



UNIVERSITY
of Prince Edward
ISLAND

EXECUTIVE MASTER of
BUSINESS ADMINISTRATION

Student Handbook



Updated August 2019

2019-2020

EMBA Program Office

Don and Marion McDougall Hall, Room #317

Phone: (902) 566- 6474

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Web: www.upei.ca/emba

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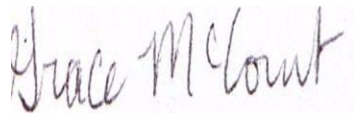
Welcome to the UPEI Executive MBA Program

Congratulations on being accepted into UPEI's Executive MBA (EMBA) Program! Our EMBA Program provides an engaging, interactive, and challenging learning environment. We are confident that you will enhance your knowledge, develop valuable skills, and gain new perspectives on business as you progress through the courses.

Undoubtedly, you have many questions about the Program and are perhaps a bit curious about what to expect when classes commence this September. Please rest assured that the UPEI Faculty of Business staff and faculty are here to help you every step of the way.

The UPEI Executive MBA Student Handbook was developed to provide you with an overview of the program structure, policies and procedures, and on-campus resources available to you. If there is anything we can do to help you with the transition to being a student, please let us know.

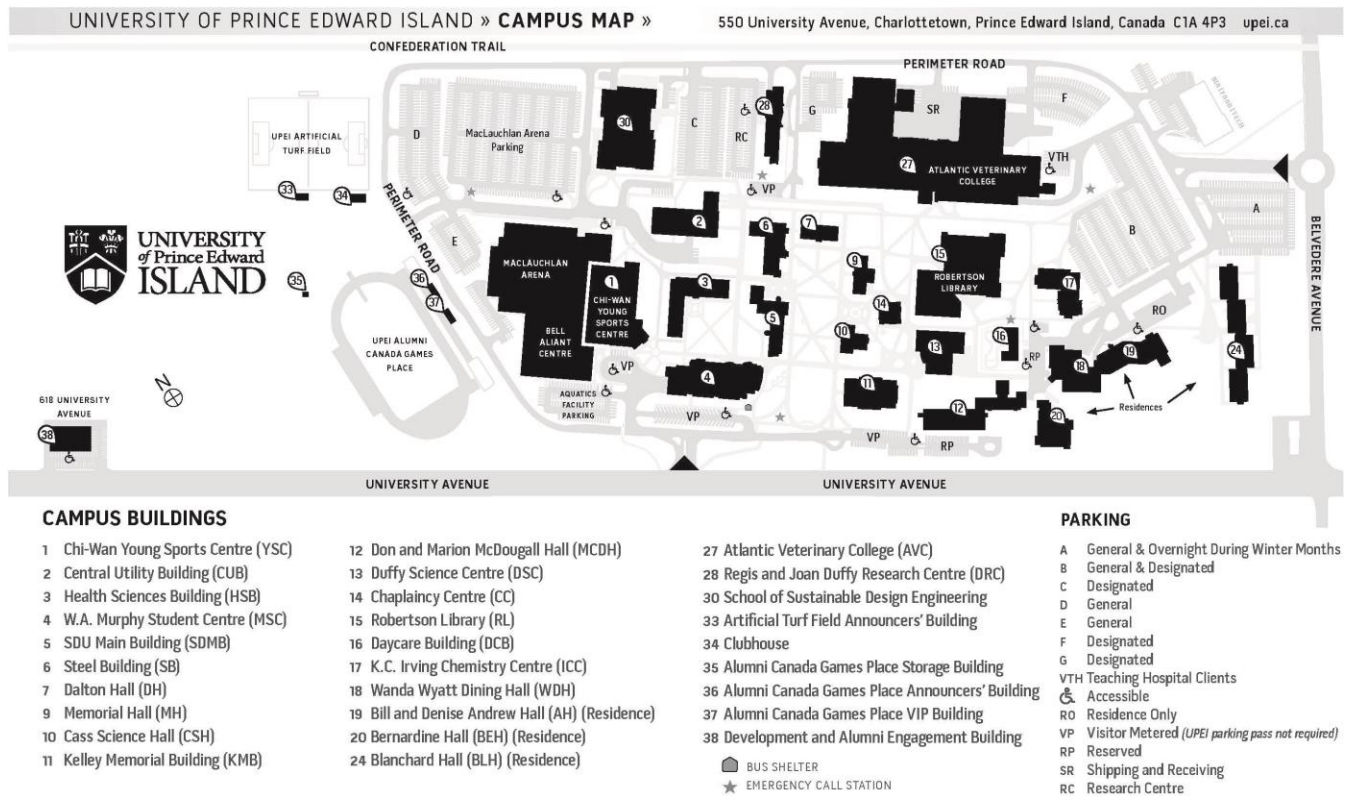
Sincerely,

A handwritten signature in purple ink that reads "Grace McCourt". The signature is written in a cursive, flowing style.

Grace McCourt
Graduate Studies Coordinator

CAMPUS MAP

Campus buildings are normally open weekdays from 6:30am to 11:00pm. Please check the UPEI website for additional information on building hours, holiday hours and closures.



We would like to acknowledge that the land on which we gather is the traditional and unceded territory of the Abegweit Mi'kmaq First Nation

GENERAL UNIVERSITY INFORMATION

ROBERTSON LIBRARY: (902) 566-0583

<http://library.upei.ca>

The Robertson Library provides numerous resources and services for graduate students, including:

- Research assistance through liaison librarians to get orientated with the library services and information resources and to receive assistance with search strategies and using specific databases.
- Extensive library collections, including the library catalogue, article databases, journals, theses, Government information, and Data Liberation Initiative (original data from Statistics Canada).
- Off campus access to search licensed databases and electronic journals through the UPEI network login.
- Additional services, including borrowing library materials, photocopying, interlibrary loans, and scanned articles from the Library's print journal collection.

Library Hours:

September –April (subject to change)

Monday-Thursday: 8:00am-11:00pm

Friday: 8:00am-8:00pm

Saturday: 10:00am-5:00pm

Sunday: 10:00am-11:00pm

Summer Hours (subject to change)

Monday-Thursday: 8:00am- 8:00pm

Friday: 8:00am-5:00pm

Saturday: CLOSED

Sunday: 1:00pm-8:00pm

Please check their website for information on holiday hours and closures.

Information Desk – you can visit the information desk in person, by telephone (902) 566-0583, or email reference@upei.ca for more information.

Donald Moses is the University Librarian who provides support to the EMBA program. If you require assistance, please contact him at:

Office: Robertson Library, Room 291

Email: dmoses@upei.ca

Phone: 902-566-0460

Situated in the lower level of the Kelley Building, the UPEI Financial Services Office processes the financial information for the University. The UPEI Student Financial Services Staff deals directly with students, departments, faculty, and other administrative sections are located in the Dalton Hall, Room 202..

Hours of operation are Monday to Friday, 8:30am to 4:00pm

You can view your student account by going to my.upei.ca and using your student username and password.

Payment Options for Your Student Tuition:

www.upei.ca/fees/payment-options

Online/Telephone Banking

You may pay your student tuition through online or telephone banking, similar to how you would pay a utility bill.

- Step 1: Contact your bank to ensure you are set up for online/telephone banking if you are not currently using the service (**UPEI does not accept payments from the National Bank**).
- Step 2: Add "University of PEI" as a payee on your payment profile; we recommend typing "University" in the search box and choosing from the list that appears.
- Step 3: Use your Student ID Number with an S (for student) in front of it as your account number (this is an alpha-numeric ID with the S followed by 4-6 characters; e.g., S123456). Note: If there is a "0" in front of your ID number, drop it.
- Step 4: Enter the amount to be paid and the date on which you would like to pay.
- Step 5: Complete the transaction as if you are paying a utility bill.

Note: You may post-date your payment close to the tuition payment deadline. Most financial institutions will accept post-dated online/telephone banking payments. However, please keep in mind that it may take 2-3 business days for UPEI to receive your payment from the financial institution, so your date should reflect this. If your account balance is not cleared by the payment deadline, you will be subjected to a late fee and interest charges of 9% per annum. Along the same lines, it is important to note that if you are paying an outstanding balance prior to registering, it must be done 2-3 days in advance of the registration date.

If you are having difficulties setting up your payee account, your bank will be able to assist you. If you currently use a bank and "University of PEI" is not set up as a payee, please advise us at (902) 628-4310 or payments@upei.ca. We will contact the bank for you and arrange to have UPEI set up as a payee.

Western Union

International students can pay fees through Western Union.

<http://student.globalpay.wu.com/geo-buyer/upei>

Please note that Western Union is for international transactions only. You can choose from multiple languages and currencies are accepted based on international banking regulations. You will know exactly how much you are paying in your home currency, there are no unexpected exchange fees, payments are direct and your receipt will be emailed as soon as your transaction is complete. To learn more about how to make a transfer from your bank account directly to UPEI go to: http://files.upei.ca/accounting/international_payments.pdf

Cheque/Money Order/Bank Draft/Credit Card Cheques

Please make all payments payable to “University of PEI”. You must include the student name and student number with your payment.

To send payment through regular mail, please use the following address:

University of Prince Edward Island
c/o UPEI Student Financial Services
550 University Avenue
Charlottetown, PE C1A 4P3

To make payment in person during working hours:

Dalton Hall, Room 202
Mon–Fri, 8:30-4:00

Higher Ed Points

HigherEdPoints enables students studying in Canada to redeem points or miles from their Loyalty Program and turn them into funds to pay for their university or college fees. As of today, Aeroplan Miles can be converted into payments for higher education through Higher Ed Points which can be used to pay for tuition, residence fees and meal plans.

You can find more information at www.higheredpoints.com or visit the online Aeroplan Reward catalogue to see the Higher Ed Points reward.

Credit Cards

We do **not** accept credit cards for Tuition, Student Fees, or Residence Fees. Credit cards can be used for the payment of Application Fees and Tuition Deposits.

The Registrar's Office is located in the second floor of Dalton Hall. While the EMBA Program staff provides support with course registration, enrollment, and course information, the Registrar's Office is a good resource for transcripts, convocation, important dates, academic regulations, and the University academic calendar.

Office hours: Monday-Friday, 8:30am to 4:00pm

PARKING

www.upei.ca/facilities/parking-services

When parking on campus during the day, all vehicles need to display a valid parking permit during specified enforcement periods (September to April). The cost of a general permit for a full-time EMBA student for one year is \$73 (subject to change). Vehicles parked in UPEI parking areas without a valid permit will be issued a Parking Violation, which must be paid at the Accounting Department.

Permits may be obtained through the Facilities Management Office (Central Utility Building), Monday to Friday, 9:00am-3:30pm, year round or at the Parking Kiosk located on the main level of the W.A. Murphy Student Centre (kiosk operating late August to late September or until permits are sold out). Payments can be made with cash, cheque, credit, or debit. Please have your UPEI ID number and the vehicle license plate number, year, and model with you in order to complete your purchase.

EMBA students are only able to purchase a **General Permit**, which allows the permit holder to park in the General Parking Lots located around campus. General permit holders may not park in a Designated Lot. General parking is available in lots A, B, D, and E (see campus map).

BREAKOUT/STUDY ROOMS

There are various breakout and board rooms in McDougall Hall and other buildings on campus that you can book for team meetings. The four breakout rooms in MacEachern Market Street (McDougall Hall) are #239, #241, #244, and #245. If these are not available, boardrooms in the "office" end of the building may be requested.

In order to book a room, please contact the Graduate Studies Administrative Assistant (Lauren Wood, lawood@upei.ca, (902) 894-2866).

Room requests must be made at least 24 hours in advance of the date required.

EMAIL

Every UPEI student is provided with a UPEI email address. If you wish to use your UPEI email address to check or send emails, please visit mymail.upei.ca and log in.

If issues arise with UPEI email, please contact the UPEI Computer Services Helpdesk at (902) 566-0465 or helpdesk@upei.ca

If you prefer to have emails sent to another account, please let us know.

STUDENT CAMPUS ID CARDS

www.upei.ca/campuscard

The UPEI Student Campus Card is the official identification card for all students, faculty, and staff. It is your personal identification while on campus. Its features extend beyond a simple ID: it is your Robertson Library card, your Chi-Wan Young Sports Centre card, your meal plan card, and your library print and photocopy card. The UPEI Campus Card also acts as a debit card, allowing you to and make purchases at retail outlets on campus, and it allows you to enter your gated parking lot.

The easiest way to add money to your campus card is online at: campuscard.upei.ca. You can also add money at the following two locations on campus: the main circulation desk in the Robertson Library (cash only) or the Residence Services' Office in Andrew Hall (cash, credit, or debit).

During orientation, you will have the opportunity to get your Student ID card. Please remember to bring with you:

- An old UPEI ID card, a valid drivers' license, or a passport;
- One piece of non-photo identification (e.g., birth certificate, SIN card, credit card).

WHERE TO EAT ON CAMPUS

www.dineoncampus.ca/upei

There are five food outlets on campus, each offering a slightly different eating experience. Payment options include cash, debit cards, credit cards, convenience cash, and dining packages.

- **Courtyard Café:**
Centrally located in the W.A. Murphy Student Centre. The café houses a Tim Hortons outlet, which offers the full drink and breakfast menus, as well as all of the baked goods. *The Grill* and *On The Go* products are also offered at this location.

Hours of operation: Monday-Thursday, 7:30am-8:00pm; Friday, 7:30am-3:00pm; Saturday and Sunday, Closed.

- **AVC Café:** Located in the AVC building, their menu includes a chef inspired meals made to order, *On The Go* products and pizzas featuring locally made Glasgow Glen Gouda Cheese! Also features daily soups, deli bar, breakfast menu, Van Houtte Coffee, and pastries.

Hours of operation: Monday-Friday, 8:00am-3:00pm

- **Samuel's:** Located in the Robertson library. Here you can find Van Houtte Coffee, David's Tea, bagels, pastries, daily soups, 550 Pizza, and their newly added chef-made hot lunch specials.

Hours of operation: Undergoing renovations, hours TBA

- **Wanda Wyatt Campus Dining Hall:** Located near McDougall Hall, the Dining Hall is a great place to relax and enjoy an all-you-care-to-eat buffet-style meal. The Dining Hall serves a variety of soups, salads, hot entrees, pizzas, sandwiches, and more.

Hours of operation: Monday-Friday, 7:00am-9:00pm; Saturday and Sunday, 9:30am-9:00pm

- **MicroMarket:** The MicroMarket, our newest and only self-serve retail unit, is located in the new School of Sustainable Design Engineering Building. They offer locally roasted Kettle Black coffee, an assortment of Bigelow teas, lots of confectionary items, bottled beverages, delicious pastries baked in-house, and chef-made On the Go items.

Hours of operation: Monday-Friday, 8:00am-2:00pm

Please check online for more information and for holiday hours/closures

CAMPUS SECURITY: (902) 566-0384

security@upei.ca

www.upei.ca/facilites/security

UPEI Security Services offers the following initiatives to keep students safe while on campus:

Lost and Found:

If you have lost or misplaced an item on campus, please contact Security by email at security@upei.ca or drop by the Central Utility Building between 8:00am and 4:00pm. You can also call (902) 566-0384 or 566-0373 to report a lost item. Items may be turned in to the Security Services Division office in the Central Utility Building and are held for a period of time before they are removed from inventory.

Safety Services:

UPEI Emergency Contact Line: (902) 628-4357 or (902) 628-HELP

In the event that you feel your safety is in jeopardy, call the Security Dispatch and an Officer will immediately be dispatched to your location. To contact Security Services Dispatch from on campus telephones, dial 0384

Safe Walk: (902) 566-0384 or 566-0373

Individuals, upon request to the Security Services Division, can obtain an escort to points between buildings and parking lots and be given approved access to buildings on campus 24 hours a day.

We encourage individuals to take advantage of the campus Safe Walk program. Security Services staff provide a point-to-point escort anywhere on campus. Potential users of this service are reminded that availability of Officers to respond to a call for this service is based on dispatch priorities at the time the request is made. Some delay in responding to an escort request may be inevitable.

Campus Alone:

“Campus Alone” is a UPEI program initiated and provided by Security Services. It is available to all members of the campus community who work or study on campus outside of normal working hours (i.e., evenings, nights, and weekends).

Individuals concerned with their personal safety while working/studying on campus at night may telephone Security Services at (902) 566-0384 and provide the following information:

- * Your name
- * Exact location where you are working in a building
- * A contact phone number
- * Your estimated time of departure

A member of Security will make every effort to visit you when you are working alone. However, due to unforeseen demands, Security Officers may be involved with emergency situations and be unable to visit you.

In the event that you feel your safety is in jeopardy, call the Security Dispatch and an Officer will immediately be dispatched to your location.

To report an emergency or suspicious activity, immediately contact Security Services dispatch at **(902) 566-0384** or through one of the following options:

Emergency Poles:

There are five blue poles located on Campus. They provide direct voice access to the Security Services Office in the Central Utility Building.

Pay Phones and Elevator Phones:

Pay phones and elevator phones provide no-cost dialing to 4357 or HELP.

UNIVERSITY CLOSURES

In the event of a non-scheduled cancellation of class, details will be provided through email from the EMBA Coordinator or course instructor. As well, in the event of a non-scheduled closure of the UPEI campus, details will also be provided through the following:

- **UPEI Website:** An Urgent Notice, in red, will be posted at the top of the News and Events bar of the UPEI website (www.upei.ca).
- **UPEI Emergency Alert:** an email via our mass notification system will be sent to all students via your upei.ca email address. Learn more about UPEI Emergency Alerts and how to sign up to receive text alerts here: www.upei.ca/vpaf/emergency/upei-emergency-alert
- **UPEI Campus Closure and Alert Phone Line: (902) 894-2882.** A recorded message will be made available, if possible, by 7am.
-
- **Tweets from UPEI's Twitter account:** follow @UPEI
- **Media Outlets:** Announcements will be made on local radio stations by 7am, if possible. TV and print news websites are informed and encouraged to share our status

HEALTH AND WELLNESS CENTRE: (902) 566-0616

healthcentre@upei.ca

www.upei.ca/health-centre

The mission of the UPEI Health and Wellness Centre is to provide access to high quality, safe health care delivery to students, staff, faculty, and families. To accomplish these ends, the Health and Wellness Centre is committed to partnering with interdisciplinary and collaborative teams to deliver health promotion, optimal health care and ongoing education. To learn more, you can visit their website or in person at the W.A. Murphy Student Centre, Second Floor.

Hours of Operation: 8:30am to 4:30pm (closed from 12:00-1:00pm for lunch)

SEXUAL VIOLENCE PREVENTION AND RESPONSE OFFICE

www.upei.ca/svpro

UPEI established the Cross-Campus Sexual Violence Prevention and Response Task Force in 2017 to build on previous protocols and develop a formal, stand-alone policy on sexual violence prevention and response. The [Sexual Violence Policy](#) is now in place and UPEI has its first Sexual Violence Prevention and Response Office (SVPRO). Eileen Conboy, the SVPRO Coordinator, has an M.Ed in Counselling from the University of Ottawa and is committed to providing trauma-sensitive services to survivors of sexual violence on campus and to bring the University's new Sexual Violence Policy to practice.

The SVPRO is located on the 3rd floor of the Kelley Memorial Building, Room 304. Additional information can be found on the SVPRO website. If you have questions or are in need of assistance/support, please contact (902) 620-5090 or econboy@upei.ca

CAMPUS POLICIES

Tobacco use policy: In accordance with UPEI provincial legislation, no person shall smoke on campus or any other University owned or leased property, including all outdoor, indoor or other enclosed space.

Scent-Free Initiative: UPEI is committed to creating scent-free indoor work, study, and play environments. **Scent-free** includes the smells or odours from cosmetics (perfumes, shampoos, deodorants, make-up, etc.) or from other products such as air fresheners, cleaning products, etc.

CHI-WAN YOUNG SPORTS CENTRE: (902) 566-0368 panthercentral@upei.ca
www.upei.ca/ar/athletic-facilites/chi-wan-young-sports-centre

The Fitness Centre fee that you pay as part of your full-time student fees provides access to both the indoor and outdoor facilities at the Chi-Wan Young Sports Centre, as well as free admittance to some of the fitness classes, Bell Aliant Centre pool, Intramurals, and Panther Sport regular season home games from September to April. You can purchase a Summer Student membership for the months of May to August.

The Sports Centre has a two-lane walking/running track, squash courts and three full sized courts that can accommodate basketball, volleyball, and badminton. The fitness centre located on the second floor has a variety of fitness equipment, saunas, and locker rooms with hair dryers (please bring your own lock or purchase one at the front desk).

Hours of operation

Labour Day- April 30:

Monday-Thursday, 6:00am-11:00pm
Friday, 6:00am-8:00pm
Saturday, 8:00am-8:00pm
Sunday, 10:00am-10:00pm

May 1- Labour Day:

Monday-Thursday, 6:00am-9:00pm
Friday, 6:00am-8:00pm
Saturday, 8:00am-6:00 pm
Sunday, 10:00am-6:00pm

Please check online for information on holiday hours/closures

ACCOMMODATIONS

www.upei.ca/conference/accomodations

For those travelling from off-island who require accommodations, please visit the website above for information on accommodation and special rates. There are also several hotels and Bed & Breakfasts within close proximity of UPEI.

WEBSTER CENTRE FOR TEACHING AND LEARNING

www.upei.ca/student-affairs/webster-centre

Webster Centre for Teaching and Learning is located within Student Affairs in Dalton Hall at UPEI and provides a central place for resources and people committed to the academic success of students. They can provide assistance with writing, English as an additional language, time management, and study skills. The mandate of the Webster Centre for Teaching and Learning is to create a dynamic hub of integrated academic support services by partnering with other campus groups and departments to maximize student learning success.

THE UPEI WRITING CENTRE: (902) 628-4320

jjpuiras@upei.ca

<http://www.upei.ca/writing-centre>

The Writing Centre is a **FREE** writing support service offered to all UPEI students. Upper level and graduate students can work with the Writing Centre Coordinator, Jarmo Puiras. All writers, regardless of their skill level, can benefit from sharing their work with another reader and writer; it is very easy to lose your perspective and objectivity when immersed in your own work. Writing is also a key communication skill that you will use long after you graduate from UPEI, and in many aspects of your life.

The Writing Centre is located in the Robertson Library, Room 274, and the Centre is staffed during the following hours (in the Fall and Winter semesters):

Monday, Tuesday, and Thursday: 10am-5pm

Wednesday: 10am-7pm

Friday: 10am-3pm

Saturday and Sunday: 12-4 pm

For more information on the Writing Centre, please contact Jarmo Puiras at jjpuiras@upei.ca or (902) 628-4320. To see current available appointments and to book an appointment up to two weeks in advance, please visit the Writing Centre.

FACULTY OF GRADUATE STUDIES

The School of Graduate Studies serves as a central location and source of information for all graduate students and graduate faculty at UPEI. The School refines and develops graduate studies policies, supports new program development, promotes graduate student research and scholarly work, and provides guidance and support to graduate students in their programs.

Faculty of Graduate Studies
Kelley Building, Room 201
Monday-Friday, 8:30am-4:00pm
Phone: (902) 620-5120
Email: cgallant@upei.ca (Colleen Gallant, Administrative Assistant)

GRADUATE STUDENT ASSOCIATION

www.upei.ca/graduate-studies/gsa

The Graduate Student Association (GSA) represents the graduate student body in all matters pertinent to its members. The GSA acts as a liaison between graduate students and the faculty, administration, and undergraduate students of UPEI. Furthermore, the GSA promotes social, cultural, and academic activities and service programs for the membership. The GSA is a member of the Canadian Federation of Students and the National Graduate Council.

Membership is available to **ALL** persons involved in post-graduate education at UPEI. Each year a student within the EMBA program is elected to sit on the GSA for a one-year term. The GSA office is located in Room 403 of the Duffy Science Centre.

GENERAL EXECUTIVE MBA PROGRAM INFORMATION

PROGRAM STREAMS

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 worldly 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.

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 to develop and grow new ventures in this exciting, emerging field of science.

***Please note that the Specialization in Biotechnology Management and Entrepreneurship is not currently offered due to an insufficient number of students with that focus.**

THE COHORT SYSTEM

The UPEI Executive MBA program is a cohort-based model structured to encourage the development of cohesive and dynamic peer groups and networks. We form small, self-managed teams of four to five students to work on projects, ensuring flexibility in scheduling and a dynamic learning environment. Teams are chosen based on careful consideration of skills, backgrounds, experience, and strengths, with attention to diversity to ensure a multifaceted approach to decision-making and an enriched learning experience. Teams are formed when courses start and, for the most part, students remain in these teams for the duration of the program. In the event that one of your group members decides to take a course off, you may lose that group member, but may gain a member from another cohort as a result. The Program Office will discuss this option with you and your team prior to making this decision.

EMBA GRADUATE LIBRARY

Located in room 110 in McDougall Hall, the EMBA Library provides an exclusive area for EMBA students to work on their studies. The room includes a computer with network access and a small library with current books and resources. There is also a printer within the lounge that can be used by students to print last-minute reports or small readings.

Please see the Program Office for the entry code.

COURSE EVALUATIONS

At the end of each course, students are encouraged to fill out a Student Opinion of Teaching survey, which provides feedback to faculty specifically on their course instruction and development. The responses you provide in the evaluations and surveys are anonymous and are meant to assist faculty and staff in the further development of Executive MBA courses.

GENERAL EMBA REGULATIONS

The EMBA regulations are provided in the UPEI Calendar as approved by the University's Senate. The following provides an overview of these regulations. It is recommended that you refer to the Calendar for the full list of regulations.

REGISTRATION

The Program Coordinator will register you for courses in each semester, so it is important that any changes in registration (deletion or addition of courses) first be discussed with the Coordinator.

Except where credits are granted by special permission for courses outside of the Faculty of Business, credits will only be given for courses listed on the student's registration form or authorized through an official change of registration.

In exceptional cases, the MBA Committee and the Dean of the Faculty of Business may consider flexibility in courses for applicants. This means that students deemed to have significant learning in a particular area may normally be allowed one course exemption, which is to be substituted with another approved course. Appropriate documentation will be required in order to consider course exemption.

See the Calendar for full details on registration.

ACADEMIC CREDIT FROM OUTSIDE THE PROGRAM

The EMBA Program is highly integrated and does not easily lend itself to course-by-course credit for advanced standing. The courses designed for the Program are of high value for interpersonal skills building, team building, and leadership development. Transfer of relevant, graduate course credits from recognized universities is therefore limited.

Students who wish to request a course credit transfer must have the prior approval from the EMBA Director. They must complete a Permission to Transfer form and submit it to the Office of the Registrar. Students may take and receive credit for up to 6 semester hours of course work from academic units outside the Faculty of Business. All course work must be at the graduate level.

See Academic Regulations - Graduate Programs in the Academic Calendar for the process on transferring academic credit from outside the program.

ACTIVE STATUS

To maintain active status, a student must register for at least one course in the program within any given 12-month period and pay the program fee. If a student withdraws from the program or seeks a deferral, the regulations must be followed. Normally, students must complete the degree within six years of first registering in the program.

If a student has prior permission from the Director of the Program and the Dean of the Faculty of Business to miss a semester or defer studies due to changed circumstances, the student must apply for readmission and the application fee will be waived; however, if program fees increase, the difference must be paid.

With the assistance of the Program Coordinator and/or Director of the EMBA Program, students are required to develop a course schedule to satisfy all outstanding core courses. A deferral must be requested 21 days before the course start date.

ATTENDANCE

Because participant interaction and class contribution are integral parts of the program and because of the tight scheduling of four classes per course, participants are required to attend all classes in their entirety, unless there are exceptional circumstances. Each student will have a copy of the course schedule well in advance of the beginning of classes each year and every effort should be made to make arrangements to attend all class dates. If you can identify a time period, in advance, where you may not be able to attend a class, you should discuss with the Program Coordinator and/or Director whether you might take the course at a later time. All class absences should be discussed in detail with the Program administration. We recognize that participants face the need to balance their careers, personal lives, and the demands of the program; however, it is not in the interest of either the participant or the program to miss class sessions.

A participant who is unable to attend or who will be late for a class (due to an emergency or extenuating circumstances) must inform the Program Office, the course instructor, and their study team as soon as possible and at least 24 hours before the start of class. Class attendance is monitored and attendance records will be confirmed with students. Missing a portion of a class (e.g., arriving late or leaving early) will be counted as a partial absence for the purposes of calculating the percentage of a course that has been missed by a participant. Please note that missing a class session **for any reason** still counts as a missed class.

Course grades typically have a participation component, which can be up to 30%, and any missed or partially missed classes will affect the participation grade. In the case of those travelling off-Island where travel may be restricted (e.g., bridge closures, flight cancellations), every effort will be made to have the student participate virtually within the classroom.

WITHDRAWAL FROM THE PROGRAM

Students wishing to withdraw from the program should consult with the Director of the EMBA Program. Students may withdraw from the program by notifying the office of the Registrar using the appropriate form. The date of withdrawal is the date the written notification is received. Students may request, in writing and after discussion with the Director of the EMBA Program, a one-time, one-year deferral of admission. Upon deferral of admission, the tuition deposit is normally non-refundable.

Unless otherwise stated in materials given to students, refunds will generally be granted as follows:

- Students may withdraw from the program by completing the Program Withdrawal form at least 45 calendar days before the commencement of the program. In such cases, 50% of the program admission fee will be refunded. For program withdrawals at any other time, no refund of the program admission fee will be provided.
- For withdrawals from the program after courses have begun, the refund of program tuition fees will be on a pro-rata basis, depending on the number of courses that the applicant has registered in. This will be determined in accordance with University guidelines.

WITHDRAWAL FROM A COURSE

Withdrawal from a course will not occur by default. Students must discuss course withdrawals with the Director of the EMBA Program. Withdrawal forms must be submitted to the Office of the Registrar within the regulated time frames.

If the course withdrawal occurs no later than seven (7) calendar days after the start of the course (or, in the case of courses that are less than four weeks in duration, before 25% of the course's classes are complete), then the withdrawal results in no academic penalty.

Course withdrawals after the deadline in the paragraph above must be approved by the Director of the EMBA Program. If such a course withdrawal occurs before two-thirds of the classes are complete, the student will receive a DISC (discontinued) as the grade on the transcript and must pay the course re-take fee.

Withdrawals after two-thirds of the classes are complete will normally result in a failing grade on the transcript and a course re-take fee.

In exceptional cases where a withdrawal was unavoidable, the course re-take fee may be waived and a DISC may appear on the transcript instead of a failing grade.

INCOMPLETE COURSES

A student who fails to complete all components of a course due to exceptional circumstances (e.g., illness) may be granted permission for incomplete (INC) status in the course. Students must submit such a request to the Director of the EMBA Program before the end date for the course. The Director will seek advice from the course instructor as to granting the incomplete status.

If approved, students will have up to a maximum of 30 calendar days to complete the outstanding individual assignments, as specified by the course instructor and approved by the Director of the EMBA Program. If a student does not complete all the components of a course by the agreed-upon date, a failing grade shall normally replace INC on the transcript.

RE-REGISTRATIONS AND COURSE RE-TAKES

Students who fail a course in the EMBA program may re-take the course up to an additional two times and pay the course re-take fee each time. If the course is failed after the third attempt, the student will be expelled from the EMBA program, with no opportunity for re-enrolment. If applicable, refunds of relevant fees will be issued. Executive MBA students who do not complete Bus 8010 within the allotted time (i.e., by the end of April the first time they are registered in the course) will pay a maintenance fee and full-time student fees each semester until all degree requirements are met.

RE-ENROLMENT IN THE PROGRAM

Re-enrolment in the program can occur, but is subject to re-application and a statement explaining why re-admission should be permitted. The MBA Committee will review these materials for approval. Students will be required to pay all applicable fees and any fee increases that have occurred between the time of their last enrolment and re-enrolment. Credit for courses previously completed will be re-evaluated and applied to the program requirements where appropriate.

GRADING

A minimum grade of 60% is required in courses and an overall average of 70% is required to pass the program and obtain the degree.

ACCESS TO EXAMINATIONS AND PAPERS

- A copy of all written assignments and examinations not returned to students must be retained by the instructor for a minimum of 60 days after submission of marks;
- Final examinations and/or final submissions of course work must be retained by instructors for a minimum of 60 days after the date of the final examination, unless the work is returned to the students.
- Instructors must make available to students, at least temporarily, all papers and examinations with grades affixed to them.

ACADEMIC INTEGRITY

As a community of scholars, the University of Prince Edward Island is committed to the principle of academic integrity among all its participants. Academic dishonesty as defined in Academic Regulation 20 will not be tolerated and, within the constraints of this Regulation and Academic Regulation 9, the University supports instructors in their efforts to deal effectively with cases as they may arise from time to time.

Please refer to the Calendar for more information on academic dishonesty.

TRANSCRIPTS OF RECORDS

Students can request official copies of transcripts for mailing to other institutions, and unofficial copies for personal use only.

Student transcripts will be provided to the student or directly to an external party (employer, educational institution, etc.) upon a written request submitted by the student in person, by fax, or by e-mail (sent from a verified UPEI account) to transcripts@upei.ca.

Official transcripts will not be released in sealed envelopes to students, but will be issued directly to the third party, unless documentation from that third party so instructs the Office. This official transcript remains official as long as the seal is not broken before it reaches the receiving institution. Requests from students with fees owing to the University will not be processed.

The Registrar's Office provides regular mail and fax service for transcripts free of charge. Courier fees are an additional \$10.00 within the Maritimes, \$20.00 for other Canadian destinations, and \$30.00 for the United States. Courier requests must include a street address and a phone number, including the area code. You can pay by VISA, MasterCard, or cheque. You can fax or phone in your credit card number, or send it by e-mail to transcripts@upei.ca.

Any request needed immediately (same-day service) is subject to a \$15.00 rush fee in addition to the costs of the particular request.

GRADUATION REQUIREMENTS

To be awarded the Master of Business Administration degree, a graduate student must:

- successfully complete the program of studies as set out at the time of admission into the program or as agreed to by the MBA Committee,
- complete and submit an Application for Graduation form, and
- meet all other University regulations.

In addition, students must have paid all fees owed to the University and returned all library resources.

Degree candidates should make formal application for graduation no later than **31 October** of their final academic year, using MyUPEI. Candidates for degrees, diplomas, and certificates can now fill out the graduation application via the “Student Toolbox” in MyUPEI. In “Student Toolbox,” click “Student Planning,” then “Graduation Overview” in the menu.

ORIENTATION

GENERAL DATES

Orientation for new students is held in August for two consecutive full days. For more information on the upcoming orientation session, contact the EMBA Program office.

WHAT TO EXPECT

Orientation is an opportunity to meet your fellow classmates, faculty, and staff and to brush up on skills that will help you succeed in the program.

The orientation includes various sessions on topics such as team-building, communications, and research, including an introduction to evidence-based management, an approach to management decision making that is prevalent in our EMBA course curriculum. During the orientation, students will be provided with information on the administrative aspects of the program, including an introduction to the library, accessing online resources, and campus services, to name a few.

We encourage you to become acquainted with as many of your classmates as possible. There will be several opportunities to work with different people in the various sessions and team-building exercises. The goal is to create groups that you will be in for the duration of the program and, following the orientation, we will ask you for your feedback on who you may want to work with. With the progression of your EMBA courses, you will find that your group will become more efficient and effective as you learn what skills and strengths each team member brings to the table.

The aim of the Faculty of Business faculty and staff is to make the orientation sessions as enjoyable and as informative as possible to ease your transition into the program.

EXECUTIVE MBA PROGRAM STRUCTURE

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 experiences. An introduction to EBMgt is provided during the orientation and supported by course curricula.

COURSE SCHEDULE, MATERIALS, AND INFORMATION

Students complete 14 courses, including a two-course equivalent Business Research in Practice course, in the form of either the EMBA Capstone Course or a Signature Project. The first phase of the program focuses on enhancing managerial skills and understanding functional business topics. The second phase of the program focuses on developing strategic perspectives and application to a dynamic global business environment. In the first component, students have the opportunity to take four courses during the fall and winter semesters each (i.e., eight courses altogether). In the second component, students have the opportunity to take four courses in the (typically second) fall semester. Lastly, in the final winter term, students have the opportunity to take the two-course equivalent EMBA Capstone Course. Alternatively, if opting for the Signature Project instead, this can be completed in the spring and summer following the first year and in the winter semester of the second (final) year.

Students will normally take four courses per semester over a total of eight weekends (Friday and Saturday). In-class time will be 36 hours per course (or nine hours per class). Each course will also require a commitment of approximately 15-20 hours per week in addition to class time. See the Program Office for the latest scheduling.

Textbooks and materials for each course are distributed by the Program Office prior to the beginning of each course.

EMBA COURSES AND DESCRIPTIONS

Students in both specialization streams must complete eight (8) required core courses and a Business Research in Practice course equivalent to two courses (i.e., six (6) credit hours). The required core courses for both streams are as follows:

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 four (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 (if the specialization is being offered). 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, Law, and Policies of Biotechnology
Business 7050 Growth Strategy
Business 7060 Venture Financing Strategies
Business 7070 Managing Biotechnology Innovation

***Please note that the Specialization in Biotechnology Management and Entrepreneurship is not currently offered due to an insufficient number of students with that focus.**

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
Business 7250 Management and Government Perspectives
Business 7260 Strategy and Management Consulting
Business 7270 Negotiation and Conflict Management

Special Topics Course

Business 7850 Special Topics in Business

Directed Studies Course

Business 7860 Directed Studies

6010 MANAGEMENT OF PEOPLE AND ORGANIZATIONS

This course considers concepts, knowledge, and skills related to the behaviour and management of people in organizations. Human resource management entails thinking systematically and strategically, essential for achieving meaningful outcomes through others. Included are topics such as leadership, motivation, organizational structure, recruitment, selection, reward systems, performance management, training and development, employee commitment and retention, workforce diversity, and managing people across borders and cultures.

6020 FINANCIAL AND MANAGERIAL ACCOUNTING

In this course students learn to become proficient at understanding and interpreting financial statements, assessing them for decision-making purposes, and supporting value-creating organizational strategies, operational tactics, and performance measurement schemes. The course employs international standards and addresses how accounting is used in decision-making. Tools for learning include guest speakers, case studies, and projects.

6030 MARKETING MANAGEMENT

This course is designed to provide students with an introduction to the essentials of marketing practice. Students work together to apply principles and techniques for assessing changing consumer wants in an environment driven by globalization and evolving technological change. Emphasis is placed on providing managers with the tools necessary to make timely, strategic marketing decisions from the perspective of targeted consumer wants.

6040 OPERATIONS MANAGEMENT

This course focuses on concepts and techniques for the design, planning, control, and improvement of manufacturing and service processes. These concepts and techniques pertain to a range of applications in the private and public sectors. Topics include quantitative decision making; process mapping flows of labour, material, capital, and value; supply chain coordination; inventory management; risk mitigation; quality management; process design; and revenue management. Students will complete problem solving and case applications.

6050 CORPORATE FINANCE

This course is designed to provide students with a broad overview of corporate finance and financial markets. The focus is on the conceptual and analytical techniques necessary for making financial decisions. The information collection, problem solving, and decision-making skills inherent in the finance function are stressed. Key concepts covered include the relevance of financial markets to the firm, understanding the relationship between risk and return and its importance in all financial decisions, and learning how financial and real assets are valued and the impact on a company.

PREREQUISITE: Business 6020

6070 STRATEGIC MANAGEMENT

This course looks at the development and implementation of management strategies to create a sustainable advantage in new ventures and entrepreneurial activities in the fast-changing global economy. Utilizing a variety of pedagogic approaches, the course may include topics such as venture concepts, product and market development, intellectual property strategies, pipeline and portfolio management, licensing, alliances, mergers and acquisitions, and international expansion strategies.

PREREQUISITES: Business 6010 and 6020

6080 RESEARCH METHODS FOR EVIDENCE-BASED PRACTICE

This course looks at research as a systematic, objective, and creative process and provides students with a foundation for practicing evidence-based management. Through an introductory yet thorough overview of research methodology, this course enables and encourages students to consider ways managers can use research to support decision-making and actions. Students learn how to locate and evaluate existing knowledge and how to conduct (or participate in) original research.

BUS 6090 BUSINESS COMMUNICATION

This course is designed to help students hone their oral and written communication skills. Students will learn how to deliver professional, engaging, and persuasive public presentations and written work. The course will also teach effective communication within meetings and team settings. In addition, the course will review the principles of academic integrity.

7010 BIOTECHNOLOGY MANAGEMENT AND DEVELOPMENT (Required)

This course provides an overview of management in the biotech/sciences fields. It develops a framework for understanding and analyzing issues in the strategic management of technology and innovation in the context of taking a scientifically feasible idea and examining whether or not it is commercially viable. It evaluates opportunities and challenges in the management of growth in entrepreneurial settings and looks at funding sources from venture capital, business angels, investment banking, and commercial banking sources, and considers the potential global impact of biotechnology research, regulatory requirements, and knowledge management.

7020 COMMERCIALIZATION OF BIOTECHNOLOGY AND INNOVATIONS (Required)

This course examines the theory and practice of commercializing innovation through the launching of new business ventures in the biotechnology industry. It looks at the determination of the value of an innovation; if, when, and how to commercialize an innovation; the research, development, preparation, and presentation of a business plan; how to manage cross-disciplinary teams of scientists, engineers, lawyers, and MBAs; and the strategic alliances and partnerships that are critical to a successful biotech business.

7030 ETHICS AND GOVERNANCE IN BIOTECHNOLOGY MANAGEMENT

This course provides a foundation for the ethical and social problems involved in running today's biotechnology companies which may not have the advantages of deep cumulative knowledge and experienced long term leadership. The course addresses major transitions in technology, markets,

and government policy in industries such as pharmaceuticals, biotechnology, information technology, energy, and communications. It examines research collaborations between university and industry, ethical drug advertising, rules of competition, and incorporating ethics into the fabric of business decision-making. Classes feature guest speakers, venture capitalists, business executives, regulators, and others who can bring their insights and expertise to the issues.

7040 INTERNATIONAL REGULATIONS, LAW, AND POLICIES OF BIOTECHNOLOGY

This course reviews current legal issues affecting the biotechnology industry and the general public. Special attention is devoted to approval processes and regulations, technology transfer, facility design, and cleaning validation, with emphasis placed on intellectual property issues involving patents, assignment and licensing of technology, and trademarks. Included are international regulations and political policies and their impact on strategic and policy development. Major theoretical and practical approaches are utilized to examine such issues as the debt crisis, trade disputes, NAFTA, and the expansion of the European Union.

7050 GROWTH STRATEGIES

This course focuses on the evaluation of opportunities and the challenges involved in the management of growth. Because growth is the ultimate resource "constrainer," often stretching systems in a company to the limit and beyond, the course emphasizes management "at the limit" of what students may have already learned in other functional courses. It provides students with a series of frameworks, analytical skills and techniques, and decision-making tools used in growing businesses.

7060 VENTURE FINANCING STRATEGIES

This course focuses on raising seed and growth capital from various sources such as venture capital, business angels, investment banking, and commercial banking sources. It considers financial problems unique to small and medium-sized firms undergoing rapid growth. It also examines financial management for entrepreneurs over the life of a business project, including financing start-ups, financial planning for smaller enterprises, going public, selling out, bankruptcy, and other related topics.

7070 MANAGING BIOTECHNOLOGY INNOVATION

This course takes a critical look at biotech industries and the life sciences revolution, examining what major transitions in technology, markets, and government policy mean to both established and emerging players, and to the demands on management. Since biotech industries have not normally enjoyed experienced long-term leadership, it is often difficult for them to acquire a cutting edge, particularly when the playing field is being drastically altered and the rules of competition rewritten. Students leave the course with a better understanding of the global challenges facing these industries, and with a broader perspective of leadership and strategy.

7200 INNOVATION AND ENTREPRENEURSHIP (Required)

This course looks at how to manage a business in an innovative and entrepreneurial culture. Topics include an overview of innovation and its value for a firm, entrepreneurial thinking as an approach to general management, how the innovation process works, creating entrepreneurial companies, organizing and managing innovation within existing firms, the role of technology, and coping with the strategic challenges facing all innovators. The course utilizes real-world learning techniques such as case studies, guest speakers, and projects.

7210 INNOVATIVE CULTURE AND LEADERSHIP (Required)

This course provides a practical and theoretical understanding of how to create an innovative workforce through effective leadership and employee management. A complexity approach to innovation in organizations is used to contextualize the course content. A selection of leadership styles, competencies and methods are presented and explored through various experiential processes and activities.

7220 MANAGING CUSTOMER VALUE

This course develops business decision-making skills that touch on customer value as a prerequisite to business success. Topics include defining the term "customer value"; how to align the company's product or service with customer needs and to distinguish it from competitive offerings; how to provide customers with a superior total package of benefits comprising the product itself, associated services, brand image, appropriate pricing, and availability; and an intimate understanding of customers' needs and behaviour. Particular attention is paid to the unique contexts of marketing knowledge-intensive products and services, new and rapidly growing markets, business markets, and investors. Topics such as fusion branding and value-based marketing are also explored. This course readily lends itself to real-world learning and management skills.

7230 CREATIVITY AND INNOVATION FOR CHANGE MANAGEMENT

This course considers the dynamics of change in organizations and how to achieve key goals by combining analysis, creativity, and wisdom. Topics include the forces affecting the nature and rate of innovation, the advantages and disadvantages of existing organizations in pursuing innovation objectives, and the choices made at different levels in the organization which promote or hinder creativity/innovation. Teaching and learning tools include research, practice, student experience, case discussions, group work, peer consulting, teamwork, and projects.

7240 GOVERNANCE, LEADERSHIP, AND PROFESSIONAL DEVELOPMENT

This course provides a theoretical and practical understanding of leadership, professionalism, and governance. It takes a comprehensive and timely look at social responsibility and corporate citizenship for large and small enterprises, shareholders, and society at large as corporate leaders and managers consider the impacts of their activities and decisions on their employees, communities, and international markets. Consideration of leadership styles and methods are explored through various experiential processes such as self-assessment exercises, case studies, and presentations.

7250 MANAGEMENT AND GOVERNMENT PERSPECTIVES

In this course students examine the workings of various levels of government in order to understand more clearly how they, as managers and future leaders, can build knowledge of the interface between business and government into daily business operations and strategy. By developing a thorough command of how government works, students learn how executives and managers can deal more effectively with various levels of government and make better use of public affairs resources to address more astutely the public policy aspects of strategic planning.

7260 STRATEGY AND MANAGEMENT CONSULTING

This course looks at the subject of management consulting, which can provide some of the most challenging and rewarding aspects in today's business world. Topics include global strategy, game theory, management of innovation and creativity, strategy implementation, structure of global industries, strategic alliances, and building global organizations. Emphasis is placed on challenges in the consulting industry, working with clients, and preparing effective reports. This includes how to analyze cross-functional business problems and provide recommendations by applying appropriate frameworks and quantitative tools.

7270 NEGOTIATION AND CONFLICT MANAGEMENT

This course teaches the dynamics of conflict in the workplace and the use of negotiation and conflict management skills to effectively manage such situations. Through a combination of discussion sessions, workshop exercises, and simulation, participants will learn and apply essential negotiation strategies and approaches. In addition, participants will have an opportunity to focus on developing conflict management skills and negotiator styles through a series of self-assessments and role-playing exercises.

PREREQUISITE: Permission of the instructor

7850 SPECIAL TOPICS

This course focuses on a number of topics judged by faculty to be current and relevant within the context of managing in a business environment.

7860 DIRECTED STUDIES

In this course, students pursue a specific topic or issue in business. Before approval is granted, each student must prepare a detailed outline of the topic to be studied, and obtain the consent of a faculty member to supervise the work.

8010 BUSINESS RESEARCH IN PRACTICE

This course requires students to complete a project or set of projects involving in-depth research. Potential projects include academic research papers, business plans, business case analyses or business consulting. To ensure integration of knowledge and skills, students will be expected to apply the concepts learned in the core courses of the EMBA program and to make evidence-based recommendations.

PREREQUISITES: All 8 Core Courses or permission of Program Director

BUS 8010 - EMBA CAPSTONE COURSE/ SIGNATURE PROJECT

At the conclusion of the EMBA program, students complete either the EMBA Capstone Course or a Signature Project. Most students take the EMBA Capstone Course, but, under certain conditions, it may make sense for a student to complete a Signature Project instead (see below for more detailed information).

EMBA CAPSTONE COURSE

The EMBA Capstone Course is offered in the final winter semester of the EMBA program. It is a competition-based course in which each student does three projects, spaced out evenly over the semester. To ensure integration of knowledge and skills, students are expected to apply the concepts learned in the core courses of the program and to make evidence-based recommendations.

For each project, students write a paper and do an oral presentation, with time allotted for fielding questions. Instead of relying exclusively on faculty members for advice, students also give advice to one another. The in-class competition is based on the oral presentations, which take place in front of a panel of judges, consisting of one of the course instructors, one other Business Faculty member, and an EMBA alumnus or alumna.

Project Types:

Projects may include cases or critically appraised topics (CAT) on a variety of business topics, drawing on materials covered in the program's core courses. All of the projects explicitly require an evidence-based analysis and students are provided with structure and guidelines (including detailed instructions and grading rubrics) on how to do that.

Competition Structure:

On each project, a student will compete in a match against other students who had been assigned the same case or to the same CAT/case competition group. In the period leading up to the due date for the reports and the presentation date, students will benefit from feedback/questions from their peers and from one of the course instructors. Each match will have a panel of judges evaluating the presentations and determining the winner of the match. At the end of the course, the student with the most wins will win the overall competition.

Deliverables and Grading:

Each project will require both a paper and a presentation. The report will be graded by one of the course instructors, while the presentation will be evaluated by a team of judges. Grades will be assigned for each project and for the course as a whole. The final grade will also have a professionalism component, primarily based on students providing constructive feedback to their peers.

Course Management:

Two faculty members are the instructors for the course. The course starts with an orientation session in early January, while the presentations (competitions) are scheduled on three separate Friday afternoons between January and April of the students' final winter semester. The course is worth two course credits.

SIGNATURE PROJECT

While most students now finish the EMBA program with the Capstone Course, the signature project may be a good alternative for some. Students wishing to do a signature project need to provide a formal proposal for their signature project, find a supervisor who is willing to work with them, provide writing samples if requested, agree to the deadlines set out by the supervisor, and abide by the research ethics guidelines outlined in more detail below. It is expected that any students considering the traditional signature project have an advisor before the start of the summer after their first year, so that they can make significant progress over the summer months before classes start again.

The signature project is an independent research project worth two course credits. The project allows students to focus on a topic that is of particular interest to them and provides them with the opportunity to apply and demonstrate the management concepts and skills acquired during the EMBA program. In addition to that, the experience of completing the project should provide valuable lessons about the intricacies of research. Due to the size of the project, students need exceptional self-discipline to strictly adhere to milestone deadlines and need to make substantial progress during the summer leading into their final year in the program. The project topic first needs to be approved by the signature project coordinator(s), while the project itself is supervised by a faculty advisor. The final outcome of the signature project is a written paper and a public presentation.

Types of Projects:

There are three main types of projects that can be conducted that meet the signature project requirement:

- *Business plan:* creating a plan for a new business or a new venture within an existing organization;
- *Consulting:* problem-solving for an existing client; or
- *Research:* carrying out academic business research.

Signature Project Proposal:

Students hoping to do a signature project must prepare a 3-5 page (single-spaced) project proposal and submit it to the Bus 8010 course coordinators by May 31 of the year before they intend to graduate. The project proposal should include a working title and proposed timelines.

In addition, the proposal should address the following:

- For an *academic research project*:
 - Research question
 - Brief overview of the theoretical framework
 - Proposed research design, data collection, and data analysis
- For a *business plan*:
 - Description of the proposed business (e.g., product, location, target market, product positioning)
 - Planned sources of market data and how the data will be collected, and planned sources of costing data for the financial projections
 - Any unique aspects of the business that will need to be addressed
- For a *consulting-type project*:
 - Description of the proposed project (e.g., problem, context)
 - Proposed theoretical and/or analytical framework
 - Planned sources of data and how the data will be collected

The Bus 8010 course coordinators will evaluate the suitability and feasibility of your proposal and determine whether the proposed project meets the requirements of our program. If appropriate, the course coordinators will attempt to match you with an advisor who has relevant expertise and is willing to supervise your project. Please note that it may not always be possible to find an advisor.

Working on Your Signature Project:

After being matched with a faculty advisor, you will work with them on developing a plan to complete your project. The two biggest blocks of time you have for working on your project are the summer before you intend to graduate and January to March of your final year, since it would be challenging to dedicate much time to your signature project while you are taking courses. The plan should also account for the fact that a typical signature project goes through at least 5-10 iterations. Throughout this process, keep in mind that your faculty advisor has numerous commitments and has voluntarily taken on this supervisory role as additional work, so please be respectful of their time constraints.

You should make substantial progress during the summer to avoid running out of time at the end of the program. For example, if doing an academic research project, you would normally be expected to conduct your literature review and data collection during the summer months. Of course, it is ultimately up to you and your advisor to decide on the timing of this work and to establish a date by which you should get it done. It is also important to budget time for unexpected issues that may arise along the way. For example, on projects involving surveys or interviews, it is not unusual for students to experience difficulty in getting an adequate number of participants. Issues such as this may force you to make changes to your project.

Completing Your Signature Project:

You and your faculty advisor will determine together the date by which your report is to be completed. Several iterations of revisions are normal, so your first complete draft should normally get to your advisor sometime in January or February of your final year. You should aim to get your advisor's final sign-off by March 20 of that year. Your advisor or the Bus 8010 course coordinators will find a second reader for your project, who also needs to sign off on the project (further revisions may be required). Your final signature project grade will be comprised of your written report grade (85%) and your presentation grade (15%).

Your report should be polished and free of any grammatical errors. If you require assistance with writing, consider hiring an editor. Edits by your faculty advisors are expertise-based only (e.g., ensuring that your statements are technically accurate).

In late April, you will deliver a 12-minute presentation of your signature project, with an additional 5-8 minutes for questions. The audience can include students, alumni, staff, faculty, and guests. The presentation is a requirement of the signature project and provides you with an opportunity to share your project findings with the audience.

Ethics Review:

If your proposed project involves data collection from human participants and is intended to be published (even if just in the UPEI Library), you must submit an application to the Research Ethics Board (REB). If you are required to submit an REB application, you *must* receive REB approval before you begin to collect your data. We suggest that you submit your application as early as possible. In many cases, the reviewers may require you to make modifications, or may ask for clarification on certain points. You can expect approximately 3-4 weeks to elapse between the time you first submit your application and the time you finally secure your approval.

Ethics Tutorial:

Common sense in combination with a commitment to ethics can go a long way towards ethical conduct. However, there are many ethical considerations that even a conscientious researcher might not necessarily think of, and it is worth investing some time into learning about those issues. For that reason, the Business Research in Practice (Bus 8010) course requires that all students doing a signature project that involves collecting data from people complete the "TCPS 2 Tutorial Course on Research Ethics – CORE" found at the following link:

<https://tcps2core.ca/welcome>

The tutorial takes approximately three hours to complete (this can be done over multiple sittings), at the end of which a student will get a certificate of completion. The certificate must be submitted as follows:

- for projects that require Research Ethics Board (REB) review (see below), the certificate is a requirement of the REB application package; and
- for projects not requiring REB review, the certificate must be submitted to the signature project coordinator(s).

Determining Whether an Application to the Research Ethics Board is Required:

UPEI's research ethics policy stipulates that each *research project* must undergo a research ethics review by the university's Research Ethics Board, if the project involves data collection from human participants. The question of whether an application is required for a particular signature project hinges on whether the project constitutes "research." The policy defines *research* as "involving systematic investigation to establish facts, principles, or generalizable knowledge that is intended to be published" (UPEI Research Ethics Board Policy and Procedures, p. 3). In essence, therefore, a project that is intended to be published – and submitting a project to UPEI's Library's holdings counts as a publication – must undergo the university's REB review.

In our program, academic research papers will usually be placed in the UPEI Library holdings (and may be published elsewhere too), and are therefore subject to REB review. In contrast, business plans and consulting-type projects are normally not published anywhere (for confidentiality reasons), and would therefore not require REB review. However, students whose projects do not require REB review but involve data collection from human participants will still need to complete the TCPS 2 Tutorial and submit an "informed consent" document, as described in the last section below.

Research Ethics Board Application:

Students who must submit a Research Ethics Board application should consult the UPEI Research Ethics Board website (<http://www.upei.ca/research-services/research-certifications/research-ethics-board>). If you have any questions about the process, your signature project advisor and/or Joy Knight, UPEI's Research Compliance and Awards Coordinator (mknight@upei.ca), can provide guidance about your particular application. It is best to submit the application as soon as possible, since approval may take a few weeks after the application is submitted, and you are not permitted to begin collecting data until REB approval is secured.

Informed Consent Document:

If you do not need to submit a Research Ethics Board application, you must instead submit to the signature project coordinator(s) documentation about how you plan to obtain informed consent from the participants.

If the informed consent is provided in written form (e.g., if data is collected through a paper-and-pencil or online survey, or if an interview is first arranged through email correspondence), then a copy of the wording you will provide to your participants must be provided. If the informed consent is provided verbally, then you must provide the signature project coordinator(s) with a document indicating what you will verbally tell your participants. Please make sure you provide this information to the coordinator(s) before you begin to collect data. At a minimum, your informed consent should include:

- the purpose of the study,
- how long the survey/interview is likely to last, and
- a statement that participation for all or any part of the survey/interview is voluntary, and that the individual is free to decline to answer any questions or withdraw their participation without any penalty.

A sample informed consent form will be provided to you, but you will need to adapt it to your specific project. Please note that this form is not appropriate for research projects requiring REB approval; please consult with your advisor or Joy Knight when preparing your REB application.

TOOLS AND RESOURCES

There will be an introduction to the EMBA Capstone Course and the Signature Project provided in the orientation sessions. In addition, students will be given access to relevant resources later in the program. The EMBA Capstone Course is run by two instructors who will provide the students with case competition and other course-related materials. Alternatively, students interested in completing a signature project will have access to sample signature projects (projects of former students are also available via the UPEI Library), guides on how to structure their report, and a sample for formatting references.

LIBRARY AND PERMISSION TO USE FORMS

Normally, a Master's thesis is the property of UPEI and is made available through the library. The library retains the right to hold the report in its collections, to make copies, and to circulate it to other academic institutions. It also has the right to publish the abstract with appropriate attribution to you, the author. Our library accepts our signature projects in digital format and makes our projects available to readers through digital holdings.

However, not all of our signature projects are necessarily like a traditional thesis. Some are well-suited for inclusion in the library, while others – usually due to confidentiality considerations – are not. The determination of whether a signature project should be submitted to the library depends primarily on the type of project.

Academic Business Research Projects:

In most cases, academic research projects can and should be made available to the public. A few academic projects, however, may need to remain confidential for a while. An example would be a project based on a sample drawn from such a small group of readily-identifiable people that a reader could potentially identify some of the survey respondents. In order to protect confidentiality for those respondents, the library can block access to the paper until a specified number of years have passed, when confidentiality concerns will have become moot. If you believe that any part of your report ought to remain confidential, please discuss this matter with your advisor. If agreed, you and your advisor can make a written request to the library and the library will place appropriate restrictions on access to your report.

Business Plans or Consulting-type Projects:

In contrast, business plans and consulting-type projects are normally confidential and would ordinarily not be made available in the library (unless you are comfortable with doing so).

Library Permission Form:

Upon final sign-off from your advisor and second reader, you will be requested to submit the final copy of your report to the MBA Program Office. For projects that are going to the library, you will be asked to sign and submit a permission form to authorize its inclusion in the library. If your paper is not an academic paper, we will not forward a copy to the library, but will simply hold a confidential copy in the records of our MBA office.

INTELLECTUAL PROPERTY

Copyright Ownership:

The copyright to any original document, whether physical or electronic, is retained by the author, except when the author was employed to create such material. That said, the ideas and concepts presented in these documents may or may not be the exclusive property of the author, as others such as student team members, faculty advisor(s), and corporate sponsor(s) may have contributed.

Ownership of Submitted Documents and Files, and Rights to Distribute:

The physical or electronic reports submitted as part of a grade for any course of study are the property of UPEI and UPEI retains a non-exclusive, royalty-free license to make physical or electronic copies of these and use these copies in part or in whole, as part of a university works collection for academic purposes within UPEI, for circulation to other academic institutions, and to publish the abstract with appropriate attribution to the copyright owners. Upon written request by the copyright owners or the organization(s) which provided the information content, reasonable restrictions or delays regarding the circulation and publication of research projects in part or in whole can be put in place. Without a written request, UPEI will not guarantee the confidentiality of any submitted project material.

FINANCIAL ASSISTANCE

SCHOLARSHIPS AND AWARDS: (902) 620-5187

www.upei.ca/scholarships-and-awards

Information on UPEI scholarships, bursaries, and awards can be found on the UPEI Awards and Scholarships website

Scholarships and Awards - Registrar's Office

Tel.: (902) 620-5187

E-mail: scholarships@upei.ca

Information on EMBA-specific scholarships as well as any information on scholarships that might apply to EMBA students will be made available through the Program Office. Sources in government and industry, such as the Social Sciences and Humanities Research Council of Canada (SSHRC) and studentawards.com, exist to assist students in MBA programs.

RRSPS AND TAX BENEFITS

RRSPs are also a source of funding. Under the Canadian Income Tax laws, you and/or your spouse may be eligible to borrow tax-free from your RRSP, up to \$10,000 CAD each per tax year, to help fund your EMBA. Please contact your income tax advisor for information about this and other tax benefit details.

EMPLOYEE SPONSORSHIP

Employee sponsorship is an option that is a cost-effective business decision for many organizations. Employers will be adding to the skill set of their most promising managers. You should have received a Sponsorship Form in your initial welcome package to the EMBA program.

FACULTY AND STAFF CONTACT INFORMATION

Faculty and Staff	Office Phone	Email
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Contact	Phone Number
Robertson Library	(902) 566-0583
Emergency Services	(902) 566-0384
Sports Centre	(902) 566-0368
Bookstore	(902) 566-0625



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