

## APPLICATION FOR ADMISSION

### APPLICATION PACKAGE

[Graduate Studies Application Form](#) (Online Version)

[Graduate Studies Application Form](#) (Print Version)

### Supplemental Forms

Application Check List

Academic Reference

Employment Reference

Confirmation of Employment

FAQ's

# APPLICATION INSTRUCTIONS

## Deadlines

We must receive your application form and all supporting documents by **June 1<sup>st</sup>** for the September term, by **October 31<sup>st</sup>** for the February term and **February 28<sup>th</sup>** for the May term. (All documents received become the property of Dalhousie University and will be used for University purposes only. Documents cannot be returned.)

A completed application includes:

### Graduate Studies Application Form

Complete the four page application form. Press firmly and print clearly. Be sure to date and sign the application. This form must be returned with \$100 application fee before application can be considered.

### References

Two employment references, two academic references or one of each are required for admission to the program. These references are to be mailed directly to the CFAME Office.

#### *Academic Reference*

You may obtain your academic reference independently using the form provided (this will speed up the process). This form can be completed and signed by the referee, and forwarded directly to the Program Office.

#### *Employment Reference*

The "Employment Reference" form should be completed by the referee and sealed in an envelope. This form can be enclosed with your application form if you have the referee sign the back of the sealed envelope. Please note: All references are confidential and cannot be returned to the applicant.

### Confirmation of Employment

The "Confirmation of Employment" form should be completed by your employer (including signature, phone and fax numbers) and enclosed with your application form.

### Transcripts/Academic History

#### *Transcripts*

We require official transcripts from any/all post-secondary institutions you have attended. All transcripts (including English translations) must bear the official stamp/seal of the issuing institution and must be forwarded directly to the Program Office. A transcript "issued to student" is not acceptable unless it is sealed in the original envelope and clearly not tampered with.

### Résumé/Job Description

Applicants must submit a résumé that details their relevant management experience. The résumé should include job title, job responsibilities, job grade level and the start and end dates of each position held. Please note: Your résumé should reflect, at a minimum, your work history over the past five years. Please see guide and sample enclosed.

### Personal Statement

Applicants must submit a personal statement or statement of intent as to why you wish to enroll in the MBA Program.

### Application Fee

Each application must be accompanied by a \$100 application fee which can be paid by cheque, money order or credit card. Please indicate the method of payment on the application form; do not send cash.

## How to Complete the Graduate Studies Application Form:

### Complete and return:

- Personal** Please list all personal information here. It is important to include your birth name if you are married for transcript purposes. All MBA students are required to have a working email address.
- Application Data** Indicate MBA as the degree you are applying for and Financial Services as your proposed field of study. The subject code is FINS. If you are applying for the Leadership stream, the subject code is FINL. The program is part-time study. If you are submitting your application well in advance of your desired start date, indicate this by filling in the desired year.
- Academic History** **\*\*THIS IS VERY IMPORTANT INFORMATION\*\***  
You must list all post-secondary institutions attended (after high school) for the Faculty of Graduate Studies. If you have only taken a few courses of a specific program but did not complete the program, you must state this. If you have completed a certificate, diploma, or degree program, you must note this. You must also submit an official transcript from all institutions attended or have them provide you with a letter stating why they cannot provide a transcript. Either the transcript or the letter must come directly from the institution. **Please note:** You must list all post-secondary institutions attended. Failure to disclose information will result in disciplinary action.
- Fee Payment** Please indicate how you will be paying the application fee. Be sure to include your card number, expiry date and signature if you are paying by credit card. If you are paying by cheque or money order, it should be made payable to Dalhousie University.
- Declaration & Signature** Please read this carefully and sign and date your application.  
**Studies in progress** List any courses you are currently taking.
- Names of Referees** Please indicate who will be providing references for you. Include either two employment, two academic or at one academic reference and one employment reference.
- Funding** This section does not apply to applicants for the MBA Program.
- Additional Information** Please see the notes on the application form.

### Your completed application form, fee, and all supporting documents should be sent to:

Centre for Advanced Management Education (CFAME)  
Dalhousie University  
6100 University Avenue Suite 3100  
PO Box 15000  
Halifax, NS B3H 4R2

If you have questions regarding the status of your application, please call the office at 1-800-205-7510 or (902) 494-6391. We look forward to receiving your application and thank you for the interest you have shown in Dalhousie University and the MBA Program. Please note: Formal acceptance (or rejection) of an application is confirmed by an official letter from the Registrar's Office only. Letters received from Centre for Advanced Management Education only inform you of the status of your application.

It is the policy of Dalhousie University to confirm the authenticity of transcripts and letters of reference of all accepted applicants. In case the source of the document (university registrar or referee) indicates that the document is forged, the offer of admission will be rescinded immediately and the student, if already enrolled, will be expelled from the university.

# HOW TO WRITE AN EFFECTIVE RÉSUMÉ / JOB DESCRIPTION

Two of the major criteria used to assess your potential acceptance to the MBA Program are:

1. **Your academic standing:** You must have an undergraduate degree with a GPA of 3.0 GPA on a 4.3 scale (equivalent to a grade of “B” or “73%”) in the last ten full credits are strongly preferred for admittance to the program.
2. **Your work experience:** If your GPA is below a 3.0, or if you do not have an undergraduate degree, then you must have five years appropriate management experience within a financial services institution to be considered for admission to the program. Even if you have a university degree, five years management experience is strongly preferred.

Every person who applies for the MBA Program must complete a resume using the guidelines below. When writing your resume, you should include any experience you may have in relation to the below criteria. Do not rely on acronyms, and/or position titles to describe your duties and responsibilities. Position titles may be specific to your particular organization. The job description should reflect, at a minimum, your work history from the past five years; please include the number of months spent in each position.

The Admissions Committee will assess your management experience in terms of the following competencies. It is, therefore, important to address each of these competency areas for each position outlined on your resume.

Please note. We are not looking for a standard resume format, but a detailed description of your positions held. Please refer to the sample resume/job description included in this package.

- **Supervisory Experience:** Are you responsible for the performance of subordinates? Do you have direct reports?
- **Lending Authority:** Do you have supervisory, credit-granting experience? Do you supervise others with lower credit-granting limits?
- **Hiring and Termination Responsibility:** Do you evaluate personnel requirements? Do you have hiring authority? Do you approve promotion and salary increases for your direct reports? Have you approval to terminate unsatisfactory subordinates?
- **Budget Authority:** Are you responsible for establishing, managing and achieving a unit budget? Have you the authority to allocate expenditures and approve subordinates' expenses?
- **Managing Capital:** Do you manage, invest or control a portfolio of capital? How large is the portfolio?
- **Managing Property:** Have you searched, found and or/negotiated leases in relation to property? Have you been involved building management? Are you responsible for the infrastructure in a unit?
- **Managing Information:** Have you been involved in initiating, organizing, implementing and/or managing information/data with relation to technology and/or archived materials?

# SAMPLE RÉSUMÉ / JOB DESCRIPTION

**Name / Address / Phone / E-mail**

## **Employment**

*Company Name*

**Marketing Manager, July 98 to present (July 2002) – 48 months**

**Responsibilities include:**

- Act as business project manager for e-commerce-related projects
- Direct reports – 5
- Project budget - \$100,000 to 3.5 million
- Evaluate and recommend potential relationships with external vendors that are consistent with value based management methods
- Facilitate project team meetings to ensure that key deliverables are met
- Design, develop and deliver presentations to senior management and executive teams for approval. The presentations are focused on new business opportunities that are strategically consistent with organizational goals.

*Company Name*

**Sales and Acquisitions Manager, March '97 to July '98 – 16 months**

**Responsibilities include:**

- Managed a sales and service team comprised of 25 staff
- Hired new recruits to the business
- Evaluated team members' performance and managed accordingly, which included release of weak performers
- Motivated team to leverage maximum sales output ensuring that sales goals and targets are achieved. Reward/recognition of positive sales behaviours and successful sales efforts.
- Trained, coached and developed staff
- Facilitated team sales meetings, team leader meetings and various project-related meetings

*Company Name*

**Branch Manager, July '96 to March '97 – 8 months**

**Responsibilities include:**

- Managed a branch team comprised of 12 employees
- Identified and hired appropriate staff to meet branch needs
- Trained staff on lending, investment and sales skills
- Met financial targets in lending and investment products
- Planned to ensure branch productivity and profit targets were met
- Ensured adherence to administrative and audit requirements
- Co-ordinated sales campaigns

*Company Name*

**Senior Financial Services Manager, January '96 to July '96 – 6 months**

**Responsibilities include:**

- Managed a team of five financial services managers
- Establishing a sales team environment (branch of 22 staff), providing ongoing support, coaching and development
- Co-ordinated relationship management of 150 client portfolios.
- Ensured that sales team met assigned financial targets for lending, investment and/or standard banking services.
- Developed, implemented and facilitated credit training course to assist staff in community in obtaining individual credit granting limits (UDL)

## **Education**

Dalhousie University, Bachelor of Commerce, Economics Major, '87-'91

## Check List MBA Intake files

<input type="checkbox"/> Leadership	<input type="checkbox"/> Financial Services
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- Application forms completed
- Resume
- Confirmation of Employment
- Academic/Employment Reference – can send through mail or if applicant is sending, please have sealed and referee sign the back of it
- Academic/Employment Reference
- Official Transcripts – must come directly to CFAME from institution
- Degree Name \_\_\_\_\_ 3 yr. or 4 yr.
- 5 years relevant experience
- Personal Statement
- Management Experience Profile if needed
- Where did you hear about program? \_\_\_\_\_

For more information:

[dal.ca/academics/programs/graduate/blended-online-mba/admissions.html](http://dal.ca/academics/programs/graduate/blended-online-mba/admissions.html)



# ACADEMIC REFERENCE

To Support Application for Graduate Admission

## SECTION I: To be completed by applicant

Full Name of Applicant \_\_\_\_\_

Department to which you are applying Master of Business Administration

## SECTION II: To be completed by referee (academic)

Please complete this form and return it to the address provided. The information in this report is confidential. We are particularly interested in the applicant's ability to carry on advanced study, promise for a successful career in this field, and weaknesses, if any. We would appreciate knowing the basis of your general assessment.

Quality	Unable to Comment	Low	Average	Good	Excellent
Problem Solving Orientation					
Ability/Promise as a Manager					
Quality of Oral Expression					
Quality of Written Expression					
Leadership					
Organizational Ability					
Ability to Meet a Deadline					

Please use the following space to comment briefly on the applicant:

Your Name \_\_\_\_\_  
 Institution \_\_\_\_\_  
 Address \_\_\_\_\_  
 Signature \_\_\_\_\_

Title \_\_\_\_\_  
 Phone Number \_\_\_\_\_  
 Fax Number \_\_\_\_\_  
 Email Address \_\_\_\_\_  
 Date \_\_\_\_\_

### PLEASE MAIL THE COMPLETED FORM DIRECTLY TO THE FOLLOWING ADDRESS:

Master of Business Administration  
 Centre for Advanced Management Education (CFAME)  
 Dalhousie University  
 6100 University Avenue Suite 3100  
 P.O. Box 15000  
 Halifax, NS B3H 4R2

Phone Number (902) 494-6391  
 Toll-Free Number 1-800-205-7510  
 Fax Number (902) 494-5164  
 Email Address cfame@dal.ca



# EMPLOYMENT REFERENCE

To Support Application for Graduate Admission

## SECTION I: To be completed by applicant

Full Name of Applicant \_\_\_\_\_

Department to which you are applying Master of Business Administration

## SECTION II: To be completed by referee (employment)

Please complete the form and return it to the applicant, sealed in an envelope. The information in this report is confidential. We are particularly interested in the applicant's ability to demonstrate initiative, to work well as a team member, and to follow through on work assignments. We would appreciate knowing the basis of your general assessment. Please comment briefly on the applicant in the space below:

Among employees I have known at the same stage in this field in recent years, I would rank this applicant in the upper \_\_\_\_%.

I **would / would not** recommend this applicant as a graduate student.

Your Name \_\_\_\_\_

Position \_\_\_\_\_

Organization \_\_\_\_\_

Phone Number \_\_\_\_\_

Address \_\_\_\_\_

Fax Number \_\_\_\_\_

\_\_\_\_\_

Email Address \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

### PLEASE MAIL THE COMPLETED FORM DIRECTLY TO THE FOLLOWING ADDRESS:

MBA Program  
Center for Advanced Management Education  
Dalhousie University  
6100 University Avenue Suite 3100  
P.O. Box 15000  
Halifax, NS B3H 4R2

Phone Number (902) 494-6391  
Toll-Free Number 1-800-205-7510  
Fax Number (902) 494-5164  
Email Address cfame@dal.ca





## **CONFIRMATION OF EMPLOYMENT EXPERIENCE**

To Support Application for Graduate Admission

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**SECTION I: To be completed by applicant.**

*Applicant Name* \_\_\_\_\_

*Job Title* \_\_\_\_\_

*Job Grade Level (if applicable)* \_\_\_\_\_

*Institution* \_\_\_\_\_

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**SECTION II: To be completed by the applicant's employer.**

*I, the undersigned, certify that the above information is accurate.*

*Signature* \_\_\_\_\_

*Date* \_\_\_\_\_

*Name (please print)* \_\_\_\_\_

*Title* \_\_\_\_\_

*Institution* \_\_\_\_\_

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**Any additional comments :**

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**ENCLOSE THIS FORM WITH APPLICATION**

MBA Program  
Centre for Advanced Management Education  
Dalhousie University  
6100 University Avenue Suite 3100  
P.O. Box 15000  
Halifax, NS B3H 4R2

Phone Number (902) 494-6391  
Toll-Free Number 1-800-205-7510  
Fax Number (902) 494-5164  
Email Address cfame@dal.ca



**FREQUENTLY ASKED QUESTIONS ABOUT THE  
MBA (FINANCIAL SERVICES)/ (LEADERSHIP)  
DEGREE**

**Why was the MBA (Financial Services) / (Leadership) Program created?**

The MBA (Financial Services)/ (Leadership) Programs were developed in direct response to industry demand. Its distance education format specifically addresses the needs of individuals who are working full time, who may be living outside communities with universities, whose job requires them to be mobile, and/or who require materials available in a self-directed study format. These needs are addressed while still ensuring a high level of academic excellence and enabling students to interact with their professors and each other for a specified period of time, similar in duration to that spent in class by full-time MBA students.

**What is the purpose of the MBA (Financial Services) / (Leadership) Degree?**

The Dalhousie **MBA (Financial Services) / (Leadership) Degree** helps mid-career professionals, develop and enhance their skills by furthering their ability to exercise leadership and make sound business decisions, honing their analytical skills, and sharpening their judgment in managerial and client-service roles. The program broadens the horizons of career minded professionals by exposing them to business concepts necessary inside and outside the industry, thereby enhancing performance in their present positions and increasing their scope of career opportunities. Successful applicants integrate their new knowledge into their everyday job responsibilities. This is done on a course-by-course basis both in existing positions and as their careers progress.

**Who should apply to the MBA (Financial Services) / (Leadership) Program?**

This innovative degree program is primarily designed for mid-career professionals, managers and executives. These individuals are leaders who must constantly make challenging decisions and have to rely on people, financial resources and technology to achieve results. The high caliber of students entering the program is ensured through a rigorous review of past academic performance, and current job performance at the management level, as well as each applicant's résumé and references.

**Why choose Dalhousie University?**

Dalhousie is a recognized leader in management education. It has become the first in the Maritimes to have been accredited by the Association to Advance Collegial Schools of Business (AACSB) for its business programs. Fewer than 15% of the world's business schools have been able to achieve AACSB accreditation.

**What are the advantages offered by the MBA (Financial Services) / (Leadership) Degree?**

- It acknowledges and builds on the contribution that relevant experience makes to management development. The program accepts qualified management applicants without a GMAT and gives applicants without a university degree special consideration – opportunities not always made available by residential MBA and EMBA programs. The individuals selected for admission to this program are also expected to contribute to the development of fellow students through their sharing of management experiences. The high-quality academic personnel instructing each course provide the additional knowledge base necessary to develop and expand participants' existing management skills.
- The program offers the opportunity for advanced learning regardless of the student's geographic location. A great majority of MBA and EMBA programs are residential in nature and are therefore restricted to those who live in close proximity to the university offering the degree. For many students, this means that the opportunity to pursue a higher level of education is eliminated as they reside in a community which does not boast a major university.
- The program is flexible and student-centered. Traditional MBA and EMBA programs offer their classes at set times on specific days. What happens to individuals with unpredictable work schedules or who must be out of town on occasion? What about the student who gets transferred after having started a program of study at one university only to find that the university in their next community, if there is one, will not accept their previous credits? High-quality employees in the financial services industry, public, private and not-for-profit organizations have busy schedules. They have many obligations to their employer, their families and their communities. The MBA



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(Financial Services)/(Leadership) Degree recognizes these obligations and offers a structure that reflects what participants need. Students in this program can live anywhere in the country; they can transfer to any location and still continue their studies without interruption; and they can fit their studies into their schedule so that learning is enhanced.

- The **MBA (Financial Services) / (Leadership)** – offers time for comprehensive learning and reflection. Many EMBA's offer a limited number of courses compressed into a restricted time frame. This type of program is designed to highlight the knowledge and skills that executives may not have had the opportunity to develop. However, these programs do not provide students with the information presented in a traditional MBA, nor is there time for course materials to be effectively absorbed and reflected upon. Students in the **MBA (Financial Services) / (Leadership)** Program spend approximately 14 weeks with the distance portion of the materials in each course during which time they submit assignments that are marked and returned with detailed feedback.
- The program gives students access to a professor by phone, email and conference boards. Generally, it is the same professor who instructs the intensive session held at the end of each course. Students are also provided with detailed feedback on their assignments and term papers from a professional marker and/or the course professor. There are also support staff on hand to ensure the resources and information needed to complete the program are available and accessible. As a result, the professors and program staff, through communication with the students, are more familiar with the students' requirements when they arrive in the classroom for the intensive. The **MBA (Financial Services) / (Leadership)** Program, in essence, offers a distance-education program with a non-distance atmosphere.
- It allows students to concentrate on an area of study relevant to their job and their career. The traditional MBA offers a standard core of courses plus the option for students to pursue an elective area of concentration in traditional business disciplines, which do not routinely include a specialization in financial services and leadership. The Dalhousie **MBA (Financial Services) / (Leadership)** Program offers basically the same traditional core of courses to concentrate in financial services or leadership. This is a major benefit. It allows students to gain relevant experience, understanding and expertise. Consequently, the resulting marginal cost to the bank for funding the additional Dalhousie University courses, rather than an entirely separate MBA program, is substantially less (using 2015/2016 fees, the cost is  $\$2615 \times 14 = \$36,610$ ).
- This "blended learning program" gives students the same MBA degree from the Faculty of Graduate Studies at Dalhousie University as students who are enrolled in the full-time, residential program. As is the case with the full-time program, enrolment is not a guarantee of success. Students must meet a rigorous standard of performance and will not be passed in any individual course where they do not meet this standard.

**What is the cost of the MBA (Financial Services) / (Leadership) Degree?**

Please contact our office for current tuition fees.

**How long does the MBA (Financial Services) / (Leadership) Program take to complete?**

Once accepted by Dalhousie University, students must complete the requirements for the MBA (Financial Services)/ (Leadership) Degree within seven years – a reasonable timeframe for individuals with busy schedules and heavy demands on their time. This means students have the choice of taking two courses per term and completing the program in two – three years, taking one course per term, or even taking a term off if necessary. The choices are completely up to the student.

**What happens if a student decides not to take courses for a term?**

Students who choose not to register for courses in the fall and winter term must submit a form by the registration deadline to the Dalhousie Centre for Advanced Management Education requesting a program continuance for which a \$50 fee is charged.

**How much time do students in the MBA (Financial Services) / (Leadership) Program spend studying?**

The amount of time needed for study varies with experience and educational background; however, as a



**FREQUENTLY ASKED QUESTIONS ABOUT THE  
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rough guide, students usually spend 15-20 hours per week on each course, depending on their qualifications.

**How many assignments are there in each course?**

Most courses include three to five assignments per term. In addition, some courses may have a major paper due at the end of the term.

**Do students get any support information to strengthen their writing skills?**

All students receive a reference manual that provides detailed information on case preparation, research methodology, writing style, and university library access in their area of study. This manual is available to the students once they have been accepted into the program.

**What is the format of the MBA (Financial Services) / (Leadership) Program?**

Dalhousie MBA courses are offered via online distance education using university texts supplemented with teaching notes. The format of each course is a four month distance portion concluding with a three to five day intensive classroom sessions (which includes a three-hour exam) held in a major centre where demand warrants (e.g. Halifax, Toronto, Vancouver, Calgary). There is no guarantee that sessions will be held in a particular location and participants may be required to travel to attend these sessions. (If this is the case, students are responsible for their own transportation and accommodation.)

The program concludes with a capstone course, Strategic Leadership and Change. All courses must be completed before registering for the capstone which is only offered during the summer session at Dalhousie University in Halifax.

**What are the specific computer requirements?**

Dalhousie University uses a course management system called B2L (Brightspace) and users access it via the Internet using their computer's browser (e.g. Internet Explorer). Each student must have access to a computer (PC or Mac) with a high speed Internet connection.