

# MBA in CED

*Master of Business Administration in  
Community Economic Development*

*...a distinctive graduate degree.*

*Cape Breton University*



## ONE OF A KIND

Cape Breton University's MBA in Community Economic Development is the only MBA program in the Americas that aims to deliver advanced business knowledge and skills in the context of the community and the world. The MBA in CED offers a leading edge curriculum that includes all business subjects found in traditional MBA programs, and it also covers economic development, leadership, governance and management of change.

This program is designed for learners who aspire to play leadership roles in the public sector, in Third sector organizations, and in community-minded businesses. The MBA in CED aims to develop a new generation of leaders who have strong business management capabilities, well developed collaborative and interpersonal skills, and deep knowledge of accountability, social responsibility, and development issues and practices. Graduates are equipped with the knowledge and skills to make a difference in leading organizations in an increasingly global community and economy.

The needs of society are always changing and CBU's size and governance structure enables us to adapt curriculum in a timely fashion to meet the evolving requirements of learners and organizations. The special appeal of the MBA in CED is evidenced by the demand for this program in different parts of Canada. Besides the CBU campus in Sydney NS, the MBA in CED program is also being delivered in Edmonton, AB, in Kingston and Sault Ste. Marie, ON, and now world-wide by distance (Web-based).

## THE PROGRAM

The MBA in CED offers a leading edge business curriculum designed to foster capacities of analysis, critical thinking, problem solving, and communication. It embraces concepts of diversity and interdependency and equips students with the knowledge base and skills to function effectively and productively in an increasingly global community.

Students must complete the required 15 three-credit courses plus a major research essay/case study, and thus earn 48 credits.

MBAD 500	MBAD 600	MBAD 605	MBAD 625
MBAD 502	MBAD 601	MBAD 608	Research
MBAD 504	MBAD 603	MBAD 618	Essay/ Case
MBAD 505	MBAD 624	MBAD 630	Study
MBAD 612	MBAD Elective	MBAD Elective	

Students will be required to maintain a 3.0 Grade Point Average (GPA) on a 4.0 scale to remain in the program.

Enrolment is limited to 20 students per cohort.

## ADMISSION REQUIREMENTS

To meet MBA in CED [Standard Admission Requirements](#) a bachelor's degree from a recognized university is required. The application cannot be processed until all of the following documents and fee have been received:

- a completed application form, with a non-refundable application fee
- official transcripts for all previous university study
- a resume detailing employment experience, skills, community involvement, and interests
- a 500-800 word statement on desire to enter the program
- three references, preferably including one professional and one academic
- satisfactory scores on the GMAT\*
- satisfactory scores on the TOEFL (for students whose native language is not English)
- satisfactory performance in an interview

Candidates who do not have an undergraduate degree, and show potential for success in graduate level study, may be admitted to the MBA in CED as a [non-traditional student](#). Outstanding career and/or volunteer experience are expected. The candidates will be assessed individually in such areas as experience and performance in a number of education/training courses.

Applicants must provide:

- a completed application form, with a non-refundable application fee
- proof of a minimum of three years experience in managerial/decision-making positions
- official copy of a high school diploma or equivalent academic credential
- official transcripts of completed undergraduate work
- a resume detailing employment experience, skills, community involvement, and interests
- three references, preferably including one professional and one academic
- a four to six page essay outlining desire to enter the program, community involvement, and what can be offered to other students in the classroom
- satisfactory scores on the GMAT\*
- satisfactory scores on the TOEFL (for students whose native language is not English)
- satisfactory performance in an interview

Reference letters must be originals, sent directly by the referees. Only official transcripts sent by the Registrar of the issuing institution will be accepted. The Educational Testing Service must forward GMAT and TOEFL score reports. Photocopies of any of these documents will not be accepted.

- \* Satisfactory scores on the GMAT or evidence of analytical skills normally shown by extensive managerial experience or successful completion of a university course in calculus or statistics with a grade of B.

## ADVANCED STANDING

The MBA in CED maximizes accessibility to graduate education through Prior Learning Assessment (PLA). Recognition of past learning and career knowledge and skills through PLA are assessed on an individual basis.

## DELIVERY

Courses are delivered in one of three formats: semester, weekend, or residential. The semester-based format follows the September-April academic year. The modular-based format includes short, on-site residencies combined with self-directed learning.

### WEEKEND FORMAT

Friday 9:00AM - 5:30PM  
Saturday 9:00AM - 5:30PM

### RESIDENTIAL FORMAT

20 weekdays from 8:00AM -  
5:00PM

Independent/directed study continues for approximately two months post contact time.

## COURSE DESCRIPTIONS

Each course is 3 credits.

### MBAD 500 Business and Community Development I

Provides the theoretical and philosophical foundations of community economic development, identifying business as a way of achieving an enhanced quality of community life. Students are introduced to the language and concept of "Third Sector" structures such as community development corporations, worker-owned ventures, and similar initiatives.

### MBAD 502 Principles of Accounting: Applications to CED

A combination of financial and managerial accounting themes designed particularly for those working in a CED environment. We next focus on accounting from a "manager's" decision-making point of view; that is, as a person interpreting rather than preparing these statements. Issues relating to cash flow management, budgeting and relevant costs will be discussed.

### MBAD 504 Principles of Marketing: The CED Approach

The purpose of this course is to present the marketing dimensions as they apply to community and social organizations. It deals with both the strategic and tactical approaches to influencing behaviour in a wide range of key target markets, such as customers, clients, funding sources, policy makers, volunteers, the media and the organization's own staff. The community venture will be examined through the basic concept of the marketing mix.

### MBAD 505 Organizational Behaviour: Management and Policy-Making

The course presents the history, theory, models, and research in several topics in organization behaviour and organization design, including strategic human resource planning. Class discussions, exercises, and cases will be used to reinforce concepts and improve skills required in managing and motivating people.

## **MBAD 600 Business and Community Development II**

This practical course will explore the relationship of business with the community, and the challenges and issues surrounding community-based business institutions. This topic will be explored through the assigned readings, case studies and class discussion. The course will seek to draw from theories of CED and the social economy and compare them to examples of how community business and CED gets implemented.

## **MBAD 601 Principles of Finance: Applications to CED**

Provides students with a comprehensive body of knowledge concerning management of the firm's financial affairs. The course covers financial analysis and planning, valuation of assets, longterm capital budgeting and capital structure decisions, short-term investment and financing decisions, and tax principles influencing the organization's finance and investment decisions.

## **MBAD 603 Applied Research Methods**

This survey course will provide students with an understanding of varying approaches to applied research, including qualitative, quantitative, and ethnographic methods. Learners will be required to analyze critically the strengths and weaknesses of the methods. Participants will be encouraged to prepare their proposal for their major research essay and identify research methods appropriate to their research project.

## **MBAD 605 Community Organization and Leadership Training Techniques**

The course uses a combination of lectures, discussions, cases and presentations to focus on leadership training techniques. It covers major issues in leadership, and presents practical techniques for implementation. Learners will be able to analyze typical leadership problems and develop options for solutions, including means for conflict resolution and mediation. Emphasis is placed on cultural and political differences in the conduct of community organization and leadership training, and their effect on outcomes.

## **MBAD 608 Comparative Development**

This course employs a comparative approach in the assessment of alternative development philosophies in both the North and South, especially those which attempt to define a sustainable community. It examines the influence of natural resources and governance on development, it synthesizes concepts of development, and it examines strategies used to formulate action plans to achieve sustainability in communities. Learners will become skilled in thinking globally and acting locally, and on using qualitative and quantitative indicators of sustainability.

## **MBAD 612 Economic Geography and Development**

Introduces students to the analytic tools that economic geographers use to measure and compare spatial variations in economic growth. The course describes the dominant economic mechanisms and processes of uneven development that produce global cities, peripheral regions, and regional economies. Students will employ this background to study the attributes of a depleted community and to assess its potential for economic recovery.

## **MBAD 618 Principles of Venture Analysis: The CED Context**

The course provides students with opportunities to apply knowledge acquired in prior experience and other business courses, in planning and developing a business venture. Students who complete this course will have a sound understanding of the process of developing a business plan, and will be able to evaluate business plans. The course will also attempt to explore the differences between traditional business practice and community economic development.

## MBAD 624 International Business

This course focuses on the issues raised by doing business internationally. It examines the economic and financial environment, institutions and markets, and interrelationships of principal trade centres. It also discusses trade issues and strategic international management issues. The course is integrated across business functional areas.

## MBAD 630 Strategic Management

Introduces students to the basic concepts and methodologies used in crafting and executing business strategy. The course provides the student with the opportunity to apply knowledge garnered in previous courses and to integrate it. Will use the case method extensively and will focus on strategic decision making in the CED context.

**MBAD Elective (can be substituted by the first and second course of a designated Option)**

## MBAD 625 Research Essay/Case Study

The research essay/case study will approach a problem in economic development in a holistic, multidisciplinary manner and will meet the highest academic standards. Students will ground their research in an existing or planned development initiative. A two person supervisory committee, drawn from different disciplines, will oversee the preparation of this essay. There is no residency requirement for the research essay, which will be completed off site. The research essay/case study must be completed within one calendar year.

## OPTIONS

Students pursuing an Option would substitute the first course of the designated Option for the first MBAD Elective and the second course of the designated Option for the second MBAD Elective. MBAD 625 Research Essay/Case Study would build on courses within the Option.

### First Nations Option:

MBAD 610 Land Claims, Self-government and Planning for Community Economic Development in First Nations Communities

MBAD 611 The Dynamics of Community Economic Development in Urban and Rural First Nations Communities

### Peace-Building, Reconstruction and Good Governance Option:

MBAD 616 Emergency Management

MBAD 617 Conflict Resolution and Community Reconstruction

### Strategic Leadership Option:

MBAD 620 Social Dynamics of Leadership

MBAD 640 Contemporary Topics: Change Management and Governance

### International Business Option:

MBAD 631 International Finance

MBAD 634 International Marketing

## 2007- 2008 TUITION AND FEES (ALBERTA COHORTS)

### Canadian and Landed Immigrants:

Tuition	\$1800 (per 3 credit course)
Application Fee:	\$80 (one-time, non-refundable fee)
Program Fee:	\$400 (one-time, non-refundable fee)

*“The MBA in CED program equipped me for a major promotion in my company. It helped me acquire advanced skills and become more effective in what I love to do: lead, develop and create while helping others grow..”*

Don Vierboom, MBA in CED ‘07  
Vice President, Corporate Express Canada

## CBU RANKS #1 IN NATIONAL *MACLEAN’S* SURVEY

Cape Breton University alumni have spoken! In the 2006 *Maclean’s* Graduate Satisfaction Survey, CBU is ranked number one nationally in both the Educational Experience and Teaching and Instruction categories. The survey is considered to be the “voice of the students” by *Maclean’s*.

The survey represents the opinions of 14,697 degree graduates from across Canada. Students were asked to rate their overall educational experience with intent to determine satisfaction of recent graduates. Twenty-three universities participated in the survey, contacting graduates from the years 2002, 2003 and 2004 to invite them to take part.

“I am extremely pleased to hear that Cape Breton University is number one nationally in categories that reflect our commitment to quality education and favorable student-faculty ratios,” says John Harker, President & Vice-Chancellor. “Our alumni have clearly voiced their high level of satisfaction.”

Former students gave high marks for Cape Breton University’s teaching and instruction environment with 79 per cent rating teaching at Cape Breton University as “very good” while the national average was only 52. In the education experience category, 81 per cent rated CBU as “very good” with a national average of 62 per cent.

*“The MBA in CED gave me the opportunity to study an extensive range of business subjects while working alongside individuals from various backgrounds. The program has given me the tools to succeed in today’s rapidly changing global economy. The residential format was extremely convenient allowing me to continue working full-time while learning.”*

Jim Marsden, Coordinator for Rural Sustainability  
Centre for Organizational Leadership and Development  
College of the North Atlantic

# Enable Your Career

*"The goal of Cape Breton University's MBA in CED program is to develop a new generation of leaders who are skilled to make decisions that not only advance their organizations, but also affect positively the community and the environment"*

George Karaphillis  
Director, MBA in CED program

## CAPE BRETON UNIVERSITY & CED: AN IMPORTANT BLEND

Cape Breton University, since its inception, has held a consistent focus on the region's economic and cultural growth. For many years, Cape Breton University has maintained:

- strong support for its CED expertise from community development organizations, local and federal government agencies; and
- an established national and international reputation in CED.

The strength of the School of Business and Cape Breton University's strong community commitment make for a powerful combination of courses: ethics and values studies, communication and economic development.

The School of Business pursues affiliations with leading educational institutions to leverage partnerships across Canada and abroad to create significant joint opportunities for student education and faculty research.

Cape Breton University takes great pride in its special partnership with the peoples and cultures of an increasingly global community.

### For more information contact:

Director, MBA in CED Program  
School of Business  
Cape Breton University  
PO Box 5300  
Sydney, Nova Scotia  
Canada B1P 6L2

Tel: 902-563-1467  
Fax: 902-562-0075  
E-mail: [mba@cbu.ca](mailto:mba@cbu.ca)  
[www.cbu.ca](http://www.cbu.ca)



**Leaders for a Changing World**