

# Ivey Executive MBA

Provocative  
Dynamic  
Exhilarating



Ivey is truly a unique place to learn, grow and achieve. The intensity of the program and case work; the extraordinary campus; the energized classroom environment and the bonding between bright and highly-motivated peers combine to create a truly life-changing experience.



**04 The Ivey Experience**

Explore how Ivey's unique and dynamic learning approach provides immediate value, and is suited to experienced managers.

**12 The Program Experience**

Discover the key factors that create an exhilarating transformational experience, diverse participants, an intimate learning environment and a world-class faculty.

# “Prepare to change your world.”



Glenn Rowe, Director  
Ivey Executive MBA Program

“All great business programs have a quality that transcends the sum of their parts ... beyond the methodology, the learning and acquisition of facts there is something else; something that genuinely changes the way you think and act ... here, at Ivey, one element in particular sets us apart. It’s the Ivey Experience.

Participants come because of what Ivey delivers – a practical approach to learning that respects experience, a class environment that stimulates new thinking, and a reputation for excellence demonstrated by more than 20,000 Ivey alumni worldwide. They leave changed. Invigorated. Stimulated. Changed by their interaction with exceptional peers and faculty and eager to have an impact.

Engaging, supportive, dynamic and stimulating, the Ivey Experience truly comes alive for participants. Please read on and see what we mean.”

20

## The Class Experience

Examine all aspects of the curriculum and see how it will help you develop the skills and knowledge needed by today’s business leaders.

34

## Next Steps

Learn about the application process as well as the many programs, services and dedicated staff Ivey has in place to help you succeed.



# The Ivey Experience

## ONE OF THE MOST IMPORTANT INVESTMENTS YOU'LL EVER MAKE

04

You're at a point in your life and career where you know that earning an Executive MBA is the right move. But which program is best? It's a significant investment of money, time and energy for you, your family and your organization. It's a once in a lifetime decision, and choosing a program best suited to your priorities and goals is essential.

At Ivey, you'll learn how each individual business discipline impacts the others, and how external factors impact your business. We call it Cross-Enterprise Leadership™. Our participants call it transformational. You'll be exposed to hundreds of cases and engage in real-world projects that impact real companies. It's a unique way of learning with real-world measurable impacts.

### **An Ivey Executive MBA is Distinct**

The Ivey Executive MBA program gives you a distinctive format and learning experience. It is dynamic, participatory; a learn-by-doing approach that immerses candidates in a learning experience unlike any other.

### **Not Just Another Lecture**

At Ivey, learning isn't a spectator sport. Here learning comes alive because we believe that the last thing you need is another lecture. Ivey's case method is a hands-on action oriented approach that immerses you in complex, real-world business scenarios.

At Ivey, you're placed in the role of decision maker, asked to analyze data, develop alternatives and make and defend your recommendations. Cases cross every functional area and industry – from a North American product launch, to building a new Asian plant, or HR issues in South America. Each one is unique and engages participants in three levels of learning.

- Individual Preparation and Analysis
- Team Discussion
- Classroom Discussion

# PROGRAM AT A GLANCE

## CLASS PROFILE

- At least seven years of work experience
- On average, participants possess 15 years of work experience
- 20% of the class have 20 or more years of experience
- Average age is 39 years
- 75% men and 25% women

## FACILITIES

Classes are held at Ivey's ING DIRECT Leadership Centre in downtown Toronto with the exception of a one-week residential session at the beginning of each new term. All accommodations, classroom facilities, meals and other amenities are of the highest quality to provide an effective and efficient learning environment.

## SCHEDULE

- Four consecutive days once a month (Thursday through Sunday)
- A 15-month program – three five-month terms
- Two start dates each year – September and February
- One-week residential session at the beginning of each of the three terms
- A 10-day International Trip
- A break in classes in the summer months

The in-depth analysis and its broader implications are an exhilarating, challenging and eye-opening experience from beginning to end. You emerge better prepared to build and implement solutions, create powerful teams and think across the entire enterprise.

### **An MBA Designed to Fit Your Life**

The Ivey Executive MBA program is designed to accommodate personal commitments, work and studies. Scheduled in such a way that class time is clustered in manageable pieces, participants earn their MBA while they continue working.

In addition, the program deals with real and important issues confronting business today. The learning is relevant and participants can immediately put it into practice. Your organization benefits immediately as you develop, learn and grow on a personal level.

### **Exceptional Peers**

Ivey participants share a common aspiration; they all have something substantial to offer and are eager to bring their experience to bear in class and at work. Because they're selected from a broad array of industries and represent a broad array of roles, there is a depth and breadth of experience and knowledge in every class. Pre-conceived notions get challenged as a matter of course; perspectives are broadened and new ideas abound.

Inevitably, you learn as much from the interaction of those around you as you do from the person standing in front of the class.

### **Exceptional Faculty**

Respected globally, the faculty at Ivey is widely recognized for its research. Not only do our instructors excel in the classroom, they are also leaders in case development, and in consulting with leading organizations. At the same time, they are very accessible – not only during your time at Ivey, but also afterward on an informal basis.



**LIZ SNELGROVE**  
**VICE PRESIDENT SALES AND MARKETING**  
**ACTIVE HEALTH MANAGEMENT**  
**IVEY EMBA GRAD 2008**

## WHERE LIFE, WORK AND STUDIES BALANCE

Completing an Executive MBA is hard work. For those contemplating it, the possibility of completing one in 15 months seems daunting. Yet, a wide range of candidates from different family, professional and life backgrounds do it each year ... and excel.

Liz Snelgrove, Vice President of a growing Health Management company and recent graduate is a case in point. She travels frequently for work and commutes twice weekly between London and Toronto. Liz has two school-aged children and devoted 25 hours per week to her studies while actively maintaining a marathon running schedule. Even so, she wasn't overwhelmed.

### THE CHALLENGE

"The challenge of maintaining a life/work balance was an issue; of course it was," Liz says. "But it worked out much better than I'd thought it might." Like many professionals, her life isn't 9 – 5. "My kids played hockey and took figure skating lessons. I missed more practices and games than I liked. When I was on the 6:30 morning train I didn't see them until dinner. Still, I put time aside every night to get them ready for bed, read a story and say goodnight. And every week I dedicated a night to special family time."

06

Liz comments on a common experience of Ivey Executive MBA participants, "The fact that I could bring class learning directly into my professional life made my time more productive. The routine imposed by my studies forced me to structure time for family and personal needs."

### MAKING IT POSSIBLE

"Ivey is very clear, even during the application process, about what the program entails and what to expect," she continues. "Right from the start, they talk about taking care of yourself and your family. Ivey is very conscious of the impact on participants' lives."

Ivey helps candidates prepare to manage their studies. "Early on," Liz says, "we were invited to a session where our partners were introduced to the workload and classroom experience. That went a long way to preparing my husband for what we were going to be going through. This is not just an individual program; it affects your whole family."

The way Ivey structures the program is critical to balancing professional and educational demands. "By clustering class time over four days each month," Liz says, "I had the flexibility to schedule both my professional and family obligations. At the same time, there were lots of opportunities to arrange project work and assignments around the schedules of each learning team."

### THE REWARDS

"Look, I live in London, travelled into Toronto two to three days a week for a demanding job, attended class session in Toronto while raising two young children, and managed to go to school and actually enjoyed it, it's do-able. It's do-able for anyone who really wants to apply themselves; not just for the credentials but to enjoy the journey.


And yes, it was a challenge, but I had the desire to do it for years. I reached a point in my life and career where it started to make a lot of sense. I had the experience to know what I was missing and at the same time enough experience to know that I had a great deal more to contribute. And in the end, it's been one of the most rewarding experiences of my life."



**“I wanted to jumpstart my career** and pursue other opportunities.

I had reached a level both professionally and personally where I needed a challenge. After looking at each of the top-tier schools, I realized that Ivey offered the best format to fit my learning style. The four days of classes once per month worked well with my job and family commitments. The faculty was exceptional and went out of their way to support us. The entire experience far surpassed my expectations!”

**Liz Snelgrove**, 15 years in private health care

A close-up portrait of Liz Snelgrove, a woman with long, straight blonde hair and blue eyes, smiling warmly. She is wearing a coral-colored top with a white floral pattern. The background is softly blurred, showing what appears to be an indoor setting with a window and some greenery.

“It’s do-able for anyone who really wants to apply themselves; not just for the credentials but to enjoy the journey. ”

# ACTIVE. ENERGETIC. ENGAGING.



Imagine the sense of pride and accomplishment you'll feel the first time you hand a colleague your new business card with those three initials beside your name — "MBA".

An Ivey Executive MBA provides all the rewards and challenges of a full-time MBA. As you'll see in the pages that follow, an Ivey Executive MBA gives you the distinct format and experience you can only receive here – the faculty, team learning and case studies, along with the valuable experience and expertise of your peers.

It is true executive learning. Take a closer look at some of the distinctive elements that make up an Ivey Executive MBA.

## **A General Management Perspective**

Ivey is committed to developing a general management perspective. Our Executive MBA develops a comprehensive understanding of how individual disciplines, such as marketing, finance or operations, contribute to, and are influenced by corporate strategy. Strategic planning and implementation skills are enhanced, and the ability to manage change within your organization is strengthened.

08

## **Putting Business in Context**

Constantly evolving social, political, economic and technological trends mean that businesses always operate in a fluid environment. Understanding this context and being able to quickly adapt to changing trends is essential to creating an effective business strategy and being an effective leader. Ivey understands and puts business in context.

## **An Enterprise-Wide Point of View**

An integral component of Ivey's approach to executive education is our innovative Cross-Enterprise Leadership perspective.

Not only does an Ivey Executive MBA provide you with greater expertise in the individual functional area from marketing to accounting, it broadens perspectives and engenders the understanding that no one discipline exists in isolation. Our graduates leave knowing that each business group must operate synergistically in order to achieve overall corporate strategy.

For example, Ivey won't turn you into an accountant, but it will help you understand how accountants think and that will help make you a more effective cross-functional leader at any level.



## WHY IVEY?

An Ivey Executive MBA prepares you for the next stage of your career, be it senior management, a new entrepreneurial opportunity, or taking your organization to new heights. You'll improve your analytical, decision-making, implementation, and presentation skills. A new way of thinking will become integral to everything you do.

### An Immediate ROI

Whether you're an experienced manager or an entrepreneur with vision, an Ivey Executive MBA will help you get to the next level. You'll further develop the skills you already possess, learn new skills that make you a more effective manager, and build confidence in your leadership abilities.

### Grow as a Leader

In addition to providing graduates with practical skills, the Ivey Executive MBA program also helps you develop and enhance your leadership abilities through:

- Increasing your understanding of the important trends that impact business globally.
- Learning how these trends affect the Canadian business environment.
- Sharpening your ability to cut through complexities and identify the “nugget” of opportunity.
- Knowing what questions to ask and deciding what information matters.
- Learning how to build productive teams and keeping them energized.
- Developing the ability to work creatively with the ideas and insights of others.
- Inspiring those you work with and building their commitment to a course of action.
- Understanding how to introduce change and knowing how to deal with resistance.

09

### See the Big Picture

Because businesses today compete in a complex global marketplace, the program provides participants an international perspective from beginning to end. You'll expand your global perspective and:

- Develop an understanding of global business and multicultural management issues.
- Learn how to assess the opportunities and risks of new markets.
- Work effectively with people from different business cultures.
- Discover what it takes to inspire and lead from a distance, adapt to new business cultures and build effective multicultural teams.

### Be Prepared For Any Assignment

Upon completion of the Ivey Executive MBA program, you emerge fully prepared to lead, inspire, motivate and succeed. Whether you oversee a domestic operation, accept an assignment abroad or manage an international venture from head office, you'll be more confident in your ability to build and lead teams at any level.



**JOHN GEROW**  
**EXECUTIVE DIRECTOR OF INNOVATION**  
**ASTRAZENECA**  
**IVEY EMBA GRAD 2008**

## AN ROI THAT TRANSCENDS NUMBERS

John Gerow typifies the type of bright, creative individual with the smarts to leverage talent, timing and insight. New products, evolving markets and a sales force of 160 people provided the stimulus to keep his creative mind energized. Words like “exciting”, “rewarding” and “passion” lace his description of industry and career.

That said, like so many other individuals that end up in an MBA program, John felt there was something lacking. While his experience at AstraZeneca was certainly fulfilling, he felt pigeonholed as “the creative guy”. What John lacked was the analytical background to support his intuition; thus, his application to the Ivey program.

“Sitting in meetings over the years, I realized I didn’t have enough discipline in business training. Too much of what I would bring to the table was gut instinct. I had creative ideas but much of my success was based on feel. I never had a really disciplined way of breaking a problem down.”

Told by his employer that he didn’t need the degree to change jobs or be promoted, he persisted. Eventually, he was given the go-ahead on the condition that, each term, he would provide a value-add for his organization by engaging in one or two assignments for the firm.

### WHAT CAME NEXT

During one of the projects, John realized that the changing demographics of his firm’s key customers provided a huge opportunity, both in terms of cost savings and increased efficiencies. As Ivey professor Murray Bryant states, “The project was going to fundamentally change the way AstraZeneca would access their market.” The President of Gerow’s firm explains the significance of the proposed changes: “When adopted,” he says, “this project has the potential to deliver more to our global revenues than the Canadian division contributed in all of last year.”

The outcomes for the firm were clear. For John, a new title and corporate visibility followed almost immediately. Deeper than that, however, the Ivey Executive MBA was the vehicle that broadened his creative thinking to encompass a full array of business strategies. He graduated with the ability to engage the analytical and financial tools he’d felt he’d been missing the last 25 years.


### THE BOTTOM LINE

“For me personally, it’s been the opportunity to take my creativity and use it in a way that’s disciplined from a marketing and business perspective,” he says. “It allowed me to step forward and bring something radically different to my career and apply it in a way that’s had an incredible impact.”

In retrospect, the outcomes may seem obvious and maybe not surprising at all. The fact is, however, that great ideas need a catalyst. In this case, it was a project conceived as a term assignment and fuelled by creativity and intuition. The combined effect of Gerow’s talent and Ivey’s project backed learning paid off in spades.

“I wanted to develop a more disciplined way to tackle business challenges. The Ivey case study method gave me the approach I was looking for. It’s been one of the best things that I’ve done for myself and for my career. The courses that intimidated me the most at first, such as accounting and analytics, are the same ones from which I’ve learned the most. It’s been an experience that will benefit me for the rest of my career.”

**John Gerow**, 26 years in pharmaceuticals



“It allowed me to step forward ... and apply what I’ve learned in a way that’s had an incredible impact.”



# The Program Experience

## WHERE EXPERIENCE, TEAMWORK AND KNOWLEDGE CONVERGE

12

Inside an Ivey Executive MBA classroom, three powerful factors combine to create an exceptional fertile learning environment – high-calibre participants with years of business experience, a team approach to finding solutions, and the wisdom of a world-class faculty. For many participants, this is a life-changing experience.

### **Tap Into the Power Of Your Peers**

Ivey's reputation for excellence attracts top quality applicants from a wide variety of professions, industries and roles. From those applicants, we carefully select only those who are the right fit for Ivey and to aid the learning of fellow classmates. With an average of 15 years experience, it's Ivey's participants who bring the most relevant case discussions to class – their own. Everyone benefits from sharing personal challenges, successes and lessons learned.

### **Working Together, You Accomplish More**

Team learning is at the core of the Ivey Executive MBA program. The class is divided into groups who work together to prepare cases and projects between classes. Many hours are invested analyzing data, discussing options and developing action plans. In class, participants come together as cases are discussed and solutions critiqued in search of the best possible outcomes.

Together, you push your thinking, broaden your perspectives and develop your abilities. It's a supportive environment where you achieve more than you thought possible.

By the time you've completed the program, you will have forged a network of life-long colleagues and friends. And you join a team of global proportions, the Ivey alumni network, with approximately 20,000 members in over 95 countries worldwide.





**BRUCE LOWE**  
**DIRECTOR FOOD, DRUG AND MASS**  
**IOVATE HEALTH SCIENCES INC.**  
**IVEY EMBA GRAD 2008**

## A LEARNING EXPERIENCE THAT TRANSCENDS THE CLASSROOM

Like most Executive MBA candidates, Bruce Lowe embarked on the Ivey Program with the assumption that he would graduate with improved business skills. Enhanced leadership, better judgment, and a toolbox of technical skills were all a given. Between his natural affinity for the case method and his friendly nature, he also fully expected to be engaged with his classmates. What he didn't expect was how profoundly affected he would be by the intellectual and social stimulation of the Ivey learning environment.

"There were 20 nationalities in our class," Bruce says, "representing disciplines from physicians to lawyers, accountants and engineers, to sales and marketing specialists. We sat with individuals at all different levels within their organizations, from managers all the way up to CEOs and Presidents."

"They were people who'd been through the trenches; huge re-organizations, major brand launches and amazing life experiences. They brought things to the table that you'd never get in a lecture scenario. Hearing about business issues in the developing world has far greater impact coming from a Mumbai native than it does coming from a lecturer in front of a class. The lessons we learned from our classmates were every bit as valuable as what we learned from our professors."

14

### BEYOND THE EXPECTED

"The other thing I didn't expect," Bruce continues, "was how quickly the class's interpersonal barriers came down. We all went into the program wondering how we'd fit in, or if we would be able to provide value. It didn't take long, maybe by the third session, for the class to relax and realize that each of us had been selected for a reason. It was remarkable to know that we'd be able to rely on our classmates to get something special out of the experience. By the end, we trusted each other completely. We'd become a unit of 54 people."

Bruce's experience was the outcome of a carefully designed program. "The Ivey Experience," Professor Glenn Rowe explains, "is an outgrowth of the selection process. Our objective is to create a class mix that encourages a richness of discussion; we want diversity, we want an environment that is exciting."

### HOW THE IVEY EXPERIENCE TRANSFORMS


"When you merge that classroom diversity," Rowe continues, "with the team learning experience, the case method, the social activities, many of our participants form closer bonds here than they may have experienced for years. Our goal is to be transformative," Rowe concludes, "and the class experience is a big part of that."

Bruce also emphasizes the transformative effect. "At least half our graduating class talk about how the program has changed their lives; from the people we met, to the cases we grappled with, the professors we had, and the way our perspectives changed. So many of those things are intangibles. They're things I never expected, but they were worth every bit of time, expense and effort I invested."



“I wanted to gain a broader National and International business perspective. Ivey was the catalyst that allowed me to move into a role that focused on North America. There’s a diversity of disciplines and nationalities represented in Ivey’s classes, and the highlight of my experience has been the relationships that I’ve fostered through the program. Many have developed into personal friendships.”

**Bruce Lowe**, 17 years as a senior sales leader



“They were people ... who brought things to the table that you’d never get in a lecture scenario.”

# LEADERS IN KNOWLEDGE CREATION



## **A Strong Case for Case Method at Ivey**

Ivey continues to be #1 in Canada and Asia and second in the world for creating new case study materials. Ivey professors research, write and teach their own cases. They also instruct professors at other national and international business schools on how to use them. To our credit, Ivey cases are used in MBA programs across Canada, as well as international institutions, such as Harvard, London Business School (U.K.), and INSEAD (France).

Business schools everywhere turn to Ivey for their teaching materials, research and classroom skills. At Ivey, you learn from those who wrote the book on the case method in Canada.

## **The Perfect Complement to Your Business Experience**

Through their research, case writing and consulting assignments, Ivey professors are in constant contact with the business world. They have a keen understanding of the pressures and challenges faced by organizations in Canada and internationally. Time after time, the professor facilitating your class will have first-hand knowledge and experience with the case at hand, resulting in a deeper and more relevant learning experience. Just as importantly, your faculty are experienced at teaching executives so the information is conveyed in a manner that respects your experience.

## **At the Forefront of Research**

Academic and business communities around the world regard Ivey as a centre for some of the best thinking on contemporary business management issues and trends.

Heralding from Canada, the U.S., United Kingdom, France, India, Germany, Belgium, Lebanon, China and the Philippines, Ivey professors are relentlessly curious about how business works and how it can work better. Their research results are frequently published in top-tier academic journals, business magazines and management journals, placing Ivey in the upper echelon of business schools recognized for their research.

## **Part of the Learning Experience**

At Ivey, professors make their research findings an integral part of the learning experience. Through dynamic classroom discussion, participants benefit from current research being conducted on the real business issues of today. The learning is practical and relevant and participants are able to gain a fresh perspective from the new information and ideas that emerge. Often, the result is a very “real time” competitive advantage for their business.





**MURRAY BRYANT**  
**ASSOCIATE PROFESSOR**  
**RICHARD IVEY SCHOOL OF BUSINESS**

## TEACHING EXCELLENCE; HOW ONE PROFESSOR ENGAGES

Murray Bryant, Ivey professor, impresses first with his solid physical presence. Knowing his roots in a working class New Zealand household, it surprises no one to learn that he maintains an active passion for coaching rugby.

Frequently recognized for both his research and his teaching abilities, Bryant typifies the engaged faculty at the Richard Ivey School of Business. When asked about the underlying philosophy that guides his success, he uses a sporting analogy:

- **Practice hard, play easy**
- **Know your players**
- **The work you see is only the tip of the iceberg**

Ivey's case study approach, for instance, is predicated on the sorts of scenarios that abound on the practice field. "The rugby pitch requires action," Bryant says, "and likewise the Ivey Program is biased towards action. Information is assimilated on the fly and the wisdom of any single decision is immediately apparent."

18

### " PRACTICE PREPARES "

"By engaging candidates in hundreds of scenarios," Bryant continues, "the classroom begins to reflect reality. The case study method allows participants to experiment and put new knowledge into play. We immerse our participants in an environment that rewards risk taking and active participation. Practice prepares. Hard practice prepares better."

That said, each candidate – like each player – is unique and Bryant keeps that foremost in mind. Recent grad, Liz Snelgrove, maintains that Bryant "knew our businesses better than we did." Another graduate, Bruce Lowe, recounts the amazement he felt being quizzed by Bryant about his company's numbers during class sessions. When asked, Bryant says, "Every class is different, every player, every participant is different and what works for one will not work for another. To get the most out of participants I try to engage them on their own turf."

### " WHAT WE DO MATTERS "

It's a commitment that requires a constitution that will put up with early mornings and intense weeks of preparation. "My job as a teacher is to create the conditions and motivation for learning. For the most part, I know what my participants' objectives are. And I have an idea how to get them there. I review every participant's business and try to bring to the session things they'd otherwise not considered."


"We're changing lives," he says. "What we do matters."

**“My research is focused** on healthcare management and cost system design. I teach accounting as a framing device for helping managers and business leaders make better decisions and evaluate performance. Participants are exposed to ideas and ways of thinking about issues that they’d never even thought about. As a result they have a lot more confidence to address problems that, although they previously dealt with them, they didn’t really understand.”

**Murray Bryant**, 29 years teaching experience



“We immerse our participants in an environment that rewards risk taking and active participation. Practice prepares. Hard practice prepares better.”



# The Class Experience

## CURRICULUM: DESIGNED FOR SUCCESS

20

The Ivey Executive MBA curriculum is designed to help you achieve greater levels of performance for yourself and your organization. It is structured to transcend traditional boundaries of departments, regions and countries. It will provide you with the tools to think broadly about your business and the environment in which it operates and to develop the type of knowledge, skills and abilities that are the bedrock of the world's most effective leaders. You will:

### **Analyze the Environment**

- Influence, exploit, manage and side-step threats and opportunities presented by political, economic, societal and technological forces.
- Understand and develop mutually beneficial alliances and relationships between private and public sector organizations.

### **Formulate Winning Strategies**

- Work with your organization to establish the vision, goals, and action plans.
- Make choices about what can be accomplished with the resources at your disposal and how you are going to do it.

### **Execute Strategies Brilliantly**

- Align systems, people, resources, processes and culture to achieve your goals.
- Be a proactive change leader rather than always reacting to crises.

### **Evaluate Strategies Systematically**

- Identify your key performance indicators and ensure your scorecard aligns with the overall good of the organization.
- Maintain appropriate controls and governance processes.

### **Improve Personal, Team and Organizational Capabilities**

- Specify, spot, attract, select, deploy, develop and retain top talent.

# MODULE THEMES AND COURSE DESCRIPTIONS

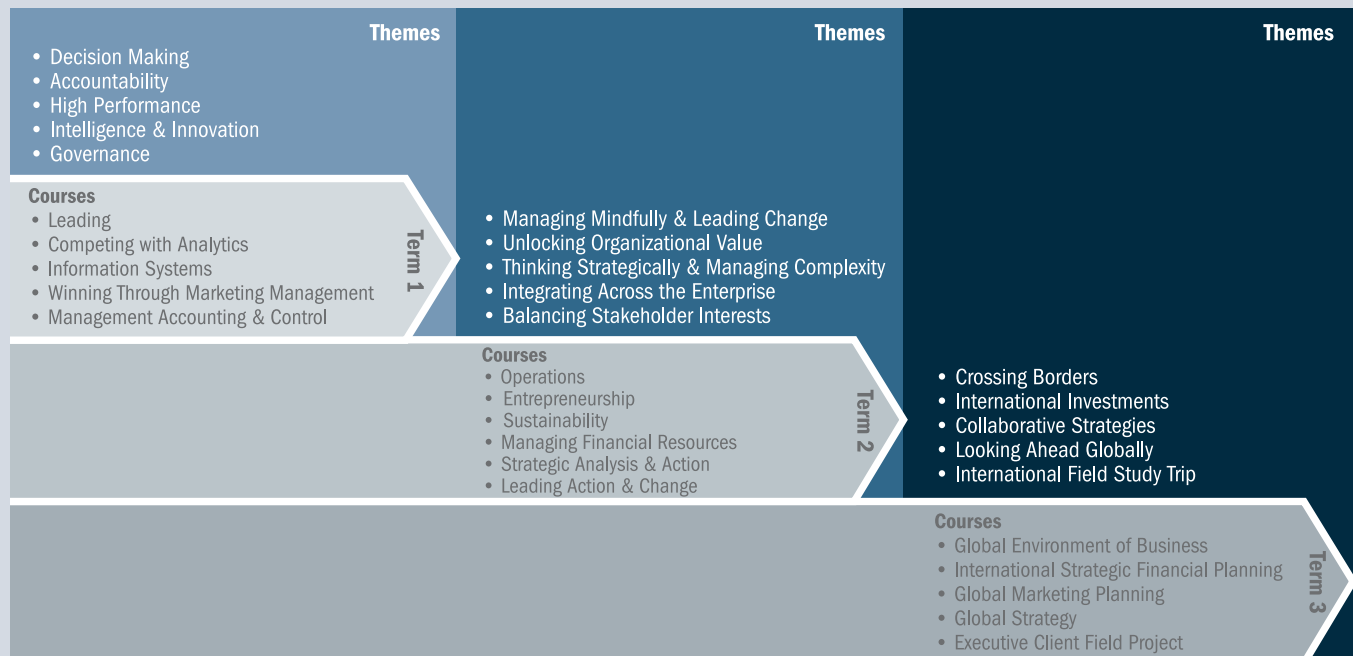
The Executive MBA curriculum consists of 15 courses and covers 15 module themes, each tackling a Cross-Enterprise Leadership challenge.

Each month, when the class meets, a new theme is covered. The themes covered are deliberately sequenced to take participants through a progression of business issues beginning with “Decision Making” and ending with “Looking Ahead Globally”. Module themes are designed around relevant business topics and may change accordingly to reflect issues facing business at that time. The faculty members coordinate their materials and approaches around each of these module themes, which allows for team teaching opportunities and ensures the delivery of an integrated curriculum.

The careful sequencing of the individual classes, courses and module themes are designed to build on one another throughout the program’s three terms to provide you with a powerful and unique learning experience.

## CURRICULUM STRUCTURE

### 15 Courses Integrated by 15 Themes



### CROSS-ENTERPRISE LEADERSHIP

Every program at Ivey is guided by a single set of principles that defines our approach to business: Cross-Enterprise Leadership. It’s about seeing the whole corporate picture, no matter what the business role. Cross-enterprise leaders understand that relationships and interconnections are at least as important as the function of any particular business unit. Cross-enterprise leaders are equipped to rise ever higher in their organization, because they are accustomed to looking at their role in the context of the whole, and can contribute to total organization performance.

# TERM ONE

## MODULE THEMES

*The first term is devoted to establishing the foundations of leadership and management. Participants begin their development of greater competencies in areas such as accounting and marketing. They hone their analytic and communication skills, and explore various dimensions of leadership. The first term sets the stage for a greater appreciation of the importance of Cross-Enterprise Leadership.*

### **Module 1: Decision Making**

Decision making is both an action and a process. Specifically, the term decision often causes us to focus on the outcome or result without focusing enough attention on the process by which the decision is made. Research on the decision-making process, at the individual and organizational level, tells us that different approaches lead to different outcomes – some more effective than others. Being mindful of the capacities and limitations of our decision-making abilities allows us to become more effective leaders in the organizations in which we participate. This module will explore various aspects of decision making from multiple angles. This module will also introduce you to the Ivey Case Study Method, which is experiential in its focus on decision making. In other words, our case discussions will place you in the shoes of the decision makers within the cases and exercises, allowing you to develop a set of skills to effectively analyze issues, develop strategies and execute plans successfully.

### **Module 2: Accountability**

The word accountable is the term that implies responsibility for actions and performance: one's own, one's group, or even the organization as a whole. When we say, "What are you accountable for?" we are saying, "For what and to whom must you answer?" The word accountable is employed widely in many contexts – business, government, law, morality, and politics – with similar but varying meanings.

### **Module 3: High Performance**

In this module we will examine several approaches to creating, sustaining, and finding a high performance organization. Contributors to sustainably high performance inside the firm are high performing people within the organization, as well as consistently excellent decision making at all levels of the business, and assessment of the success of those decisions.

### **Module 4: Intelligence & Innovation**

In this module, we will examine organizational intelligence and organizational innovation. In many ways, intelligence and innovation are obverse sides of the same coin. Organizational intelligence refers to the architectures, processes and technologies that are used to support decision making. Intelligent firms have deep knowledge and analytical capabilities, and are able to execute more efficiently and effectively than their competitors. Organizational innovation refers to a change, whether evolutionary or revolutionary, in the way we think about and accomplish important activities. Innovative firms have a capacity to continually reinvent themselves, improve their competitive position, and occasionally change the very rules of the industry. Intelligent firms are not necessarily innovative, and vice versa. Those that master both, dominate.

### **Module 5: Governance**

All organizations require oversight and stewardship, which is to say something above and beyond "leadership". This oversight and stewardship may be provided inside the organization (e.g. by a board of directors) or a group outside the organization (e.g. a regulatory body). In either case, we refer to this as "governance". Governance includes setting expectations, policies, standards, and ways to verify that these are met. Governance is about holding leaders accountable. Governance is an increasingly complicated topic because it requires a broad and deep understanding of the business, of risks, of environmental trends, and of societal expectations. Accountability is a related concept, which includes responsibility and liability, both legally and morally. This module examines these processes and provides tools creatively and successfully to affect such accountability.



## COURSES

### **Leading - Business 9550**

This course will help you develop a fuller assessment of your own personal leadership as well as a plan for how you can leverage your strengths and develop your weaknesses to more effectively lead people in groups and teams. The course covers many aspects of personal leadership, including career-path development, the role of mentors, effective coaching and direction, developing commitment in others, and the best use of teams in business settings. Several methods will be used to address these topic areas, including personality/style assessment tools, business cases, videos, and experiential workshops.

### **Competing with Analytics - Business 9551**

This course will improve your understanding of managerial decision making by focusing on how you approach complex situations and emerge with effective decisions. You will learn the use of analytical methods to structure complex decisions, analyze and compare alternatives, and arrive at a plan of action. Topics such as coping with the uncertain future, the analysis of complex data, and solving simultaneous decision problems will be covered in the context of a variety of real management problems including bidding, procurement, supply chain, and pricing. The focus of the course is on how the appropriate use of analytics can create a competitive advantage for the organization.

### **Information Systems - Business 9556**

This course deals with the principles and practices of developing and managing information systems (IS). It is designed to improve your understanding of information technologies (IT), how they influence organizational performance, and the management issues that surround their adoption and use. The purpose of this course is not to make you an IT expert, but rather, to develop your ability to participate in and lead IS decision making. At the end of the course, you will have an improved capacity to: analyze business problems and identify appropriate IT-based solutions; participate in the evaluation, design, selection, and implementation of information systems; evaluate the contribution of IS toward meeting an organization's goals; understand the critical issues facing the IS function and the role of the general manager in addressing these issues; and communicate effectively with IT specialists.

### **Winning Through Marketing Management - Business 9553**

This course puts you in the marketing manager's chair. It exposes you to decisions such as positioning and creating customer value. It exposes you to the concepts and tools used to make these decisions such as market segmentation, competitive analysis, and the lifetime value of a customer.

Winning in markets is at the core of business success. Winning means attracting, growing and retaining customers, beating competition, and making money. This is done in a context of dynamic changes related to economic and other dimensions of the situation.

### **Management Accounting & Control - Business 9554**

This course will allow participants to be informed users of accounting information that is strategic and supports and enhances the direction of the organization. This course emphasizes the use of accounting data from the perspective of managerial decision making. The manager's use of accounting output will be focused upon: financial accounting (understanding the role of external financial reporting as a scorecard of managerial performance), cost accounting (what a product or service costs, and how that information can be used for effective decision making), strategic cost management (the use of accounting information for value chain analysis, assessment of opportunities), and management control (evaluation of strategy and planning).

# TERM TWO

## MODULE THEMES

*The second term focuses on more foundations such as finance, operations, and information management. However, participants are challenged by increasingly complex issues involving the formulation and execution of corporate strategies. By the end of Term Two, participants have an executive view of an organization.*

### **Module 6: Managing Mindfully & Leading Change**

This module will provide guidance for management decisions through organizational strategy. Specifically, participants will be challenged to develop internal coherence among the elements of an organization's environment, strategy, resources and capabilities, design, and stakeholder/management preferences. Additionally, we will focus on how managers can implement change from the top and the middle of an organization. This entails overcoming resistance to change, building support for change through influencing people, and executing strategies to mobilize change through vision and persuasion.

### **Module 7: Unlocking Organizational Value**

This module is designed to help participants identify sources of value hidden within the organization that can be driven from the bottom-up as well as the top-down. We will first focus attention on forecasting organizational performance both quantitatively and qualitatively. Second, we will identify internal and external constraints that keep organizations from unlocking and distributing organizational value. Lastly, we will examine how organizations achieve customer value through operational excellence.

### **Module 8: Thinking Strategically & Managing Complexity**

This module will highlight how the effective management of processes, which generally constitute the sequence of activities that transform inputs into outputs, is critical to the creation of organizational value. Participants will be exposed to a number of complexities – whether systems-based, people-based, or project-based – that complicate process design and delivery, and necessitate managerial trade-offs.

We will then focus on critically evaluating the issues and challenges associated with these process complexities, and generating approaches and responses to manage them. Lastly, we will examine the improvement of complex processes and how process innovation is vital to the long-term survival of the organization.

### **Module 9: Integrating Across the Enterprise**

This module will examine why it is critical from an organizational value perspective to integrate data, information, knowledge and business processes within and across functional areas, and across the borders of the organization (i.e., to customers, suppliers, and other trading partners). Participants will explore the challenges and hurdles, and mechanisms and approaches, for achieving integration using information technology. For example, we will examine how important electronic markets are to the future of business. As another illustration of the value of integration, we will explore how operations impact financing requirements, which entails reviewing how scarce financial resources are allocated within the organization.

### **Module 10: Balancing Stakeholder Interests**

This module continues our focus on organizational value creation and distribution to stakeholders. Participants will be challenged to recognize why organizations must meet the legitimate needs and wishes of the stakeholders on which they depend, and the negative consequences of not doing so. For most organizations, resources, broadly defined, are always limited and must, therefore, be allocated with great care and sound judgment. In several case situations, participants will be encouraged to define who the critical stakeholders are, what they want and need, and what the organization can do to meet these critical requirements.

## COURSES

### Operations - Business 9555

This course examines the principles underlying the management of operations systems, which are comprised of processes that change or transform inputs into outputs. Managers in every organization are required to understand and utilize operations based principles to plan, control or improve their organization's processes. Topics discussed include process design and execution, lean operations, quality management, supply management, and project management. Our coverage of these topics is intended to develop an understanding and appreciation of the tactical and strategic value in building world-class operations.

### Sustainability - Business 9569

Focused at the intersection of markets and society, this course examines how social and environmental factors are reshaping the competitive landscape of business, large and small, traditional and entrepreneurial. It explores how organizations can rethink their strategies to attain and sustain a competitive advantage as investors, consumers, and regulators place ever more stringent demands on the role of business in society. The course maps out the complex and evolving interactions between business and society along the value chain; deepens the notions of value creation, value capture and value distribution central to strategy; explores market dynamics with and without profit motives; and unpacks promising sources of disruptive innovation.

### Leading Action & Change - Business 9559

This course is intended to help you become a more effective leader of action and change, to increase your understanding of the nature of organizational change (through conceptual frameworks, readings and discussions), to hone your skills in dealing with change (through observation, analysis, and experimentation), and to enhance your sensitivity to the contribution and consequences of the human element as related to action and change. Whether incited by technology, competition, globalization, or inspiration, organizational change has become a constant in today's business world. Topics such as designing for change and on-going innovation; mobilizing change through vision and persuasion; overcoming resistance to change; building support for change through influence; and implementing change from the top and the middle will be explored.

### Managing Financial Resources - Business 9557

This course will enable you to recognize corporate financial problems and opportunities, communicate effectively with finance professionals, and participate fully in the financially-driven decision-making process. The first part of the course is concerned with learning about a corporation from analysis of its financial statements, and forecasting financial performance using pro forma statements. We then focus on major financial decisions: determining the optimum capital structure; measuring and managing financial risk; and planning long-term access to capital for the organization in both debt and equity markets. Lastly, we examine methods of corporate valuation, and explore opportunities to enhance shareholder wealth through corporate mergers and acquisitions.

### Strategic Analysis & Action - Business 9558

This course will enhance your capacity to do the job of a general manager/cross-enterprise leader. A general manager in our terminology is someone who leads a multi-functional group (business, division, profit centre, etc.) and is responsible for the strategic performance of that group. The cases and concepts of the course take the total business as the unit of analysis and the general manager of the business as the key actor. The materials encompass a wide range of industries, businesses and issues. Nevertheless, they are integrated through their emphasis on the key general management tasks of: assessing the business's performance and forecasting its prospects as it is currently being run; identifying the important opportunities and challenges facing the business and setting a course of action for dealing with them; defining capabilities essential for the business's development and acting to build/acquire them; and, implementing changes, as necessary, in the way that a business is being run or being operated.

### Entrepreneurship - Business 9568

Students enrolled in this class will experience the entrepreneurial process through class activities and cases. Initially, we will focus on opportunity recognition: the creation or identification of new ideas, and the determination if these ideas provide for business opportunities (do they create value for you and your customers?). We will then explore a wide range of issues that often face entrepreneurs in the processes of new venture creation and growth.

# TERM THREE

## MODULE THEMES

*The third term extends the first two terms with a more global context. The complexity of leading organizations across national boundaries is apparent in all our discussions. Our courses become increasingly cross-enterprise in focus and even more integrated with one another. The international nature of the third term culminates in the International Field Study Trip and the completion of the Executive Client Field Project.*

### **Module 11: Crossing Borders**

(International Executive MBA participants from Mexico or Hong Kong join us for this module)

This module introduces the four courses of term three. The Global Environment of Business begins with an overview of macroeconomic forces. We will examine specific country experiences to illustrate the challenges and opportunities created by these forces; for example, the inflation and foreign exchange crises of Argentina and Russia, the rapid growth in China, the fiscal challenges in India, and the adoption of the single currency in the EU. International Strategic Financial Planning focuses on risk management, the derivative securities market, foreign exchange hedging, and convertible bonds. Global Strategy analyzes the globalization process, export licensing, joint ventures, mergers and acquisitions, and wholly-owned subsidiaries. Global Marketing Planning discusses global strategic marketing planning and the assessment of market opportunities. For each course, these classes in Module 11 lay the foundation for the remaining module themes.

### **Module 12: International Investments**

This module will focus on the assessment of international projects, including joint ventures, acquisitions, mergers or expansions. The assessments will include economic and political considerations of doing business in foreign countries. The determination of market entry strategies and issues of international considerations in market planning will be considered. From the financial perspective, the methods and implementation of valuation techniques in the context of multi-currency business situations will be developed. International Investments will build on the initial frameworks introduced in the initial modules of the International Strategic Financial Planning and Global Environment of Business, and will introduce the basic elements of the Global Marketing Planning course.

### **Module 13: Collaborative Strategies**

This module focuses on alternative cooperative strategies such as alliances, joint ventures and mergers and acquisitions. It discusses why and how collaborative strategies change the structure of companies and industries alike. It also provides a structured and disciplined approach to the key issues involved in creating and executing collaborative strategies as well as practical guidance to the key steps in the inter-organizational collaboration process. As organizations look to create and maintain a competitive edge in a business climate where the abilities to adapt and respond are critical to survival, managers rethink traditional organizational boundaries and business models. This module also addresses issues relating to collaboration within a firm in gathering and using market information, especially across several country market organizations within a firm. Collaborative strategies involve governments as well as firms. International trade and investment agreements impact the relative attractiveness of alternative nations as investment sites and so can alter trade patterns. New environmental concerns have led to new international agreements such as the Kyoto Accord, but the refusal of some nations to adhere to these agreements has created cost differentials that many regard as unfair. New international agreements also seek to limit the power of monopolies, moving towards global competition policies, while other agreements seek to strengthen the global protection of intellectual property.

### **Module 14: Looking Ahead Globally**

Throughout our program we examine many factors that affect our lives and our organizations. In this module, we bring together various views on what the future might be like. What should we be expecting? And, what might those trends mean for us and for our organizations? Vigilant leaders are continuously looking ahead, considering predictions and possibilities. For example, what's coming in information technology, in education, in work life, in family life? Where will the centre of economic and social activity be? What lies ahead for our environment? Where will the world's economic hotspots be?

### **Module 15: International Field Study Trip**

This trip presents a rare opportunity for you to immerse yourself in the cultural, political and economic realities of one of the world's economic hotspots. This experience is a program highlight for many participants allowing them to put into practice the themes of the third term which include: "Crossing Borders"; "International Investments"; "Collaborative Strategies"; and "Looking Ahead Globally".

## COURSES

### Global Environment of Business - Business 9560

This course demonstrates the relationships among the major environmental forces, examines the ways in which they differ among nations and over time, and analyzes how they may impact corporate strategies. The course addresses the following five sets of environmental forces:

- (1) Industry Structure: responses to strategies of customers, suppliers and competitors, dependence of profitability on unique value-added attributes, and the shift of certain activities to low-wage countries;
- (2) Macroeconomic variables: income levels and growth rates, foreign exchange rates, inflation rates, interest rates, and unemployment rates;
- (3) Political variables: regulations, financial incentives, taxation, foreign investment restrictions, and international trade and investment agreements;
- (4) Societal variables: labour and environmental practices, ethics, corporate social responsibility, Boards of Directors, and demographics;
- (5) Technological variables: technological infrastructure and the pace and direction of technological changes, including in particular the Internet and e-business.

### International Strategic Financial Planning - Business 9561

This course will focus on the issues raised by financial transactions, which relate to advanced topics in corporate finance and financial markets. The materials build on concepts learned in the initial finance course with enhancements to recognize more complex instruments and approaches integrating finance with strategy with particular attention to international transactions. In particular, the course will be considering the following issues: understanding risk management and hedging; the nature of derivative securities markets; merger and acquisition valuations and tactics; and alternate sources of funds such as convertibles and high yield debt.

### Global Marketing Planning - Business 9562

This course will enhance your ability to analyze market opportunities and threats, assess internal capabilities, make tough choices and develop strategic market plans that will help your organization win market leadership in the global marketplace. Topics such as market opportunity assessment, global branding, entering foreign markets, competing with local incumbents, organizing the marketing team and its activities across national borders will be treated within the context of strategic marketing planning. Our focus will be on the process to develop such marketing plans, the content of powerful marketing plans, and the execution of those plans.

### Global Strategy - Business 9563

This course will focus on how organizations become international and then exploit their international scope. You will begin with an analysis of alternative modes of entry into foreign markets ranging from exporting to different forms of direct investment. Then you will explore some of the challenges inherent in coordinating strategies between headquarters and operating companies as well as implementing organizational processes to support successful implementation of those strategies. Finally, you will analyze some of the unique key success factors for international alliances and cross-border mergers and acquisitions. As you develop your own model of how to approach international management problems, you will integrate the risk management as well as the ethical and social responsibility considerations inherent in playing on a global field.

### Executive Client Field Project - Business 9564

This is a group project, conducted in self-selected teams for the duration of the program. A senior executive client must be obtained in either a profit-oriented or non-profit organization of appropriate size and complexity. There are deliverables at the end of each term and the International Field Study Trip is part of this project.



**JENNIFER TRACEY, DIRECTOR OF CORPORATE COMMUNICATIONS, ORNGE**  
**RUSS BRUCH, VICE PRESIDENT, CHIEF INFORMATION OFFICER**  
**ONTARIO TEACHERS' PENSION PLAN**

## THE IVEY CASE METHOD ADVANTAGE

The Ivey case method is a cornerstone of the Ivey learning experience. It has been proven to be an effective and compelling learning tool through years of use, providing a practical, hands-on approach to better understand complex business issues. Ivey follows the true tenets of case method learning. Perhaps the best insights come from current Executive MBA participants who are experiencing it first hand.

### How would you describe the value of Ivey's case method of teaching and learning?

**Jennifer:** Learning with cases is definitely a more practical approach. I've always had difficulty learning from textbooks, but this is real life. We're talking about real companies and real people. Companies like Parmalat and Kentucky Fried Chicken are in the news. The information is relevant, like the information I deal with every day at work.

**Russ:** I think it provides you with a better ability to analyze information and make decisions. You apply your thinking to real situations. By assessing your decisions in those situations, you hone your ability to act on the available information. You discover that there is no one right answer, and you learn how to defend your actions.

### Does case method incorporate teaching the fundamentals?

**Jennifer:** I think it's the engagement process that makes the material relevant. You're not just looking at the balance sheet, you're looking at it in context; the impact of the numbers. It feels very useful and practical because you see the theory in action.

**Russ:** Case method is effective for teaching the fundamentals from the standpoint of corporate leaders. The end result is useful and practical, but there is a solid basis in theory. You cover the theory and then you apply it. It's the marriage of two that makes it effective. We're not trying to become accountants; we're making decisions about financial issues that impact the overall enterprise.

### Describe the benefit of the three stages of learning – individual, group and classroom – as taught by Ivey.

**Jennifer:** Now when I'm analyzing a business issue, I think of other people on my team and picture how they would approach a problem. Everyone has a different skill set or personality and you get the benefit of all that experience as well as the knowledge of the professors.

**Russ:** Initially I'll pick up on some subset of the information provided and form an opinion. Then, when we work as a team, I get the different perspectives of my classmates. Finally, in-class, our professors provide even broader exposure to the issues surrounding the case. The end result is a very rich learning experience that is the next best thing to actually having been there.

### What do you think will be the biggest impact for your career as a direct result of your experience at Ivey?

**Jennifer:** My understanding of other businesses and business issues will definitely broaden. Now I can actually draw useful insights from the case studies and the experiences of my classmates. The team you work with has great potential for crossover opportunities.


**Russ:** Career breadth. When you join an organization you're focused on the business of that organization. I now feel like I know something about many other business sectors such as retail or manufacturing. The only other way to get this breadth of experience is by job hopping or being a consultant. Every case adds business experience and depth to your résumé.

“I wanted to step outside my comfort **zone** of public affairs and communications. My CEO is a graduate of the program and spoke very highly of it. The depth of the professors and the incredible opportunity to learn from my colleagues – particularly those in my learning teams – made it an incredible experience.”

**Jennifer Tracey**, 17 years in legislative and communications roles

“I wanted to satisfy a personal desire for continuous learning and to upgrade my knowledge, skills and contacts. I’d have to say being recognized by my peers for contributing to their learning experience has been a highlight. It’s gratifying to have been able to give back, as I have learned a great deal from them as well.”

**Russ Bruch**, 24 years in technical and marketing roles



“Every case adds business experience and depth to your résumé. It’s the next best thing to actually having been there.”

# ENRICHING THE EXPERIENCE THROUGH FIELD WORK

A key component of the Ivey Executive MBA program is hands-on field work. Throughout the program, participants engage in a series of real-world projects culminating in two substantial projects, one regional and one international.

*“Along with knowledge derived from the cases you’ll be exposed to, your foundation of communications, strategic leadership and change management skills will be challenged. You will apply General Management fundamentals in real-world business situations with real-world measurable outcomes.”*

– Glenn Rowe, Director, Ivey Executive MBA Program

## REAL COMPANIES, REAL PROJECTS, REAL OUTCOMES

30

### **The Executive Client Field Project**

The cornerstone of the Executive Client Field Project is helping a company with real-world business issues. This team-based project provides an opportunity to move beyond the classroom and refine the skills and knowledge developed throughout the preceding semesters.

The project offers the flexibility to select the company and industry that best meets the group’s learning objective. Working with executives and a faculty advisor, participants will tackle complex cross-enterprise issues and are expected to author solutions that have real impact on the company they’ve chosen to work with.

## CHANGING WORLD, CHANGING PERSPECTIVES

### **International Field Study Trip**

This trip presents a rare opportunity for participants to immerse themselves in the cultural, political and economic realities of one of the world’s economic hotspots. The experience is an eye opener for most, and a rare opportunity for all.

The research and learning affiliated with the complex realities of managing a project with international scope is a unique opportunity for participants to contextualize world events and make their learnings practical. It’s a culmination of the program into one last meaningful, memorable experience. Participants that start the program in February will travel to China and participants that start the program in September will travel to India.





See firsthand the dramatic competitive shift that has transformed India during your International Field Study Trip.



Immerse yourself in the new realities of China as part of the International Field Study Trip.

# A SUPPORTIVE ENVIRONMENT THAT ENHANCES LEARNING

It's a commitment that begins the moment we meet – whether by phone, email or at an Ivey Information Session. Our commitment to your success continues throughout the application submission process and during your entire time here.

## **Administrative Support**

A Class Manager is assigned to each section to coordinate activities and to handle administrative details. They are committed to keeping your Ivey Experience rewarding and uncomplicated.

## **Faculty Support**

Your Ivey Executive MBA professors are full-time members of our faculty who stay in constant contact with the business world through their own consulting, research, and personal businesses.

In class, the professor orchestrates class discussions, ensuring that all angles of a business case are probed. Outside of class, professors are available and ready to help you gain further insight into an issue or provide coaching in an area of weakness. By working together, faculty bring Ivey's integrated, team-based Executive MBA program to life.

## **Tailored Career Services**

Our services are tailored to individuals with work experience to help them develop a focused, career management strategy. Our participants have access to valuable online resources and tools as well as access to an executive coach for one-on-one consultations. Our intention is to provide you with tools and resources to support you in your career management activities no matter what your circumstances. The Ivey Executive MBA career services are based on the key principles of successful career management:

1. Self-Assessment to understand your unique value proposition and build your “brand.”
2. Research and targeting to identify opportunities that match your ideal work preferences.
3. Creating a career management strategy to market yourself internally and/or externally.
4. Executing a realistic career plan based on networking and effective search techniques.

## **Involving Your Partner in a Meaningful Way**

Your life partner is part of our program. We understand he or she plays an important role in supporting you. A special partners' orientation program establishes a connection with your partner as soon as the program begins.





# Next Steps

## LET US HELP YOU DECIDE

34

### **Ask Us**

If you have questions about Executive MBA programs in general, please ask us. We would be happy to help you in anyway we can.

### **Receive a Quick Assessment**

Send us your résumé so we can give you an early indication of whether Ivey is the right program for you or if you qualify for a GMAT exemption.

### **Experience the Ivey Classroom**

We invite you to experience Ivey's class dynamics in person when you visit a real Ivey classroom. We'll send you the case materials beforehand so you can experience the full scope of the case method of learning for yourself. Interacting with current Ivey participants will provide you insights about balancing career, family and studies.

### **Prepare Your Submission**

At Ivey, you'll receive personal attention from an Admissions Counsellor throughout the process. That support includes help with details of the application, the corporate sponsor letter, making the case to your sponsoring organization and finding the right people to fill out the evaluation forms.

# SELECTING FOR SUCCESS

Ivey candidates come from a broad array of industries, roles and locales. Age, experience, education, career and professions are instrumental only inasmuch as they will contribute to Ivey's dynamic educational experience. Dentists, engineers, journalists, and administrators are as common as marketing professionals, executives and senior managers.

Assessment is based on the following factors:

**Work experience.** We look for evidence of leadership, innovation, energy and commitment over an extended period of time.

**Previous academic experience.** Most, but not all, candidates have a university degree.

**References.** We ask for two references from individuals who can verify your work experience and know your ability and character.

**Score on the Graduate Management Admission Test (if applicable).** Exemptions are granted based on prior academic experience in combination with work experience. Please ask us for more information.

Each of these factors is important, but none is considered in isolation. Ask us if you're curious about eligibility. You can expect our personal attention.

## Work With Us to Ensure a Successful Application

Your Admissions Counsellor will continue to work with you to ensure all of the elements of your submission are completed and submitted on time in a way that is as convenient to you as possible.

## Preparing for the GMAT Test

There are many services that can help you prepare for the GMAT test. We will help you find the one that's best suited for you.

That said, we look at much more than just a GMAT score and many applicants are GMAT exempt due to academic background and work experience. Please ask us about a GMAT exemption.

## Finance Options

Ivey has partnered with several major Canadian banks to offer flexible financing options, including preferred loan programs at excellent rates. For those individuals incurring major travel costs, there is a travel bursary available.

## Support From Your Employer

Once you've decided to pursue an Ivey Executive MBA, the next step is to talk to your organization about sponsorship. Most senior executives are pleased to see high-potential managers like you further develop their abilities.

We'll help you build a solid case for attending Ivey with our brochure titled "Corporate Sponsorship" included in our information package. This document outlines the immediate benefits of the Executive MBA program to your organization. It includes information on tuition costs and in-company projects to help answer any questions your employer may have.

# START EXPLORING THE POSSIBILITIES

## Change Your Life

Classes fill up quickly so don't hesitate. Contact the Program office to find out which sections are currently accepting admissions. Early applications will be given preference.

## Apply Now

Admission decisions are made on an ongoing basis, and we continue to consider participants until classes are full. To apply, go to [www.iveyemba.ca](http://www.iveyemba.ca) and click on "How to Apply".

## Attend an Information Session

We invite you to attend one of our scheduled Information Sessions to learn more. Dates are posted on our website. A personal meeting can also be arranged to fit your schedule.

Call us at **1-800-342-1857**

Visit [www.iveyemba.ca](http://www.iveyemba.ca)

Email us at [execmba@ivey.uwo.ca](mailto:execmba@ivey.uwo.ca)

*"We are committed to help you in any way we can so that you can make a decision that is best for you and your career. Please feel free to contact us at any time if you have questions about the Ivey Executive MBA program or Executive MBA programs in general."*

*– John-Derek Clarke, MBA  
Director, Executive Client Services  
Ivey Executive MBA*





London



Toronto



Hong Kong

## A TRADITION OF LEADERSHIP

Richard Ivey School of Business pioneered business studies in Canada, offering Canada's first honours undergraduate business degree in 1922. Later, in 1948, the school established the country's first MBA program and, in 1964, granted Canada's first PhD in Business. In 1998, Ivey's geographic scope became international when the school was first to establish a campus in Asia. In 2005, Ivey launched an innovative curriculum redesign with a greater focus on developing cross-enterprise leaders.

Ivey launched the Executive MBA program in 1991. To date, the Ivey Executive MBA program has welcomed 50 classes with over 2,000 graduates joining the Ivey alumni network, over 20,000 members strong, working and living in nearly 100 countries. Ivey graduates hold the largest number of C-level executive positions of any Canadian business school and regularly dominate Canada's Top 40 Under 40 list each year.

Beyond the rankings and quantifiable measures of success is the intangible value of the Ivey Experience. Along with Harvard, Darden and IMD, Ivey is one of a select few business schools in the world, and the only school in Canada, that follows the true tenets of the case study method.

Since the beginning, Ivey has always been a champion for change that meets the evolving needs of business. And it's this steadfast commitment to producing the next generation of business leaders that makes the Richard Ivey School of Business Canada's premier business school.

37

### DOWNTOWN TORONTO, CANADA

The Ivey Executive MBA program is delivered in the heart of Toronto's financial district on the ground floor of The Exchange Tower. Ivey's ING DIRECT Leadership Centre is centrally located and accessible for participants from the GTA who work full time but want to benefit from the Ivey experience.

### HONG KONG

Ivey also offers a weekend Executive MBA program in Hong Kong at Ivey's Cheng Yu Tung Management Institute in the Hong Kong Convention and Exhibition Centre. For more information, go to [www.ivey.com.hk/emba](http://www.ivey.com.hk/emba)

### For information on other Ivey programs

Full-time MBA Program: [www.ivey.uwo.ca/mba](http://www.ivey.uwo.ca/mba)

Executive Development Programs: [www.ivey.uwo.ca/executive](http://www.ivey.uwo.ca/executive)

Richard Ivey School of Business  
The University of Western Ontario  
1151 Richmond Street North,  
London, Ontario, Canada N6A 3K7  
Telephone: +1-519-661-2172  
Toll free: 1-800-342-1857  
Fax: +1-519-850-2341

Email: [execmba@ivey.uwo.ca](mailto:execmba@ivey.uwo.ca)

Web: [www.iveyemba.ca](http://www.iveyemba.ca)



Richard Ivey School of Business is an accredited member of EQUIS (European Quality Improvement System), awarded by the European Foundation for Management Development (EFMD).

Richard Ivey School of Business is a member of AACSB: The Association to Advance Collegiate Schools of Business.



Richard Ivey School of Business  
The University of Western Ontario

IVEY



