

行政院及各所屬機關出國報告

(出國類別：考察)

美國加州大學柏克萊分校(University of California at Berkeley)

史坦福大學(Stanford University)

加拿大多倫多大學(University of Toronto)

渥太華大學(University of Ottawa)

服務機關：國立高雄大學

職 稱：教授兼系主任

姓 名：李博志

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出國人員:

李博志 國立高雄大學 亞太工商管理學系 系主任

出國類別: 考察

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關鍵詞: MBA program,加州大學柏克萊分校,University of California at Berkeley,史坦福大學,Stanford University,多倫多大學,University of Toronto,渥太華大學,University of Ottawa

內容摘要:

國立高雄大學亞太工商管理學系系主任李博志教授於民國91年12月18日至12月27日到美國和加拿大考察加州大學柏克萊分校、史坦福大學、多倫多大學和渥太華大學的管理學院。考察報告摘要如下：一.課程設計美國和加拿大大學的MBA(Master of Business Administration)Program課程除了學校自己設計之外，有許多是由社會人士向校方建議而設立，在美國另有一些是由學生建議而設立，這是課程設計的一個特色，值得參考。二.師資問題 MBA課程隨時代的變遷隨時做必要的調整，由於專任教師的不足，美國和加拿大的大學都用許多兼任教師來授課，一方面可應付潮流所需，另一方面減少學校當局的財政負擔。三.教學合作台灣要與美國州立大學或者加拿大的省立大學從事教學合作和授予學位的計劃，實現的可能性有困難，同為這些公立大學都受該國政府財務和行政的管制。倒是與美國私立的大學合作，實現的可能性比較高。目前國立新加坡大學與史坦福大學就有MBA的聯合計劃在進行。四.發展主軸美國和加拿大的MBA都以當地的特色為發展主軸，例如加州大學柏克萊分校和史坦福大學就以矽谷高科技發展科技管理及相關領域。多倫多是加拿大的金融中心，位於該市的多倫多大學就以金融管理為重心。渥太華大學是加拿大唯一的英法雙語教學的大學，於是發展國際MBA計劃。五.學位設計 多倫多大學洛特曼管理學院的理學士/商學碩士雙主修(BASc/MBA Program)和法學博士/商學碩士雙主修(JD/MBA Program)很有特色，廣受歡迎，成效很好，值得高雄大學法學院，亞太事務學院，理學院和工學院的參考。六.大學合併大學與大學之間一般同質性不高，兩所大學合併成一所大學，美國和加拿大的學術負責人認為不切實際。如果純粹是政府財政緊縮要節省經費，那麼裁減系所反而成效較大。

## 摘要

國立高雄大學亞太工商管理學系系主任李博志教授於民國 91 年 12 月 18 日至 12 月 27 日到美國和加拿大考察加州大學柏克萊分校、史坦福大學、多倫多大學和渥太華大學的管理學院。考察報告摘要如下：

### 一. 課程設計

美國和加拿大大學的 MBA(Master of Business Administration)Program 課程除了學校自己設計之外，有許多是由社會人士向校方建議而設立，在美國另有一些是由學生建議而設立，這是課程設計的一個特色，值得參考。

### 二. 師資問題

MBA 課程隨時代的變遷隨時做必要的調整，由於專任教師的不足，美國和加拿大的大學都用許多兼任教師來授課，一方面可應付潮流所需，另一方面減少學校當局的財政負擔。

### 三. 教學合作

台灣要與美國州立大學或者加拿大的省立大學從事教學合作和授予學位的計劃，實現的可能性有困難，因為這些公立大學都

受該國政府財務和行政的管制。倒是與美國私立的大學合作，實現的可能性比較高。目前國立新加坡大學與史坦福大學就有 MBA 的聯合計劃在進行。

#### 四. 發展主軸

美國和加拿大的 MBA 都以當地的特色為發展主軸，例如加州大學柏克萊分校和史坦福大學就以矽谷高科技發展科技管理及相關領域。多倫多是加拿大的金融中心，位於該市的多倫多大學就以金融管理為重心。渥太華大學是加拿大唯一的英法雙語教學的大學，於是發展國際 MBA 計劃。

#### 五. 學位設計

多倫多大學洛特曼管理學院的理學士/商學碩士雙主修 (BASc/MBA Program) 和法學博士/商學碩士雙主修 (JD/MBA Program) 很有特色，廣受歡迎，成效很好，值得高雄大學法學院，亞太事務學院，理學院和工學院的參考。

#### 六. 大學合併

大學與大學之間一般同質性不高，兩所大學合併成一所大學，美國和加拿大的學術負責人認為不切實際。如果純粹是政府財政緊縮要節省經費，那麼裁減系所反而成效較大。

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## A. 考察目的

國立高雄大學自民國 89 年成立以來，即希望能夠與海外著名大學進行學術交流合作。德國、荷蘭、美國、日本及中國等大學負責人和教授都先後訪問過本校，王校長仁宏也在民國 91 年 4 月率團訪問中國南京大學和復旦大學等校，並於同年 6 月參加第 13 屆國際大學校長會議之便，順道訪問澳洲新英格蘭大學。

成立亞太事務學院是高雄大學設校的一大特色。亞太事務學院除培育亞太營運中心，台南科學園地，和高雄港多功能園區，所需人才以外，還要支援台商在大陸和東南亞投資所需之基本幹部，並訓練台商派遣前來台灣留學的當地優秀管理及技術人才。

目前亞太事務學院已設立亞太工商管理學系，學生已有二年級共 110 位。系裡並設立二年制在職專班訂今年七月招生。此外，系也正積極籌辦 MBA Program 和東南亞社會經濟研究所碩士班，希望能在兩年內正式招收研究生。

爲了借鏡外國著名大學在 MBA Program 方面有關課程設計，聘請師資，和教學合作的經驗，王校長仁宏特派李博志教授於民國 91 年 12 月 18 至 27 日，出訪美國和加拿大著名學府考察管理與商學教育。此行參訪的大學一共有 4 所，都是國際著名的學府，這些學校包括：

美國：

加州大學柏克萊分校 (University of California at

Berkeley〉

史坦福大學〈Stanford University〉

加拿大：

多倫多大學〈University of Toronto〉

渥太華大學〈University of Ottawa〉

在訪問期間是聖誕佳節，美加大學均已放假，大部分教授及負責行政人員都在休假，要安排見人比較困難，不過還是盡力找到所要見的人，以下是訪問各校的詳細報告。



B. 美國加州大學柏克萊分校〈University of California at Berkeley〉

12月19日〈星期四〉早上拜訪加州大學柏克萊分校商學院〈UC Berkeley, Haas School of Business〉碩士班主任 David H. Downes 〈Director, MBA Program〉。首先我介紹國立高雄大學建校經過及目前學校狀況，贈送 Downes 教授一本高雄大學英文簡介及禮物。面談重點敘述如下：

加州大學系統是美國目前辦得最好的州立大學，而 Berkeley 又是該系統裡最著名的分校，其商學院的 MBA Program 都是名列全美國十名以內。

1. 課程設計

由於社會變化太快，大學課程的設計也隨之變動。例如 E-Commerce 的課程在五年前，該院大約同時開了將近十門課程，但目前這方面的課程幾乎變成不重要而不存在了。目前最重要的課程倒是有關商業道德方面的議題。這是由於最近幾年因曾是美國第六大公司 ENRON 突然倒閉，Anderson 會計公司作假帳，以及其他大公司惡性倒閉所引起的公司社會道德問題。

有鑑於此，該院院長 Tom Campbell 在院裡成立一個新計劃稱為商業領導人社會責任計劃〈Socially Responsible Business Leadership Initiative〉在好萊塢演員保羅紐曼〈Paul Newman〉及慈善家校友 Michael Horner 參助下，特別

聘請一些專家學者在該院教授有關各種商業道德〈Business Ethics〉的課程。UC-Berkeley 的 MBA 課程除了學校自己設計之外，有很多是由社會人士向校方建議而成立，另有一些是由學生建議而設立，這是該校課程設計的一個特色。

## 2. 師資問題

加州大學 MBA 的課程隨時代的變遷都做必要的調整，但是專任教師對於某些新設課程並沒有專精，於是便從校外聘請兼任教師來授課。目前加大兼任教師遠比專任教師多。兼任教室每週授課三小時，每一學期的待遇僅 \$15,000 至 \$20,000 美元不等，雖然薪水不高〈每小時 313 至 417 美元，遠低於一般諮詢顧問薪資〉，但是仍然有許多校外專家學者都希望來 UC-Berkeley 當兼任教職，主要是擁有在 UC-Berkeley 教過書的經驗。

有關兼任教師的資格，院方爲了避免沒有 PH.D. 學位不能當教授的規定，一般兼任教師院方都是以講員〈Lecturer〉的頭銜聘請來授課。UC-Berkeley 認爲有些兼任教師的教學非常差，原因是他們僅專於某一個小領域，其所具備資料僅能授課數星期，要上完整個學期就有點江郎才盡了。

## 3. 學術合作

UC-Berkeley 在美國境內與密西根大學商學院〈University of Michigan Business School〉和維吉尼亞大

學商學院〈Darden School at the University of Virginia〉有遠距離教學合作計劃，互相承認學分。

可是，UC-Berkeley 不可能與其他國家有聯合計劃〈Joint Program〉，或者與台灣或東南亞國家的大學從事於三角教學計劃，授與學位，這是因為 UC-Berkeley 是一所州立大學，其預算編製有一定程序和限制，不像美國其他私立大學可以自己決定與他國成立聯合學術計劃。

#### 4. 財政問題

近幾年加州政府預算緊縮，連帶影響州政府的教育補助支出，UC-Berkeley 在辦理 MBA Program 時，財務上也相當吃力。

#### 5. 訪問教授

UC-Berkeley 的教授利用休假期間有沒有可能來台授課？Downes 教授說可能性很低。因為休假的教授絕大部分都去有相類似計劃的國家或機關去做學術研究。

### C. 台北駐舊金山經濟文化辦事處

12月19日下午去舊金山市台北經濟文化辦事處拜訪文化組黃組長美珠。我把高雄大學中、英文簡介送給黃組長，拜託他利用與當地學者專家聚會時，能幫高大物色年輕和資深的學者返台任教職，黃組長說很樂意幫忙。

新到任台灣駐舊金山經濟文化辦事處的科學組組長楊啓航博士，他是前國立高雄第一科技大學副校長。楊組長也答應有機會找到合適的留美學者會推薦給高雄大學。

#### D. 美國史坦福大學〈Stanford University〉

12月20日早上到達史坦福大學商學研究院〈The Stanford Graduate School of Business〉拜訪 Robert L. Joss 院長。剛好他要趕去機場，所以就交換名片，他同時準備三本資料冊給我，要我閱讀，有何問題請隨時 e-mail 給他，他很樂意回答任何有關問題。這三件資料是：

- 甲、 Stanford MBA Program
- 乙、 Stanford Executive Education
- 丙、 The Schwab Residence Center

隨著美國人口慢慢往西移，美國的經濟、政治以及學術勢力也往西移。造成美國 90 年代的經濟繁榮發展，其主要原動力是來自座落於矽谷〈Silicon Valley〉的高科技發展所造成。加州的經濟產值是排名世界第六名，相當於法國的 GDP 而史坦福大學佔盡地利，矽谷就在它的隔壁，所以史坦福大學造就矽谷，矽谷造就史坦福大學。

在與史坦福大學 MBA Program 執行秘書交談當中，史坦福大學由於建校已將近 200 年，單商學研究院就已超過 50 年，有許多傑出校友，校友及社會人士的捐款使得學校能穩定成長。

史坦福大學的商學院在美國大學的排名大都在前五名，所以每年都吸引許多來自世界各國的學生就讀，在亞洲地區，國立新加坡大學〈National University of Singapore〉與史坦福大學有合辦國際管

理的經理人員計劃，專門訓練亞太地區經理人員專精於國際企業管理。高雄大學將來發展到某一程度時（即設有碩士博士班），也許可以嚐試成立一個三角教學計劃。

## E. 加拿大多倫多大學〈University of Toronto〉

12月23日早上訪問加拿大最古老(有175年建校歷史)和最著名的學府〈加拿大大學排名榜第一名〉，座落在多倫多市中心的多倫多大學，目前該校有四萬多名大學部和研究所學生。

### 1. 洛特曼管理學院

多倫多大學洛特曼管理學院〈Joseph L Rotman School of Management〉副院長 James D. Fisher 教授接見，我先介紹高雄大學，並贈送高雄大學英文簡介及禮物一份，面談一個多小時。洛特曼管理學院有一些特色，值得高雄大學未來發展做參考。

#### a. 金融管理為主軸

多倫多大都會，人口有四百萬。是目前加拿大的金融中心。因此管理學院的 MBA Program 就以金融管理為主軸，招攬學生來就讀。不久前台大商學院的一批研究生也來此作短期參觀學習。

#### b. 理學士/商學碩士雙主修〈BASc/ MBA Program〉

洛特曼管理學院提倡綜合思考〈Integrative Thinking〉的教學方式，因此從1979年起，該學院設立，The Jeffrey Skoll BASc/MBA Program，與多倫多大學應用科學與工程學院合作，讓主修科學或工程的學生，能從大三開始在校外從事有薪水的工作16個月，使學生能從工廠或公司得到實際專業經驗〈Professional Experience〉，然後再回校修習BASc

課程。

從第四年下半期再開始為期八個月的工作以便得到管理經驗〈Management Experience〉，第五和六年再正式修習 MBA 課程。畢業之後授與應用理學士〈Bachelor of Applied Science〉和商學碩士〈Master of Business Administration〉兩個學位。這個綜合課程需時 68 個月〈即 5 年八個月〉，如果學生分開修習兩個學位，至少需要八年的時間〈即六年修習課程，加上 2 年實際工作經驗〉。

c. 法學博士/商學碩士雙主修〈JD/MBA Program〉

時代的演變，法律人要懂得管理，商業經理人也要懂得法律，在這個理念之下。洛特曼管理學院與多倫多大學法學院共同成立這雙主修課程。

通常學生第一年可以申請進入法學博士課程，或者商學碩士課程，一年後有興趣的學生在規定的學業成績之下向兩個學院同時申請進入該雙主修綜合課程。

學生通過考試資格，四年後大學授予法律博士學位〈Juris Doctor Degree〉和商學碩士學位〈Master of Business Administration Degree〉。如果學生分開攻讀 JD 和 MBA，一般需時五年才能得到兩個學位。

d. 課程設計

Fisher 副院長說學生來來去去，讓他們參與課程的設計



不切實際，這觀點與 UC-Berkeley 剛好相反。該學院的 MBA 課程絕大部分是學院的專任老師所設計。不過有一小部分是由社會人士所推薦，同樣，管理學院的教學需要更多兼任的教師。

## 2. 多倫多大學-約克大學聯合亞太研究中心

(University of Toronto - York University Joint Centre for Asia-Pacific Studies )

12 月 23 日下午訪問多倫多大學-約克大學聯合亞太研究中心。這個亞太研究中心主要是研究亞洲地區政治、經濟、社會、地理、商務和管理等。該中心主任 Frolic 教授和特別顧問 Richard 律師，歡迎我們到訪，我向他們先介紹高雄大學創校經過及目前情況，並贈送高雄大學英文簡介及禮物一份。

該中心提供亞洲研究所的碩士學位以及替亞洲國家政府訓練相關專業人才。中心主任 Frolic 教授剛訪問台灣與外交部高英茂政務次長會談。外交部有意派遣人員到該中心受訓。Frolic 主任說如果高雄大學舉辦有關亞太地區事務會議，該中心能夠派員參與，對訪問教授如有需求，該中心也樂意推薦適當人選。

至於三角聯合教學計劃〈多倫多大學、高雄大學、中國大陸或東南亞國家大學〉，Frolic 主任說因涉及太多層面，多倫多大學參與的可能性不大。

## F. 加拿大渥太華大學〈University of Ottawa〉

12月24日拜會渥太華大學管理學院院長 Michael Kelly 博士。由於當日是聖誕節前夕，Kelly 院長特別安排先在 SHERATON HOTEL 早餐。然後再會談，渥太華大學是加拿大唯一用英法雙語教學的大學。我先介紹高雄大學現況，並贈送一本英文高雄大學簡介及禮物一份，以下是與 Kelly 院長會談紀要：

### 1. 大學合併

由於憲法的規定，教育〈大、中、小學〉事務是屬於省政府權限，由省政府每年提供財政補助，渥太華大學是省立大學。十多年前省政府財政緊縮時，渥太華大學有一些研究院的計劃，被要求與座落在渥太華市的另一所省立大學 Carleton University 聯合辦理，以節省教師薪資和其他費用，但兩校並沒有合併，Kelly 院長說一般大學的同性質不高，所以合併不恰當，如果政府要省錢，省的部分也有限。大概行政部分可以節省不到 10%。

### 2. 三角教學計劃

渥太華大學是加拿大唯一海外設有 MBA Program 的大學。它設在香港的 MBA Program 已經有 12 年的歷史。由於香港經濟漸漸走下坡，Kelly 院長有意把該 MBA Program 搬去上海或北京，目前正在審慎評估中。

Kelly 院長對三角合作教學有興趣，不過學位到底如何頒給

有待進一步研究。四月間他會去香港視察該院教學情況，如果時間允許，他有意願來高大參觀訪問，我回答非常歡迎。

#### G. 台北駐渥太華經濟文化代表處

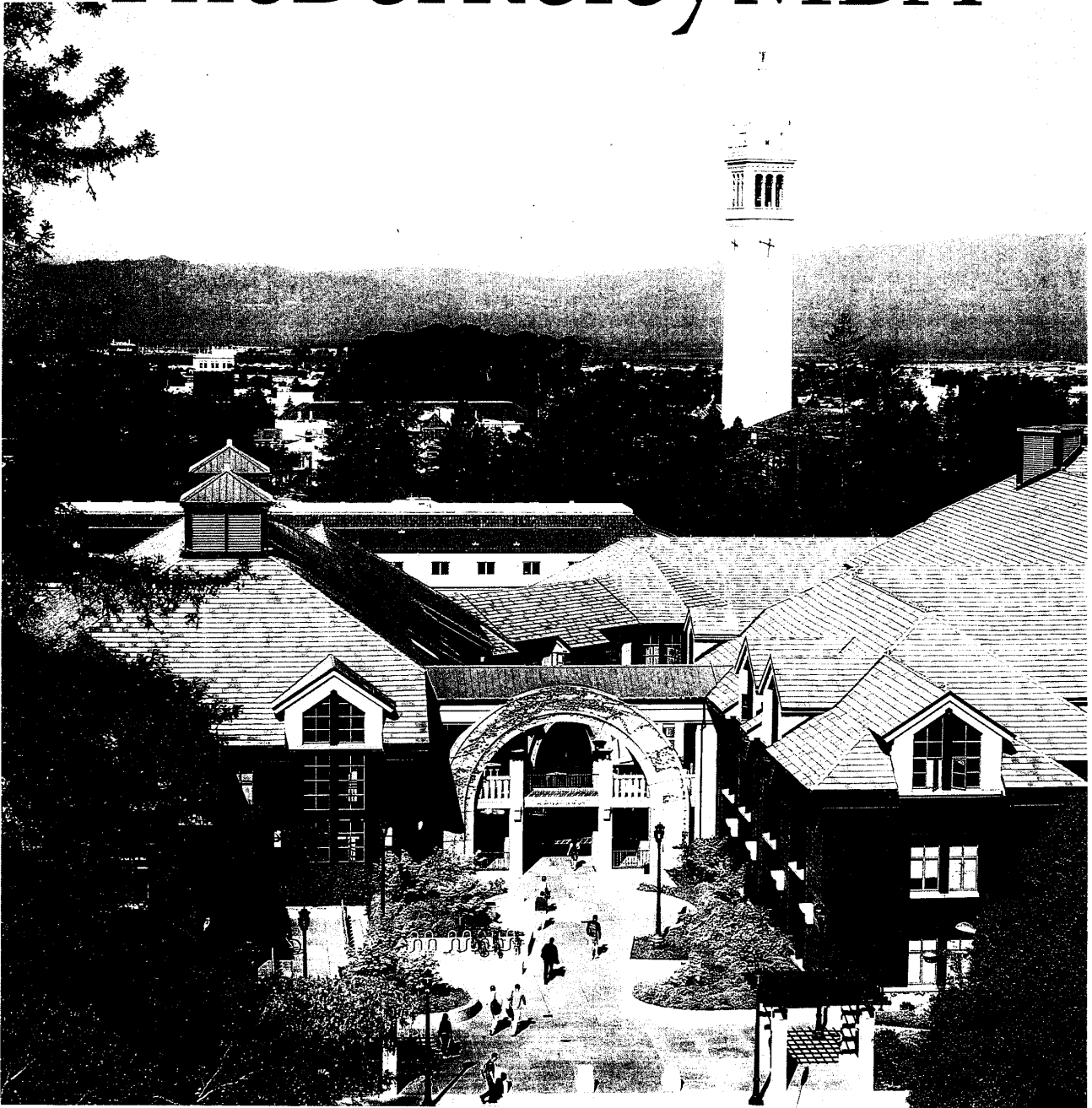
12月24日下午拜訪代表處文化組陳組長樹坤，除送給陳組長有關高雄大學中、英文簡介外，還要求陳組長推薦適當人選來高雄大學任教。陳組長說非常樂意幫忙。

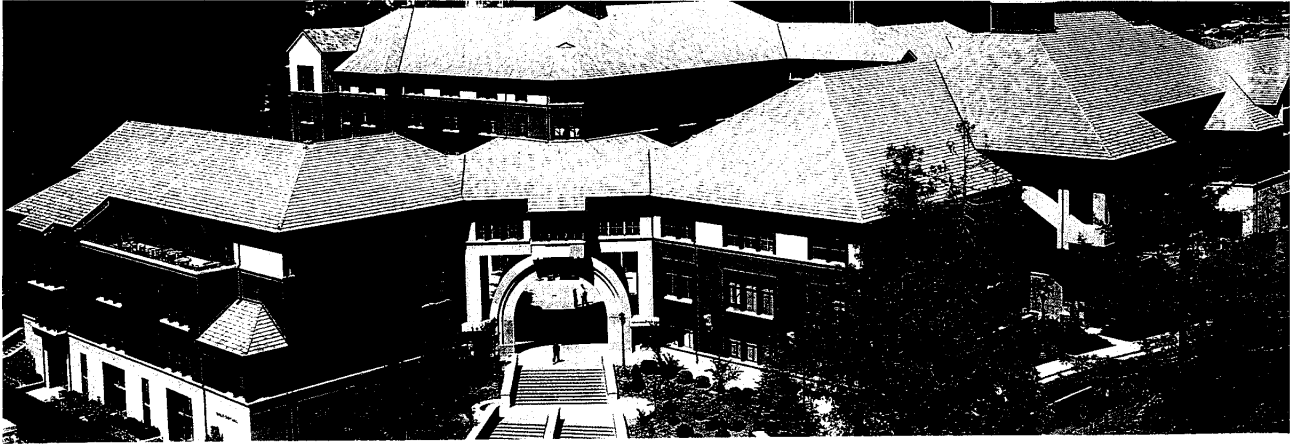
# 附錄一

University of California  
**Berkeley**  
Haas School of Business

Full-time MBA Program 2003

# The Berkeley MBA

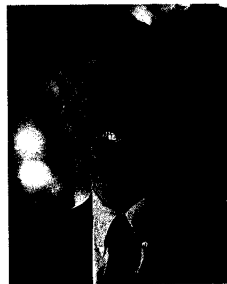




## Combining Public Service and Education

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Former congressman and Stanford law professor Tom Campbell began in 2002 as the thirteenth dean of the Haas School of Business. “The chance to be dean at such a prestigious business school is a tremendous honor and opportunity,” said Campbell in the press release announcing his appointment. “That it is at a public university enables me to combine both public service and education: the two career paths my life has followed.”

Campbell had been a law professor at Stanford University since 1983. He was elected five times to represent the Silicon Valley area of California in Congress. Among his legislative achievements were authorship of the 1998 Food Bank Relief Act and the 2000 Peace Corps Reauthorization Act.

Campbell also was elected as a California state senator in 1993. During a two-year term, he earned ratings by the Sacramento-based *California Journal* as the most ethical state senator, the best overall senator and the state Senate’s best problem-solver.

“Tom Campbell fits the Haas School’s mission perfectly, in the breadth of his experience and in his perspective,” said UC Berkeley Chancellor Robert M. Berdahl about the appointment. “He is a legal scholar who holds a Ph.D. in economics, is extraordinarily knowledgeable about business issues, is dedicated to public service and is an educator of considerable achievement.”

A native of Chicago, Campbell earned his bachelor’s and master’s degrees in economics at the University of Chicago, and a law degree from Harvard in 1976. He returned to the University of Chicago, earning a Ph.D. in economics there in 1980. His dissertation was the first quantitative measurement of discrimination against women in federal civil service employment.

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The Full-time MBA Program at the Haas School of Business challenges you to master the complexities of today's global business environment and take maximum advantage of new opportunities. Our program offers an unsurpassed education in the fundamentals of management and in-depth exposure to the trends shaking the foundations of business. It brings you together with outstanding men and women from around the world and teaches you to be a leader in any type of organization.

The Berkeley MBA program's spirit of challenge also becomes your approach to leadership throughout your professional life. You learn to pursue new ideas aggressively, to defy convention, and to lead through action. This community of extraordinarily talented people – students, faculty, staff, and alumni – is marked by a unique blend of entrepreneurial drive and team spirit, underpinned by serious scholarship and a global outlook. There is a strong desire to get involved and a dedication to make the world a better place.



# The Berkeley MBA Curriculum

## 1

### First Year

- **Quantitative Methods Workshop (optional/late summer)**  
Two-week review of math, probability and statistics skills
- **Communications Workshop (optional/late summer)**  
Two-week refresher of oral and writing skills
- **MBA Orientation (required)**  
Two-week introduction to life at Haas, and fun, too!

#### Required Core Courses "A," Weeks 1-7

- Introduction to Data Analysis for Management
- Economics for Business Decision Making (Microeconomics)



The annual Women in Leadership conference is the longest-running student-run conference at Haas, attracting more than 400 participants. Pictured: 2001 organizing committee.

- Organizational Behavior
- **Intrasection**
- Two-day career management conference

#### Required Core Courses "B," Weeks 9-15

- Financial Accounting
- Introduction to Finance
- Marketing Management

#### Required Core Mini Course

- Communicating as a Manager

#### Student Conferences, Speaker Series, and Events

- Women in Leadership Conference

- Leading Edge Technology Conference
- Various Speakers Series
- Consumption Functions  
Bi-monthly social gatherings

#### Career Events

- **Career Development Workshops**  
Workshops on interviewing, resume and cover letter writing, and networking held throughout semester
- **Firm Nights**  
Opportunity to network with firms from various industries

- **Study Tour (optional)**  
Study trip to Asia or Latin America, organized by a student club

#### Required Core Courses "A," Weeks 1-7



The Berkeley Entrepreneur's Forum presents speakers monthly at Haas. Guy Kawasaki, the original Apple "evangelist" and CEO of Garage Technology Ventures, took the podium in 2002.

- Introduction to Operations Management
- Macroeconomics in the Global Economy

#### Required Core Courses "B," Weeks 9-15

- Strategy in the Global Context
- Managing Business Ethics in a Global Economy

#### Elective Courses (full 15-Week semester)

- Two or three electives

#### Student Conferences, Speaker Series, and Events

- Haas Asia Business Conference
- Challenge for Charity
- UC Berkeley Business Plan Competition
- National Social Venture Business Plan Competition
- Consumption Functions

#### Career Development

- Interviews for summer internships begin in January
- Independent job search begins
- Firm Nights

- Internships and Summer Jobs
- **International Business Development Consulting Projects**  
Travel in teams throughout the world for consulting projects
- **The Washington Campus**  
Work and learn in the nation's capital for a summer

## 2

### Second Year

#### Elective Courses

- Four or five electives
- International exchange program (optional)

#### Student Conferences, Speaker Series, and Events

- Women in Leadership Conference
- Leading Edge Technology Conference
- Various Speakers Series
- Consumption Functions

#### Career Development

- Second year job interviews (September-March)
- Firm Nights

- Study Tour (optional)

#### Elective Courses

- Four or five electives

#### Student Conferences, Speaker Series, and Events

- Haas Asia Business Conference
- Challenge for Charity
- UC Berkeley Business Plan Competition
- National Social Venture Business Plan Competition
- Consumption Functions



Students work on class projects at the Bakar Computer Center.

- **MBA Enterprise Corps (optional)**  
Expand international expertise by working for a business in a developing country
- **Haas Homecoming and Cal Football Game (Fall)**

## Haas School Alumni: People in Your Haas Network

**Scott Adams, MBA 86**

*Creator of Dilbert*

**Bengt Baron, BS 85, MBA 88**

*President of The Absolut Company*

**Richard Blum, BS 58, MBA 59**

*Founder of the Himalaya Foundation*

**William F. Cronk III, BS 65**

*President, Dreyer's Grand Ice Cream*

**Mary Ann Cusenza, MBA 82**

*CFO of Garage.com*

**Barbara Desoer, MBA 77**

*President, Consumer Products,  
Bank of America*

**Stephanie DiMarco, BS 79**

*Founder and Chairman, Advent Software*

**Donald Fisher, BS 50**

*Founder and Chairman, The Gap*

**Robert A. Lutz, BS 61, MBA 62**

*Vice Chairman for Product Design,  
General Motors*

**Jorge Montoya, MBA 71**

*President, Procter & Gamble, Latin America*

**Paul Otellini, MBA 74**

*President & COO, Intel Corporation*

**Rodrigo Rato, MBA 74**

*Deputy Prime Minister and Minister  
of the Economy, Spain*

**Thomas Schneider, MBA 62**

*Chairman, Ansett Worldwide*

**Roger Siboni, BS 76**

*President and CEO, E.piphany.com*

**Hirohisa Takeuchi, MBA 71, Ph.D. 77**

*Dean, Graduate School of International  
Corporate Strategy, Hitotsubashi University,  
Tokyo*

## A Sampling of Alumni Events

### May

Hear faculty on current business topics at the Haas Faculty Alumni Colloquium.

### June

Get the "Business Forecast" from leaders in business and industry. Attend Haas Welcome Parties held around the world for incoming MBA students, alumni and new graduates.

### September

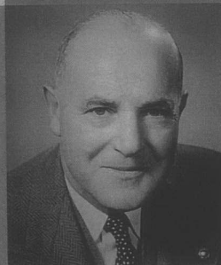
Attend a local chapter event in Silicon Valley, New York, or Singapore.

### October

Join fellow alumni at Homecoming and Reunion Weekend.

### November

Enjoy the Big Game (Cal-Stanford football game) BBQ at the Haas School of Business.



The Haas School of Business is named in memory of Walter A. Haas Sr., a 1910 graduate of the school and president of San Francisco-based Levi Strauss & Co from 1928 to 1955. The gift naming the building was donated by his wife, Elise Stern Haas (a great-niece of founder Levi Strauss) and three of his children. The Haas family still maintains control of the firm today.

From your first day as a Berkeley MBA student, you become a lifetime member of one of the best professional networks on the

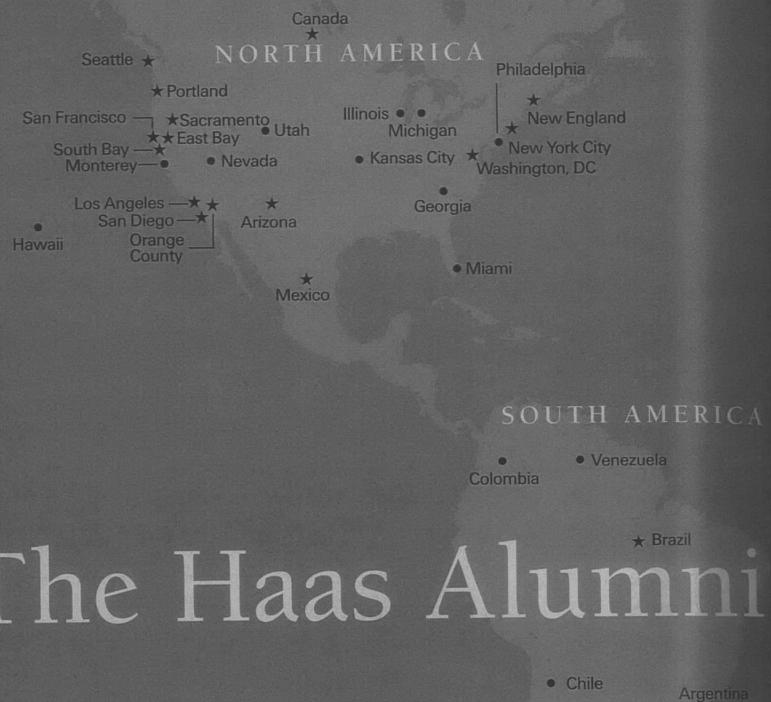
planet. Close to 30,000 business school graduates are connected by a robust alumni network – including career services, online communities, and local alumni clubs in major cities around the globe.

"The benefits of a Haas degree start on your first day of school and continue long after graduation," says Tenny

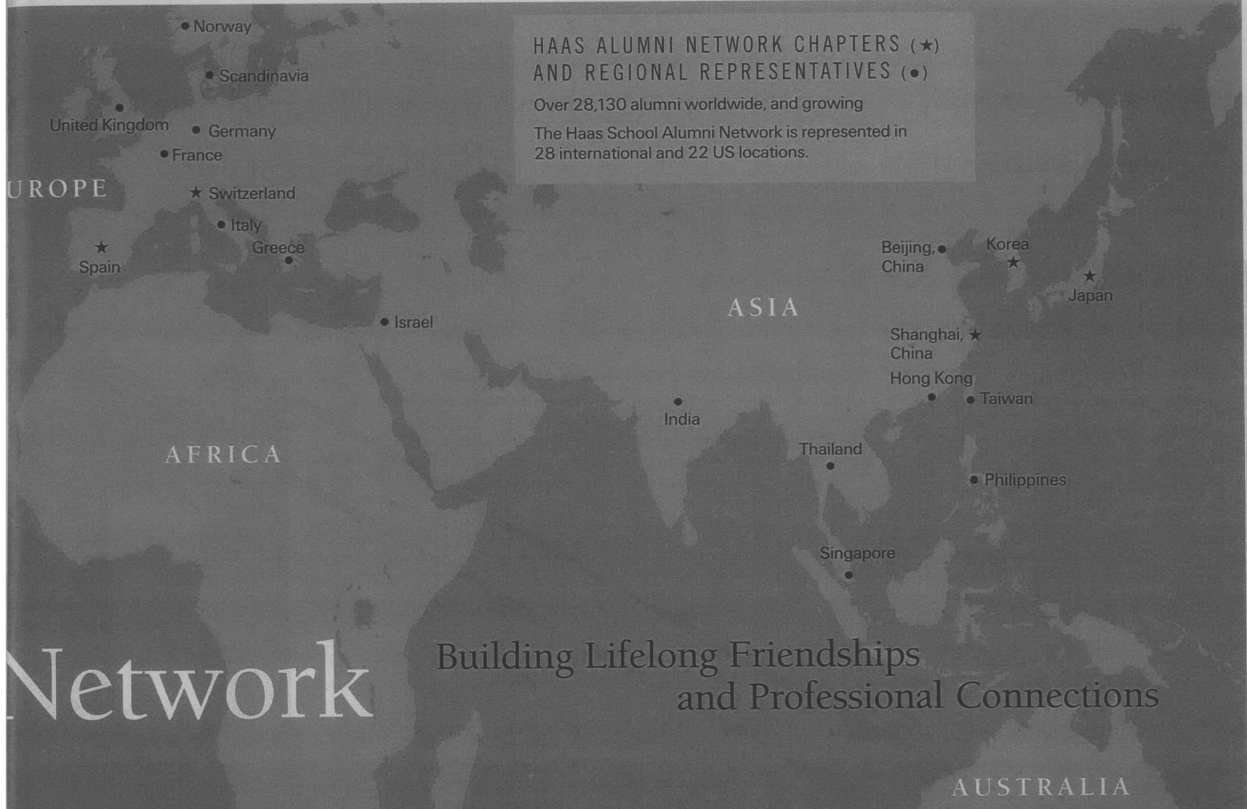
Frost, the Haas School's Co-Director of Alumni Relations. "The Haas Alumni Network presents the best opportunity to stay connected to classmates, professors and the school itself." Key alumni services include:

- Haas and campus-wide online community
- Professional alumni career counseling
- Alumni Career Fairs
- Social and educational events
- Career networking with alumni and current students
- Chapter news and activities
- Annual Homecoming and Reunion events
- Haas School Annual Fund

The Haas online community, Haas@cal, is the focal point for alumni connections and services. The online community offers current Haas students and alumni an up-to-date, online version of the alumni directory, online job postings, lifelong e-mail forwarding options and various career resources. Members can search the database by industry or location to find valuable contacts.



# The Haas Alumni



# Network

## Building Lifelong Friendships and Professional Connections

### An Alumni Network Around the Globe

An expanding network of 20 regional chapters and additional regional representatives provides a focal point for Haas alumni located across the globe, and offers a variety of social and professional development opportunities for alumni living in or traveling through these areas. Chapter events provide the opportunity to network and socialize with other alumni, reconnect with Haas professors at speaking events, and/or

benefit the community via chapter-driven volunteer efforts.

In an increasingly global economy, many Haas alumni live or work abroad. Akito Yamazaki, MBA 1982, and HAN Tokyo Chapter President currently runs a thriving chapter of Haas alumni from all parts of the world. He reports, "Japan's recession cannot stop Tokyo from getting more international! Most of the Haas MBAs in Japan work in Tokyo and we are all uniting here under the Haas flag. The big success of the Tokyo Symposium in June 2001 demonstrated Haas' reputation and we are excited to provide more platforms for our colleagues both to learn and to have fun!"

Hazem Galal, MBA 95, moved to Brazil and started building an alumni chapter in Sao Paulo with the help of six recent Haas graduates. As Europe has begun to consolidate politically and economically, so have various Haas chapters located throughout the European region. Alumni the world over realize the benefit of staying connected to each other and to Haas.

### ALUMNI FOCUS



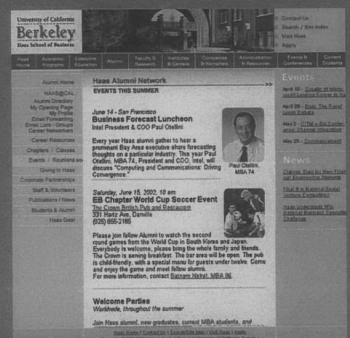
**Arun Sarin, MBA 78**  
 CEO  
 Accel-KKR Telecom  
 San Francisco, CA

Arun Sarin, CEO of Accel-KKR Telecom was honored in 2002 as the Haas School's Business Leader of the Year.

Something of a legend at Haas, Sarin is also on the board of directors for Vodafone AirTouch, The Gap, Charles Schwab Corporation, Cisco Systems, Inc., the World Affairs Council, the Asia Pacific Fund, and the Asia Foundation, as well as serving on the Advisory Board of both the Haas School and Berkeley's International House.

Accel-KKR Telecom focuses on the global investment and management of assets in the telecommunications business. With offices in New York City, Menlo Park, and London, the company leverages the joint human and financial resources of its two parent firms to make equity investments in management buyouts on behalf of itself and its investors.

After a recent lecture as a Haas Alumni Fellow, Sarin says that he continues to be impressed by the world-class faculty, students, and curriculum at Haas. "I found the experience invigorating. The discussions were candid and spirited. I enjoyed condensing years of experience into two one-hour sessions. It was nostalgic as it reminded me of my student days."



The Alumni Online Community located on the Haas Alumni Network web site ([www.haas.berkeley.edu/alumni](http://www.haas.berkeley.edu/alumni)) offers a wide array of free services and resources to all Haas alumni.

# Haas School Advisory Board

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Executive Vice President  
UBS Paine Webber

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Gerson Bakar & Associates

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MBA 59**  
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Retired Chairman & CEO,  
Unisys

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MSEE 74**  
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Sevin Rosen Funds

**Patricia C. Dunn, BA 75**  
Global Chief Executive  
Barclays Global Investors

**Stephen W. Etter, BS 83, MBA 89**  
Partner  
Greyrock Capital Group

**Donald G. Fisher, BS 50**  
Chairman & Founder  
Gap Inc.

**Kim Fisher, MBA 94**  
Former CEO,  
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Managing Director  
Women's Technology Cluster

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BS 67, MBA 68**  
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New York Times Co.

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**Walter J. Haas**  
Haas Baseball Company

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Wells Fargo & Co.  
Chairman of the Board  
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Chairman  
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**Leo B. Helzel, MBA 68, LLM 92**  
Attorney at Law  
Adjunct Professor  
Haas School of Business

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Continental Capital Corporation

**Kan Higashi**  
Advisor  
Proudfoot (Japan) Ltd.

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Vice Chairman  
Menlo Equities LLC

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Haas School of Business  
Retired Partner  
Deloitte & Touche

**Ta-lin Hsu, Ph.D. 72**  
Chairman  
H&Q Asia Pacific

**Murray H. Hutchison, BS 60**  
Chairman  
Huntington Hotel Corporation

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President, Global Development  
QUALCOMM, Inc.

**Mark D. Kvamme, BA 85**  
Partner  
Sequoia Capital

**Peter V. Kwok, MBA 80, Ph.D. 81**  
Chairman  
South East Asia Wood Industries  
Holdings Ltd.

**W. Howard Lester**  
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ASM Investments

**Regis McKenna**  
Chairman  
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**Gilbert M. Meyer**  
Chairman of the Board  
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**Jorge P. Montoya, BS 69, MBA 71**  
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Global Food & Beverage  
& President, Latin America  
The Procter & Gamble Co.

**Lynn V. Odland**  
Chairman  
Deloitte & Touche

**Paul S. Otellini**  
President & COO  
Intel Corporation

**Liz Robbins**  
Owner  
Liz Robbins Associates

**George R. Roberts**  
General Partner  
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**Harvey A. Rowen, JD 67**  
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Management LLC

**Theodore J. Saenger, BS 51**  
Retired President & CEO  
Pacific Bell

**Arun Sarin, MBA 78, MS 78**  
Chief Executive Officer  
Accel-KKR Telecom

**Thomas C. Schneider, BA 58,  
MBA 62**  
Chairman  
Ansett Worldwide

**Gary W. Schreyer, MBA 70**  
**Peter O. Shea, BS 57**  
President  
J.F. Shea Construction Inc.

**Roger Siboni, BS 76**  
President & CEO  
Epiphany, Inc.

**Warren L. Simmons, BS 49**  
Retired Chairman & Founder  
Pier 39 and Chevy's Mexican  
Restaurants

**Larry W. Sonsini, BA 63, JD 66**  
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**William J. Spencer**  
Chairman Emeritus  
SEMATECH

**Warren E. Spieker, Jr., BS 66**  
Partner  
Spieker Realty Investments

**Paul H. Stephens, BS 67, MBA 69**  
Managing Director  
R.S. Investment Management  
Adjunct Professor of Finance  
Haas School of Business

**Anil Thadani, MBA 73**  
Chairman  
Schroder Capital  
Partners Limited

**William S. Thomas, Jr., BS 65**  
President & CEO  
Pacific Capital Bancorp

**Trevor D. Traina, MBA 96**  
Chairman  
SchemaLogic Corporation

**Thomas W. Tusher, BA 63**  
Retired President & COO  
Levi Strauss & Co.  
Owner  
Blanket Bay Lodge, New Zealand

**Egon von Kaschnitz, BA 52,  
MA 54, MBA 59**  
Retired President & CEO  
Zierer Visa Service, Inc.

**John H. Williford, MBA 80**  
President & CEO  
Menlo Worldwide

**Osamu Yamada**  
Retired Chairman  
Bank of California, N.A.

## ALUMNI FOCUS

### Robert Lutz, BS 61, MBA 62

Chairman, North America,  
and Vice Chairman,  
Product Development  
General Motors  
Detroit, MI

Robert Lutz is a classic car guy — he has built his career taking risks and making hot automotive design a priority. Now at GM, he opens to aggressively push the type of cars GM creates, and change how decisions are made within the company.

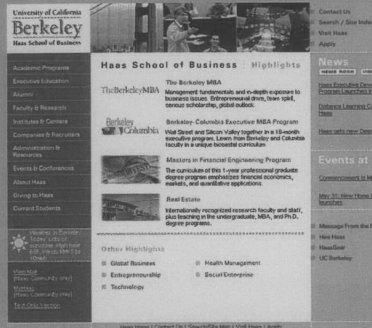
Lutz first came to Haas after receiving his bachelor's degree and distinguishing himself as a fighter pilot and officer with the Marine Corps. His memories of the Berkeley MBA program include "Hard work, great professors, and having a quantitative orientation."

After Haas, he went to Europe to work for General Motors, BMW, and Ford, eventually returning to the U.S. Lutz is best known for his work at Chrysler, which he helped revitalize with hot-selling cars like the PT Cruiser and Dodge Viper. His 12 years at the company are chronicled in his 1998 book, *Guts: The Seven Laws of Business that Made Chrysler the World's Hottest Car Company*. His laws include "The customer isn't always right," and "When everybody else is doing it, don't!"

Lutz acknowledges that his Berkeley MBA helped him succeed in his career. "My studies provided the rigor and knowledge I needed," he said. "The courses I took in sociology and psychology were key to consumer understanding in the auto market."

# Check Out the Haas Web Site

The Haas School home page features up-to-date news stories and over 30 links to Haas resources and information. Prospective students will find not only the latest news on visiting speakers and Haas events, but interactive descriptions of Haas degree programs and online application materials. Check it out at [www.haas.berkeley.edu](http://www.haas.berkeley.edu).



## Haas School Administration

Tom Campbell,  
Dean

Benjamin Hermalin and Tulin Erdem,  
Co-Associate Deans for Academic Affairs

Andrew Shogan,  
Associate Dean, Instructional Activities & Services

Jay Stowsky,  
Associate Dean, School Affairs & Initiatives

Barbara Broque,  
Assistant Dean, Planning & Special Programs

Larry Lollar,  
Assistant Dean, Development & Alumni Relations

Teresa Constantinidis,  
Assistant Dean, Budget & Operations

Paul Stames,  
Assistant Dean, Executive Learning

Ilse Evans,  
Executive Director, MBA Admissions & Career Services

Richard Kurovsky,  
Executive Director, Marketing & Communications

## Full-time MBA Program Staff

David H. Downes,  
Executive Director, Full-time MBA Program

Debi Fidler,  
Director of Financial Aid

Lee Forgue,  
Admissions Advisor, Full-time MBA Program

Steve Garber,  
Operations Manager, MBA Admissions

Kim Guilfoyle,  
Assistant Director, Full-time MBA Program

Tiffany Grimsley,  
Assistant Director, MBA Admissions

Cindy Jennings,  
Assistant Director, MBA Admissions

Peter Johnson,  
Director of International Admissions, Full-time MBA Program

Sharon T. Joyce,  
Associate Director, MBA Admissions

H. Faye Lawson,  
Assistant Director, Full-time MBA Program

Pamela Maestas,  
Receptionist/Interview Coordinator, MBA Admissions

Jett Pihakis,  
Director of Domestic Admissions, Full-time MBA Program

Daniel F. Sullivan,  
Associate Director, Full-time MBA Program

John Trimmingham,  
Financial Aid Counselor

Cristina Velarde,  
Admissions Advisor, Full-time MBA Program

Karese Young,  
Admissions Advisor, Full-time MBA Program

Because the faculty and administration of the Haas School of Business are continually reviewing the MBA program to give its students the best possible educational experience, the school reserves the right to change at any time any of its provisions, statements, policies, curricula, procedures, regulations, or fees.

## 2002-2003 Academic Calendar\*

### Fall Semester 2002

Fee payment due	Thursday, August 15
Haas Summer Workshop begins	Monday, August 5
Haas MBA Orientation	August 17-25
Core Waiver exams	August 22-23
MBA classes begin	Monday, August 26
Fall-A core classes begin	Monday, August 26
Labor Day Holiday	Monday, September 2
Fall-A core final exams	October 14-16
Fall-B core classes begin	Monday, October 21
Veterans Day Holiday	Monday, November 11
Big Game (Cal vs. Stanford)	Saturday, November 17
Thanksgiving Holiday	November 28-29
Final examinations	December 11-19
Fall-B core final exams	December 13-19

### Spring Semester 2003

Fee payment due	Wednesday, January 15
Martin Luther King, Jr. Day Holiday	Monday, January 20
MBA classes begin	Tuesday, January 21
Spring-A core classes begin	Tuesday, January 21
Presidents' Day Holiday	Monday, February 17
Spring-A core final exams	March 14-15
Spring-B core classes begin	Monday, March 17
Spring Break Holiday	March 24-28
Final examinations	May 16-24
Spring-B core final exams	May 16-24

\*Dates and events for the 2003/2004 academic calendar are expected to closely follow those indicated here.

## NONDISCRIMINATION POLICY STATEMENT

The University of California, in accordance with applicable federal and state law and University policy, prohibits discrimination, including harassment, on the basis of race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran (special disabled veteran, Vietnam-era veteran or any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized). This nondiscrimination policy covers admission, access, and treatment in University programs and activities.

Inquiries may be directed as follows: Sex discrimination and sexual harassment: Nancy Chu, Title IX Compliance Officer, 1-510-643-7985. Disability discrimination and access: Ward Newmeyer, A.D.A./504 Compliance Officer, 1-510-643-5116 (voice) or 1-510-642-3172 (TTY). Other inquiries may be directed to the Academic Compliance Office, 200 California Hall, #1500, 1-510-642-2795.

## CAMPUS SAFETY

In accordance with the Jeanne Clery Act, the University maintains a reference guide of safety information and procedures, annual campus crime statistics, and emergency-disaster preparedness information. For a copy of this report, Safety Counts, call (510) 643-6442, e-mail [ucpolice@ucdink.berkeley.edu](mailto:ucpolice@ucdink.berkeley.edu), or write the Police Department Campus Safety Programs, University of California, Berkeley, Police Department, 1 Sproul Hall #1199, Berkeley, CA 94720-1199. The report is also posted on the UC Berkeley Police Department Web site.

## Credits

### Marketing & Communications

Rich Kurovsky  
Elizabeth Shook  
Sarah Benson

### Design

Cuttriss & Hambleton

### Photography

Jim Block  
Billy Hustace  
Lats Latvis/Peter Marcus  
Jeanne Strongin  
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### Printer

Fong & Fong

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**The Berkeley MBA**  
 Full-time MBA Program 2003

430 Student Services Building #1902  
 Berkeley, CA 94720-1902  
 Tel 1-510-642-1405  
 Fax 1-510-643-6659

[www.haas.berkeley.edu](http://www.haas.berkeley.edu)

**Important Contact Information**

Berkeley MBA Admissions Office	1-510-642-1405	<a href="http://www.haas.berkeley.edu">http://www.haas.berkeley.edu</a>
Haas Student Ambassadors	1-510-642-5610	<a href="mailto:hsa@haas.berkeley.edu">hsa@haas.berkeley.edu</a>
Financial Aid for MBA Programs	1-510-643-0183	<a href="mailto:finaid@haas.berkeley.edu">finaid@haas.berkeley.edu</a>
Bakar Computer Center	1-510-643-0433	<a href="http://haas.berkeley.edu/HCS/">http://haas.berkeley.edu/HCS/</a>
Chetkovich Career Center	1-510-642-8124	<a href="http://haas.berkeley.edu/careercenter/">http://haas.berkeley.edu/careercenter/</a>
Long Business & Economics Library	1-510-642-0370	<a href="http://www.lib.berkeley.edu/BUSI/">http://www.lib.berkeley.edu/BUSI/</a>

**Berkeley MBA Certificate Programs**

Certificate in Corporate Environmental Management		<a href="http://www.bren.ucsb.edu/academics/mba_emph.htm">http://www.bren.ucsb.edu/academics/mba_emph.htm</a>
Certificate in Entrepreneurship	1-510-643-4592	<a href="mailto:mcclloske@haas.berkeley.edu">mcclloske@haas.berkeley.edu</a>
Certificate in Global Management	1-510-643-4999	<a href="mailto:teunisse@haas.berkeley.edu">teunisse@haas.berkeley.edu</a>
Certificate in Health Management	1-510-643-1399	<a href="mailto:raube@haas.berkeley.edu">raube@haas.berkeley.edu</a>
Certificate in Management of Technology	1-510-643-1398	<a href="mailto:motadmin@haas.berkeley.edu">motadmin@haas.berkeley.edu</a>

**Haas Concurrent Degree Programs**

JD/MBA – Boalt Hall School of Law	1-510-642-2274	<a href="mailto:admissions@boalt.berkeley.edu">admissions@boalt.berkeley.edu</a>
JD/MBA – Hastings College of the Law	1-415-565-4623	<a href="mailto:admiss@uchastings.edu">admiss@uchastings.edu</a>
MBA/MA in Asian Studies	1-510-642-0333	<a href="mailto:asianst@uclink4.berkeley.edu">asianst@uclink4.berkeley.edu</a>
MBA/MA in International and Area Studies	1-510-642-4466	<a href="mailto:iasma@uclink4.berkeley.edu">iasma@uclink4.berkeley.edu</a>
MBA/MPH in Health Management	1-510-643-1399	<a href="mailto:raube@haas.berkeley.edu">raube@haas.berkeley.edu</a>

**Other Haas Educational Programs**

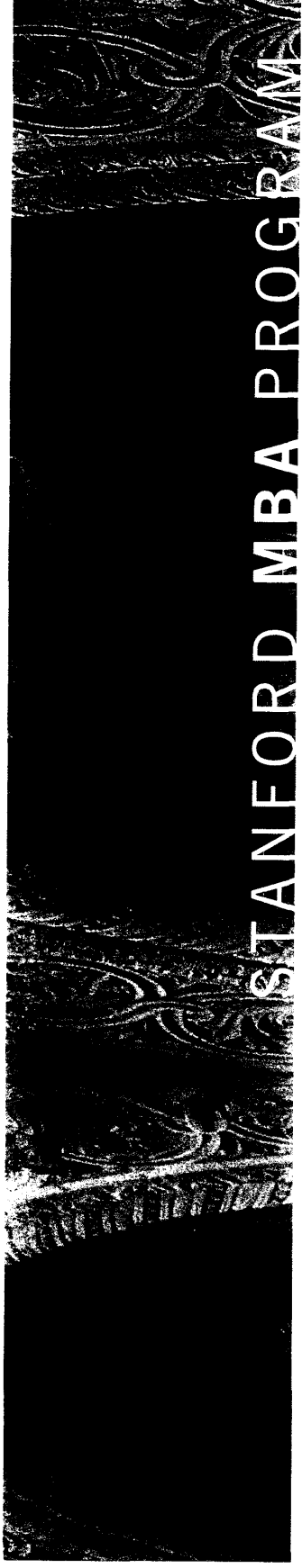
Undergraduate Program	1-510-642-1421	<a href="mailto:uginfo@haas.berkeley.edu">uginfo@haas.berkeley.edu</a>
Evening & Weekend MBA Program	1-510-642-1406	<a href="mailto:ewmbaadm@haas.berkeley.edu">ewmbaadm@haas.berkeley.edu</a>
Berkeley – Columbia Executive MBA Program	1-510-642-0292	<a href="mailto:emba@haas.berkeley.edu">emba@haas.berkeley.edu</a>
Master's in Financial Engineering Program	1-510-642-4417	<a href="mailto:mfe@haas.berkeley.edu">mfe@haas.berkeley.edu</a>
Ph.D. Program	1-510-642-1409	<a href="mailto:phdadms@haas.berkeley.edu">phdadms@haas.berkeley.edu</a>
Executive Development	1-510-642-4735	<a href="mailto:execdev@haas.berkeley.edu">execdev@haas.berkeley.edu</a>

**University Contacts**

Graduate Division Admissions	1-510-642-7405	<a href="http://www.grad.berkeley.edu">http://www.grad.berkeley.edu</a>
Housing and Child Care	1-510-642-3642	<a href="http://www.housing.berkeley.edu">http://www.housing.berkeley.edu</a>
International House	1-510-642-9470	<a href="http://ihouse.berkeley.edu">http://ihouse.berkeley.edu</a>
International Student Services	1-510-642-2818	<a href="http://www.ias.berkeley.edu/siss/">http://www.ias.berkeley.edu/siss/</a>

**Other Contacts**

Application		<a href="http://haas.berkeley.edu/MBA/apply.shtml">http://haas.berkeley.edu/MBA/apply.shtml</a>
Federal Direct Loan Program		<a href="http://www.ed.gov/DirectLoan/">http://www.ed.gov/DirectLoan/</a>
Free Application for Federal Student Aid (FAFSA)		<a href="http://www.fafsa.ed.gov">http://www.fafsa.ed.gov</a>
Graduate Management Admissions Test (GMAT)		<a href="http://www.mba.com">http://www.mba.com</a>
Test of English as a Foreign Language (TOEFL)		<a href="http://www.toefl.org">http://www.toefl.org</a>
Consortium for Graduate Study in Management	1-888-658-6814	<a href="http://www.cgsm.org">http://www.cgsm.org</a>



Stanford Graduate School of Business



# ORGANIZATIONAL LEADERSHIP—

Anyone can work in an organization or offer advice on how to run it. Few people can lead one effectively.

True leaders are defined more by action than by title and position. They inspire the people they lead and cause the organizations they serve to perform well. In modern society, managed institutions produce and deliver the vast majority of the world's goods and services. Not limited to the private sector, managed institutions span the nonprofit sector, government, and every imaginable area of human endeavor. Those entities influence living standards for

individuals and societies throughout the world. That's why effective organizational leadership plays a vital role in shaping and improving our world.

As a student of management, you ultimately will have opportunities to lead these enterprises. As a student at the Stanford Graduate School of Business, you will be well prepared for that responsibility. You will understand the general management principles that create an enduring foundation for leadership. You will have access to leading scholars who comprise our faculty and be exposed to innovative research that influences management theory and practice.



# A NOBLE PURSUIT

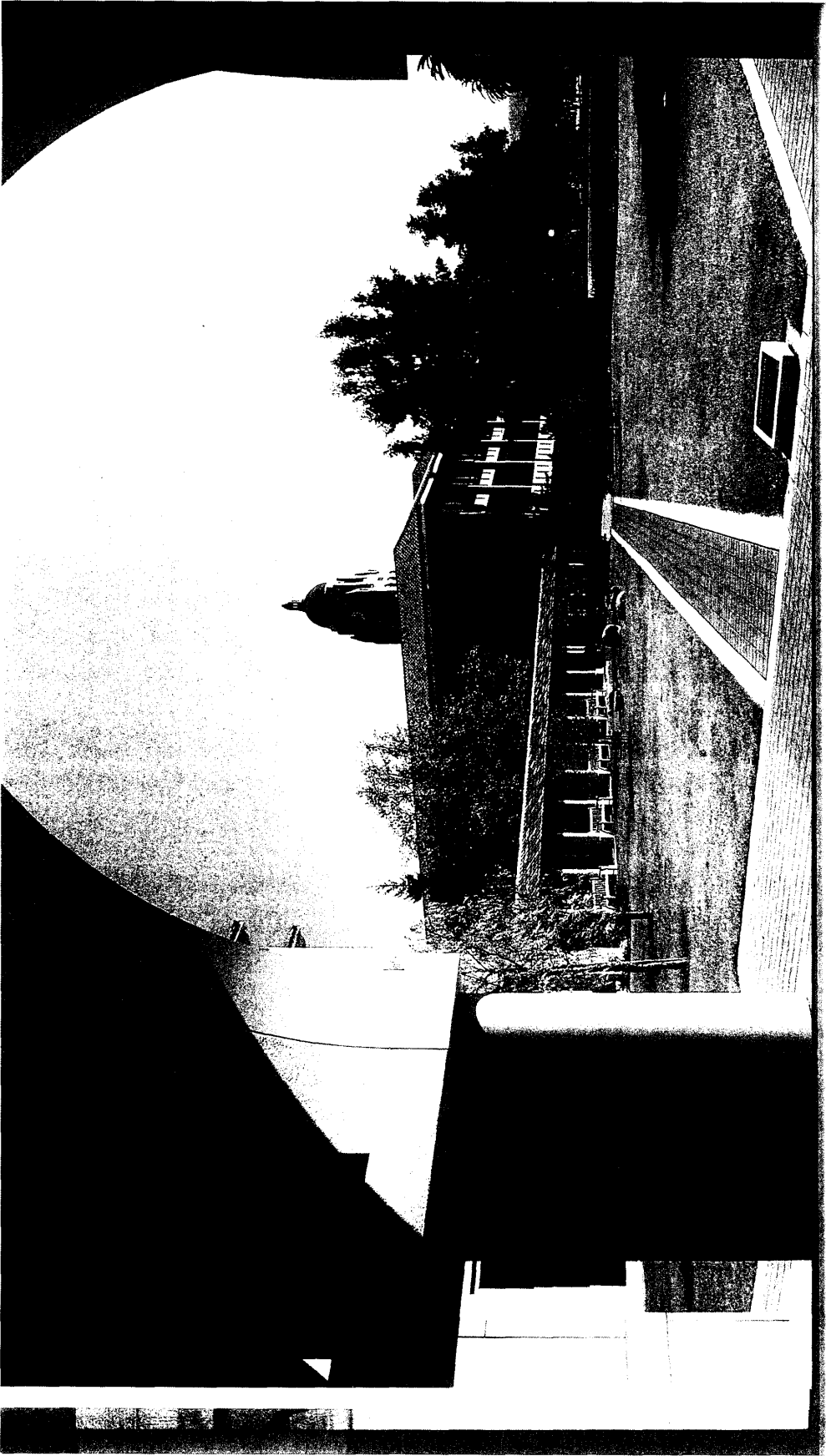
At Stanford, however, fundamentals are only the beginning. Outstanding leadership skills are learned more by experience and observation than in the classroom, which is why you will have many opportunities to interact with and to learn from some of the most successful business and social-sector leaders in the world. You will learn about communicating a vision, marshalling great minds around you, and developing strong relationships and relational skills. You will collaborate and motivate. You will learn to approach problems with creativity and disciplined thought. You will benefit from the diverse perspectives of colleagues who hail from around the globe. In short, you will learn about the art of leadership as well as its science.

We believe that organizational leadership is a noble pursuit. Effective, outstanding business and social-sector leaders have a greater potential for influence than ever before in history. If your passion is to lead organizations to impact the world in significant—and meaningful—ways, we want to hear from you.

I welcome your interest in management education and thank you for considering the Stanford Graduate School of Business.



Robert L. Joss



# AN ENDURING FOUNDATION—

Stanford MBA students share one commonality: a desire to stretch themselves to realize important life goals. Like all successful leaders, they recognize gaps in their knowledge and skills. They seek new experiences to broaden their perspectives, and they hone their abilities to anticipate and manage change. At Stanford, we provide the education that best prepares leaders for their chosen path. Here, you'll build an enduring foundation of knowledge within an extraordinary community that will serve you well throughout your life.

## LEARNING FOR A LIFETIME

A world-class education rests on an enduring knowledge base of frameworks and essential leadership skills. Building on the foundations of analytical skills and social sciences, we focus on management disciplines—accounting, finance, human resource management, management information systems, marketing, operations, and strategy. We place special emphasis on the general management perspective with capstone courses that are cross-disciplinary, cross-functional, and integrative. With our flexible program, you can tailor your MBA studies to ensure a graduate management education that brings you within reach of your goals.

**“The supportive culture and academic rigor combined with a vibrant and fascinating life outside of the classroom make Stanford a truly incredible place to learn. Expect to be challenged, perhaps even humbled. At the same time, plan to thrive in our extraordinary community.”**

## KNOWLEDGE AND COLLABORATION

We balance a rigorous curriculum with an intimate, collaborative community. Our 6-to-1 student-to-faculty ratio delivers more faculty contact hours per student than any other graduate business program.

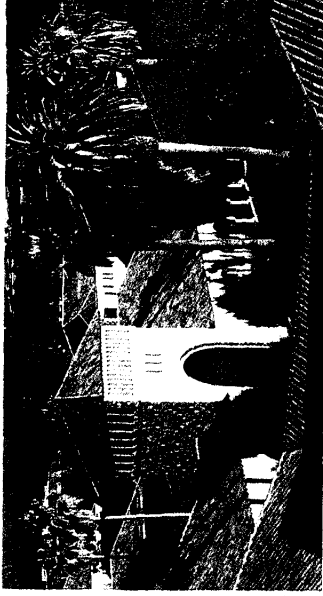
Working with a world-renowned faculty that includes three Nobel laureates and leaders of the business world will challenge your thinking. Your studies and experiences will give you the foundation to undertake leadership roles in organizations throughout your career.

### CHALLENGE YOURSELF AND TRANSFORM YOUR LIFE

You will continually stretch your mind, broaden your perspective, and refine your goals at the Stanford Graduate School of Business.

A diverse group of highly motivated classmates, small study groups, and extracurricular activities will teach you almost as much as your formal classroom studies. Our entrepreneurial environment will help you channel your energies and fire your enthusiasm. This is a transformational educational experience that will provide a foundation of knowledge that will last a lifetime.

### More Than One Way to Learn—Our Teaching Methodology



Adapting to a continuously changing business world requires flexibility, creativity, and discipline. Similarly, different management disciplines require different teaching methods, and our class formats vary to best suit the subject and material being covered. Our professors design the coursework to sharpen your ability to anticipate and understand the array of challenges that you will face throughout your career. You'll benefit from a range of teaching methods—theoretical overview, discussion, case study, simulation, problem-solving session, role play, and team project. Regardless of the teaching method, your active participation will bring topics alive.

Courses are enriched by real-life illustrations. For example, investor Warren Buffett has participated frequently in finance classes taught by Professor Jack McDonald. In an operations course, a virtual factory created by two faculty members runs 24 hours a day and simulates all the decisions that a manager would face. Students must cope with issues such as supply shortages and excess orders and make real-time decisions. Hands-on involvement facilitates developing essential general management knowledge and leadership skills.



#### FIRST-YEAR CURRICULUM

##### Pre-Term Courses

- Ethics
- Managing Through Mutual Agreement

##### Fall: Foundations

- Data and Decisions
- Dynamics of Organizations
- Financial Accounting
- Managerial Economics
- Modeling for Quantitative Analysis
- Organizational Behavior

##### Winter: Functions

- Finance
- Management in an Information Age
- Marketing Management
- Operations
- Strategy and Organization in the Global Economy

##### Spring: Capstone

- Human Resource Management
- Managerial Accounting
- Strategy in the Business Environment
- Elective courses

The coordination of all the professors throughout the core is amazing. My marketing professor knew what we were studying in *Operations*, my economics professor built on concepts we were learning in *Data and Decisions*, and the courses in the spring quarter pulled together everything we learned in the fall and winter quarters.

Marco Petta, '03  
University of Western Ontario  
OneShield

The beauty of the experience is that we are  
pushes us to become better leaders ourselves."

I had a senior management role in a nonprofit organization, but I had never opened Excel or heard of net present value. Some of my classmates have the opposite experience: they helped structure business deals involving billions of dollars, but haven't had a serious chance to manage. I'm learning a lot from them, but I also feel like my classmates really value the background that I bring.

Brooks Preston, '03  
Dartmouth College  
Clearwater Strategic  
Community Investing

I had anticipated meeting bankers, engineers, entrepreneurs, and marketers, and looked forward to exchanging ideas with classmates from all around the world. What I hadn't expected was meeting an Olympic gold medalist, an expert in microcredit banking in Bangladesh, a ballerina, and a Navy SEAL. All these people have enriched my education and have become an integral part of my GSB experience.

Elaine Wong, '03  
Massachusetts Institute  
of Technology  
The Carlyle Group

My first-year experience at the GSB has been about integrated learning. The academic quarters go by quickly, but there's magic as soon as you start to draw the links between different disciplines and meld those with what you're learning from your volunteer activities, your peers, and conversations with professors, mentors, and prominent business leaders.

Cecilia O'Reilly, '03  
University of Chicago  
Leo Burnett Worldwide

## Tailoring Your Second-Year Selections

In your second year, you may choose from elective courses that broaden your experience and perspective, build detailed knowledge in a specific area, develop your skills, or simply spark your interest. Electives also enable you to shore up weak areas, ensuring the solid foundation in general management that is required for effective organizational leadership. We encourage you to take risks—this is a good opportunity to stretch yourself beyond your comfort zone.

We offer a variety of elective courses that evolve as the business world and students' interests change. Approximately 50 percent of our electives are new every five years. Because Stanford follows the quarter system, you will have the opportunity to take up to 18 electives during your second year. Most second-year MBA students take about 14 electives.

For example, your second-year course schedule could be

- Business Process Design
- Consumer Behavior
- Economics and Public Policy
- Ethics and Global Business
- Financial Management of Nonprofits
- Global Financial Reporting
- Global Human Resource Management
- High-Performance Leadership
- International Finance
- Investing in Highly Regulated Industry
- Political Economy of Health Care
- Power and Politics in Organizations
- Private Equity Investing
- Real Estate Investment
- Social Entrepreneurship

Please visit our Web site at [www.gsb.stanford.edu/mba](http://www.gsb.stanford.edu/mba) for a complete listing of electives.



“Management is not one-size-fits-all or one-perspective-fits-all, and management education is not one-style-fits-all. We aim to teach each course, and even each topic in each course, in the method that is most effective for the students and the instructor.”

An independent study course is also available. Students, individually or in a group, may propose a specific project to a faculty member who then agrees to guide the work and grant academic credit. Recent independent study topics include:

- Combined Strategies for Value-Based Investing in Private and Public Markets
- Economic and Social Impact of the Market Decline in the Internet Sector
- Fundamental Strategic Options in Oligopolies

Second-Year Seminars also offer opportunities to explore possibilities and expand your knowledge. These intensive one-week electives are structured around faculty research topics and are offered before fall quarter officially begins. Five to 12 students meet daily with a faculty member for in-depth study. Recent seminar topics include:

- How to Make Ideas Stick
- Issues in Leadership
- Understanding the Cross-Cultural Consumer
- Working for Change for Women in Organizations

As an MBA student, you also may take Stanford University classes outside of the Business School and apply up to 16 units of credit toward your MBA degree. Some students pursue a second master's degree while others take specific courses such as *Manufacturing Systems Design*, *Second-Year Japanese Language*, or *Urban Education*.

## Financial Aid

Business school is a significant investment—both in time and money. Tuition for 2002–03 is \$33,300. A single student living on campus should expect to budget an additional \$20,300 for living costs, books, and other expenses.

In recent years, two-thirds of our MBA students received some sort of financial aid. Your personal resources for financing your education are not considered in our admission decisions. Once you are admitted, the Financial Aid Office will determine your financial need and work out an aid package that may include loans, fellowships, or a combination. The GSB works with private lenders who can provide non-need-based loans to cover expenses. Loans are available to both U.S. and international students. The Financial Aid Office will determine which loans to offer you, based on your citizenship status and the information on your financial aid application.

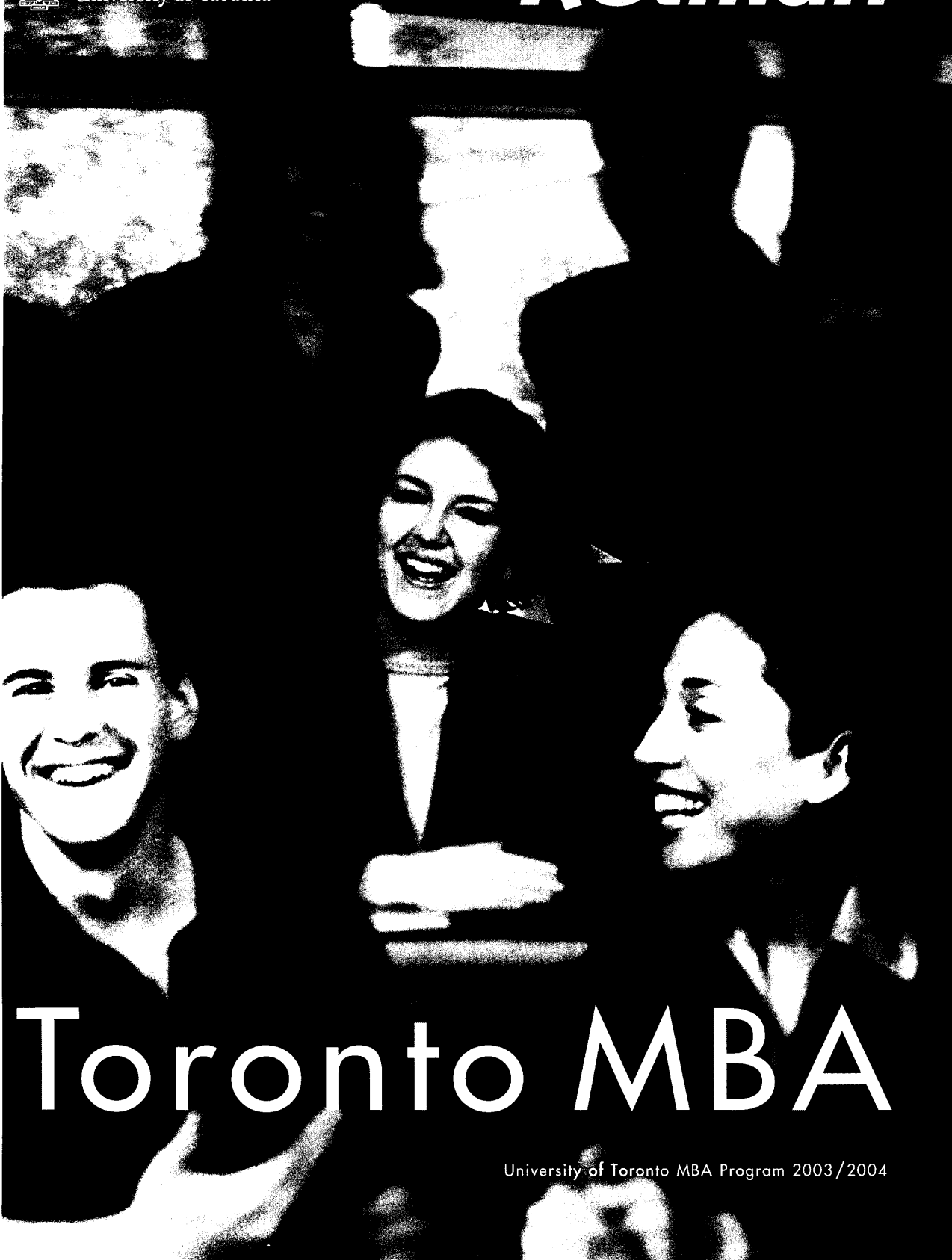
### THE CHARLES P. BONINI PARTNERSHIP FOR DIVERSITY FELLOWSHIP PROGRAM

The Charles P. Bonini Partnership for Diversity Fellowship Program offers a unique professional opportunity and educational financial support for MBA students who—because of culture, race, ethnicity, background, work, or life experiences—bring a unique perspective to the workplace or the classroom. The program places students who have been offered admission to the Stanford MBA Program in internships lasting nine to twelve months with corporations such as Citigroup, Eli Lilly and Company, Ford Motor Company, GlaxoSmithKline, and Goldman Sachs. Fellows are paid a competitive pre-MBA salary and standard benefits during the internship. They then receive a full-tuition grant once they enroll with no obligation to return to the sponsoring company.



Joseph L. Rotman School of Management  
University of Toronto

**Rotman**



# Toronto MBA

University of Toronto MBA Program 2003/2004

**For Application Deadlines, see page 55**

**For details about our programs, visit our Web site at**

**Newsflash!**

The Rotman School is committed to helping qualified candidates access its MBA Program regardless of financial circumstance. Last year we introduced an Interest-Subsidized Tuition Loan Program, which has recently been expanded to cover the cost of laptop computers. In addition, more scholarships and bursaries are available than ever before. See page 54 for details.

The Rotman Web site received a 2000 *Silver Leaf Award of Excellence* from the International Association of Business Communicators and a 2001 *Prix d'Excellence Silver Medal* from the Canadian Council for the Advancement of Education.

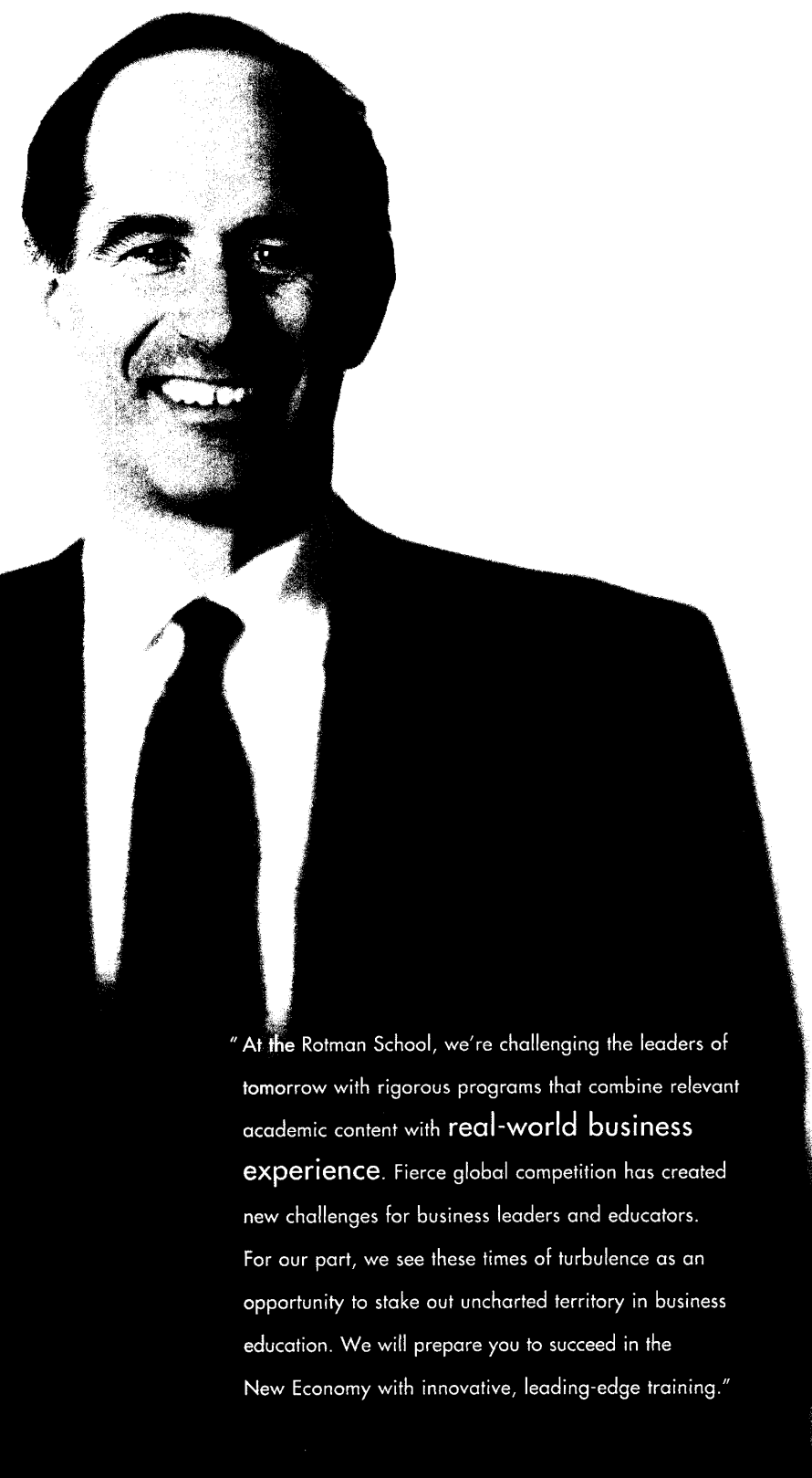


## Roger Martin

MBA '81, A.B. Economics (Harvard)

Dean, and Professor of Strategy,  
Rotman School of Management

**Experience** Director, Monitor Company; Member, Global Executive Committee, Monitor Company; Founding Chairman, Monitor University. Served as co-head of firm, with responsibility for day-to-day activities and over 700 consultants worldwide. Involved in developing Monitor's customized business education programs for leading corporations. In addition to publishing in *Harvard Business Review*, has worked closely with Harvard colleagues such as Michael Porter, Chris Argyris and Michael Jensen. Founded Monitor Company's Canadian practice. Serves as a Director on the boards of Thomson Corporation, Celestica Inc., Ontario SuperBuild Corporation, and the Canadian Film Centre, and is a trustee of The Hospital for Sick Children.



"At the Rotman School, we're challenging the leaders of tomorrow with rigorous programs that combine relevant academic content with **real-world business experience**. Fierce global competition has created new challenges for business leaders and educators. For our part, we see these times of turbulence as an opportunity to stake out uncharted territory in business education. We will prepare you to succeed in the New Economy with innovative, leading-edge training."

## A MESSAGE FROM THE DEAN

### PUT YOURSELF AT THE CENTRE OF THE ACTION

Today's highly competitive business environment demands integrative thinkers who are intelligent, flexible, and global in their orientation. At the Rotman School, we are redesigning business education to produce the leaders organizations need to win in the new millennium.

Rotman students are trained just blocks from Bay Street, in the heart of Canada's business capital. Their MBA experience is enriched by both the proximity to the business community and the ability to work closely with other professional faculties at Canada's leading research university.

Joining Rotman places you at the centre of Canada's business hub and within an elite community that is at the intellectual heart of business debate in Canada. In the media, Rotman is the most often-quoted business school in the country, and our School draws an ever-expanding circle of top business leaders and visiting professors from around the world.

Students who come to Rotman are among their generation's most promising knowledge assets. High-achieving men and women from Canada and around the world, they combine intellectual and professional accomplishment with leadership and contribution to their communities.

Once here, students learn in small, intimate classes where they are immersed in a demanding, innovative curriculum taught by the most distinguished business school faculty in the country. In addition to a powerful combination of top-flight academic training and hands-on business experience, our students undergo extensive practical training to ensure polished presentation, interpersonal, writing, and other professional skills.

Joining Rotman now will place you at the centre of the action at an exciting time in our history: As we strive to become one of the top ten business schools in the world, we are developing the world's first truly integrative business school curriculum — a whole new approach to management education.

On graduation, Rotman MBAs combine in-depth knowledge of the functional areas of management with the ability to see the big view. Best of all, their degrees are "warranted for life". We enable our graduates to return to the School throughout their careers, so that they are continually exposed to the very latest business thinking.

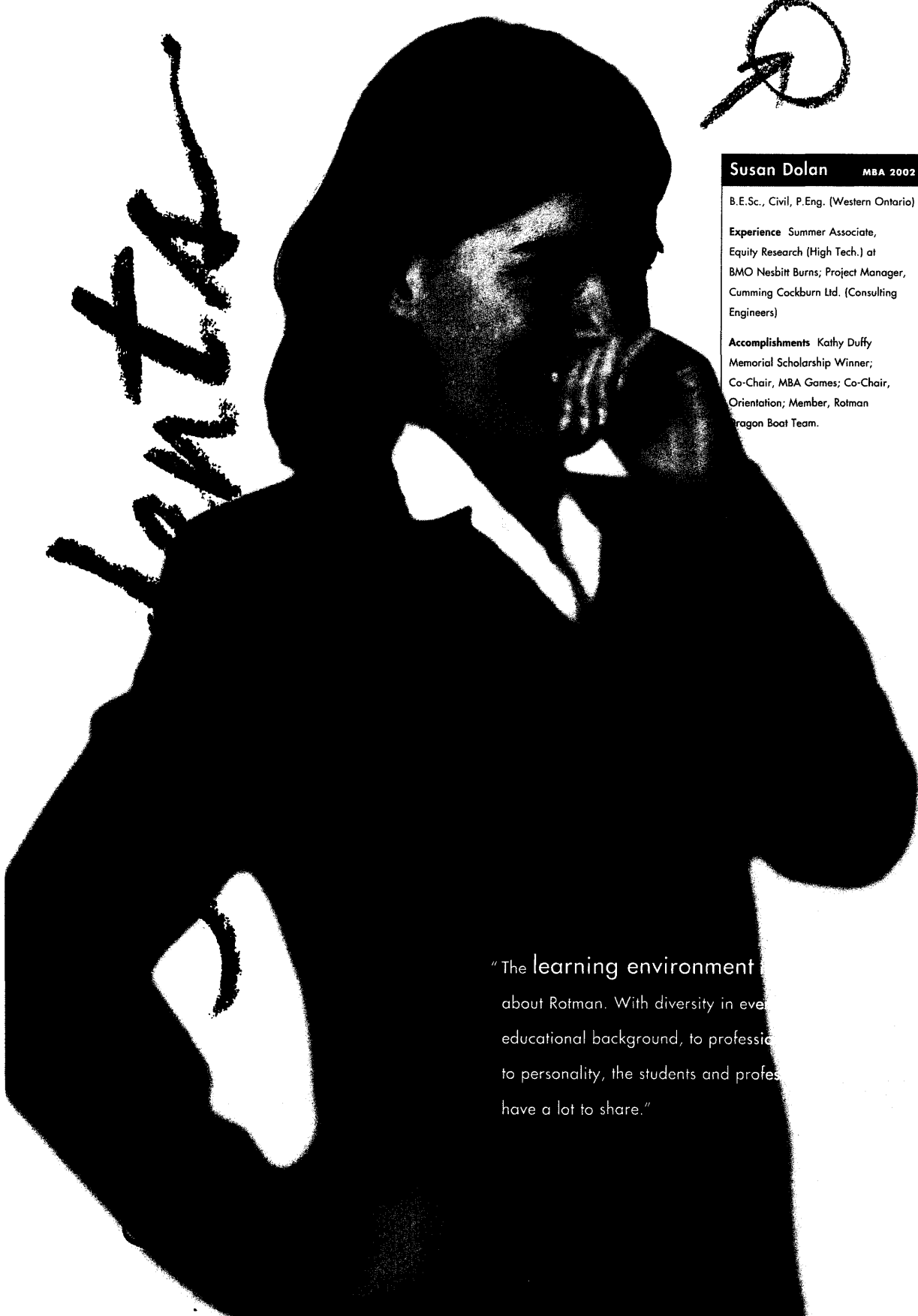
The Rotman MBA provides a unique, flexible, comprehensive management education that will give you the tools to succeed in the new world of business. Become a part of the Rotman community, and put yourself at the centre of the action.



Roger L. Martin, Dean, Rotman School of Management

### DID YOU KNOW?

- In April 2001, Roger Martin was appointed by the Ontario Government to head up a task force to measure Ontario's productivity, competitiveness, and economic progress in comparison to other provinces and U.S. states. The task force will report to the public on a regular basis, beginning in September 2002.
- Roger Martin contributed an essay entitled, "What Canada Could Be for Education in the 21st Century" to the compilation, *Memos to the Prime Minister: What Canada Could Be in the 21st Century* (John Wiley & Sons Canada, Ltd., 2001).



**Susan Dolan** MBA 2002

B.E.Sc., Civil, P.Eng. (Western Ontario)

**Experience** Summer Associate, Equity Research (High Tech.) at BMO Nesbitt Burns; Project Manager, Cumming Cockburn Ltd. (Consulting Engineers)

**Accomplishments** Kathy Duffy Memorial Scholarship Winner; Co-Chair, MBA Games; Co-Chair, Orientation; Member, Rotman Dragon Boat Team.

"The learning environment is rich about Rotman. With diversity in every educational background, to professional to personality, the students and professors have a lot to share."

# TOMORROW'S LEADERS: READY FOR SUCCESS

## MOTIVATED AND CONFIDENT CLASSMATES

One of the most valuable components of an MBA experience is the quality of one's classmates. Rotman MBA students continually remark about the high calibre of their peers. The class is full of talented high-achievers with the potential to become exceptional leaders in the global economy. Our students are selected for their outstanding intellectual ability, their professional and personal achievements, their potential for success and their strong interpersonal skills. By many measures, incoming Rotman MBA students are considered amongst the best in the world. At the Rotman School, you will find yourself stretched and motivated to excel by the high calibre of your classmates — peers who will provide a lifetime network of friends and business contacts.

## APTITUDE FOR ACHIEVEMENT

Standardized tests don't reveal everything about a person, but they do provide a means to assess aspects of an individual's intellectual and analytical abilities. Rotman MBA students perform extremely well on such tests. The Graduate Management Admission Test (GMAT) is taken by virtually every prospective MBA student in the world. Rotman's entering class in September 2002 had an average GMAT score of 674.

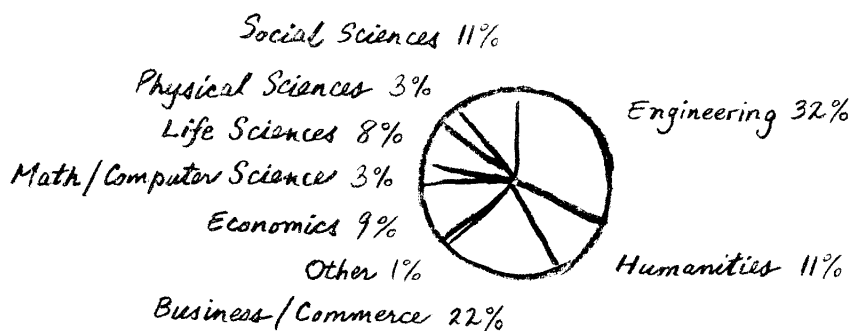
## MBA STUDENT STATISTICS\*

Full-Time Class entering Fall 2002

Class size	250
Average age	29 yrs
Average years of full-time work experience	5.5 yrs
Average GMAT Score	674
Average GPA	A-
Men	66 %
Women	34 %
International students	46 %
Percentage of class who also hold graduate degrees	19 %

\* As of press time

## *Undergraduate Degrees of Full-Time Students*





# THE ROTMAN VISION: TYING IT ALL TOGETHER

The Rotman School is on a mission to become one of the world's top ten business schools. Located in the heart of Canada's business capital, the School is moving forward with its exciting vision and a bold new direction.

The current global economic turbulence has created an opportunity for us to contribute to Canada's competitiveness and stake out uncharted new territory in business education. We are making our mark by focusing on integrative thinking for global competitive advantage in an environment that views each individual as a uniquely valuable asset. A Rotman MBA gives you a unique, flexible, comprehensive management education that will give you the tools to succeed in the new world of business. Become a part of the Rotman community, and put yourself at the centre of the action.

## INTEGRATIVE THINKING

Solving complex problems and making robust decisions in a turbulent business environment require integrative thinking skills. In addition to having knowledge of specific functional disciplines, future business leaders will need to develop the ability to create mental linkages to understand the disciplines together. Through innovative research and with leading faculty, we will develop and implement the world's first curriculum for teaching integrative thinking at the Rotman School.

## GLOBAL COMPETITIVE ADVANTAGE

Fierce global competition in both industry and education has created new challenges for Canada and the Rotman School. To succeed we must look beyond national boundaries. Standards of living will be determined by who has the best people and knowledge. We will teach our students to pursue competitive advantage in order to improve Canada's long-term prosperity. But to teach it, we must also live it. Our competitive advantage will result from world-class faculty offering an outstanding curriculum in a globally-oriented environment.

## THE VALUE OF ONE

Human assets — or people and the knowledge they create — have become more important to business than financial or physical assets. Treating people as valued individuals and not as generic members of a group or class will maximize their satisfaction and contribution. By focusing on the unique needs and talents of our students, faculty, staff, and friends, we'll help build the bold leadership that will catapult us to succeed and reinforce our competitive advantage.



“Today’s highly-competitive business environment demands **integrative thinkers** who are intelligent, flexible, and global in their orientation. At the Rotman School, we are redesigning business education to produce the leaders organizations need to win in the new millennium.

**Roger Martin**, Dean, Rotman School of Management



# THE ROTMAN PART-TIME MBA PROGRAM

## A DEGREE FOR WORKING PROFESSIONALS

Not everyone can leave their full time job to pursue an MBA. Now, ambitious professionals with at least four years of work experience can enjoy the benefits of the Rotman community, while continuing to work. The redesigned Rotman Part-Time MBA Program, launched in May 2001, allows busy working professionals to acquire an MBA in just three years. Students in the Part-Time program have the unique opportunity to take what they learn from an evening class and apply that learning in the workplace the next morning.

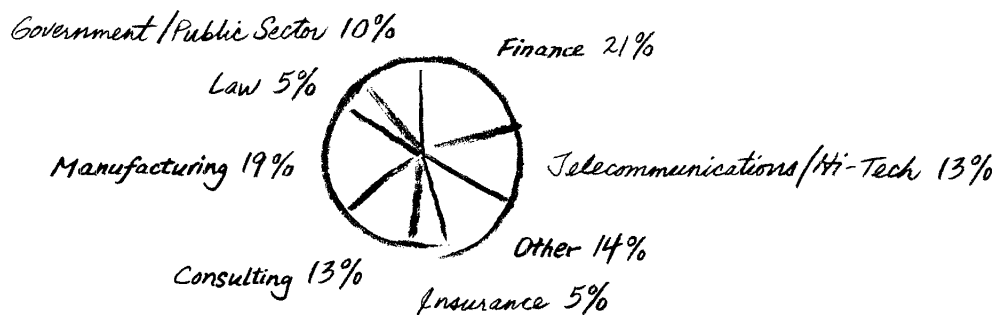
The Rotman Part-Time MBA Program begins in May of each year and takes three years to complete. The program is divided into the "First Year" and "Second Year". The First Year of the program covers 4-1/2 terms of study (summer, fall, winter, summer and part of fall). The Second Year of the program covers four terms of study (winter, summer, fall and the final winter term). Courses take place two nights per week for nine successive terms.

The first-year curriculum for the Part-Time and Full-Time MBA is the same. Both programs incorporate the School's trademark "Integrative Thinking" approach to modern management education. In the first 2-1/2 terms of second year, a redesigned curriculum focuses on individual part-time students as future managers and leaders of dynamic and changing global and entrepreneurial organizations. In the last two terms, students can choose one of the Rotman MBA's three most popular specialty streams for Part-Time students:

- Corporate Finance/Investment Banking
- E-Business/Marketing
- Entrepreneurship/New Ventures

In the Part-Time MBA Program at Rotman, your classmates are as vibrant as the business community that surrounds them. These 60 high-achieving professionals bring to the Rotman community an average of eight years of work experience, in a variety of industrial, commercial, governmental and entrepreneurial settings.

## *Part-Time Class Employment Sectors*



For part-time program and course details, go to

[www.rotman.utoronto.ca/degree/parttime](http://www.rotman.utoronto.ca/degree/parttime)

# THE ROTMAN PART-TIME MBA PROGRAM

## PART-TIME MBA PROGRAM INNOVATIONS

The Rotman School has redesigned business education to produce leaders who are creative, resourceful, and ready for success.

## MINIMUM ADMISSION CRITERIA

- a recognized undergraduate degree with a minimum mid-B average in the final year (75 per cent or 3.0 GPA)
- minimum Graduate Management Admission Test (GMAT) result of 550
- minimum score on the *Test of English as a Foreign Language* (TOEFL) of 600 on the written, or 250 for computer-based test, and a minimum of 5.0 on the *Test of Written English* (TWE)
- four years of full-time work experience preferred
- excellent letters of reference
- demonstrated evidence of leadership, initiative and a superior capacity for high-level work productivity
- interesting, well-rounded background

## APPLICATION DEADLINE

February 1

## PART-TIME MBA STUDENT STATISTICS

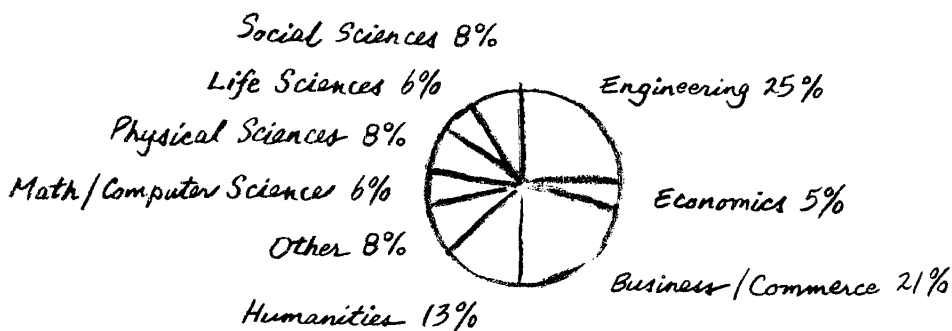
For the Part-Time Class entering May 2002

Class size	60
Average age	31 yrs
Average years of full-time work experience	6 yrs
Average GMAT Score	657
Average GPA	B+
Men	75 %
Women	25 %

## PART-TIME MBAs: A DIVERSITY OF BACKGROUNDS, A RANGE OF EXPERIENCE

Part-time MBA students at Rotman come from a variety of academic backgrounds (see below). They also bring maturity and a broad scope of work experiences with them.

## *Undergraduate Degrees of Part-Time Students*



On the front cover,  
foreground, left to right:

**Jeff Kavanagh** MBA 2004

B.A.Sc. (Toronto);  
Part-Time MBA candidate

**Current Position** Research and  
Development Manager, Parametric  
Technology Corporation (Toronto).

**Experience** Systems Integration  
Consultant, Netron Inc.; Dictionary  
Product Manager, RosettaNet  
Consortium, all in Toronto.

**Marnie McCann** MBA 2004

B.A., History, with Honours  
(Western Ontario);  
Part-Time MBA candidate

**Current Position** Product &  
Strategic Marketing Manager,  
CDG Books Canada.

**Experience** Marketing Associate,  
Macmillan Canada; Publicity Manager,  
Macmillan Canada; Product & Strategic  
Marketing Manager, CDG Books  
Canada (brand management of  
*For Dummies* books and *Frommer's  
Travel Guides*).

**Marice Hart** MBA 2002

Please see biography on page 20.

background, left to right:

**Andrea Mains** MBA 2002

B.A.Sc., P.Eng. (Waterloo)

**Experience** Summer Associate,  
PricewaterhouseCoopers; Transportation  
Engineer, iTRANS Consulting;  
Treasurer, Rotman Graduate Business  
Council, Member, Rotman Women in  
Management.

**Accomplishments** Awarded one-year  
international exchange placement,  
University of Leeds, UK; Member,  
Big Sisters of Toronto since 1996;  
Fluent in French.

**Ahsan Sadiq** MBA 2002

Please see biography on page 31.

**Chris Husbands** MBA 2002

B.Sc., Civil Engineering, with Honours  
(University of The West Indies);  
M.Sc., Project Management  
(Florida International University)

**Experience** Summer Associate,  
PricewaterhouseCoopers (Project  
Finance and Privatization); Manager,  
Planning Design and Construction  
Division, National Water and Sewage  
Authority, Grenada (W.I.); Project  
Engineer, Louis Berger International Inc.

**Accomplishments** Founded and was  
head of a residential property design  
company in Grenada; Designed  
and implemented civil engineering  
projects including pipelines, dams and  
water treatment plants; Board of  
Directors member, Grenada Institute  
of Professional Engineers; Level 1  
CFA Candidate.

On the back cover,  
clockwise from bottom left:

**David Diestel** MBA 2002

Please see biography on page 8.

**Jamie Stiff** MBA 2002

B.Sc., Biology, with Honours (Queen's)

**Experience** Partner, Impact Consulting  
Group (Toronto); Lab Technician/  
Knowledge Management Specialist,  
Mount Sinai Hospital (Toronto)

**Accomplishments** Co-Chair, Orientation  
Week 2001; Director, Case Competition  
Rotman Consulting Association;  
Director of Speakers, Rotman Business  
& Technology Group, Member, Rotman  
Ultimate Frisbee.

**Gregory Cheung** MBA 2002

B.A., with Honours (Queen's)  
LL.B. (Windsor)

**Experience** Summer Intern, Ministry  
of Finance (Ontario Superbuild  
Corporation); Associate Counsel,  
Crawford, McKenzie, McLean &  
Wilford; Vice-President (Academic),  
University of Windsor Law.

**Accomplishments** Called to the Ontario  
Bar (1996); Sports Committee Head,  
Orientation 2001; Webmaster, Business  
Conference; Treasurer, Business  
Technology Group, worked with team  
to develop a financial model to value  
Ontario's water and sewer infrastructure  
assets, in a project valued at over  
\$750 million.

**Jeff Kavanagh** MBA 2004

Please see biography above.

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▶ [www.rotman.utoronto.ca](http://www.rotman.utoronto.ca)



For more information, please contact:

Rotman MBA Program  
Joseph L. Rotman School of Management  
University of Toronto  
105 St. George Street  
Toronto, Ontario, Canada M5S 3E6

Telephone: (416) 978-3499

Fax: (416) 978-5812

E-mail: [mba@rotman.utoronto.ca](mailto:mba@rotman.utoronto.ca)

Web site: [www.rotman.utoronto.ca](http://www.rotman.utoronto.ca)



Faculty of Law  
University of Toronto



Joseph L. Rotman School of Management  
University of Toronto



University of Toronto JD/MBA

## PUT YOURSELF AT THE CENTRE OF THE ACTION

Today's highly competitive business environment demands integrative thinkers who are intelligent, flexible and global in their orientation. At the University of Toronto's Faculty of Law and Joseph L. Rotman School of Management, we are redesigning education in management and law to produce the leaders organizations need to succeed in the new millennium.

The JD/MBA Program is a four-year combined degree offered by the Faculty of Law and the Rotman School of Management. At the completion of the four-year integrated program, the successful student is awarded both the Juris Doctor and the Master of Business Administration degrees, which, if taken separately, would require five years of study.

Students learn in small, intimate classes where they are immersed in a demanding, innovative curriculum taught by the most distinguished business school and law school faculty in the country. In addition to a powerful combination of top-flight academic training and hands-on experience, our students undergo extensive practical training to ensure polished presentations, strong advocacy, interpersonal and other professional skills.

Students in the JD/MBA Program come from a wide variety of academic backgrounds, including arts and humanities, science, engineering and business administration. What JD/MBA students have in common is determination, academic excellence and a desire to receive a broad education that will lead to rewarding career opportunities.

Graduates of the JD/MBA Program find that they have myriad career opportunities before them, thanks in part to the additional skill sets acquired from achieving two professional designations. Recruiters tend to place a high value on the JD/MBA degree when they search for qualified candidates for summer and full-time positions. Students can sample multiple career paths over their three summers in the program and those who have successfully completed the program have pursued rewarding careers in Canada, the U.S. and abroad, in fields such as corporate law, investment banking, consulting, venture capital and in-house corporate work, to name a few.

The University of Toronto JD/MBA provides a unique, flexible and comprehensive education that will give you the tools to succeed in the new world of business. Become a part of the community and put yourself at the centre of the action.

### ACADEMIC PROGRAM OVERVIEW

#### Year One: Faculty of Law

There are 8 required courses in first year law. In addition, the Faculty provides an Academic Orientation at the beginning of the year to acquaint first year students with the basic vocabulary of legal analysis and legal research.

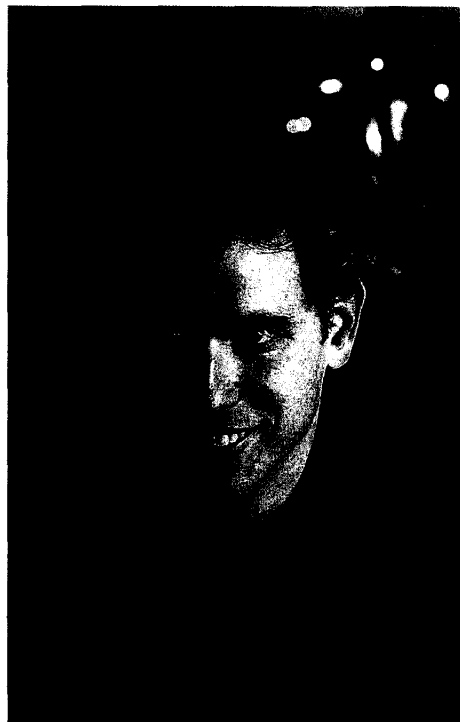
#### Year Two: Rotman School of Management

There are 14 required courses in the first year of the MBA program. At least 13 of these courses must be completed in the second year of the combined program.

#### Years Three & Four

Students take a combination of courses in the Faculty of Law and the Rotman School of Management.

In addition to the academic requirements listed above, all JD/MBA students are required to successfully meet other graduation requirements such as a moot, a perspective course in the upper years of the program and an upper year extended paper in Law.





## **ADMISSION CRITERIA**

Students applying to the JD/MBA Program must be admitted to both the Law and Management faculties. As such, a separate application to each faculty must be submitted. Students who have completed the first year of either the JD or MBA program may apply for admission to the combined JD/MBA Program by meeting the normal application and admission requirements for the other faculty.

### **Rotman Admissions**

The Rotman Admissions Committee seeks outstanding candidates who possess the following traits:

- the potential to become exceptional managers
- demonstrated leadership capabilities
- strong motivation in academic and professional pursuits
- maturity
- breadth of purpose
- a desire to have an impact

Candidates are evaluated on a total portfolio of performance, personal characteristics and life experiences. This includes: a minimum B average in final year of undergraduate studies; Graduate Management Admission Test (GMAT) results of at least 550; and three professional or academic reference letters. Work experience is not a requirement, however the committee expects your academic and personal background to reflect diversity and experience.

### **Faculty of Law Admissions**

The Faculty believes that the qualities of mind and personality necessary to satisfy its requirements are:

- high intelligence
- sound judgment
- the capacity and motivation for demanding intellectual effort
- the capacity and motivation to engage in sophisticated legal reasoning, and
- an understanding and sensitivity to human interaction.

As evidence of these qualities, the Faculty looks at a number of factors. These include: academic achievement; Law School Admission Test (LSAT) score; non-academic achievement; the response to disadvantage due to adverse personal or socio-economic circumstances or to barriers faced by cultural (including racial or ethnic) or linguistic minorities; motivation and involvement in academic and non-academic activities; and the impact of temporary or permanent physical disabilities.

In recent years, successful regular applicants had a median LSAT score in the 94th percentile, and a median cumulative undergraduate academic record of 84% (in the case of applicants with 4 years of undergraduate experience, this statistic is based on the best 3 of the 4 years). Very few candidates are admitted with LSAT scores below

the 85th percentile and cumulative undergraduate academic records below 78%, unless their backgrounds, other qualifications, or personal accomplishments would, in the opinion of the Admissions Committee, contribute specially and significantly to the class.

For more details, please see the Faculty of Law's Calendar or go to [www.law.utoronto.ca](http://www.law.utoronto.ca).

### **DEADLINES**

The OLSAS Application is due at the Ontario Universities' Application Centre by November 1. The Faculty of Law is prepared to accept late applications. The official application and law calendar are available through the Ontario Law School Application Services at [www.ouac.on.ca/olsas/](http://www.ouac.on.ca/olsas/).

Admission to the Rotman School is made on a rolling basis, typically after the Faculty of Law has made a decision. The application can be found online at [www.rotman.utoronto.ca/degree/torontomba/tmba.htm](http://www.rotman.utoronto.ca/degree/torontomba/tmba.htm).

Enrollment in the JD/MBA Program is limited. Candidates are urged to file both applications by the Faculty of Law deadline and to arrange to complete their files as soon as possible thereafter.

### **FINANCIAL AID**

The Rotman School of Management and the Faculty of Law strive to admit only the best candidates to the JD/MBA Program, and are working to remove the financial barriers involved when making the serious investment of time and expense required to complete the Program.

#### **Scotiabank Interest-Subsidized Loans**

Through a unique partnership with Scotiabank, domestic students in the JD/MBA Program can access an interest-subsidized loan to cover the full cost of their program tuition fees, as well as a laptop computer.

#### **Bursaries**

All domestic JD/MBA students who demonstrate financial need are eligible for consideration for bursaries from both the Law School and the Rotman School of Management during the 4-year program.

#### **Scholarships**

Entrance scholarships and fellowships are offered on the basis of exceptional merit and on the combination of both merit and need. All applicants to the JD/MBA are automatically assessed for entrance scholarships from both Faculties unless otherwise specified.

Please refer to the official financial aid booklets and materials available on the Faculty of Law website at [www.law.utoronto.ca/finaid/finance.htm](http://www.law.utoronto.ca/finaid/finance.htm) and on the Rotman website at [www.rotman.utoronto.ca/degree/torontomba/financialaid.htm](http://www.rotman.utoronto.ca/degree/torontomba/financialaid.htm).

**[www.rotman.utoronto.ca](http://www.rotman.utoronto.ca)**

**[www.law.utoronto.ca](http://www.law.utoronto.ca)**



**For more information, please contact:**

JD/MBA Program  
Joseph L. Rotman School of Management  
105 St. George Street  
Toronto, Ontario, Canada M5S 3E6

Telephone: (416) 978-3499  
Fax: (416) 978-5812  
E-mail: [mba@rotman.utoronto.ca](mailto:mba@rotman.utoronto.ca)  
Website: [www.rotman.utoronto.ca](http://www.rotman.utoronto.ca)

University of Toronto  
Faculty of Law  
78 Queen's Park  
Toronto, Ontario, Canada M5S 2C5

Telephone: (416) 978-0214  
Fax: (416) 978-7899  
E-mail: [law.admissions@utoronto.ca](mailto:law.admissions@utoronto.ca)  
Website: [www.law.utoronto.ca](http://www.law.utoronto.ca)

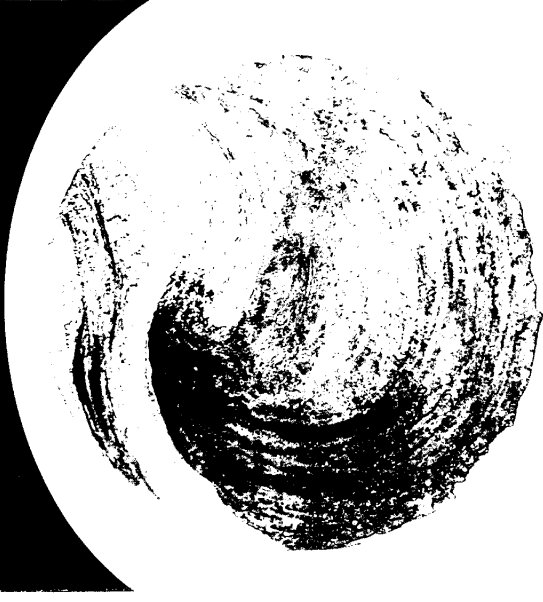
## Core Faculty

The core faculty for the collaborative program includes:

- Joshua Barker**  
Anthropology; Indonesia
- Jacques Bertrand**  
Political Science; Southeast Asia
- Alana Boland**  
Geography; China
- Loren Brandt**  
Economics; China and Japan
- Tim Brook**  
History; China
- John Brownlee**  
History; Japan
- Eric Cazdyn**  
East Asian Studies, Comparative Literature and Film Studies;  
Japan
- Amrita Danieri**  
Geography; Southeast Asia
- Wendy Dobson**  
Management; Asia Pacific, China and Japan
- Michael Donnelly**  
Political Science; Asia Pacific and Japan
- Victor Falkenheim**  
East Asian Studies and Political Science; East Asia and China
- Ping-Chun Hsiung**  
Sociology; China and Taiwan
- Hy Van Luong**  
Anthropology; Southeast Asia
- Virginia Maclaren**  
Geography; Southeast Asia
- Janet Salaff**  
Sociology; China
- Andre Schmid**  
East Asian Studies; Korea
- Michael Szonyi**  
History; China
- Joseph Wong**  
Political Science; Northeast Asia, Taiwan and Korea

# The Collaborative Master's Program in Asia-Pacific Studies

At the University of Toronto



Department	TEL (416)	FAX (416)	E-MAIL	WEB SITE (http://)
Anthropology	978-5416	978-3217	nkrencil@chass.utoronto.ca	www.chass.utoronto.ca/anthropology
East Asian Studies	946-3825	978-5711	celia.sevilla@utoronto.ca	www.chass.utoronto.ca/eas
Economics	978-7169	978-6713	ecograd@chass.utoronto.ca	www.economics.utoronto.ca
Geography	978-3377	946-3886	geograd@geog.utoronto.ca	www.geog.utoronto.ca
History	978-5800	978-4810	pyuen@chass.utoronto.ca	www.chass.utoronto.ca/history
Management	978-4084	978-5812	millington@rolman.utoronto.ca	www.rolman.utoronto.ca
Political Science	978-2017	978-5566	chranion@artscl.utoronto.ca	www.chass.utoronto.ca/polsci
Sociology	978-3414	978-3968	wright@chass.utoronto.ca	www.chass.utoronto.ca/sociology

## How do I reach the participating departments?

For detailed and updated information, please check the Collaborative Master's Program in Asia-Pacific Studies web site at:  
[www.utoronto.ca/asiapacific-ma](http://www.utoronto.ca/asiapacific-ma)

Direct inquiries and applications to:

**Eileen Lam**, Program Administrator  
Collaborative Master's Program in Asia-Pacific Studies  
Munk Centre for International Studies  
University of Toronto  
1 Devonshire Place  
Toronto, ON M5S 3K7 Canada  
TEL (416)946-8997  
FAX (416)946-8838  
E-MAIL [asiapacific\\_ma@utoronto.ca](mailto:asiapacific_ma@utoronto.ca)

The Asia-Pacific region has emerged in the past half century as a major force in global economy and politics. The interdisciplinary Master's Degree Program in Asia-Pacific Studies is designed for students wishing to pursue professional careers that will require them to understand this vibrant and sometimes tumultuous part of the world, whether their chosen fields are in academia, business, government, international or non-governmental organizations. It also provides a strong background for a doctoral-level academic focus on Asia-Pacific.

The Collaborative M.A. Program is offered by the graduate Departments of Anthropology, East Asian Studies, Economics, Geography, History, Political Science and Sociology, and the Collaborative M.B.A. is offered by the Rotman School of Management. The program will provide graduates with advanced training in traditional disciplines and also interdisciplinary expertise in historical and social science studies of modern East and Southeast Asia. The major topical areas of study include political economy, modern and contemporary social history, international relations, gender and the family, political and social change, economic development, and cultural studies.

Located at Canada's premier research university, the newly created program limits the number of students to 20 in order to facilitate learning and intellectual exchange in a small group setting. The program is housed in the recently established Munk Centre for International Studies at the University of Toronto. The Munk Centre includes over a dozen graduate and undergraduate centres and teaching programs that focus on interdisciplinary research and cross-regional comparison in the global context.

### How Do I Apply?

Students wishing to be admitted in the collaborative program must apply to one of the departments listed below (a home department). A supplementary application must be submitted to the Asia Pacific Studies program office located in the Munk Centre for International Studies.

The participating graduate departments are:

Anthropology	East Asian Studies
Economics	Geography
History	Management (M.B.A.)
Political Science	Sociology

Applicants should select a home department based on academic interests and background preparation. In your application to the department, please indicate that you are also applying to the

Collaborative Master's Program in Asia-Pacific Studies. In most circumstances, applicants should have taken the equivalent of 4 full-year courses with substantial Asia coverage. In special circumstances this requirement can be waived based on substantial working or living experience in East or Southeast Asia. Admission to the program requires that you are accepted by both a home department and by the Collaborative Master's Program in Asia-Pacific Studies.

In your application to the collaborative program, please include an Asia Pacific Studies application form, a photocopy of the School of Graduate Studies or Rotman School of Management application submitted to the home department, a curriculum vitae, a statement of interest, transcripts, and at least two letters of reference with specific information regarding your background in Asia-Pacific studies and relevant experiences in the region.

### What are the application deadlines?

The deadlines are normally January or February for admission for the following academic year. For up-to-date information, check the websites of the collaborative program and your home department. (For contact information please see back panel.)

### What are the program requirements?

Students enrolled in Asia-Pacific Studies are required to satisfy the degree requirements of both the disciplinary department and the collaborative program. The Asia Pacific requirements can be met concurrently with, or in addition to, home unit requirements.

The collaborative program degree requirements in Asia-Pacific Studies include:

1. A year-long, interdisciplinary core seminar ("Issues in Asia-Pacific Studies").
2. A full-course equivalent that may be
  - a) a Master's thesis;
  - b) a major research paper in a full-year graduate course related to Asia-Pacific; or
  - c) a thesis-equivalent research paper in a half-course of independent research. This option must be combined with an additional half-course on Asia-Pacific (please see web site for selection of courses).
3. The Asian language requirement can be fulfilled either before entering the program or during a student's course of study.

Under normal circumstances this will mean completion of a 300-level (third-year) undergraduate course in Chinese, Japanese, or Korean languages with a minimum mark of B+ (or equivalent). In the case of Southeast Asian languages the requirement is completion of a 200-level (second-year) undergraduate course with a minimum mark of B+ (or equivalent).

For students without any background in Chinese, Japanese, or Korean, the language requirement can normally be met by two year-long courses and a summer language course, or two summer courses and one year-long course. For students wishing to specialize in other parts of East or Southeast Asia, the language requirement can normally be met by two summer courses, or one summer course and a year-long course. Finally, in special cases (students with a comparative interest in environmental studies, international business, and possibly others), the language requirements may be reduced, subject to the joint approval of the director of the Asia-Pacific Studies program and the graduate coordinator in the student's home department.

The collaborative program has a small number of language bursaries to assist in the learning of languages not taught at the University of Toronto. Students can also apply to the Dr. David Chu Scholarships. (Please check [www.utoronto.ca/davidchu](http://www.utoronto.ca/davidchu).)

### How long does the program take?

The minimum period of registration in the Collaborative M.A. Program in Asia-Pacific Studies is normally 12 months, except for the Collaborative M.B.A. Program in Management and Asia-Pacific Studies, which will take 2 years to complete. Completion time also depends on levels of language fluency previously achieved by the student enrolled in the program. For those who have achieved fluency in an appropriate language, the time to completion of the program is expected to be:

Anthropology	12 months
East Asian Studies	12 months
Economics	12 months
Geography	12 months
History	12 months
Management	24 months
Political Science	12 months
Sociology	12 months

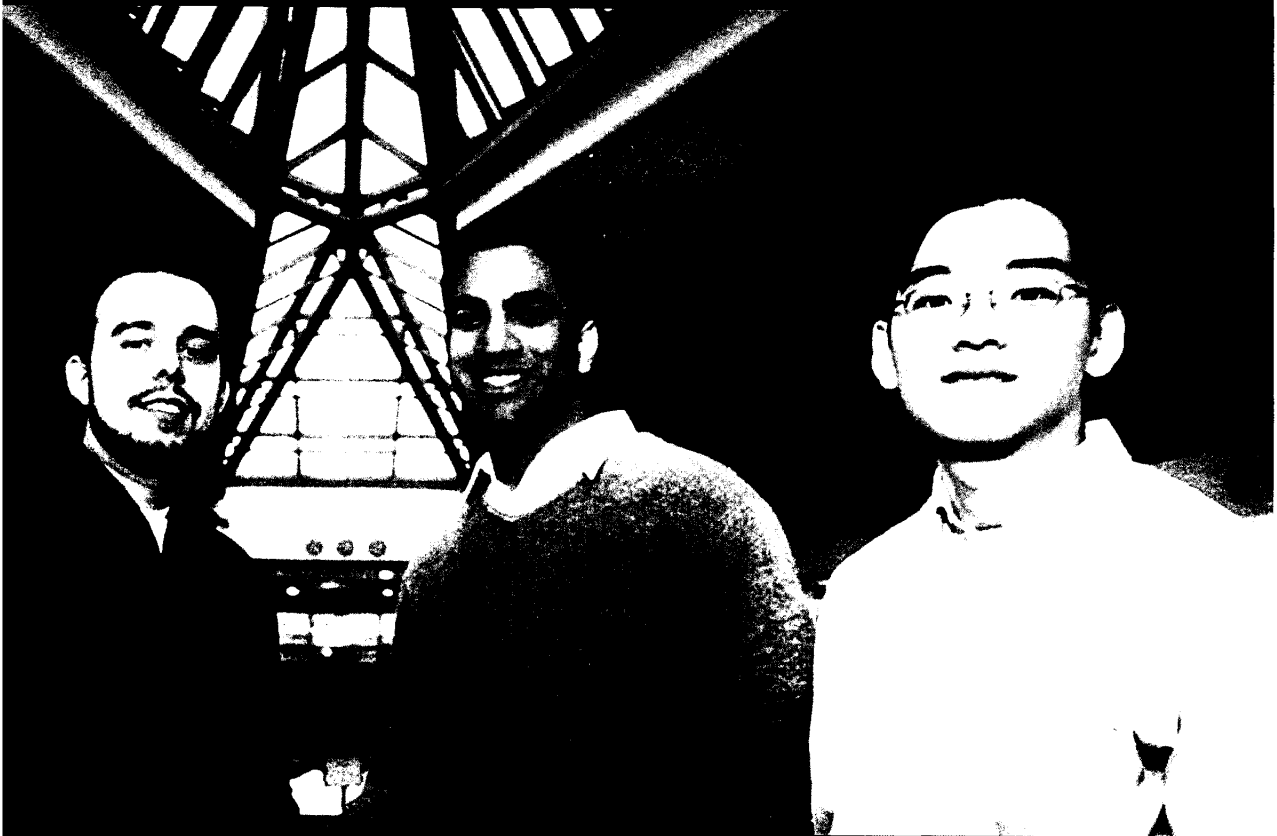
For students with an insufficient language background it may take an additional semester and/or one or two summers to complete program requirements.



Faculty of Engineering  
University of Toronto



Joseph L. Rotman School of Management  
University of Toronto



**Jeffrey Skoll BAsC/MBA**

# Put Yourself at the Centre of the Action

Today's highly competitive business environment demands integrative thinkers who are intelligent, flexible and global in their orientation. At the University of Toronto's Faculty of Applied Science and Engineering and the Joseph L. Rotman School of Management, we are redesigning education in management and engineering to produce the leaders organizations need to succeed in the new millennium.

The Jeffrey Skoll BAsc/MBA Program brings together studies in Engineering and Management in a synergistic, integrative manner. The program has been created to provide a fast track to a productive career as an entrepreneur, a leader in a technology-based venture, or as an effective manager in any modern business. The program runs for 68 months, at the completion of which the successful student is awarded both the Bachelor of Applied Science and Master of Business Administration degrees. If taken separately, this would require at least 8 years: 6 years of study and a minimum of two years of prior work experience.

Students learn in small, intimate classes where they are immersed in a demanding, innovative curriculum taught by the most distinguished business and engineering faculty in the country. In addition to a powerful combination of top-flight academic training and hands-on experience, our students undergo extensive practical training to ensure polished presentations, excellent management training and the leadership skills demanded by today's businesses.

Graduates of the Skoll program will find that they have myriad career opportunities before them, thanks in part to the additional skill sets acquired from achieving two professional designations. Through the Professional and Management Experience Years, as well as the summer between the last two years of study, students can sample multiple career paths, such as consulting, investment banking and financial sales and trading. The University of Toronto's Jeffrey Skoll BAsc/MBA Program will give you the tools to succeed in the new world of business. Become a part of our community and put yourself at the centre of the action.

## ACADEMIC PROGRAM OVERVIEW

Upon completion of third-year Engineering, students enter the Professional Experience Year (PEY). The PEY has been an integral part of the Engineering experience at the University of Toronto since 1979. It enables students to participate in a paid work-study program that formally integrates their academic studies with a concentrated period of engineering experience in a professional organization.

Following the PEY, students enroll in the fourth year of the program.

<b>YEAR III:</b>	<b>Fall/Winter</b> <b>Summer/Fall/</b> <b>Winter/Summer</b>	BAsc. Courses PEY (16 MONTHS)
<b>YEAR IV:</b>	<b>Fall</b> <b>Winter</b> <b>Summer</b>	BAsc. Courses MEY* MEY*
<b>YEAR V:</b>	<b>Fall</b> <b>Winter</b>	MBA courses MBA courses
<b>YEAR VI:</b>	<b>Fall</b> <b>Winter</b>	MBA courses MBA courses BAsc. electives Capstone course**

\* All participants in the Skoll Program must participate in the Management Experience Year (MEY), a reformatted internship program based on the PEY. The MEY takes 8 months, from January to August of fourth year. It will often include technical work, and it is mandatory that there be a management component to provide a learning experience in the management realm. While the PEY provides students with a hands-on opportunity to learn and practice engineering skills, the MEY provides students with relevant managerial experience.

\*\* The capstone course is a mandatory course offered jointly by Engineering & Management in the final term of the program. This graduate level course is unique to the Skoll Program and permits students to work together to study the mutual dependence between engineering, technology and management.

## ADMISSION CRITERIA

Students applying to the Skoll program may do so in the fall term of third year Engineering or while undertaking the PEY. Students should plan well ahead to prepare the various components of the application.

The Admissions Committee seeks outstanding candidates who possess the following traits:

- (a) the potential to become exceptional managers
- (b) demonstrated leadership capabilities
- (c) strong motivation in academic and professional pursuits
- (d) maturity
- (e) breadth of purpose
- (f) a desire to have an impact

Candidates are evaluated on a total portfolio of performance, personal characteristics and life experiences. This includes: a minimum of a B+ (77%) average in each of the four most recent Engineering terms prior to application; Graduate Management Admission Test (GMAT) results of at least 550; and three professional or academic reference letters. Admission is also subject to completion of the Professional Experience Year (PEY) and Management Experience Year (MEY).

## DEADLINES

Students in third year Engineering must apply by October 15.

Students undertaking the PEY immediately following third year must apply by July 15 before returning to school.

All admissions documents should be submitted to the Admissions Office, Faculty of Applied Science and Engineering.

## FINANCIAL AID

The Rotman School of Management and the Faculty of Applied Science and Engineering strive to admit only the best candidates to the Skoll program, and are working to remove the financial

barriers involved when making the serious investment of time and expense required to complete the program.

## Scotiabank Interest-Subsidized Loans

Through a unique partnership with Scotiabank, students in the Skoll program can access an interest-subsidized loan to cover the full cost of their program tuition fees, as well as a laptop computer.

## Scholarships

Entrance scholarships and fellowships are offered on the basis of exceptional merit and, in some cases, based on the combination of both merit and need. All applicants to the Skoll program are automatically assessed for entrance scholarships, unless otherwise specified.



## JEFFREY SKOLL

Jeffrey Skoll, a co-founder of eBay Inc., the online auction house, is a 1987 graduate of the University of Toronto's Electrical Engineering program. Jeffrey went on to earn his MBA at Stanford before helping to launch eBay, a company known for its position at the vanguard of the digital economy. His investment of US\$5 million has established two chairs at Engineering and one at the Rotman School, and has also assisted in the construction of the new Bahen Centre for Information Technology at the University of Toronto.

[www.rotman.utoronto.ca/skoll](http://www.rotman.utoronto.ca/skoll)



**For more information, please contact:**

Dr. Peter C. Hughes  
Director, Skoll BAsc/MBA Program  
Faculty of Applied Science and Engineering

E-mail: [hughesp@ecf.utoronto.ca](mailto:hughesp@ecf.utoronto.ca)  
Telephone: (416) 946-7450

Jeffrey Skoll BAsc/MBA Program  
Joseph L. Rotman School of Management  
105 St. George Street  
Toronto, Ontario, Canada M5S 3E6

Telephone: (416) 978-3499  
Fax: (416) 978-5812  
E-mail: [mba@rotman.utoronto.ca](mailto:mba@rotman.utoronto.ca)  
Web: [www.rotman.utoronto.ca/skoll](http://www.rotman.utoronto.ca/skoll)





## The Collaborative Master of Arts Program in Asia-Pacific Studies at the University of Toronto

The Asia-Pacific region has emerged in the past half century as a major force in global economy and politics. The interdisciplinary Master of Arts Program in Asia-Pacific Studies is designed for students wishing to pursue professional careers that will require them to understand this vibrant and sometimes tumultuous part of the world, whether their chosen fields are in academia, business, government, international or non-governmental organizations.

Located at Canada's premier research university, the newly created program limits the number of students to 20 in order to facilitate learning and intellectual exchange in a small group setting. The Collaborative M.A. Program is offered by the graduate departments of:

- Anthropology
- East Asian Studies
- Economics
- Geography
- History
- Management (M.B.A.)
- Political Science
- Sociology

The program will provide graduates with advanced training in traditional disciplines and also interdisciplinary expertise in historical and social science studies of modern East and Southeast Asia. The major topical areas of study include political economy, modern and contemporary social history, international relations, gender and the family, political and social change, economic development, and cultural studies.

Participating departments can be reached:

DEPARTMENT	CONTACT	TEL (416)	FAX (416)	E-MAIL
Anthropology	Natalia Krencil	978-5416	978-3217	nkrencil@chass.utoronto.ca
East Asian Studies	Fidela Garcia	946-3625	978-5711	fidela.garcia@utoronto.ca
Economics	Sophia Knapik	978-7169	978-6713	ecograd@chass.utoronto.ca
Geography	Marianne Ishibashi	978-3377	946-3886	geograd@geog.utoronto.ca
History	Pamela Yuen	978-5800	978-4810	pyuen@chass.utoronto.ca
Management	Cheryl Millington	978-4084	978-5812	millington@rotman.utoronto.ca
Political Science	Carolynn Branton	978-2017	978-5566	c.branton@artsci.utoronto.ca
Sociology	Jeannette Wright	978-3414	978-3963	wright@chass.utoronto.ca

For more information about the program and admissions procedures, please contact:

Eileen Lam  
Collaborative M.A. Program in Asia-Pacific Studies  
Munk Centre for International Studies  
University of Toronto  
1 Devonshire Place, Room 226N  
Toronto, ON M5S 3K7 Canada

TEL (416)946-8997 ♦ FAX (416)946-8963  
E-MAIL [asiapacific.ma@utoronto.ca](mailto:asiapacific.ma@utoronto.ca)  
WEB SITE [www.utoronto.ca/asiapacific-ma](http://www.utoronto.ca/asiapacific-ma) (under construction)

Université d'  
University of



**Ottawa**

École de gestion  
School of Management

# *The* **Ottawa** **MBA**

for a Technology-Intensive  
Global Economy



## FOR A TECHNOLOGY-INTENSIVE GLOBAL ECONOMY

The University of Ottawa MBA program is *The Ottawa MBA*. The tightly integrated intensive program prepares candidates in the early stages of their professional career for the managerial and leadership responsibilities of a rapidly changing technology-intensive global business environment. The program provides a strong foundation in all management disciplines, develops management and people skills, and refines the students' ability to view and analyse issues, opportunities and situations from a strategic perspective, allowing them to become responsible agents of change.

Ideally located in the nation's capital, home of Canada's high technology and telecommunications industries and Industry Canada's Official Smart Community Demonstration Site for Ontario, the program has developed, over the years, unique linkages with the high-tech community and the public sector, and has developed remarkable expertise and earned an enviable reputation in international management.

Program delivery is unique in its flexibility. It offers full- or part-time study, allowing students to complete the degree requirements in as little as 15 months, or to spread out their studies over as long as 60 months.

The program is offered in English and French, and students may complete their courses in either language. It offers courses in a variety of formats, from the 36-hour full-course delivered over 12 weeks with day or evening classes, to the 18-hour half-course delivered intensively over a weekend. There are also opportunities to undertake directed readings or a thesis. Using its extensive network within the local business community and the public sector, the program makes it possible to completed a major MBA consulting project in industry.

## EXPERIENCED, DIVERSE NETWORK OF PARTICIPANTS

The Ottawa MBA program draws students from around the world with a variety of educational backgrounds and professional experience. It is designed to build

### TYPICAL PROFILE OF AN MBA CLASS

Average age:	Full-time:	30.5
	Part-time:	32.3
Average number of years of work experience:		
Full-time cohort:		6.1 years
Part-time cohort:		7.2 years
Average GMAT:		617
Female/Male ratio:		37/63
International students:		37%

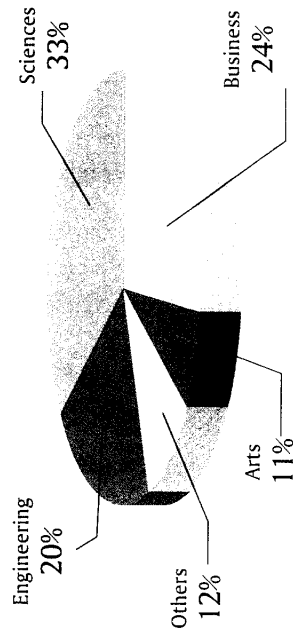
on the diversity and wealth of its student body. A cohort environment allows students to work and learn together, benefiting from each other's strengths, capabilities and experience. The program creates work groups composed of students with different academic, cultural and professional profiles. By progressing through the program in these work groups, students acquire an enriching learning experience and a unique opportunity to develop their ability to function within a culturally diverse environment.

## FULL-TIME MBA STUDIES

- A fast-paced comprehensive program offered over 15 consecutive months.
- The program starts in the last week of August with a compulsory intensive orientation and management skills week.

## PART-TIME MBA STUDIES

- Study while you work: courses normally begin at 7 p.m., Monday to Thursday.
- Two-year common core offered according to an integrated, structured schedule.
- The program can be completed at the student's own pace, normally within 40 months and must be completed within a maximum of five years.
- May be completed within 36 months by taking the summer intensive international exchange program.
- Starts in late August with a compulsory intensive orientation and management skills weekend.



*I really enjoyed the broad cross-section of experience within the MBA student population. In my class we had people with backgrounds in biology, medicine, law, government, high technology, engineering, mathematics and business. It brought a marvelous variety of perspectives to our discussions and increased my awareness of these other disciplines immensely.*

**Major Steven R. Jackson, MBA 1999**  
Senior Advisor  
Corporate Strategic Resource Planning

University of Ottawa

## PROGRAM STRUCTURE

The Ottawa MBA prepares students to become future leaders in a technology-intensive, global economy. It provides an intensive and integrated foundation in basic management disciplines and skills and develops the students' ability to view issues, opportunities and situations from a strategic perspective. The integrated MBA curriculum is delivered around five majors themes.

### Understanding Management Foundations and the Global Business Environment

The program introduces the tool and skill sets needed by senior managers. It also provides a good understanding of the context in which businesses operate through coverage of international trade issues and business/government relations.

### Developing a Strategic Perspective

The program focuses on strategic thinking. It begins with the course, "The World of the General Manager and of Strategic Management," that sets the tone for the whole curriculum. This strategic perspective permeates the coverage of the business functions. Students learn about corporate governance and the importance of ethics. They apply models of performance and value in strategic management on the basis of their underlying understanding of all management disciplines and functions, and of their relative strategic role and importance.

### Integrating Business Functions

The program presents the strategic importance of the major functions of the firm, namely marketing, finance, human resources and operations, as viewed by the general manager. The program also explores models of integration of the business functions through information technology and the tools of the new economy.

### Managing in a Technology-Intensive Global Economy

In line with the School of Management's mission, the program offers courses addressing technological issues faced daily by managers in today's fast-paced competitive economy, such as technology strategies, information management, management of innovation and R&D activities, and growth management. The globalization of markets and technology and the growth of the Internet and e-business push firms of all sizes to develop and pursue growth strategies beyond national boundaries. The program allows students to develop not only a strategic vision, but also the tools needed to become the next leaders in a technology-intensive global economy.

### Providing Value to the Business Community

The program allows students to become actively involved with private or public organizations through the MBA consulting project under the joint supervision of a faculty member, of an executive from the client organization, and, starting in 2003, of a practising certified management consultant. Students get to apply newly acquired knowledge and skills as well as

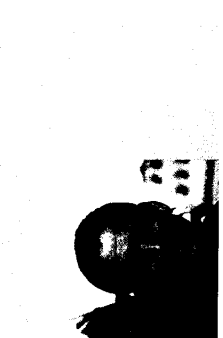
recognized consulting practices and gain relevant practical experience through exposure to concrete managerial challenges.

- Recent projects completed by our MBA students include:
- "Start-up and Growth Phases of New Companies Operating in Technical Innovation Sectors" for Inno-Centre Ottawa Corporation
  - "Canadian Consumer Behaviour and Electronic Transfer of Information" for Canada Post Corporation
  - "Electronic Commerce in China: Opportunities for Canadian Companies" for the Canadian Advanced Technology Alliance

## PROGRAM DELIVERY

Courses in *The Ottawa MBA* are normally offered on the basis of three hours per week over 12 (full-course) or six (half-course) weeks. The tightly focused half-course structure provides variety in course offerings and allows flexibility in course delivery, as some half-courses may be offered over intensive weeks or weekends.

The size and composition of classes foster effective interaction not only between individual participants but also in work groups. Twelve study rooms equipped with two computers, a white board, a table and six chairs are ideal for group discussions and for preparing assignments. Classrooms are equipped with modern multimedia teaching tools, including Internet access.



## OUR TEACHING STAFF: EXCELLENCE AND EXPERTISE

The School of Management has over 30 years of experience in graduate level management education. Our 80 full-time faculty members and more than 100 part-time professors from industry and the public sector create an outstanding academic and professional environment that encompasses multidisciplinary research activities and direct links with local businesses and public organizations.



## BILINGUALISM

The University of Ottawa is the largest bilingual university in North America. All required courses of the program are delivered in both official languages and students may complete elective courses in English or French.

## CASE COMPETITIONS

As a leader in high technology management, The Ottawa MBA program has been host to the National Advanced Technology Management Case Competition since 1992. Organized by MBA students, under the guidance of a faculty member, the competition brings MBA students from across Canada to compete in solving cases dealing with strategic issues involving business and technology.

Our students also participate in numerous national and international case competitions annually. The strong performance of our MBA teams over the years is a reflection of the excellence of our students, and of the quality of our program.

## INTERNATIONAL EXCHANGES

The international experience provided to MBA students begins in the classroom. As part of numerous exchange agreements with leading affiliated business schools world-wide, a number of exchange students from abroad come to complete their MBA studies in Ottawa, providing a unique cultural experience to our students. Moreover, part-time students can reduce the duration of their program of study by several months by taking part in one of our intensive two-week or four-week summer exchange programs in Europe.

## CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS

Through a unique agreement between the School of Management and the Canadian Association of Management Consultants (CAMC), proof of coverage of the six functional areas and the associated fees, which are part of the Certified Management Consultant (CMC) designation process, will be waived for candidates who apply for membership within one year of graduation from The Ottawa MBA.

The partnership between CAMC and the School of Management will be strengthened in 2003 as Ottawa-based practicing CMCs act as mentors to MBA students completing the MBA consulting project.

*The quality of full-time and part-time teaching staff at the University of Ottawa is excellent! The curriculum is balanced between theory and practice and has given me knowledge and skills that I use day-to-day in my work and that will benefit me throughout my career.*

**John Sinclair, MBA 1999**  
Program Supervisor  
Ministry of Community and Social Services, Ontario



## SCHOOL OF MANAGEMENT

Located in the heart of the nation's capital and of Silicon Valley North, Canada's highest concentration of high-tech and telecommunications firms, the University of Ottawa's School of Management is at the centre of an extensive group of government and private organizations that together drive most of Canada's business and trade nationally and internationally.

The School of Management's vision is to be a leader in management education and innovative research for a technology-intensive global economy.

The School's high-quality innovative programs combined with its leadership in research and its direct involvement in the life of the community, sets the stage for an enriching and unique learning experience.

### WHY CHOOSE THE OTTAWA MBA?

- An international outlook
- A comprehensive and challenging graduate management program
- A stimulating teaching environment using advanced technologies
- An extensive network, including over 3,500 alumni over the last 30 years
- An outstanding job placement rate

### WHY CHOOSE TO STUDY IN OTTAWA?

- The nation's capital: the presence of the federal government and of foreign embassies
- A vibrant business environment: the centre of Canada's high technology industry, and headquarters of many national associations
- Canada's fastest growing community: the choice of Industry Canada as Ontario's Official Smart Community
- A varied and lively cultural environment: the home of numerous seasonal and ethnic festivals
- An extensive array of sports activities, facilities and events

## THE UNIVERSITY OF OTTAWA

The University of Ottawa's main campus covers an area one kilometer long by half a kilometer wide bordering the Rideau Canal, near the downtown core. Within minutes, you can walk across the campus that is a charming mix of heritage and modern architecture. The campus is a safe haven in a friendly setting and a vital part of the city's dynamism. You are within walking distance of Ottawa's bustling business district and of Canada's Parliament buildings and main government offices. Shopping malls, restaurants, cinemas and museums are also minutes away on foot. The campus is also conveniently located at the crossroads of major bus routes, allowing you to commute rapidly to any part of town.

With 10 faculties, including law and medicine, more than 23,500 undergraduate and 3,500 graduate students, the University of Ottawa is Ontario's fourth largest university. The University is also ranked second in Canada in terms of private-sector research funding.

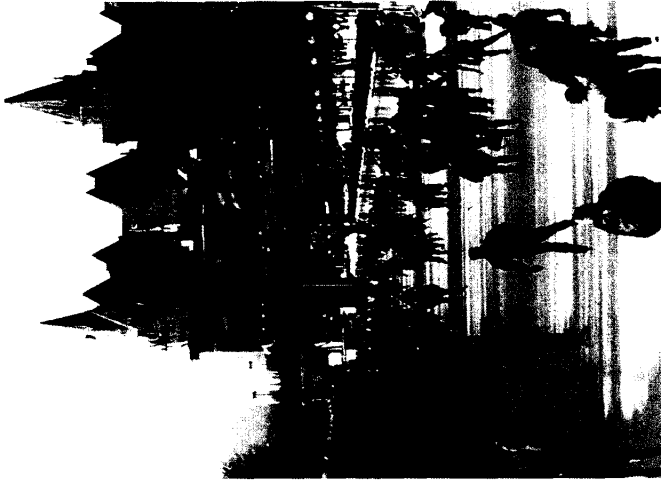
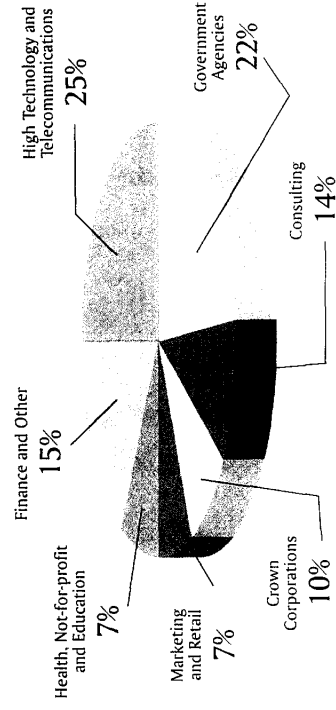


Photo: NCCCCN



## ADMISSION REQUIREMENTS

The School of Management maintains strong links not only with its alumni, but also with local and national business leaders, policy makers and executives from the high technology sector, the public sector, as well as from service and non-profit organizations. Hence, our MBA program is simultaneously tailored to student and market needs. All the more reason to choose *The Ottawa MBA!*

Admission to *The Ottawa MBA* program is competitive and granted to candidates who clearly demonstrate high promise of success. The admission requirements are as follows:

- a baccalaureate with a minimum 70 per cent (B) overall standing.
- a minimum two years of full-time managerial or professional work experience
- a minimum 50th percentile score on the GMAT
- basic mathematical background in calculus and linear algebra
- for those applying to the English MBA cohort: a demonstrated proficiency in English (TOEFL > 250 with an essay rating of five or the equivalent);
- for those applying to the French MBA cohort: a demonstrated proficiency in French and at least a passive knowledge of English (ability to read and understand spoken English).

*NOTE: Preference is given to candidates who have greater work experience, particularly where there is evidence of career progression.*



*I wanted a career in high technology so I chose the University of Ottawa because of its unique 15-month program, and its proximity to and connections with the local high-tech industry. The MBA project allowed me the opportunity to gain practical experience and to showcase my skills to a potential employer. Through this project, I was able to work closely with Zarlink Semiconductor and upon completion of the MBA program I accepted a position as a product marketing professional with Zarlink.*

**Darren Ladouceur, MBA 1999**  
Tactical Product Marketing Professional,  
Zarlink Semiconductor



*It is only when I entered the work force that I realized what I learnt in the University of Ottawa MBA program was firmly based on practical and daily realities of the business world. I was much better prepared than I ever thought possible. It was within the framework of the inter-university case studies competition that I realized how and why all the disciplines we were learning were related. This experience made all the difference between theory and practice and between thinking tactically and strategically.*

**Manon Abud, MBA 1998**  
Marketing,  
Nortel Networks



*I thoroughly enjoyed the interaction between the professors and students, many of whom are now close friends. The program was tailored for part-time learners and both the course content and delivery were flexible. In fact, I finished my last two courses in Reims, France, with students from Australia, France, Mexico and the United States, as part of an international exchange program. While in France I noticed that the University of Ottawa students stood out over colleagues from the other countries. I thoroughly enjoyed the program and would recommend it to anyone.*

**Mark Sherry, MBA 1999**  
Principal, Chief Financial Officer  
Stroma Service Consulting Inc.



*The position that I presently hold at PricewaterhouseCoopers is very rewarding. We must continually adapt to new work environments with diverse clientele. My MBA was a definite advantage when I was hired, as much for the maturity I developed as a result of this degree as for the positive image the diploma inspires.*

**Carole Angot, MBA 1997**  
Senior Advisor,  
PricewaterhouseCoopers Luxembourg

**The Ottawa MBA**  
School of Management  
University of Ottawa  
136 Jean-Jacques Lussier  
Ottawa, ON K1N 6N5 Canada



(613) 562-5884 or (800) 965-5512  
(613) 562-5912

✉ [mba@management.uottawa.ca](mailto:mba@management.uottawa.ca)

To apply for *The Ottawa MBA*, please visit our Web site: [www.mba.uottawa.ca](http://www.mba.uottawa.ca)

Also visit: [www.management.uottawa.ca](http://www.management.uottawa.ca) for other School of Management graduate and undergraduate programs.

(Cette brochure est également offerte en français)

# 附錄二





介紹高雄大學給加州大學柏克萊分校

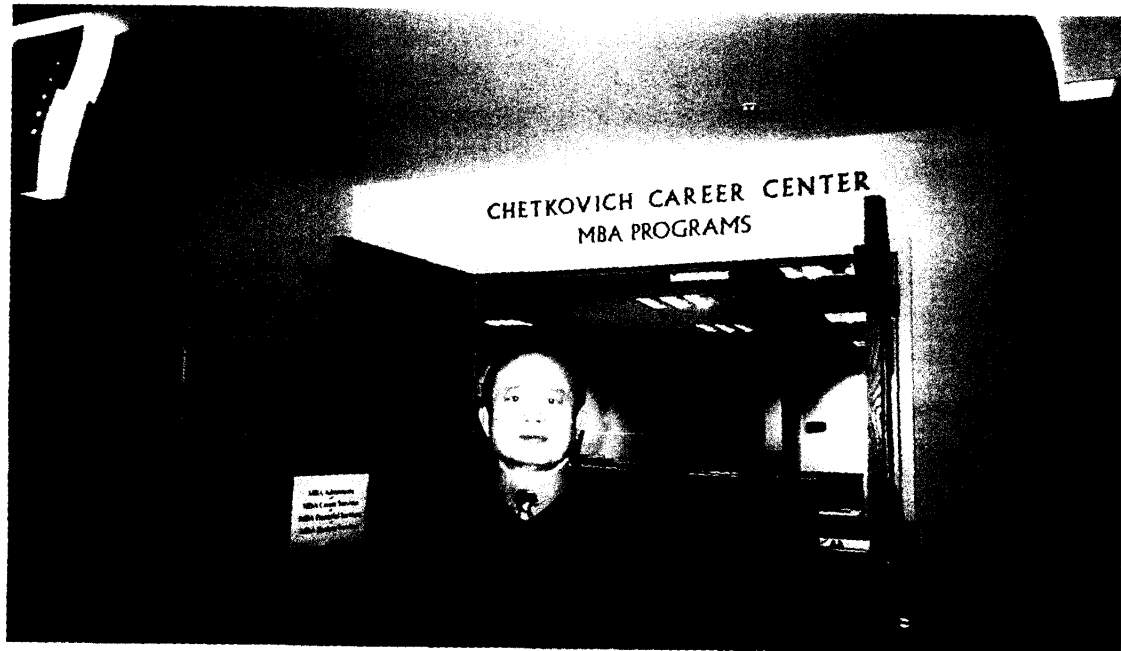
DAVID H. DOWNES, DIRECTOR, MBA PROGRAM



與 DIRECTOR DAVID H. DOWNES 討論與管理學門有關的問題



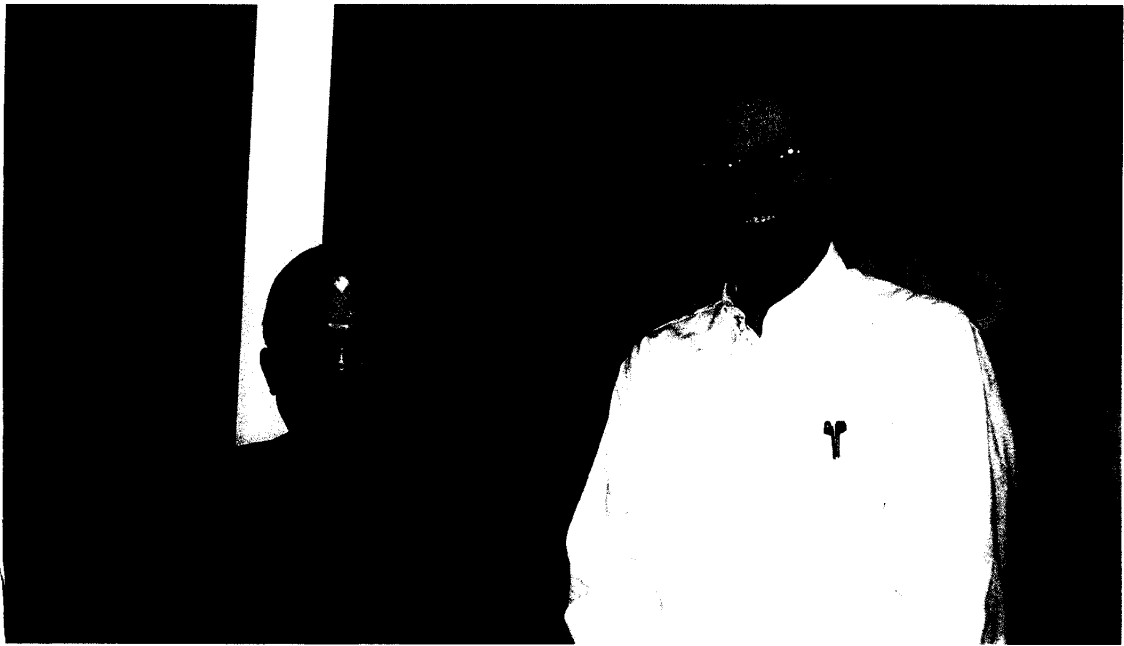
在加州大學柏克萊分校商學院前留影



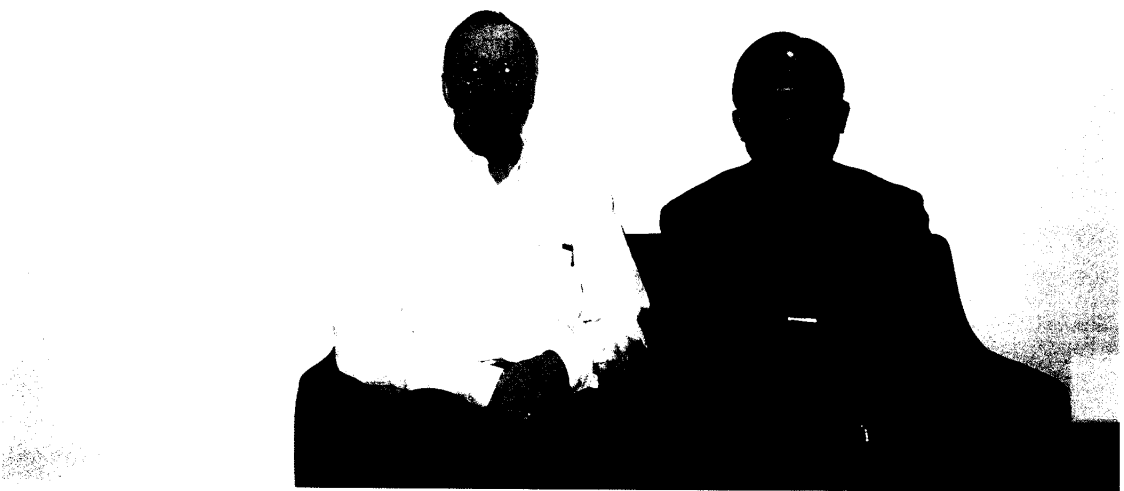
在加州大學柏克萊分校 MBA 中心留影



在史坦福大學管理中心大樓前留影



與多倫多大學洛特曼管理學院副院長 JAMES D. Fisher 教授  
在辦公室前合影



與 JAMES D. Fisher 副院長會議後在客廳合影



與多倫多大學暨約克大學聯合亞太研究中心特別顧問  
DONALD S. RICKERD 共進午餐



與多倫多大學暨約克大學聯合亞太研究中心主任 BERNARD M.  
FROLIC 教授及 DONALD S. RICKERD 在中心會議室合影



與渥太華大學商學院院長 DR. MICHEAL J. KELLY 共進早餐  
會談



與美國 NATIONAL 高科技公司副總經理郭俊雄博士在史坦福  
管理學院大樓前合影

# 附錄三

**Robert L. Joss**

PHILIP H. KNIGHT PROFESSOR AND DEAN

518 Memorial Way • Stanford University  
Stanford, California 94305-5015  
Phone 650.723.3951 • Fax 650.725.6125  
rjoss@gsb.stanford.edu

**STANFORD**  
GRADUATE SCHOOL OF BUSINESS 

**DAVID H. DOWNES**

Director, MBA Program  
Walter A. Haas School of Business

545 Student Services Bldg. # 1900  
Berkeley, CA 94720-1900

TEL: (510) 642-1407  
FAX: (510) 643-6659  
E-MAIL: downes@haas.berkeley.edu



**UNIVERSITY OF CALIFORNIA**

**James D. Fisher**

Associate Dean, Executive Programs  
Adjunct Professor



Joseph L. Rotman School of Management  
University of Toronto

105 St. George Street Bus: (416) 946-5591 Fax: (416) 978-5549  
Toronto, Ontario Cell: (416) 895-8895  
Canada M5S 3E6 E-mail: jfisher@mgmt.utoronto.ca

**MBA Admissions Office**

518 Memorial Way • Stanford University  
Stanford, California 94305-5015  
Phone 650.723.2766 • Fax 650.725.7831  
mba@gsb.stanford.edu • www.gsb.stanford.edu/mba

**STANFORD**  
BUSINESS SCHOOL 

**THE ASIAN BUSINESS & MANAGEMENT PROGRAMME**  
AT THE UNIVERSITY OF TORONTO AND YORK UNIVERSITY  
多伦多大学-约克大学亚洲商务管理项目

**Bernard Michael Frolic**  
傅尧乐教授  
Director 主任

University of Toronto Office Tel: 416-946-8986  
The Munk Centre for International Studies Tel: 416-736-2100 x88821  
York University Office Fax: 416-736-5688  
Suite 270 York Lanes, Toronto, ON, Canada Email: bfrol@yorku.ca



University of Toronto-York University  
Joint Centre for Asia Pacific Studies

**DONALD S. RICKERD, C.M., Q.C.**  
Special Advisor

Munk Centre for International Studies Tel: (416) 946-8986  
1 Devonshire Place Fax: (416) 946-8977  
Toronto, Ontario, Canada M5S 3K7 e-mail: drickerd@yorku.ca

駐舊金山臺北經濟文化辦事處文化組  
CULTURAL DIVISION  
TAIPEI ECONOMIC AND CULTURAL OFFICE IN SAN FRANCISCO

組長  
黃  
美  
珠

**Alice M. Huang**  
Director

555 MONTGOMERY STREET, #503  
SAN FRANCISCO, CA 94111  
WEBSITE: <http://www.sfmoc.org>  
TEL: (415) 398-4979  
(415) 364-5605 (direct)  
FAX: (415) 398-4992  
E-MAIL: [alice@sfmoc.org](mailto:alice@sfmoc.org)



Université d'Ottawa • University of Ottawa  
École de gestion School of Management

**Micheál J. Kelly, Ph.D.**  
Doyen / Dean

136, rue Jean-Jacques-Lussier 136, Jean-Jacques-Lussier St.  
C.P. 450, Succ. A P.O. Box 450, Stn. A  
Ottawa (Ontario) K1N 6N5 Canada Ottawa, Ontario, K1N 6N5 Canada  
(613) 562-5815 • Téléc./Fax (613) 562-5165  
C.él./Email: [kelly@management.uottawa.ca](mailto:kelly@management.uottawa.ca)