking into Bay Street.”

While at Scott Paper, Sarah Loucks created and implemented a performance-appraisal process that is now used company-wide. At Markham, Ontario-based GE Digital Energy, she actually headed up the human resources department when the manager moved on.

Among our students who completed international placements is Irene Fok, who was employed full-time by JP Morgan in Hong Kong after her work term there. Jennifer Zhu, winner of the Jon S. Dellandrea Award for International Students, also worked at JP Morgan and at Ontario Teachers’ Pension Plan.

Co-op also enhances the department’s research profile, integrating faculty with the business community. The co-op office collaborates to incorporate faculty research into its program, linking researchers to potential partners through its strong business relationships.

The co-op programs in Management at UTSC began with 25 students in 1975; in 2008, of the approximately 1,800 Management students, almost one-half are co-op.

Co-op and Management are a natural fit, allowing students to explore the real-world workplace with up to three employers before



Great work placements help co-op Management students to gain valuable experience. From top: Zang Hong (Sophia) Sun at IBM, Maithilee Juvekar at Microsoft and Daniel Eskin at Deloitte.

Researcher focuses on the effects of work

“Often, businesses minimize emotions, and yet, we are all human. Business can’t ignore emotions. They communicate information and determine our attitudes about our jobs or customers. All this influences how much energy people devote to work. One of my research interests, directly funded by a SSHRC grant, is work recovery. As work can be tiring and depleting, how do people offset that? In an article published in the *Academy of Management Journal*, we looked at work breaks. How did experiences during break time influence performance? Some think they can be more productive by working through a break. We found the opposite: it’s better to take a rest or get away from your job for a bit.

This has larger implications for a society that works long hours. [Every year] people give up an average of two to three days of vacation to work. A recent survey found that 50 percent of employees don’t even take lunch. Then, we wonder why we’re tired.”

– John Trougakos, Professor of Organizational Behaviour