

2021



Here's where it changes.

Join the best

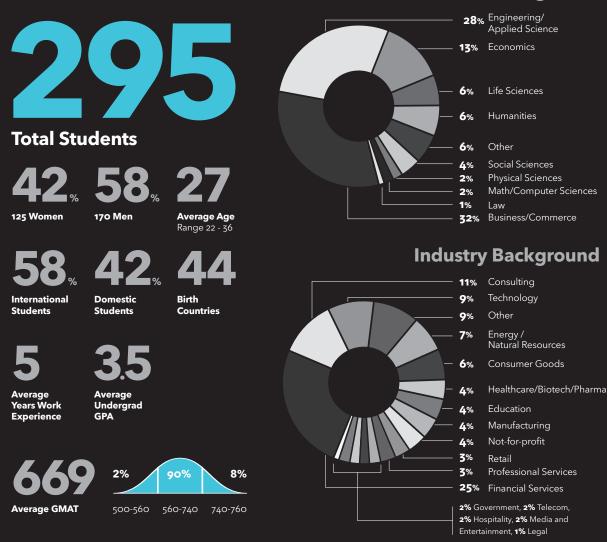
The Rotman Full-Time MBA program attracts top talent from around the world, representing an incredibly diverse range of professional and academic backgrounds.

Academic Background

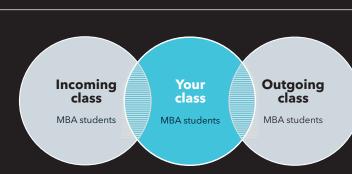
Michelle Molas MBA '21

Summer Intern, Brand Management, Procter & Gamble

CLASS OF 2021



Our cohort model allows you to interact with a larger peer network of Rotman MBA students. During your time in our program, you will overlap with both the incoming and outgoing classes, allowing you to significantly increase (by a factor of three) the size of your network.



"The Rotman MBA program has challenged the way I think and stretched my comfort zone beyond what I could have imagined. Whether it's working on cases in new and exciting industries, learning from and exchanging ideas with people who think differently, or applying cutting-edge business tools and techniques for the first time - both personally and professionally, it's a truly transformative experience."















As business and society continue to evolve at a rapid pace, the ways we connect and work are being dramatically reinvented. The Full-Time MBA at the Rotman **School lets you master business** fundamentals while providing you with experiential, hands-on learning opportunities to grow as a leader. Whether you are accelerating your current career or aiming it in a new direction, you gain knowledge, agility and confidence to transform vour future.

The University of Toronto ranks:



- Times Higher Education World University Rankings 2020

University of Toronto

Enjoy a full student experience at the historic St. George campus. Established in 1827, the University of Toronto is a global centre of research and academic excellence and is widely recognized worldwide as Canada's top university - a reputation that adds tremendous value to your Rotman MBA. Rotman students are welcome everywhere on campus to expand their thinking and networks.

Toronto: Canada's centre of business and culture

The Rotman School is located in downtown Toronto, the fourth largest city in North America and often described as the most multicultural city in the world. Our central location makes it easy for you to connect face-to-face with top employers. The head offices of Canada's five largest banks are located in Toronto, the second-largest financial centre in North America after New York City.

Innovation and entrepreneurship hub

Toronto is ranked as one of the world's best startup ecosystems. A recent study by McKinsey concluded that the Toronto-Waterloo Corridor, known as Tech North, is fast growing into the largest concentration of artificial intelligence, machine learning, fintech, and quantum computing start-ups in the world. Steps away from the university, the MaRS Discovery District hosts and supports entrepreneurial development. U of T invests over \$1.1 billion per year in research, including a \$100-million commitment to build a new complex dedicated to AI and biomedicine, and \$25 million in funding from the Government of Canada to support the Creative Destruction Lab.







Why the Rotman Full-Time MBA



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The Rotman Full-Time MBA program is designed for talented individuals seeking a transformative learning experience.

The program will challenge you to push your limits, expand your creativity and focus your critical thinking and decision-making skills to transform your leadership potential.

A powerful network

The Rotman Full-Time MBA is the largest MBA program in the country, helping to launch more people in their careers than the next three top Canadian business schools combined. As a student and graduate, you gain access to political influencers, established entrepreneurs and a powerful network of over 16,000 alumni in more than 90 countries. You will also enjoy mentorship support from our professors, who are among the top thought leaders in management, and are deeply engaged with businesses and governments around the globe.

Diversity and inclusion

A commitment to diversity is core to the Rotman experience. Owing to our impressive scale and location in the world's most multicultural city, Rotman attracts people from a wide range of countries and backgrounds.

Through Rotman's Equity, Diversity and Inclusion Committee (ED&I), a dedicated ED&I Director, our Community of Practice council, and ongoing events like Culture Eats and Rotman on Inclusion Week, the School provides an environment that is safe, welcoming and respectful to all.

Innovative internship model

An internship or work placement gives you the ideal learning opportunity to try on new roles and responsibilities or experience a completely different industry, function or company before making the leap to full-time employment.

The flexible internship program at Rotman allows you to integrate and apply management knowledge gained within the program through a paid four-month work-placement offered during the summer, fall or winter of your second year. Throughout your internship, you will benefit from one-on-one guidance and feedback on your performance from world-class faculty mentors in a process that maximizes your career outcomes.

Launch your career in Canada

All international graduates of the Full-Time MBA program are eligible for a three-year Canadian work permit. And if you come to Canada with your family, your partner can also work while you study.

Team-based small classroom experience

From approximately 300 students in your cohort, each class is divided into four sections. To allow you to fully benefit from the diverse backgrounds represented within your class, you will be placed in a project team based on your academic background, industry experience, and place of origin. You will also be assigned a staff member to help you navigate cocurricular and extra-curricular options and give you the support you need to succeed in the program.



"The program gives you the opportunity to practice the theory you learn in class, and bring your professional experiences into the classroom."

Joseph Milner

Professor of Operations Management and Statistics Vice-Dean, MBA Programs PHD, MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)

Deeper learning





Rotman faculty are renowned for their thought leadership. Their groundbreaking insights travel from classrooms and research centres to the boardrooms of organizations that are shaping the future. Among our professors are seasoned professionals who tap into their real-world experience to guide students and bring classroom discussions to life.



"BEAR is in the business of cocreating knowledge with our numerous partners. We bring the real world into the classroom and simultaneously make the real world our classroom."

Dilip Soman Professor of Marketing Corus Chair in Communication Strategy Canada Research Chair in Behavioural Science and Economics Member of the Behavioural Economics in Action Research Cluster (BEAR)

PHD, UNIVERSITY OF CHICAGO

The management faculty at Rotman is the largest in Canada and has built a stellar reputation for teaching excellence and groundbreaking research. That spirit of bold new thinking is especially evident in our labs, research centres and institutes. These centres are an invaluable resource for both students and faculty, helping to incubate and disseminate ideas and practices with potential to transform the activities of organizations and classrooms worldwide. Students engage deeply in this work through internships and fellowships.

Behavioural Economics in Action at Rotman (BEAR)

Analyze why and how people make choices. One of the most publiclyengaged centres at Rotman, BEAR explores the field of Behavioural Economics to help organizations better understand how people think and behave in order to design superior products, services and programs. The centre engages Rotman students to work on exciting research projects in collaboration with partnering organizations.

Rotman FinHub

Bringing together FinTech practitioners with researchers and students interested in financial innovation issues, the hub explores financial applications of technologies including blockchain, machine learning, big data and quantum computing.

BMO Financial Group Finance Research and Trading Lab This state-of-the-art facility allows

you to hone your skills as a trader and analyst by giving you access to real-time information on the global markets. The Lab offers a range of custom-designed applications for simulations-based training, financial research and strategic decisionmaking.

Institute for Gender and the Economy (GATE)

The institute promotes an understanding of gender inequalities and how they can be remedied – by people of all genders – in business and the broader economy. Students involved in the institute explore research to advance our understanding of the dynamics of gender in the economy and use gender analysis to uncover career and investment opportunities in finance and business.

Creative Destruction Lab

Since its launch in 2012, the Creative Destruction Lab (CDL) has become one of the world's fastest-growing venture labs. Over \$3.1-billion in equity value has been created by participating ventures, which apply from top universities around the globe.

Selected MBA students, alongside some of Canada's most successful entrepreneurs, provide ventures with strategic insights and business development support.

Business Design Initiative

Learn to tackle complex business challenges using the tools and techniques of Business Design. Under the guidance of the Business Design Lab, explore customer needs and develop innovative strategies to win in competitive markets. You can further hone your innovative capabilities through hackathons, workshops and elective courses as part of our Business Design offerings.

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TD Management Data and Analytics Lab

As part of its mission to become a leader in the teaching and application of big data, the School has established the TD Management Data and Analytics Lab. This oneof-a-kind interface allows scholars and practitioners to solve evermore complex business challenges through data science, Al and machine learning applications.

Rotman Centre for Health Sector Strategy

The Sandra Rotman Centre for Health Sector Strategy is a research, education and policy centre aimed at generating insights for governments, organizations and other key stakeholders facing complex healthcare challenges.

Beyond the classroom

Expand your impact by tackling real-world challenges around the globe. Develop your own unique leadership style by joining a board fellowship, assuming an executive role in our student clubs, or immersing yourself in a new culture and contributing to companies abroad, learning firsthand what it's like to do business in the world economy.

briefing, part of the annual Compass Challenge – a four-day immersive event that allows incoming MBA students to tackle real-life consulting challenges.

Rotman students in a client

Student clubs

Led and organized by Rotman students, the clubs offer a rich calendar of social, cultural and career-related events and activities, providing a remarkable showcase for the diversity and interests of the Rotman community. These 35+ student clubs host more than 250 events each year, attracting over 10,000 participants. Some clubs you can get involved with:

- ➔ Access to Success
- ➔ Asset Management Association
- ➔ African and Caribbean Business Club
- → Business Design Club
- Entrepreneurship and Venture Capital Association
 Finance Association
- → The Letters at Rotman (LGBTQ2+ and allies)
- → Latin American Business Club
- ➔ Marketing Association
- → Management Consulting Association
- → Music Club
- → Net Impact
- → Women in Management Association
- → Wine Society

Student fellowships

As a fellow, you gain access to the highest level of decision makers and board members in Toronto's business communities as you work directly with host organizations or ventures to tackle real challenges with real impact. Rotman Fellowships include:

- ➔ Business Design (innovation)
- → CityLab (urban communities)
- → Creative Destruction Lab (entrepreneurship and startups)
- ➔ Forté (female professionals)
- ➔ Gender and the Economy GATE (gender equity)
- → Onboard (non-profit)
- ➔ Reaching Out MBA (LGBTQ2)

Global consulting projects

Take your education to the next level by applying what you've learned across the globe. Spend a term tackling a global business challenge and earn credits for applying your classroom learning to the real-world issues of a client abroad. Former students, for example, have set up microfinancing systems to improve entrepreneurial opportunities for at-risk communities.

Sustainability

Rotman is dedicated to building a better future. Students can pursue a Sustainability major, enroll in elective courses like Leading Social Innovation, join the Rotman chapter of Net Impact, participate in the Hult Prize, intern at a clean-tech venture, or contribute to the research work of the Michael Lee-Chin Family Institute for Corporate Citizenship.

Global exchanges

Go abroad for a full three-month term through an exchange at one of our 24 partner universities in 17 countries, including Australia, China, France, the United Kingdom and Singapore.

Global practicums

of the world's leading economic regions by embarking on a global practicum in different countries. Our global practicums provide exposure to opportunities and challenges associated with the emergence of major new markets in the world economy. Experience major cities across the globe, visit international companies, and develop a wellrounded overview of their position in the global economy. Global practicums change on a yearly basis, and have been offered in the following regions:

Learn what it's like to live and work in some



- → Middle East (Egypt, Qatar, Turkey, United Arab Emirates)
- → India
- ➔ South America (Argentina, Brazil, Chile, Colombia, Peru)
- → Europe (Germany, Switzerland, United Kingdom, France)
- → South Africa
- → USA (New York, Silicon Valley)
 → Southeast Asia (Singapore, Indonesia)



Events and speaker series

Each year, Rotman hosts over 100 public talks by thought leaders. Their real-world perspectives, insights and inspiring stories have an extraordinary impact on students, who may attend speaker events for free.

Recent speakers include: the Right Honourable Justin Trudeau, Prime Minister of Canada, Raghuram Rajan, former Governor, Reserve Bank of India and former Chief Economist, International Monetary Fund, Chris Hadfield, the first Canadian to walk in space and former commander of the International Space Station, Michael Bloomberg, American businessman, politician, author and philanthropist, Vinod Khosla, founder of Khosla Ventures, and the Honourable Kevin Rudd, former Prime Minister of Australia.

Transform your potential



In today's highly competitive job market, you need more than just hard analytical skills. To thrive in your career and attract the attention of top employers, you must develop your empathy, self-awareness, and the ability to inspire others into action. "Rotman has built a unique laboratory wholly dedicated to students' personal and interpersonal development."

Maja Djikic

Associate Professor, Organizational Behaviour and HR Management Director of the Self-Development Lab PHD, UNIVERSITY OF TORONTO

16,000+ Rotman alumni worldwide

3-year work permit Available to all graduates

Dedicated career services

The Rotman MBA grants you access to top jobs across a broad range of industries. To position you for success, the School has invested in building one of the largest MBA career teams in business education, supporting all our graduate programs. The exceptional staff-to-student ratio and high-touch approach means you enjoy the personal attention you need to prepare for the job market and excel in your career.

Our dedicated career services team will help you build a career management plan to achieve your professional goals through:

- → Exclusive MBA networking events throughout the year
- → Industry-specific speaker events
- → One-on-one coaching
- → 24/7 online resources
- → Professional skills workshops designed to set you up for success
- → Technical and case interview preparation
- → Mock interviews with industry professionals

Self-Development Lab

Through the Self-Development Lab, you'll receive personalized feedback on your behavioural performance, communication style and personal presence. A series of intensive, individual coaching sessions and small group modules are designed to help you express yourself effectively, understand your own motivations and those of others, and achieve your goals in complex, highstakes environments. Courses include:

- → Voicing Yourself
- → Self-Management
- → Business Writing
- \rightarrow Presentations
- → Presence
- → Integrative Dialogues
- → Real-Time Business Problem Framing



Leadership Development Lab

The Weider Foundation Leadership Development Practicum is offered to qualified and selected second-year MBA students in parallel to their full complement of second-year MBA courses. Designed around the latest thinking in leadership development and based on the practices of Rotman's Self-Development Lab, the program takes powerful concepts such as accountability, responsibility, initiative, self-discipline and self-determination and creates transformative learning experiences. Participants have an opportunity to both understand and self-assess the extent to which they embody the dimensions of leadership.



"To lead more effectively, you'll learn about the role of the corporation in society, and how to deal with trade-offs between stakeholder needs and the bottom line."

Sarah Kaplan

Director, Institute for Gender and the Economy (GATE) Professor of Strategic Management PHD, MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)

A catalyst for change

Whether your aim is to make a career switch. advance in your current path, join a start-up or start your own business, the Rotman **MBA** will prepare you to excel in your professional life.

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Adesola Oladipupo, MBA '20 Associate RBC Wealth Management

Previous role: Investment Analyst, Sigma Pensions

Previous education: Bachelor of Economics, Babcock University, Nigeria



Amrita Dwivedi, MBA '19 Modern Workplace Specialist, Microsoft

> Previous role. Associate Account Strategist, Google

Previous education: Bachelor of Commerce (Honours), University of Delhi

The technology sector is

firms through courses like

Innovations and Corporate

as part of student clubs like

Rotman's Business Technology

Microsoft

e-Business Strategies, and

booming. Set yourself up for a

career with leading technology

Commercializing Technological

TECHNOLOGY

Group



Prival Patel, MBA '19 Associate McKinsey & Company

Previous role: Senior Consultant Deloitte & Touche

Previous education: Bachelor of Technology, Electronics and Communication Engineering, National Institute of Technology Karnataka

FINANCE

Located just blocks away from North America's second largest financial centre, Rotman is the ideal place to build your finance career. LinkedIn rates Rotman as the top business school by career outcome for finance in Canada.

CONSULTING

The best consultants combine intellectual horsepower with natural people skills. At Rotman, the academic and industry expertise of our strategic management faculty help you develop quantitative and qualitative tools to excel in your consulting career.

\$115,926 \$5,500 90%

Mean annual salary including bonus or other compensation (Class of 2019)

Mean monthly internship salary (Class of 2020)

Employment rate within 6 months of graduation (Class of 2019)



Haolin Zhang, MBA '18 Senior Market Strategy Manager, Procter & Gamble Previous role: Customer Marketing Supervisor, National Trade Marketing Department, Mars Food

Previous education: Bachelor of Science, Biotech Tsinghua University, Beijing, China

CONSUMER GOODS AND RETAIL

The key to effective marketing is understanding customer behaviour through analysis and insight. By choosing the Brand Management Major, your career options broaden into consumer markets, business to business. financial services, technology and more

global industry with unique management challenges. The major in Health Sector Management focuses on healthcare delivery systems, pharmaceutical and biotechnology sales and marketing, life sciences product commercialization and related consulting and

HEALTHCARE AND LIFE

Content Strategist - Business

Sinai Health System

Postdoctoral Scientist, Johns Hopkins University

School of Medicine

Previous education:

PhD, Neurobiology,

Laval University

SCIENCES

Previous role:

Innovation and Development,

Healthcare is an \$8-trillion financial industries.



Rodrigo Paolucci, MBA '19 Global Director - Lovalty Anheuser-Busch InBev

Internship: MBA Summer Intern, Setter (CDL Venture)

Previous role: Chief Revenue Officer, Samba Tech

Previous education: Business Administration. IBMEC, Brazil

ENTREPRENEURSHIP

MBA students and graduates increasingly serve vital roles in start-up and venture capital teams. You can major in Innovation and Entrepreneurship, join our student-run Entrepreneurship and Venture Capital Association, or work directly with new tech ventures through Rotman's Creative Destruction Lab as well as other leading incubators in Canada.

*To the right is a selection of employers that have hired Rotman students in recent vears.



BMO Bank of Montreal









Your MBA journey

MBA majors and area specializations

range of electives in 15 areas of interest:

1. Brand Management

6. Global Management 7. Health Sector Management

9. Investment Banking

Elective courses

→ Business Law

11. Management Analytics

4. Financial Reporting and Analysis 5. Funds Management

8. Innovation and Entrepreneurship

15. Social Impact and Sustainability

→ Business Analysis and Valuation

→ Communicating Strategy

→ Leading Social Innovation

→ Managerial Negotiations

→ Mergers and Acquisitions

→ Top Manager's Perspective

→ Designing for Equality

→ Effective Leadership

→ Catastrophic Failure in Organizations

→ Power and Influence in Organizations → Private Equity and Entrepreneurial Finance

→ Strategic Change and Implementation → Strategy in Emerging Markets

10. Leadership and Change Management

12. Process and Supply Chain Management

14. Risk Management and Financial Engineering

Specialize or enhance your generalist

from over 100 elective courses such as:

perspective by choosing up to 12 electives

2. Business Design

3. Consulting

13. Real Estate

Enhance your perspective across a broad

The Rotman Full-Time MBA is an intense 20-month program that combines 16 months of academic study with a four-month opportunity for a paid flexible internship during one of three work terms.





Pre-MBA program

Attend Pre-MBA classes online or in-person to prepare for the program even if you have no prior business or quantitative background, and start building your MBA career skillset with the Self-Development Lab.

Program kick-off

Your MBA classes begin with Leveraging Diverse Teams, which introduces you to working with people and groups effectively. We offer a broad schedule of short programs to develop your quantitative and communication skills, even if you come from a non-quantitative academic or industry background.

Fall September to December

making:

→ Decision Making with

→ Managerial Economics

→ Financial Accounting

Core term 2 | 7 weeks

Develop a strong foundation of

business fundamentals during

the second MBA core term:

→ Managing Customer Value

→ Fundamentals of Strategic

Management → Finance I: Capital Markets

and Evaluation

Models and Data

→ Leading People in

Organizations

Core term 1 | 7 weeks

Core term 3 | 7 weeks The first core term introduces you Continue developing your to our approach to model-based business fundamentals in the problem solving and decision third core term.

> → Economic Environment: The Macroeconomy

Winter and Spring

January to April

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- → Operations Management
- → Finance II: Corporate Finance
- → Economic Environment: The Global Economy

Core term 4 | 7 weeks

In the final core term of your first year, you can begin to specialize or broaden your skill set by choosing three core electives. The courses prepare you in greater depth for your internship or preferred industry focus:

→ Managerial Accounting → Core Elective I → Core Elective II → Core Elective III

1..... Self-Development Lab (Optional)

→ Statistics



Fall

September to December

Internship Summer Work Term

→ Elective Courses → Exchanges (Optional)

→ Ethics → Elective Courses → Exchanges (Optional) → Global Practicums (Optional)

OPTION 2

Summer

May to August

OPTION 1

→ Elective Courses → Exchanges (Optional) → Global Practicums (Optional) Internship Fall Work Term

→ Ethics

- → Elective Courses → Exchanges (Optional)
- → Global Practicums (Optional)

OPTION 3

- → Elective Courses → Exchanges (Optional) → Global Practicums (Optional)
- → Ethics → Elective Courses → Exchanges (Optional)
- Internship Winter Work Term

Leadership Development Lab (Optional)

Combined degree and specialization programs

Rotman has partnered with the University of Toronto professional faculties of law and engineering, as well as disciplines such as political science and environmental studies, to create joint and combined degree programs to serve a range of career paths.

- → Faculty of Law (JD/MBA) → Munk School of Global Affairs (MGA/MBA)
- → Pharmacy (PharmD-MBA)
- → Skoll (BASc/MBA)
- → Collaborative Specialization in Environmental Studies.
- → Collaborative Specialization in Asia Pacific Studies

Flexible internship program

Earn an academic credit in our Applied Management course while working a paid internship (during one of three work terms in the summer, fall or winter) while under the guidance of and coached by experienced mentors.

Global practicums

Learn more about what it's like to live and work in some of the world's leading economic regions:

→ China → South America → USA → Middle East → Europe → Southeast Asia → South Africa → India

International exchanges

Go abroad for a full three-month term by studying on exchange at one of our 24 partner universities in 17 countries:

→ Australia	→ Israel	→ South Korea
→ China	→ Italy	→ Spain
→ Denmark	→ Mexico	→ Switzerland
→ France	→ Netherlands	→ Taiwan
→ Germany	→ Singapore	→ United
→ India	→ South Africa	Kingdom



the real importance of an MBA is not only on the academic level, but the people who belong to the program and how we reflect our values."

Rodrigo Mercado MBA '20

Productivity, Scotiabank

Enterprise Productivity, Scotiabank





Senior Manager, Enterprise

Internship: Transformation Associate,

"I truly believe that

Do you have what it takes?

Our admission decisions are holistic: we are looking for unique people, not profiles. Although there is no model application, successful candidates share some qualities that help make them stand out.



Intellectual horsepower → Transcripts and scores → Awards and scholarships







Admission & next steps

→ English language

→1 essay question

accepted

proficiency (TOEFL/IELTS)

 \rightarrow 2 professional references

 \rightarrow Video questions and a

timed written question

Application Requirements

- → A minimum GPA of 3.0 in the final year of a bachelor's degree from a recognized university
 → Satisfactory
- GMAT/GRE score
- → GMAT waived for all 3 Levels of CFA

→ Minimum 2 years work experience strongly recommended

Tuition fees (Estimated program fees for the Full-Time MBA Class of 2022)

	1ª Year Academic fee	2 nd Year Academic fee	Total Academic fee
Canadian citizens and permanent residents	\$46,270 \$34,870 USD	\$46,270 \$34,870 USD	\$92,540 \$69,741 USD
International students on a study permit	\$63,020 \$47,494 USD	\$64,910 \$48,918 USD	\$127,930 \$96,412 USD

Note: Figures presented do not include university incidental fees or compulsory ancillary fees. All fees are set annually and are subject to change. Fees above do not reflect tuition for our combined degree programs. US dollar (USD) figures are based on the annual exchange rate of \$1.3269 CAD to USD set by the Bank of Canada as of December 31, 2019.

Next Steps

1. Create your profile

Even if you aren't yet ready to apply, create an online profile with us so you can stay informed and easily register for our upcoming admissions events. Create your profile at: getstarted.rotman.utoronto.ca

2. Sign up for our events

www.rotman.utoronto.ca/MBAevents

3. Meet a current Rotman student

www.rotman.utoronto.ca/ambassadors

4. Meet our team

The best way to get to know Rotman is to introduce yourself to our admissions team. www.rotman.utoronto.ca/MBATeam

Application Deadlines

Round	Application deadline	Decision deadline
arly	August 7, 2020	September 4, 2020
	October 5, 2020	December 11, 2020
2	January 11, 2021	March 5, 2021
5	March 8, 2021*	April 30, 2021
Ļ	April 26, 2021	June 4, 2021

*International students should apply no later than Round 3 to ensure ample time for visa and financial processing.

Scholarships

\$6 million+ in scholarships are awarded each year.

No separate scholarship application is required. For more information on scholarships visit: uoft.me/FTscholarships

Rotman is a proud partner of:

KANING OUT

Financing options are available for domestic and international applicants:

To meet one-on-one, arrange a class visit or tour, or if you have questions, we invite you to contact us. mba@rotman.utoronto.ca

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