

Executive **MASTER** of  
**BUSINESS ADMINISTRATION**  
EVIDENCE - BASED



One place.  
*Every opportunity.*



UNIVERSITY  
of Prince Edward  
**ISLAND**



dedicated FACULTY  
peer-to-peer LEARNING  
integrated APPROACH  
global PERSPECTIVES

# Executive MASTER of BUSINESS ADMINISTRATION

EVIDENCE - BASED

Designed for today's working professional, the Executive Master of Business Administration (MBA) program at the University of Prince Edward Island (UPEI) offers individuals in the workforce the opportunity to pursue graduate studies. With specialized streams of study in Innovative Management and Biotechnology Management and Entrepreneurship, the Executive MBA program at the UPEI Faculty of Business provides students with the theory, skills, experiential learning, and research opportunities to advance their knowledge and enhance their career.

## » AT THE UPEI FACULTY OF BUSINESS, YOUR TIME IS WELL INVESTED

Dedicated faculty, peer-to-peer learning, an integrated program approach, and an emphasis on developing global perspectives ensure that graduates are well-prepared for the challenges of leading and innovating in an ever-changing, international business environment. Central to our Executive MBA program design is an evidence-based management approach that helps students develop the skills and knowledge to make better-informed and well-supported decisions both in the program and in applied situations in their workplaces.

## » AN EVIDENCE-BASED MANAGEMENT APPROACH

The UPEI Executive MBA program is a recognized pioneer in evidence-based management (EBMgt), teaching students how to leverage research findings to make more informed decisions. With an EBMgt approach, we provide students with the skills, tools, and frameworks to examine issues critically using academic evidence in combination with the local context, stakeholder concerns, and the students' own expertise.

## » PROGRAM DESIGN

The Executive MBA program is designed to fit the demands of full-time working professionals. Flexible course schedules meet the needs of those who work, with classes being offered Fridays and Saturdays every other weekend. Most students elect to complete the program in 20 months, but have the flexibility to complete the program over a longer period of up to six years. Small class sizes ensure excellent access to faculty and an exceptional, supportive peer group.

Students complete 14 courses, including a Business Research in Practice project or capstone course. In the first phase of the program, students gain a deeper understanding of functional business topics and enhance their managerial skills. During the second phase, students develop more strategic perspectives and focus on their specialized stream of study.

## » ENTRY REQUIREMENTS

For the Biotechnology stream, an undergraduate degree in the sciences, or a degree in any discipline with considerable work experience in the field of science, is required. For the Innovative Management stream, an undergraduate degree in any discipline is acceptable. All applicants must have three years of relevant, full-time work experience. More details regarding entry requirements and the fee structure for the program can be found at [upei.ca/emba](http://upei.ca/emba)

## » APPLICATION DETAILS

The program begins each September. Applications are accepted and reviewed throughout the year, although early submission is advised. Please visit [upei.ca/emba](http://upei.ca/emba) for the current year's application deadline.

Applicants must submit the following materials to be considered: completed application form, official transcripts, a detailed résumé, two references, GMAT score (if requested), a language proficiency test score (if applicable), a personal statement of interest, and the application fee.

## » SCHOLARSHIPS, FINANCIAL AID, AND SPONSORSHIPS

UPEI offers a number of scholarships, bursaries, and awards to graduate students; for information, visit [upei.ca/scholarships](http://upei.ca/scholarships). Scholarship and award programs are also available through government and industry. Other funding options include accessing RRSPs and maximizing income tax credits. Many employers sponsor their employees, recognizing this as a wise investment in their management team.

## » THE EXECUTIVE MBA EXPERIENCE

Our students are current and future leaders that come from the public and private sectors and represent a diverse range of backgrounds and work experiences. The UPEI Executive MBA program is a cohort-based model, structured to encourage the development of cohesive and dynamic peer groups and networks. Students form small, self-managed teams to work on projects together, ensuring flexibility in scheduling and a dynamic learning environment.

## » SPECIALIZATION IN BIOTECHNOLOGY MANAGEMENT AND ENTREPRENEURSHIP

This “business of science” stream focuses on the complexities of commercialization, as well as the ethical and regulatory issues that face the biotechnology industry. Graduates are well-equipped to manage effectively in the public and private sectors and develop and grow new ventures in this exciting, emerging field of science.

## » SPECIALIZATION IN INNOVATIVE MANAGEMENT

This stream of study is designed to develop the skills and knowledge necessary to manage effectively within and for an innovative environment. It integrates concepts of creativity and entrepreneurial thinking, as well as real-world learning and management skills such as leadership and teamwork. Global content ensures graduates have a well-developed perspective on international issues and the skills to manage within a globally competitive environment. This program is well-suited to those who are interested in studying business from new perspectives.

## » GRADUATE ADMISSION PROGRAM CHECKLIST

Please use the following checklist to ensure that your online application is complete. To apply, please visit [apply.upei.ca](http://apply.upei.ca) and create an account. Complete the online Graduate Application form and attach the supplementary documents listed below to complete your application for the Executive MBA Program.

**NOTE:** Your application will not be processed until all documents are received and your application fee is paid in full. For any inquiries, please contact (800) 606-8734 or [apply@upei.ca](mailto:apply@upei.ca)

» APPLICATION REQUIREMENTS	
<a href="http://upei.ca/programsandcourses/graduate-admissions/executive-master-business-administration">upei.ca/programsandcourses/graduate-admissions/executive-master-business-administration</a>	
<input type="checkbox"/> Online Graduate Application form	1
<input type="checkbox"/> Non-refundable application fee \$50	2
<input type="checkbox"/> All official transcripts <i>Mailed directly from issuing institution, except UPEI.</i>	3
<input type="checkbox"/> Two recommendation letters <i>Submitted online by the referees</i>	4
<input type="checkbox"/> Personal statement <i>No more than 400 words. For applicants without a formal degree, no more than 800 words.</i>	5
<input type="checkbox"/> Detailed current résumé	6
<input type="checkbox"/> GMAT score <i>Upon request only.</i>	7
<input type="checkbox"/> English language proficiency test (e.g. TOEFL, IELTS, CanTEST), if applicable. <i>Please refer to the section on English Proficiency under Graduate Admission requirements: <a href="http://upei.ca/programsandcourses/english-language-proficiency-requirements/graduate-programs">upei.ca/programsandcourses/english-language-proficiency-requirements/graduate-programs</a></i>	8



The Executive MBA program represents an opportunity for BioVectra to accelerate our employee development programs. In many instances, we attract excellent people who begin their careers coming from a science background, and find after a few years of work experience that they have a future interest in the business activities and our role in the biopharmaceutical industry as a whole. The availability of this program locally which employees can undertake while working with us is a huge complement to our own internal training programs, and we have seen very positive results with the individuals enrolled thus far. I expect that this program will help us identify and retain future managers and leaders in our company.

**HEATHER DELAGE**, *Chief Commercial Officer, BioVectra Inc.*



The PEI Public Service Commission continues to support UPEI's Executive MBA program as an invaluable development opportunity. Many talented employees in the Civil Service have completed this program and have grown professionally, academically and personally. It is an excellent option for those wanting to advance their education credentials and career growth opportunities.

**TANYA ROWELL**, *CEO, PEI Public Service Commission*



Invesco has been proud to support a number of our employees while they have completed UPEI's Executive MBA program. From Senior Officers and Global Leads to Project Managers and Human Resource professionals, several local Invesco employees from a variety of professional disciplines have bolstered their skills in business research, critical analysis, and executive management to complement their ongoing experience with our organization. We are truly fortunate to have a program of this calibre right here at home.

**ANDREW MACDONALD**, *Head of Office, Invesco Enterprise Services*

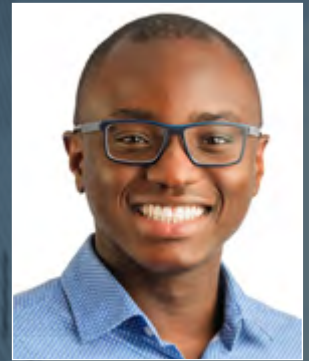


UPEI provides timely and relevant education for public service leaders. I fully endorse the program as a career game changer!

**SHERI OSTRIDGE**, *Chief Audit Executive, Head of Program Evaluation, Veterans Affairs Canada*

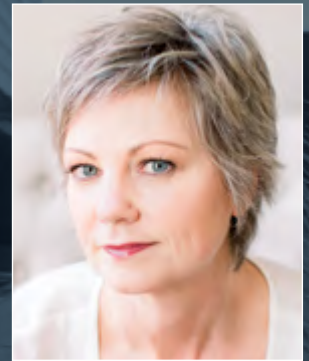
One of the main benefits of the UPEI EMBA is the in-class experience. The peer-to-peer interactions and diversity of backgrounds greatly enhance the learning process. The classes offer a positive and welcoming environment where we are encouraged to challenge our assumptions regarding management practices. As a leader, this program really allows you to develop an evidence-based mindset and a good understanding of how to effectively put it in practice in your organization.

**PAPE SINE**, *Manager, Continuous Improvement, BioVectra Inc.*



Going through the UPEI EMBA program was a tremendous learning experience; it challenged me, shook up my old way of thinking, and taught me how to better manage my time, myself, and others. As part of this process, I developed an evidence-based management skillset and learned how to find and critically appraise academic and industry sources to support my business decisions. Lastly, I gained a valuable network of friends and colleagues from within the UPEI Faculty of Business and from the ranks of my fellow students..

**PAM MONTGOMERY**, *CEO, Habitat for Humanity*



It was a challenge to return to school after being in the workforce for 32 years. Balancing the EMBA course load and my law practice was difficult at times, but the program provided a great support system. The evidence-based approach to business management taught in the EMBA program aligns nicely with the practice of law, with the acquired knowledge enhancing my ability to respond to the needs of my clients.

**GORDON MACKAY**, *Partner, Carr, Stevenson & MacKay*



The EMBA program is designed to give students the confidence to pursue their dream careers. Professors generously contribute their time to guide students toward success in both academic research and business practice. EMBA alumni are also invited back to classes and events to inspire and advise current students. During my studies, I had the opportunity to work alongside many unique and distinguished individuals and was able to form meaningful connections that continue to this day.

**DANDAN WANG**, *Assistant Economic Development Officer, ACOA*



## » LIST OF COURSES

### » EMBA PROGRAM COURSES AND REQUIREMENTS

Students enrolled in the Executive MBA program are required to complete a total of 42 credit hours (14 courses) comprised of required courses, specialization courses, and a “Business Research in Practice” project or capstone course. Students have the opportunity to complete the program in 20 months. They must complete all courses within six years of being admitted to the program.

### » REQUIRED COURSES

Students in both specialization streams must complete 24 credit hours (8 courses) of required core courses and a project or capstone course equivalent to 6 credit hours. The required core courses for both streams are:

- Business 6010 Management of People and Organizations
- Business 6020 Financial and Managerial Accounting
- Business 6030 Marketing Management
- Business 6040 Operations Management
- Business 6050 Corporate Finance
- Business 6070 Strategic Management
- Business 6080 Research Methods for Evidence-Based Managers
- Business 6090 Business Communication
- Business 8010 Business Research in Practice (6 credit hours)

### » SPECIALIZATION COURSES

Students are required to take 12 credit hours (4 courses) in one of the specializations. These four courses will normally include two required courses plus two elective courses in the chosen area of specialization. Students, however, will have the option to take one of the elective courses in the other specialization. Not all elective courses will be offered each semester. Electives may include Special Topics or Directed Studies courses.

### » BIOTECHNOLOGY MANAGEMENT AND ENTREPRENEURSHIP COURSES

- Business 7010 Biotechnology Management and Development (required)
- Business 7020 Commercialization of Biotechnology and Innovations (required)
- Business 7030 Ethics and Governance in Biotechnology Management
- Business 7040 International Regulations, Laws, and Policies of Biotechnology
- Business 7050 Growth Strategy
- Business 7060 Venture Financing Strategies
- Business 7070 Managing Biotechnology Innovation

### » INNOVATIVE MANAGEMENT COURSES

- Business 7200 Innovation and Entrepreneurship (required)
- Business 7210 Innovative Culture and Leadership (required)
- Business 7220 Managing Customer Value
- Business 7230 Creativity and Innovation for Change Management
- Business 7240 Governance, Leadership, and Professional Development





# TENTATIVE COURSE SCHEDULE 2022–2024

YEAR 1—2022/2023								
	S	M	T	W	T	F	S	
AUG		1	2	3	4	5	6	ORIENTATION
	7	8	9	10	11	12	13	
	14	15	16	17	18	19	20	
	21	22	23	24	25	26	27	
	28	29	30	31	1	2	3	
SEPT	4	5	6	7	8	9	10	HUMAN RESOURCES AND COMMUNICATION
	11	12	13	14	15	16	17	
	18	19	20	21	22	23	24	
	25	26	27	28	29	30	1	
	2	3	4	5	6	7	8	
OCT	9	10	11	12	13	14	15	RESEARCH AND MARKETING
	16	17	18	19	20	21	22	
	23	24	25	26	27	28	29	
	30	31	1	2	3	4	5	
	6	7	8	9	10	11	12	
NOV	13	14	15	16	17	18	19	RESEARCH AND MARKETING
	20	21	22	23	24	25	26	
	27	28	29	30	1	2	3	
	4	5	6	7	8	9	10	
	11	12	13	14	15	16	17	
DEC	18	19	20	21	22	23	24	OPERATIONS MANAGEMENT AND ACCOUNTING
	25	26	27	28	29	30	31	
	1	2	3	4	5	6	7	
	8	9	10	11	12	13	14	
	15	16	17	18	19	20	21	
JAN	22	23	24	25	26	27	28	OPERATIONS MANAGEMENT AND ACCOUNTING
	29	30	31	1	2	3	4	
	5	6	7	8	9	10	11	
	12	13	14	15	16	17	18	
	19	20	21	22	23	24	25	
FEB	26	27	28	1	2	3	4	STRATEGY AND FINANCE
	5	6	7	8	9	10	11	
	12	13	14	15	16	17	18	
	19	20	21	22	23	24	25	
	26	27	28	29	30	31	1	
MAR	2	3	4	5	6	7	8	STRATEGY AND FINANCE
	9	10	11	12	13	14	15	
	16	17	18	19	20	21	22	
	23	24	25	26	27	28	29	
	30	1	2	3	4	5	6	
APR	7	8	9	10	11	12	13	CAPSTONE COURSE/ SIGNATURE PROJECT
	14	15	16	17	18	19	20	
	21	22	23	24	25	26	27	
	28	29	30	1	2	3	4	
	5	6	7	8	9	10	11	
MAY	12	13	14	15	16	17	18	GRADUATION!
	19	20	21	22	23	24	25	
	26	27	28	29	30	31	1	
	2	3	4	5	6	7	8	
	9	10	11	12	13	14	15	

■ CLASS DAYS

YEAR 2—2023/2024								
	S	M	T	W	T	F	S	
AUG			1	2	3	4	5	B7210 AND B7200
	6	7	8	9	10	11	12	
	13	14	15	16	17	18	19	
	20	21	22	23	24	25	26	
	27	28	29	30	31	1	2	
SEPT	3	4	5	6	7	8	9	B7210 AND B7200
	10	11	12	13	14	15	16	
	17	18	19	20	21	22	23	
	24	25	26	27	28	29	30	
	1	2	3	4	5	6	7	
OCT	8	9	10	11	12	13	14	ELECTIVES
	15	16	17	18	19	20	21	
	22	23	24	25	26	27	28	
	29	30	31	1	2	3	4	
	5	6	7	8	9	10	11	
NOV	12	13	14	15	16	17	18	ELECTIVES
	19	20	21	22	23	24	25	
	26	27	28	29	30	1	2	
	3	4	5	6	7	8	9	
	10	11	12	13	14	15	16	
DEC	17	18	19	20	21	22	23	CAPSTONE COURSE/ SIGNATURE PROJECT
	24	25	26	27	28	29	30	
	31	1	2	3	4	5	6	
	7	8	9	10	11	12	13	
	14	15	16	17	18	19	20	
JAN	21	22	23	24	25	26	27	CAPSTONE COURSE/ SIGNATURE PROJECT
	28	29	30	31	1	2	3	
	4	5	6	7	8	9	10	
	11	12	13	14	15	16	17	
	18	19	20	21	22	23	24	
FEB	25	26	27	28	29	1	2	CAPSTONE COURSE/ SIGNATURE PROJECT
	3	4	5	6	7	8	9	
	10	11	12	13	14	15	16	
	17	18	19	20	21	22	23	
	24	25	26	27	28	29	30	
MAR	31	1	2	3	4	5	6	CAPSTONE COURSE/ SIGNATURE PROJECT
	7	8	9	10	11	12	13	
	14	15	16	17	18	19	20	
	21	22	23	24	25	26	27	
	28	29	30	31	1	2	3	
APR	4	5	6	7	8	9	10	CAPSTONE COURSE/ SIGNATURE PROJECT
	11	12	13	14	15	16	17	
	18	19	20	21	22	23	24	
	25	26	27	28	29	30	31	
	1	2	3	4	5	6	7	
MAY	8	9	10	11	12	13	14	GRADUATION!
	15	16	17	18	19	20	21	
	22	23	24	25	26	27	28	
	29	30	31	1	2	3	4	
	5	6	7	8	9	10	11	

GRADUATION!



*UPEI's EMBA program contributed to my personal and professional development in many ways. It gave me greater confidence in my abilities, broadened my knowledge, and increased my analytical skills. Taken together, my past learning, 18 years of public service, and the EMBA experience have set me up for greater career opportunities.*

**JOEY MOKLER**, Chief of Application Management Support Services, Veterans Affairs Canada

*The relevant skills and rich learning I gained from the UPEI EMBA program have strengthened my critical thinking and changed the way I approach my daily work. The invaluable friendships I developed throughout this program, personally and professionally, will last for years to come.*

**REBECCA GILL**, Health Recruitment and Retention Secretariat, PEI Department of Health and Wellness; Partner, Kin Consulting Group



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*At the UPEI Faculty of Business, we aim to be the “School of Choice” for obtaining an education in business. Our mission is to develop future leaders and business executives capable of success in any type of organization and part of the world. Rooted in evidence-based management and reasoning, our flagship Executive MBA program will equip you with the analytical skills, communication abilities, and ethical awareness necessary to make sound decisions in a dynamic and competitive business world. With a focus on experiential learning and maintaining small class sizes, giving you close access to outstanding instructors who draw on years of academic and professional experience, you will be able to put business theory into practice in no time. As a graduate of this program, you will join an exclusive group of business and government experts, creative entrepreneurs, and proud alumni all over the globe who have leveraged the UPEI EMBA experience to find success and professional growth. Take the next step towards realizing your personal and career goals and find out more about the UPEI Executive MBA program.*

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**TAREK MADY, Dean, UPEI Faculty of Business**

For more information, and guidance through the application process, contact:

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