

APPLICATION INSTRUCTIONS

Deadlines

We must receive your application form and all supporting documents by **June 1st** for the September term, by **October 31st** for the February term and **February 28th** 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 professional 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 applicants are required to have a working email address.
Application Data	Indicate the degree for which you are applying. Leadership (FINL) and Financial Services (FINS) streams are indicated as your proposed field of study. The programs are all 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 Studies in progress	Please read this carefully and sign and date your application. 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 CFAME Programs.
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 CFAME Programs. 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 Admission GPA is below 3.0, or if you do not have an undergraduate degree, you will be provided guidelines for supplemental documentation required to support your application. If you do not have an undergraduate degree, you must have no less than ten years appropriate professional experience to be considered for admission to the program.
3. Every person who applies for the CFAME programs 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.

Specific to the **MBA Financial Services** stream, the Admissions Committee will assess your professional 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