

# Ivey Executive MBA

Provocative  
Dynamic  
Exhilarating



# The Class Experience

## CURRICULUM: DESIGNED FOR SUCCESS

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

### **Analyze the Environment**

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

### **Formulate Winning Strategies**

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

### **Execute Strategies Brilliantly**

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

### **Evaluate Strategies Systematically**

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

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

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

# MODULE THEMES AND COURSE DESCRIPTIONS

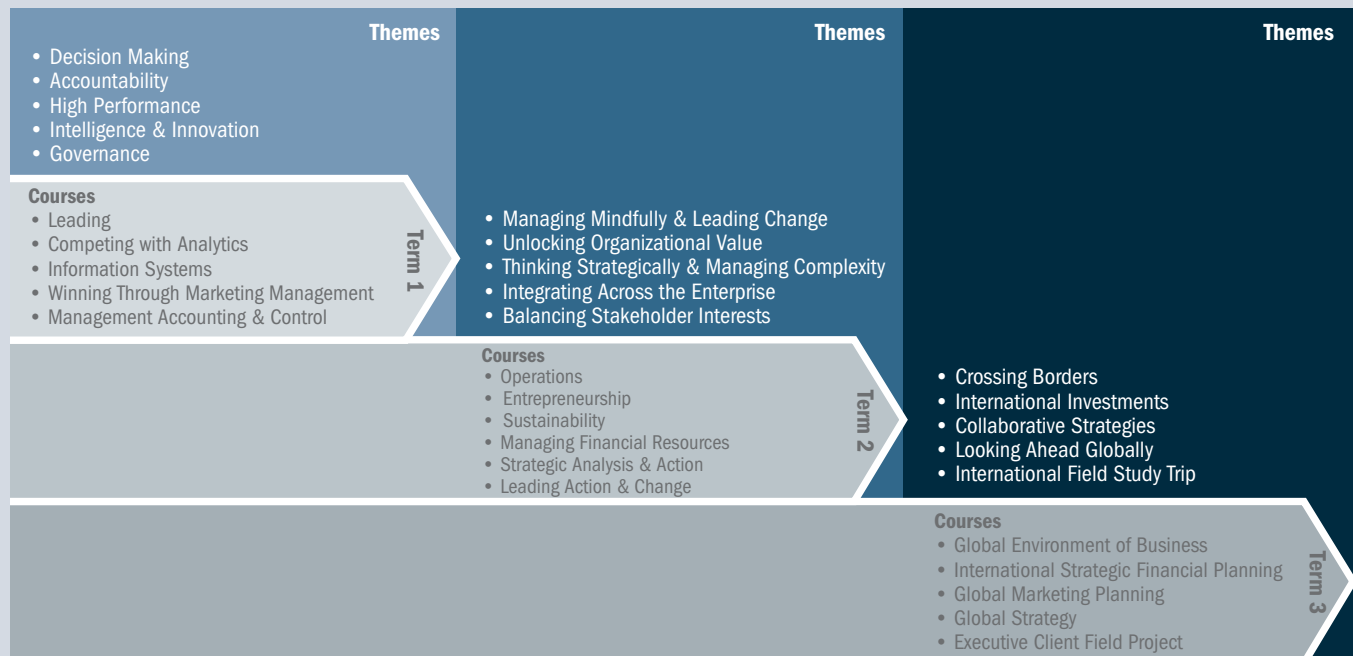
The Executive MBA curriculum consists of 15 courses and covers 15 module themes, each tackling a Cross-Enterprise Leadership challenge.

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

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

## CURRICULUM STRUCTURE

### 15 Courses Integrated by 15 Themes



### CROSS-ENTERPRISE LEADERSHIP

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

# TERM ONE

## MODULE THEMES

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

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

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

### **Module 2: Accountability**

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

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

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

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

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

### **Module 5: Governance**

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

## COURSES

### **Leading - Business 9550**

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

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

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

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

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

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

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

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

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

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

# TERM TWO

## MODULE THEMES

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

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

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

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

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

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

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

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

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

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

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

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

## COURSES

### Operations - Business 9555

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

### Sustainability - Business 9569

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

### Leading Action & Change - Business 9559

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

### Managing Financial Resources - Business 9557

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

### Strategic Analysis & Action - Business 9558

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

### Entrepreneurship - Business 9568

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

# TERM THREE

## MODULE THEMES

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

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

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

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

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

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

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

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

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

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

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

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

## COURSES

### Global Environment of Business - Business 9560

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

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

### International Strategic Financial Planning - Business 9561

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

### Global Marketing Planning - Business 9562

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

### Global Strategy - Business 9563

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

### Executive Client Field Project - Business 9564

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