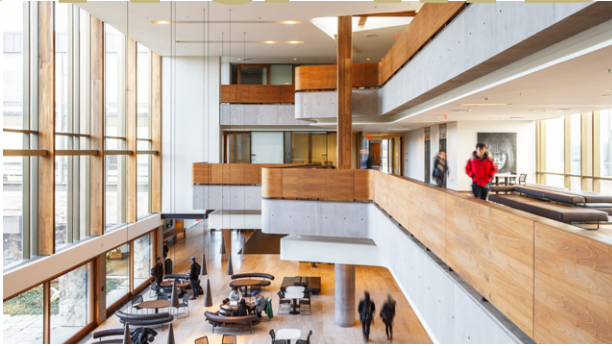


# A YEAR-LONG MBA.



## IVEY MBA

Begins each  
March in  
London, ON,  
Canada.

**#1**  
MBA program  
in Canada\*

**#1**  
program in  
Canada for  
Compensation  
and Networking\*\*

**#1**  
program  
in Canada  
for highest  
salaries†



# A LIFE-LONG ADVANTAGE.

# A TRANSFORMATIONAL EXPERIENCE.



“If I were to summarize Ivey in one word, it would be transformational. You’ll notice how you change as the days and months go by, to the point that you are thinking in ways that astound you, and make an impact on those around you.”

*Carlos*

– **Carlos González Meyer, MBA '18**  
Senior Marketing Manager Green Energy Solutions,  
Aecon Group Inc.

## Features

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IMAGINE WHAT ONE YEAR COULD DO

Your year at Ivey will be immersive, enriching, and supportive. Discover what it can do for you.

6

WORLD-CLASS CAREER OUTCOMES

Our Career Advisors help you chart a path from the moment you start at Ivey through to graduation.

8

REAL-WORLD LEARNING

Hands-on, experiential learning sets us apart and is brought to life by award-winning faculty using our renowned Case-Based approach.

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LEADERSHIP ESSENTIALS

Discover the five elements that are at the core of everything we do.

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YOUR FIRST CASE

Experience a real case and discover why Case-Based learning is the foundation of the MBA Program.

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STUDENT LIFE

The Ivey student experience is one built on close-knit community and diverse perspectives.

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IVEY NETWORK

Join an outstanding alumni network of more than 34,000 that believes in paying it forward and giving back.

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BY THE NUMBERS

Our reputation, by the numbers.

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YEAR AT A GLANCE

Everything you need to know about your year at Ivey.

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GETTING STARTED

Start your journey towards an Ivey MBA.

\* Bloomberg Businessweek Best B-Schools global ranking 2014-19, 2022-24

\*\* Bloomberg Businessweek Best B-Schools global ranking 2024-25

† Financial Times Global MBA Ranking 2024 (Salary Today and Weighted Salary)



IMAGINE WHAT ONE YEAR CAN DO

# Give yourself a year. Get back more than you imagined.



“The strength of Ivey’s network, the undeniable culture of ‘paying it forward,’ and the people I met have genuinely inspired me to be a better person. The personal growth I experienced and the relationships I fostered have become the most valuable part of my Ivey journey.”

*Kwang*

– **Kwang Pithayachariyakul, MBA '17**  
Associate Director, Investments,  
Oxford Properties Group



As Canada’s leading business school, you are investing in yourself when you choose the one-year Ivey MBA Program.

Our one-year program will minimize your time away from the workforce. You’ll immerse yourself, without distractions, in our world-class curriculum. And you’ll form strong bonds with exceptionally talented and diverse classmates from around the world. Throughout your journey here, you can count on a supportive team to help you advance to your next career goal. The result: you’ll achieve more than you ever thought possible, all in one year.



# Career support at Ivey. Career outcomes for life.

You have a vision of your future – and we have the resources and expertise to help you get there.

From the moment you start at Ivey, our world-class Career Management team will be by your side to help you build a personal plan and ensure you achieve your high career aspirations.

Your career goals are central to your success; that's why Career Management is integrated throughout the MBA Program. Classroom activities are combined with innovative experiences like Ivey's renowned annual networking event.

Our job offer rates are consistently over 90 per cent. Year over year, our students, alumni, and recruiters give us top scores when evaluating our Career Management services.

From admissions to graduation and throughout your career, we're here to help you every step of the way.

# #1

in Canada for sector diversity<sup>†</sup>

<sup>†</sup> *Financial Times* Global MBA Ranking 2024



“Career Management support at Ivey was invaluable. Regular meetings with my career advisor on how to approach networking was truly life-changing in helping me with jobs after my MBA.”

*Keisha*

– Keisha Bailey, MBA '15  
Chief Executive Officer,  
Profit Jumpstarter





# Learn by doing - a leadership advantage.



“When I meet Ivey students or alumni, I know that they’ve been tested and thrived; I know that they’ve received first-class professional and career management training. And, that they know what it means to lead, to problem-solve, and to pursue excellence.”

*Gillian*

– **Gillian Fletcher, MBA '15**  
Regional Business Manager,  
Johnson & Johnson

Hands-on, experiential learning gives Ivey students an advantage. Through a diversified roster of projects, activities, and more than 300 business cases, the Ivey MBA experience is all about real-world learning for real-world problems. From the moment you graduate with your Ivey MBA, you are prepared to take on real business challenges, and the difference will be noticeable throughout your career.



# Real-world learning is the norm, not the exception.

**Case-Based learning** sets Ivey, and its students, apart. Real-world examples form the foundation of the Ivey education experience. Cases are dissected, discussed, and debated in a stimulating environment.

Guided by world-class professors, and enriched by your fellow students, your classroom conversations will be dynamic and immersive. Case-Based learning is at the heart of how Ivey's students learn. The approach will allow you to practise the leadership skills that mirror real-life situations. The result is a transformation in thinking, and lifelong leadership essentials.

## **Teaching faculty matters.**

Their real-world business experience and expertise is demonstrated not only in the classroom, but by the business cases they write, and the research they do with organizations. Ivey faculty will get to know you as an individual, and they are highly committed to your success. They love teaching, and it shows.



“Ivey’s distinctive case-based method allows decision-making to emerge as a combination of knowledge and experience. This dynamic approach builds on our legacy, forging wisdom and practical decision-making that has allowed business leaders to excel for over a century.”

*Adam*

– Adam Fremeth, HBA '00

Associate Professor & MBA Program Director,  
E.J. Kernaghan Chair in Energy Policy,  
Ivey Business School at Western University

# Ivey's five Leadership Essentials.

The Ivey MBA opens your mind to how the business world really works and prepares you to take challenges head-on.

## Develop Leadership Essentials

With a focus on experiential learning, you will accelerate your leadership capabilities. We call these five capabilities the Ivey Leadership Essentials. They are at the core of everything we do.

The five interlinked Leadership Essentials give you not just the business fundamentals that you would expect from an MBA program, but also the leadership capabilities required to turn concepts into decisions, knowledge into action, and ideas into change.

## Embrace complexity

A business case is real, complex, and challenging. It doesn't come in the textbook titled Marketing or Finance. A case study puts you in the position of decision-maker, and demands you understand how to manage the details to get to the right solution.

## Communicate persuasively

Effective communication isn't about winning. It's about sharing your ideas persuasively in the classroom, in teams, and ultimately in the boardroom. At Ivey, you are coached in your communication effectiveness, your skills honed to the place where you can communicate effectively in any circumstance.

## Manage priorities

Great leaders must be able to focus their organizations on what matters now in the midst of competing choices. Ivey's experiential learning, challenging program, and demanding schedule teach you to navigate these competing priorities for the best outcomes.



## Take action

Knowledge is a commodity. Today, leadership is about applying your learning effectively. At Ivey, you'll gain the confidence to turn knowledge into action.

## Leverage team talent

The strength of a leader is in knowing your weaknesses. Through hundreds of cases, you'll learn how to approach difficult problems with confidence, work effectively with people of diverse perspectives and skills, and solve problems by effectively engaging your team.

# Your first case.

Ivey faculty use cases to expand your perspective on the way issues impact an organization by using cross-teaching and an integrated approach to curriculum planning. Students prepare for class by reading the case and answering a series of questions. The real learning begins in the classroom where the professor acts as a conductor facilitating the discussion. You can experience a real Ivey case study with this Airbnb case.

With more than 4.5 million listings in more than 65,000 cities and 121 countries, Airbnb is a household name, synonymous with unique and affordable accommodation offering “authentic experiences” from local hosts. And it all began with one listing: from their small apartment offering three airbeds, founders Brian Chesky and Joe Gebbia began in earnest in 2007 to develop a new business model in short-term rentals.

This case study profiles the startup from its inception to its rise in the mid-2010s, as Airbnb took the leap from small upstart in a highly competitive market to visionary leader, fending off competition with innovative approaches to marketing, social media, and stakeholder engagement.

9B16M186

## AIRBNB: BUSINESS MODEL DEVELOPMENT AND FUTURE CHALLENGES<sup>1</sup>

*Sayan Chatterjee wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.*

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Version: 2016-11-24

In 2007, Brian Chesky and Joe Gebbia founded Airbnb. Chesky and Gebbia had met several years earlier as students at the Rhode Island School of Design. After initially working in Los Angeles after graduation, Chesky decided to move to San Francisco, where Gebbia was living. The two shared an apartment but were struggling to pay their rent. While brainstorming ideas to earn more money, they came up with the idea to rent out the three airbeds they had available. There was an upcoming design conference in their neighbourhood, and all of the nearby [Read the full case](#) set up a quick website to advertise their offer for an overnight stay on an airbed with breakfast in the morning. One would normally expect to find a few younger 20-somethings who might be interested in sleeping on someone’s couch during the conference. However, the three people who stayed with them were a 45-year-old father of five from Utah, a 35-year-old woman from Boston, and a man from India. Given the interest in their apartment airbeds from a wide variety of people, Chesky and Gebbia decided to expand their small idea and Airbnb was formed. Engineer Nathan Blecharczyk was added as the third co-founder.<sup>2</sup>

From this serendipitous beginning, Airbnb grew into a business that spanned 16 countries and was valued at \$10 billion<sup>3</sup> in the most recent round of financing in 2014. However, as of early 2014, its business model had hit a major road bump. At the request of the State of New York attorney general, Airbnb was forced to hand over anonymous listing information of hosts who rented out apartments in New York City. While the listings were anonymous, the attorney general was determined to subpoena some of the hosts that might have violated a New York law that prohibited any private rentals under 30 days where the host was not present.<sup>4</sup> This caused some consternation among hosts based in New York, and some pulled their listings. The founders had to evaluate if these short-term rentals in large cities, which drove the majority of their rentals, had suddenly become vulnerable. They also had to decide whether to defend their business model in a court of law and in the court of public opinion, or change it.<sup>5</sup>

### CONFERENCE PUSH

For the first year of its existence, Airbnb needed to focus entirely on the gaps between the number of available hotel rooms and conference attendance. The founders did not seek out hosts that listed their properties in perpetuity but instead focused on conferences and, later on, other events. The first major conference they targeted was the 2008 South by Southwest conference and festival in Austin, Texas. To help market the site and garner interest in Austin, they executed an online public relations campaign. Because they had no budget to advertise, they relied on getting coverage from various blogs. They initially



# A SHARED EXPERIENCE.



# A LIFE-LONG CONNECTION.

“Ivey’s class sizes are considerably smaller than other MBA programs, which meant I knew every single one of my classmates on a first-name basis. Also, since Ivey isn’t a commuter school, you get the time to develop great friendships with your classmates.”

*Christina*

– **Christina Rupsingh, MBA '16**  
Director, Performance Enablement & Innovation,  
RBC

Becoming an Ivey MBA student means **immersing** yourself in a **unique** environment that is friendly, spirited, supportive, and **unforgettable.**

Our small class size, non-commuter campus, and close-knit community provides the basis for an exceptional MBA experience. And because Ivey attracts some of the most talented young professionals from all over the globe, with diverse cultural and business backgrounds, the Ivey MBA classroom consistently raises the bar for its learning environment.

The shared experience you’ll have with your Ivey classmates creates the foundation for a lifetime of personal and professional connections you’ll cherish.



# The Ivey Network. A lifelong connection.

The word Ivey alumni hear most is “yes.” Yes to discussing an opportunity. Yes to giving advice. Yes to networking with other grads. Ivey alumni have a habit of saying and hearing “yes” because there is a strong culture of giving back and paying it forward throughout the Ivey community. Our grads value the Ivey difference. Regardless of graduation year, the shared Ivey experience is a connection that sticks with you throughout your career. With an Ivey MBA, you will have a network that will last a lifetime.



18 / Ivey MBA



# #1

MBA Program  
in Canada for  
Networking\*\*

“The Ivey Network brings enormous value to your career. Not only will you be part of the Ivey family, but you’ll also learn how to network, a valuable skill that often gets overlooked.”

*Erik*

– Erik Lapointe, MBA '17  
Chief Commercial Officer,  
SingleKey

\*\* Bloomberg Businessweek Best B-Schools global ranking 2024-25



# Reputation matters.

**#1**  
Ivey's ranking among Canadian MBA programs for 9 years.\*

**96%**  
of Ivey MBA grads made at least one career transition (Change in industry, function, or geography).

**#1**  
in Canada for Compensation and Networking.\*\*

**#1**  
program in Canada for highest salaries.†

**#1**  
in Canada and #25 globally for ESG and net zero teaching rank.‡

**#1**  
The most female faculty in Canada.‡

“Ivey’s reputation as the number one business school in Canada was a key factor in choosing my MBA.”

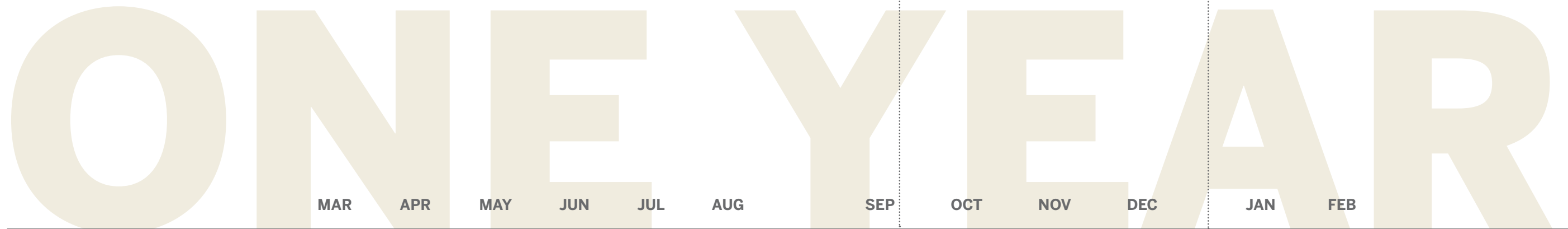
*Maksym*

– **Maksym Levytskyy, MBA '19**  
Director of Investments,  
Clarke Inc.

\* Bloomberg Businessweek Best B-Schools global ranking 2014-19, 2022-24  
\*\* Bloomberg Businessweek Best B-Schools global ranking 2024-25  
† Financial Times Global MBA Ranking 2024 (Salary Today and Weighted Salary)  
‡ Financial Times Global MBA Ranking 2024



# The Ivey MBA – Year at a glance.



## Preparatory Knowledge Program

To make sure you get the most out of your MBA class time, we provide optional courses before the official program work begins.

These courses are a great way to refresh your knowledge of business basics, reacquaint yourself with a school routine, and get to know some of your classmates.

## Business Essentials

Your transformational year begins in the spring. To ensure you have a solid foundation in the core subjects, the first four months of the Ivey MBA Program consist of courses including Strategy, Leadership, Finance, Accounting, Information Systems, Operations, Marketing, Analytics, Communications, and Economics.

[View courses](#)

## Career-Focused Electives

Our elective courses are designed to support your career goals and satisfy your professional and personal interests.

[Learn more](#)

## Real-World Projects

Put your learning to the test when you participate in the **Ivey Field Project**. You can choose to develop a new venture or work with an existing organization to develop new business solutions.

## International Experiences

Participate in an optional study trip to Silicon Valley, Costa Rica, and Portugal as part of the elective cycle. You can also pursue volunteer opportunities through **The LEADER Project** where you will coach promising entrepreneurs in frontier markets.

If you want to experience an international study exchange, you can take advantage of this in the final semester. This is a great opportunity to immerse yourself fully in another culture and to expand your global network.

## Leading Cross-Enterprise

This capstone module pulls together everything you've learned and connects it to today's real-world leadership challenges.

You'll examine some of the "big" questions like "Who leads best and how do they do it?," "How are great leaders developed?," and "What are some of the major forces and trends that will affect business in the 21st century?"



# Ready to get started?

There are three qualities that we look at first when considering prospective students for an Ivey MBA.

**Leadership:** From career success and promotion, to volunteer work and community initiatives, or other interests like athletics or the arts — we are looking for candidates who have demonstrated strong leadership orientation, and can bring that into the Ivey classroom.

**Strong Academic Record:** Our assessment of this is based on your academic history in combination with your GMAT or GRE score.

**Progressive Work Experience:** At least two years of quality, full-time work experience ensures that you and your classmates will have experiences to contribute to team and class discussions, along with the context and maturity to apply this learning in a professional setting.

“We are committed to help you in any way we can so that you can make a decision that is best for you and your career. Please feel free to contact us at any time if you have questions about the Ivey MBA Program or MBA programs in general.”

– **John-Derek (J.D.) Clarke, MBA**  
Executive Director, Recruitment & Admissions,  
Ivey Business School at Western University



“The Ivey MBA is a fantastic program and if it is the program for you, make sure you come in motivated and ready. It is a very rewarding experience.”

– **Kanwar Randhawa, MBA '17**  
Senior Director, Enterprise Strategy,  
RBC







# For more information:

Visit: [iveymba.ca](http://iveymba.ca)

Profile assessment: [go.ivey.ca/resume](http://go.ivey.ca/resume)

Attend an event – online and in person: [go.ivey.ca/events](http://go.ivey.ca/events)

**The Ivey MBA is a one-year, full-time MBA program beginning each March in London, Ontario, Canada.**

- Located between Toronto and Detroit (approx. 200 km from each)
- City population of 608,343
- Western University and student population is 34,917 with more than 4,600 international students from 118 countries

Ivey Business School  
Western University  
1255 Western Road  
London, Ontario, Canada  
N6G 0N1

Telephone: +1.519.661.3212  
Toll free: 1.866.878.4839  
Fax: +1.519.661.3431

[mba@ivey.ca](mailto:mba@ivey.ca)  
[iveymba.ca](http://iveymba.ca)

