Earn a Queen’s MBA in one year while you continue to work

qamba.com
A RICH TRADITION OF INNOVATION AND EXCELLENCE

Queen’s is consistently ranked among Canada’s very best universities. Established in 1841, Queen’s University has a rich tradition of academic excellence. It has long enjoyed the reputation as “Canada's Ivy League” university, attracting students from across the country and around the world.

Queen’s graduates have made indelible marks on the national and international landscape, through their contributions to science, the arts, business and government. The extensive alumni network of more than 166,000 graduates spans 154 countries. You will find Queen’s graduates in positions of leadership around the world.
THE STEPHEN J.R. SMITH SCHOOL OF BUSINESS
at Queen’s University

In October 2015, in recognition of an extraordinary gift from Queen’s alumnus Stephen Smith, Queen’s School of Business became The Stephen J.R. Smith School of Business. Under this new name, the School will continue to be one of the world’s premier business schools and a major innovator in the field of business education.

In addition to its highly acclaimed MBA programs, Smith School of Business is also home to Canada’s most prestigious undergraduate business program and several outstanding graduate programs. As well, the School is one of the world’s largest and most respected providers of executive education.

Thought Leadership

Smith School of Business has an impressive record of cutting-edge research and thought leadership, and both faculty and graduate students enjoy access to numerous resources that support this effort. Smith Business Insight (ssb.ca/insight) provides a platform to share insights with the world.

Globally Connected

Smith School of Business maintains international exchange partnerships with close to 100 respected business schools in over 40 countries. Every year, well over 650 of our students travel to international destinations as part of their studies. Additionally, more than 3,500 organizations in over 60 countries have sent managers and executives to Queen’s Executive Education Programs in a variety of locations around the world. Smith is also a founding member of two leading global advocacy initiatives for responsible leadership, in partnership with the United Nations Global Compact.

Internationally Accredited

Smith School of Business is fully accredited by the world’s two leading accreditation bodies: The AACSB (Association to Advance Collegiate Schools of Business), and EQUIS through the European Foundation for Management Development.

Game Plan

Smith School of Business is a founding partner of Game Plan, helping Canada’s Olympic and Paralympic athletes transition to their post-athletic careers.
Canada’s first MBA program designed specifically for people with an undergraduate degree in business.

Queen’s Accelerated MBA for Business Graduates is a unique and exciting opportunity for people with an undergraduate degree in business and at least two years of relevant work experience.

qamba.com
An internationally acclaimed MBA in 12 months, while you continue to work
Because the program is offered in several major cities across Canada, you are able to earn Canada's most respected MBA in 12 months, without leaving your job or your home city.

The power of teams
At Smith, you will be part of a team for the duration of the program – an approach that mirrors the workplace. Working with your Team Coach, you will learn how to quickly elevate your team’s performance, increasing efficiency and effectiveness. As well, you will have numerous hands-on opportunities to practice your team and leadership skills.

Smith culture of coaching
At Smith, coaching is an integral part of our learning culture, and its importance cannot be overstated. In addition to your Team Coach, you will have the option of working with an Executive Coach, a Career Coach and a Lifestyle Coach. This culture of coaching is unique to Smith and a key differentiator of our MBA programs.

Broaden your opportunities and fast-track your career
Queen's Accelerated MBA for Business Graduates will provide you with the skills and perspective to take on the challenges of more senior management positions. It will increase your value to your organization and open the door to new career opportunities.

A national network of peers
With the program being offered in cities from Vancouver to Montreal, you will have the opportunity to interact with an exceptional group of peers from across Canada. The relationships forged during the program will last a lifetime.

A curriculum that builds on your undergraduate learning
The program curriculum is designed to take you beyond the content of your undergraduate business program and build on your work experience. Rather than spending time relearning concepts and fundamentals that you have already studied, Queen’s Accelerated MBA focuses on more advanced management topics that will enable you to take your career to the next level.

Major Capstone Team Project
Each AMBA team will acquire a Capstone Consulting Project client and work closely with that client on the implementation and cross-functional integration of a strategic change. Past projects have included mergers, acquisitions, consolidations, new product or service offerings, geographic expansion and the creation of complete strategic plans. Clients have varied from large companies to small businesses, not-for-profit organizations and public sector enterprises.
THE ACADEMIC PLAN

Advanced management content

A curriculum tailored to practicing managers with an undergraduate business degree. In traditional MBA programs, most students do not have an undergraduate degree in business. For this reason, a great deal of time is spent teaching management fundamentals. The curriculum for Queen’s Accelerated MBA for Business Graduates has been designed to be complementary and additive to the content of your undergraduate business program. Rather than relearning fundamental concepts you have already studied, the program focuses on advanced management topics that can help you take your career to the next level.

An integrated curriculum

In the program, you will learn to approach business issues in an integrated and comprehensive way and develop an understanding of how management decisions can have an impact across an organization and beyond. The curriculum is built on five learning themes – Strategic Thinking; Leadership; Global Business; Creativity, Innovation and Entrepreneurship; and Corporate Social Responsibility.

Certificate in Social Impact

You will also have the option to earn a Certificate in Social Impact. In completing the requirements, students develop an in-depth understanding of leading-edge thinking and practice on strategic dilemmas and opportunities regarding responsible leadership.

Please see our website for more information.

“Unquestionably, the highlight of the program was the development of an incredible national network, not only with my classmates, but also with several of the eminent faculty. I was also very impressed with the team-based approach which, in itself, was one of the greatest learning opportunities the program offered. The videoconference classes were efficient and effective and I couldn’t imagine doing my MBA any other way. I would recommend this program to anyone looking to complete their MBA at a renowned school while continuing to balance a demanding professional career.”

ADAM BROWN, MBA
Partner, Performance Enhancement Financial Advisory
Deloitte
Toronto

When Adam entered the program, he was a Senior Manager at Deloitte. Since graduation he has experienced significant career progress and expansion of responsibilities within the organization. He is currently Partner, Performance Enhancement Advisory and holds other key positions within Deloitte, including: Co-leader of the Toronto Restructuring practice; National Financial Advisory Industry Leader; and National Financial Advisory Consumer Business Leader.
LEARNING THEMES

STRATEGIC THINKING

Establishing a strategic foundation
Develop a strategic mindset and understand the role of strategic planning in creating long-term competitive advantage.

Creating an effective strategic planning process
Change the way you think about your business and develop useful strategic plans that have buy-in across the organization.

Planning strategically with tools and frameworks
Discuss and evaluate a variety of strategic planning tools and frameworks.

Successfully implementing the strategic plan
Focus organizational resources on the strategic plan to ensure its rapid deployment and to generate sustained momentum.

Linking functional plans to the strategic plan
Understand how short-term operational plans, functional plans, the annual budgeting cycle, and operating plans relate to the long-term strategic plan.

LEADERSHIP

Understanding and enhancing your leadership capabilities
Challenge your assumptions and beliefs about leadership and change the way you think about your leadership qualities.

Coaching people and creating high-performance teams
Build and strengthen management coaching skills and achieve continuous improvement in teamwork, work processes and management practices.

Negotiating and building consensus
Improve negotiating skills and build agreement among organizational stakeholders such as customers, suppliers, partners and colleagues.

Building collaborative relationships
Recognize different styles of thinking, decision-making, conflict management and emotional behaviour, and build collaborative relationships and management systems to foster integration across functions.

Improving project planning and management
Apply advanced management techniques to project planning while aligning projects with the organization's mission and strategy.

GLOBAL BUSINESS

Understanding the international marketplace
Understand the global trends and issues that create business opportunities in foreign markets.

Conducting a country risk analysis
Understand the political, economic, social and technological issues that affect a firm's strategy for entering and investing in foreign markets.

Evaluating international market opportunities
Use country evaluation techniques to identify, evaluate and prioritize market opportunities.

Understanding cross-cultural business issues
Examine how cross-cultural issues affect internal business processes and decisions.

Managing an international business
Understand the management issues related to developing and sustaining competitive advantage in foreign markets.

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Leading organizational change
Manage leadership issues involved in creating a vision, building alignment and developing an operating system to deliver an innovative stream of products or services to the marketplace.

Evaluating, launching and managing new ventures
Review issues of special concern to the general manager launching a self-standing new venture in the form of a line extension or new product.

Managing new technologies
Manage the introduction of new technology to enhance competitive capabilities and improve operating efficiencies.

Using innovation for competitive advantage
Build an operating model that is capable of ongoing renewal and that provides the organization with a sustainable competitive advantage.

Understanding value propositions
Apply value-building methodologies to the creation of new products and services and to modifying existing products and services.

CORPORATE SOCIAL RESPONSIBILITY

Raising the bar on business ethics
Conduct business transparently, legally and with a high level of integrity.

Recognizing human rights
Understand the organization’s responsibility to be aware of and respect human rights in all jurisdictions in which the company operates.

Addressing internal and external environmental issues
Conduct business in a way that minimizes the negative impact on the environment and considers renewable rather than scarce resources.

Optimizing employee relations
Ensure that employees are treated with fairness, respect and dignity.

Implementing new standards of corporate governance
Recognize that management is responsible to investors, as well as a broader group of stakeholders.

Practicing effective community involvement
Understand the importance of good corporate citizenship and form a bond with the local community in which you operate.
EXCEPTIONAL SERVICE AND SUPPORT

At Smith School of Business, we understand how busy you are, so we have developed a sophisticated support system to assist you every step of the way.

Your Application Advisor will work with you throughout the application process to ensure that your application is complete and presents you and your qualifications in the best possible light.

During the program, dedicated staff work behind the scenes to ensure that your time can be devoted to learning.

Our services and support include:

- Case studies and class notes are made available on the class portal, and text books are sent directly to you as required
- You will have full access to the Queen’s University library, and any books that you request will be sent directly to you
- Should you have to miss, or wish to review a class, all video conferenced classes are recorded and made available on the program portal
- Program Managers are available to assist you with any issues that may arise during the program
- Faculty members are available outside of class by telephone, Skype or email and you will find them very responsive and committed to your academic success
- Tutorials can be arranged for participants requiring extra assistance

COURSE LIST

**Strategic Thinking**
- Strategy I: The Strategic Vision Tool Box
- Strategy II: Strategic Transformation
- Strategy III: Integration and Implementation/Capstone Project

**Leadership**
- Creating High-Performance Teams
- Leadership and Interpersonal Skills for Managers
- Ethical Leadership and Decision-Making

**Finance, Accounting and Corporate Governance**
- Advanced Managerial Finance
- Financial Accounting: Valuation and Analysis
- Governance and Control Systems

**Global Business and Economics**
- Managing in the Global Environment
- Advanced Managerial Economics

**Strategic Marketing**
- Strategic Marketing I: Building Customer Value
- Strategic Marketing II: The Brand-Driven Organization

**Information Technology**
- Maximizing Return from the IT Investment

**Operations**
- Strategic Operations Management

**Creativity, Innovation and Entrepreneurship**
- Strategic Innovation and Entrepreneurship
- Strategic Creativity for Product and Service Development
THE POWER OF TEAMS

While other MBA programs talk about teamwork, what they are actually talking about is group work — a very different concept.

Queen’s Accelerated MBA for Business Graduates uses an approach to team-based learning that is far more sophisticated than that used in other MBA programs. You will leave the program with a thorough understanding of the best practices for team building and teamwork – well-prepared to be a valuable member or leader of a high-performance team.

We believe strongly in our team-based approach because it mirrors today’s progressive workplace. You are assigned to a team for the duration of the program and a significant portion of your overall grade is derived from teamwork. Team members collaborate on assignments, projects and presentations, drawing on the skills and experience of individual team members.

“The team-based approach was powerful. Working with people from a variety of backgrounds and seeing the unique talents and perspective they each brought to the table was amazing. I found that we were constantly learning from each other.”

ERIN THOMSON, MBA
Supervisor, Counterparty Risk
Husky Energy
Calgary

Team Coaching

Professional Team Coaches are assigned to every team. They will monitor your team’s performance and provide regular feedback that is pivotal to the learning process. A great deal of time during the Opening On-Campus Session is devoted to setting the tone for your Learning Team. You and your teammates will be led through a series of exercises designed to get acquainted, gain insight into everyone’s preferred thinking style, formulate a team mission statement and group norms, and successfully conduct your first meeting.

Developing Your Team and Leadership Skills

One of the greatest benefits of the team-based approach is the opportunity to develop and hone your team and leadership skills — skills that are essential in business today. In the Queen’s Accelerated MBA for Business Graduates program, you don’t just learn about team and leadership skills, you put them into practice every day.
OUR UNIQUE CULTURE OF COACHING

At Smith, coaching is an integral part of our learning culture. In addition to your Team Coach, you will have the support of an Executive Coach, a Lifestyle Coach and a Career Coach.

Executive Coaching

Today, people at all levels of management are using executive coaches to help them achieve their full potential. The optional Executive Coaching program will help you gain a better understanding of yourself and how to fully leverage your strengths. The impact of your Executive Coaching experience can be immeasurable and will affect many aspects of your life, both professionally and personally.

Choosing your Executive Coach

It is very important to develop a good rapport and chemistry with your Executive Coach. For this reason, you are able to choose from our roster of coaches. Our professionally trained coaches have a wealth of work, life and coaching experience, ensuring that the process is highly impactful and responsive to your needs.

“Influencing the direction of your coaching experience

Executive Coaching can take many directions and, at Smith School of Business, you are empowered to influence the direction you wish to take. Many participants choose to focus on identifying and leveraging their personal strengths, and our coaches have several innovative personal assessment tools at their disposal to assist you in this process. Other participants choose to focus on identifying and mitigating any perceived weakness, while still others choose to work on specific personal or interpersonal issues they may be experiencing. In short, the opportunities are practically limitless.

“The program provided many highlights, such as the Fit to Lead™ option. From fitness assessments to the personal training sessions to morning jogs while on campus, it provided a great outlet from the academic demands during the year.”

Director - Project Finance (Energy and Infrastructure)
CIBC World Markets
Greater New York City Area, New York
Lifestyle Coaching

Fit to Lead™ is an optional program that focuses on mental, emotional and physical well-being. Topics covered include personal reflection, goal setting, fitness, healthy eating and achieving work-life balance. Within this context, Fit to Lead™ focuses on the importance of making your own personal choices, challenging yourself and welcoming change.

During the program you have an opportunity to take part in various team and individual activities. You will also have access to a Lifestyle Coach who will work with you to design a personalized fitness plan.

Throughout the program, Fit to Lead™ will continue to inspire you. Group challenges, newsletters and the lifestyle planner keep you involved while our staff will work to help you succeed.

Career Coaching

In today’s competitive business environment, just having the right skills may not be enough. A key ingredient in the recipe for career success is focused, strategic career management. We have developed one of the most comprehensive approaches to career management available anywhere, including one-on-one Career Coaching and an online suite of career management services that you may complete at your own pace, according to your own goals.

“The outstanding thought and detail that goes into the design of the program is remarkable. The residential and videoconference sessions, Fit to Lead™, Team Coaches, Career Coaches… there isn’t a program out there like this one!”

TOYIN MALUMI, MBA
Senior Asset Analyst
Shell
Houston, TX
HOW THE PROGRAM WORKS

Queen’s Accelerated MBA for Business Graduates is offered in Vancouver, Calgary, Edmonton, Toronto, Mississauga, Markham, Ottawa and Montreal.

Team-based learning

Learning teams are formed at the Opening Session and remain together throughout the program. Each team is comprised of 6 to 8 members. Teams function just as they would in the workplace, drawing on the skills and experience of each team member. Professional Team Coaches work closely with the teams, assisting with team building and teamwork.

On-Campus Sessions

There are three on-campus sessions during the program which account for approximately 50% of your total class hours — the two-week Opening Session, held at the beginning of the program, the one-week Global Business Session in the Spring, and the one-week Strategic Marketing Session which takes place in the Fall. Executive-class accommodations are provided for you during your stay in Kingston.

Interactive boardroom sessions in your home city

The balance of your class time is spent in your Boardroom Learning Centre conveniently located in your home city. These classes are held all day Sunday and Monday morning, every other week, and are delivered via real-time, interactive videoconference technology.

Professors lead the class from purpose-built studios on the Queen’s campus. Participants are able to communicate directly with the professor and with the other teams. Each Boardroom Learning Centre is equipped with two large plasma screens, a tabletop microphone and a remote-controlled camera. For a demonstration of this technology, please visit qamba.com and click on “How the Program Works”.

Smith School of Business has been using and perfecting this technology for more than 18 years, and our participants consistently tell us that they actually prefer the Boardroom Learning approach to that of a traditional classroom.

On-campus sessions are intense and productive, providing excellent opportunities for networking. Our program staff organize numerous events and activities to ensure that your experience includes a healthy blend of work and recreation.
BALANCED SCHEDULE
A World-Class MBA In Just One Year, While You Continue To Work

We recognize that, having earned an undergraduate degree in business, you have already received training in management fundamentals. With this in mind, we have created a balanced schedule that enables you to earn your MBA degree in less time, while you work.

- **Opening Session**
  Strategy and Leadership: Two weeks beginning in early January

- **Boardroom Learning Team Sessions**
  Classes are held every other week — all day Sunday (9:30 am to 5:30 pm Eastern Standard Time) and Monday morning (9:30 am to 1:00 pm Eastern Standard Time).

- **Spring Session at Queen's**
  Global Business: One week in late May

- **Fall Session at Queen's**
  Strategic Marketing: One week in mid October

- **Examinations**
  For courses with final examinations, exams are held on Saturdays of non-class weekends.

This calendar is representational only and it does not reflect actual dates. For an exact schedule, please visit our website at [qamba.com](http://qamba.com).

Please note: While Monday classes end at 1:00 pm EST, teams are expected to use Monday afternoons, after class, to work on team assignments, summarize class discussions and prepare for presentations.
A POWERFUL ALUMNI NETWORK

When you graduate you will not only have established an invaluable network of classmates, you will also join the impressive Smith School of Business alumni network which numbers over 20,000 graduates around the world.

Our commitment to you continues long after graduation. You will be able to stay in close contact with Smith School of Business, your fellow alumni and faculty in a variety of ways. These include:

- Access to job opportunities through the Smith School of Business Career Centre
- The ability to speak to faculty regarding issues and opportunities you may be facing in your career
- Access to Smith Business Insight (ssb.ca/insight) providing thought-provoking white papers and webinars
- Class reunions and special networking events
- Smith Business Club events in cities across Canada, as well as New York, London and Hong Kong
- Free subscription to our alumni magazine

CLASS PROFILE

Students in Queen’s Accelerated MBA for Business Graduates bring with them a breadth of experience in many types of businesses.

![Industry Representation Chart]

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Banking</td>
<td>22%</td>
</tr>
<tr>
<td>Energy, Oil &amp; Gas</td>
<td>16%</td>
</tr>
<tr>
<td>B-to-B Products &amp; Services</td>
<td>16%</td>
</tr>
<tr>
<td>Retail</td>
<td>9%</td>
</tr>
<tr>
<td>Government</td>
<td>8%</td>
</tr>
<tr>
<td>Consulting</td>
<td>8%</td>
</tr>
<tr>
<td>Consumer Products &amp; Services</td>
<td>7%</td>
</tr>
<tr>
<td>Investment Companies</td>
<td>5%</td>
</tr>
<tr>
<td>Waste Management &amp; Recycling</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

Average Business Experience: 7 Years
Average Management or Team Lead Experience: 3 Years

![Teams, Cities, Different Job Titles Chart]
OUTSTANDING FACULTY TEAM

In the Queen’s Accelerated MBA for Business Graduates program, you will learn from a team of exceptional professors.

This team has been consistently recognized as among the best business educators in the world. They include renowned researchers and award-winning teachers. Beyond their academic credentials, they have a breadth of real-world business experience. Our faculty teach in some of North America’s most popular executive education programs and consult with leading organizations around the world. They have earned the respect of business leaders and the business media.

For a complete list of professors teaching on the program, please visit qamba.com

“The Smith faculty is incredibly engaging. They facilitate discussions with depth, and the classroom experience is fantastic. Their knowledge, passion and commitment have surpassed all of my expectations.”

OMAR MEDINA, MBA
Institutional Client Service Director
SEI
Toronto

“Smith School of Business has an impressive array of experienced and committed professors. Many organizations continuously seek their expertise for consulting purposes, which undeniably enhances classroom discussions. These professors not only teach conceptual frameworks, but also provide ways to apply them in the business world.”

YOUSSF KABBANI, MBA
Senior Strategy Manager
Telus
Toronto
GRADUATE SUCCESS STORIES

Our Graduate Success Stories reflect a range of people, at a variety of levels within their organizations, who entered the program with their own unique career goals.

“The program greatly enhanced my strategic planning skills, and helped me to look at business issues and opportunities from a broader strategic perspective. It has facilitated my movement into new roles and departments across the organization and provided a breadth of frameworks and tools on which to build.”

MANASI KULKARNI, MBA
Vice President, Corporate Development & Strategy
Rexall
Toronto

Prior to entering the Queen’s MBA for Business Graduates program, Manasi was Manager of Strategy in the Business Development Department at Shoppers Drug Mart. Upon completion of the program she was promoted to Director within the same group and her role expanded to include leading the company’s strategic planning process. Manasi then moved into Category Management to establish and lead initiatives to evolve the retail category offerings as Director, Category Strategy. She is now Vice President, Corporate Development & Strategy at Rexall.
“I decided to get a Queen’s MBA in order to develop my leadership skills and build a more strategic mindset, and the program really delivered. Within months of graduation, I was promoted to a more senior role where I was able to put these skills to good use. Additionally, the team approach taught me to be more collaborative and to embrace the unique strengths and perspectives of other team members - skills that translate well into today’s matrix-designed organizations. While in the program, I made enduring friendships and developed a network that has significantly contributed to my success.”

“Aaron Bright, MBA
Head, Private Banking Strategy
Royal Bank of Canada
Toronto

When Aaron started the program, he was the Manager of Risk Reporting at RBC. Within months of graduation he was promoted to Head of Performance Analytics, Technology & Operations and subsequently held the positions of Head of Global Compliance Policy. Today, he holds the position of Head of Private Banking Strategy and is responsible for overseeing the strategic direction of Canada’s largest private bank.

“For me, the highlight of the program was forming a network of peers across the country, in a wide array of industries. As well, I found the program faculty to be a great resource during and after the program. The team-based approach was very effective, and I found myself learning from others in the classroom almost as much as I was from the professors. The Queen’s program was a game-changer in my professional life, and it gives me a great sense of pride to say, “I have a Queen’s MBA.”

“Arjun Davda, MBA
Group Lead, Business and Competitive Intelligence
Cenovus
Calgary

When Arjun entered the program, he was an IT Business Analyst at Encana Corporation. Immediately after graduation, he moved from IT to Supply Chain Management, in a newly created role with a strategy and market intelligence bent element. Two years later, he decided to move into the telecommunications industry, taking the position of Senior Manager, Business Intelligence at Shaw Communications. In 2011, he returned to the energy sector, moving to Cenovus, where he now leads the Competitive and Market Intelligence Group.

“I greatly attribute my rapid career development to the strategic/cross-functional thinking I was able to hone in the Queen’s program. The national network I was able to establish is amazing. My classmates were some of the smartest I have ever met. The team-based approach provided a risk-free environment to truly learn how to work well with others. Queen’s has developed me into a multi-tasker, who is able to jump from meeting to meeting, with strong perspectives and points-of-view, regardless of the topic or audience. I am a huge fan of this program.”

“Jennifer Dunn, MBA
Senior Director - Shopper Marketing
Ivanhoé Cambridge
Montreal

Jennifer joined the Queen’s program as Manager of Strategic Development at Yellow Pages Group. Throughout the program, she received several promotions. First, she moved into YPG’s newly formed agency Mediative and was quickly promoted to Senior Manager of Products and, a year later, to Director of Products. While in the program, Marketing Magazine named her one of Canada’s top 30 Under 30 Marketers. Recently, she decided to move to Ivanhoé Cambridge in the role of Director of Digital Marketing, where she is responsible for leading their bricks-and-mortar shopping centers’ transition into the digital space.”
“I found the on-campus sessions to be exceptional from both a learning and networking perspective, and the customer support was outstanding. The broad experience and expertise of many of the faculty was an inspiration and provided a level of credibility to the content of the curriculum. The team-based approach is very much like the real work environment in which we all live, and the team building challenges and opportunities were life-changing. I still meet with some of my teammates to this day. I have already recommended this program to several colleagues and will continue to do so.”

DAVID HANNAH, MBA
Global Director, Supply Planning
Spin Master Corporation
Toronto

At the time he started the Queen’s program, David was Supervisor, Production Support at Apotex, Canada’s largest producer of generic medicines. Just before completing the program, he was promoted to Program Manager, Global Operations Launch Department. Two years later, he was promoted to Manager, Operations Programs, and then to Manager, Global Supply Operations Systems. He then moved to The Estee Lauder Group of companies, where he accepted the position of Director, Resource and New Product Planning. He is now Global Director, Supply Planning at Spin Master Corporation.
“At Deloitte, I’m able to take advantage of the experience gained from the Smith program, especially in terms of strategic thinking and working in diverse teams. Being able to bring a deeper understanding of strategy and performance has helped me to succeed in discussions with clients at all levels. By far, the highlight of the program was working with a highly motivated and diverse group of people. It was the challenging discussions and perspectives from faculty and classmates that were the best source of learning for me. I continue to recommend this program because I believe it provides great value.”

UJAL THAKOR, MBA
Lead, Strategy & Operations - Finance
Deloitte Canada
Calgary

When Ujal started the program with Queen’s, he was a Senior Analyst in WestJet’s Market Analytics Group. Upon graduation, he moved to WestJet’s Investor Relations group for a year. He then joined the Strategy and Operations group as a Senior Consultant at Deloitte Consulting, where he now has the opportunity to engage with Canada’s largest energy companies, helping them improve their strategic and financial planning capabilities, as well as contributing to many of Deloitte’s other client service offerings.

“The professors were very engaging and effective at challenging your way of thinking. Many have worked in industry or do consulting and have current and relevant examples from their own experiences to share. My growth at work, while completing the program, was exciting for me. Right from the start, you have tools, tactics and strategies to take back and implement. I also had the opportunity to do an individual strategy assignment on my company, which was escalated to our executive team and many of my recommendations were implemented. A great opportunity to gain visibility with our senior management.”

VICTORIA GIRARDO, MBA
Senior AVP, Business and Personal Products and Services
Canadian Western Bank
Edmonton

At the time Victoria started the program she was Senior Manager, Product Development and Management at Canadian Western Bank. Since graduation she has experienced two promotions. Shortly after completing the program she was promoted to Director, Product Development and Management and, a year later to Senior AVP, Business and Personal Products and Services.

““In my opinion, the team aspect of the program is a key differentiator. Smith does an incredible job of offering an effective structure to manage teams. As well, the network that I was able to develop right across Canada was outstanding. The faculty was fantastic, and you left the class able to apply your learning immediately. I believe the Executive Coaching I received while in the program was very beneficial. In all, this is just a great program and I would absolutely recommend it.”

CHRIS MANNING, MBA
Vice President, Business Transformation
Scotiabank
Toronto

When he entered the program, Chris was Senior Associate at Roynat Capital, a subsidiary of Scotiabank, managing growth and transition capital for Canadian businesses. Since graduation, he has received a number of promotions within Scotiabank, including: Director, Automotive Finance & Indirect Lending; Director, International Corporate & Commercial Banking; and National Director, Small Business Development. Today, he holds the position of National Vice President, Mid-Market Commercial Banking.
APPLICATION & FINANCING

Admission Requirements

1. An undergraduate degree in Business, Commerce or a related field with a minimum B average and completion of the following prerequisite business courses with a B or better grade:
   - Accounting
   - Finance
   - Macroeconomics
   - Microeconomics
   - Statistics
   - Management Information Systems
   - Marketing
   - Organizational Behaviour
   - Operations
   - Strategy

2. A minimum of 2 years relevant work experience.

Apply Online

Applications for admission must be completed online. For a detailed explanation of the process please visit our website qamba.com

All-inclusive Fee

The fee for Queen’s Accelerated MBA for Business Graduates is an all-inclusive fee, covering tuition, books, and all learning materials, as well as meals and accommodation during the residential sessions held at Queen’s. The fee also includes all the software required for the program and in-house technical support.

An initial deposit of $2,000 is required upon enrollment. The balance is paid in two installments during the program.

Visit qamba.com for up-to-date fees and fee schedule.

Personal Income Tax Treatment of Tuition Fees

Participants who pay all or part of the program fee personally are eligible to claim a tuition tax credit. For more information, ask a professional income tax advisor to give you an assessment of the full impact of fees on your personal income tax situation.

RRSP Withdrawals

You and your spouse may be eligible to make tax-free withdrawals from your RRSPs of up to $10,000 each to help fund your education. Please contact your income tax advisor for details.

Student Line of Credit

You may qualify for financing through our partnership with RBC Royal Bank.

Corporate Sponsorship

Sponsoring an employee in Queen’s Accelerated MBA is a wise and cost-effective business decision for organizations, since they will be adding to the skill set of their most promising managers.

To help you seek support from your organization, we have created a downloadable brochure entitled The Case for Sponsorship at qamba.com. You can also contact our program office for full details.

Academic Scholarships

Smith School of Business is pleased to offer a limited number of scholarships to outstanding applicants. Please speak to an Application Advisor for more details.
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“I chose the Queen’s program because it was the only program that I could complete in one year, while still working, and offered a more advanced curriculum, building on my undergraduate studies. For me, the team experience is what really sets Queen’s apart. I not only learned valuable team skills, I made long-lasting friendships. As well, the faculty were top notch, with solid real-world experiences that they brought into the classroom. I have recommended the program to a few people over the years and they have found it to be as rewarding as I did.”

JANET VANDERLAAN, MBA
Senior Director, Business Credit Cards
RBC
Toronto

Prior to starting the Queen’s program, Janet spent five years working in various roles within retail banking at TD. Near the end of the program, she was promoted to Product Manager, Small Business Banking Products at the bank’s head office. She has subsequently held a number of positions within the bank, including Manager of Small Business Products, Senior Manager of Operations, Senior Manager of Small Business Banking for Central Ontario Region, and Senior Manager of TD Auto Finance Products. Today she is Director, Small Business Credit Cards at RBC.
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