16-Month program starting in August
Offered Everywhere in Canada
execmba.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.
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](http://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.
Queen’s Executive MBA is truly different from the rest

It is the only executive MBA program in Canada that offers a truly team-based learning experience and a Personal Coaching program designed to help you achieve your full potential. This highly innovative program will empower you to think differently about business and about yourself. It will increase your value to your organization and open the door to new career opportunities.
An Investment in Yourself
As a graduate of the Queen’s Executive MBA program, you will have earned Canada’s most respected MBA degree – a degree that will pay immediate dividends. Most of our participants receive significant promotions and raises while in the program or shortly after graduation. Over 94% of our graduates rate the program a good or excellent investment and, on average, achieve payback on their investment within 3-5 years.

Executive Coaching
In addition to your Team Coach, you will also 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 program.

National Network
Unlike other executive MBA programs that largely draw their students from a single city, Queen’s Executive MBA is a national program, drawing students from every region of Canada. This creates a unique national perspective within the classroom, and a powerful personal network that spans the country.

Available Anywhere in Canada
The Queen’s Executive MBA program is offered anywhere in Canada, so no matter where you live and work, you don’t have to leave your job or hometown to earn Canada’s most respected MBA.

CANAHA’S MOST RESPECTED EXECUTIVE MBA
You will leave the program with enhanced leadership and team skills, the ability to think strategically across functions, a strong grounding in management fundamentals, a clear understanding of your personal strengths, and the ability to fully leverage them.

The Power of Teams
In today’s workplace, business is conducted in teams. At Smith, you will be part of a team for the duration of the program. Working with your dedicated Team Coach, you will learn how to quickly elevate your team’s performance, increasing efficiency and effectiveness. You will have hands-on opportunities to practice your leadership and team skills.
“The Queen’s EMBA program is a superior education experience. Its reputation, professionalism and faculty are absolutely first rate. The team-based approach was a good reflection of a real work environment and allowed me to strengthen my team leadership skills.”

BERNARD PERRON, MBA
Vice President, Project Development
Inter Pipeline
Calgary, AB
THE POWER OF TEAMS

Develop your ability to lead and contribute to a high-performance team

Team-based Learning

Queen’s Executive MBA uses an innovative approach to team-based learning that is far more advanced than that used in other executive MBA programs. We believe strongly in our team-based approach because it mirrors today’s progressive workplace. You will leave the program with a thorough understanding of the best practices for successful team-building and teamwork – well-prepared to be a valuable member of a high-performance team.

In the Queen’s Executive MBA program, 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, greatly enhancing the learning experience.

Team Coaching and Support

A dedicated, professional Team Coach is assigned to every team. Throughout the program core, they will monitor your team’s effectiveness and provide regular feedback and guidance that is pivotal to the learning process.

A great deal of time during the first week of the program 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 each member’s preferred thinking style; formulate a team mission statement and group norms; and successfully conduct your first team meeting. You will be provided with proven processes and best practices for overcoming any obstacles that may arise during the year.

Developing Your Team and Leadership Skills

One of the greatest benefits of our team-based approach is the opportunity to develop your team and leadership skills – skills that are essential in business today. And at Queen’s you don’t just learn about teamwork and leadership; you put them into practice every day. Each team member is given many opportunities to lead projects as well as contribute to those led by other team members.
COACHING CULTURE

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 support of an Executive Coach, Career Coach and Lifestyle Coach while in the program.

Executive Coaching

Today, people at all levels of management are using executive coaches to help them achieve their full potential. The optional Smith 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.

“I was aware of the Executive Coaching option when I enrolled in the program, but I really had no idea what an impact it could have. I was able to choose my Executive Coach from a roster of coaches and really influence the process. As a result, I feel I have a much better understanding of my strengths and how to leverage them.”

HECTOR LARRAZABAL, MBA
VP President Marketing
John Keells BPO Solutions
Toronto, ON
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 to live a balanced life, and welcoming change.

During the program you have an opportunity to take part in various team and individual activities and learn how to live a healthy, balanced life. You will 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.

“Fit to Lead was the hidden gem of my MBA experience. It provided great advice on lifestyle, diet and fitness. That’s one of the great things about the Queen’s Executive MBA program...it goes well beyond the academic content and looks to help you improve yourself on so many levels.”

JASPAL LAKHAN, MBA
Director Billing, Collections and Retentions
ADT Canada
Toronto, ON

Influencing The Direction Of Your Coaching Experience

Executive Coaching can take many directions and, at Smith, 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.

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. Smith School of Business has developed one of the most comprehensive approaches to career management available anywhere. This approach, called Career-Step®, provides one-on-one career coaching and an online suite of career management services that you may use at your own pace, according to your own goals.

“Fit to Lead has been fantastic. I really enjoyed the group coaching sessions. I’ve learned a lot. It’s been really beneficial to me.”

VEE VINCENT, MBA
Manager, Strategy and Planning
SSG鋼索
Singapore
PROGRAM STRUCTURE AND CONTENT

A Flexible Blend of Teaching Styles

Unlike other schools that are committed to a single teaching style, Smith uses a blend of class instruction, case studies, simulations and real-world projects to create the optimal learning approach.

An Integrated Approach

The Queen’s Executive MBA curriculum has been designed as a highly integrated series of courses and experiences that provide a solid grounding in management fundamentals and a thorough understanding of how management decisions can have an impact across an organization.

Leadership

Queen’s Executive MBA is designed to go well beyond the teaching of leadership skills. Throughout the program, you will gain valuable insights into your personal leadership style and ways to improve your effectiveness as a leader. Team-based projects provide exceptional opportunities to put this learning into action.

Global Perspective

The program has a strong global perspective. The core curriculum, Global Business Project, and optional International Study Trip provide exceptional and unique opportunities to strengthen your ability to manage effectively in a global economy.

Core Curriculum

**STRATEGIC LEADERSHIP AND TEAM BUILDING**
- Role of the General Manager
- Creating High-Performance Teams
- Executive Leadership

**FOUNDATIONS OF MANAGEMENT**
- Foundations of Accounting and Analysis
- Financial Accounting and Analysis
- Managerial Economics
- Analysis-Based Decision Making
- Organizational Behaviour and Human Resources Management
- Negotiations and Conflict Management
- Global Business Environment

**CREATIVITY AND INNOVATION**
- Management of New Ventures
- Structuring the New Venture
- Design and Creativity
- New Venture Project or Management Consulting Project (Individual)

**CREATING SUCCESSFUL ENTERPRISES**
- Management Accounting & Control
- Financial Management
- Marketing Management
- Operations Management
- Global Business Strategy

**INTEGRATION AND EXECUTION**
- Information Technology Management
- Execution and Implementation
- Managing Change
- Global Business Project (Team)

**Personalized Curriculum**

**INTERNATIONAL STUDY TRIP**
- Optional one-week

**STRATEGIC ELECTIVES (CHOOSE ONE)**
- Financial Strategy
- Marketing Strategy
- Project Leadership
MAJOR PROJECTS

Participants in the program are required to complete two major projects: the team-based Global Business Project and one of two individual projects – either the New Venture Project or the Management Consulting Project. A Project Advisor will be assigned for both major projects.

**Global Business Project**

Your team will complete a comprehensive analysis of a real global business issue or opportunity anywhere in the world outside of North America. To complete this “live case”, your team will travel to an international location to interview business managers and conduct field research prior to writing your final report. This provides an outstanding opportunity to put all that you have learned into practice. The program covers travel and accommodation costs for the Global Business Project up to $4,000 per person.

**New Venture Project**

The objective of this individual project is to create a business case and comprehensive business plan for a new stand-alone business, or a new line of business within an existing organization. The New Venture Project will give you an opportunity to use the management concepts and tools you have acquired in the program to create a business plan for a new venture. You will identify market opportunities, investigate business potential, consider financing options, and create a business plan.

**Management Consulting Project**

The objective of this individual project is to analyze a business challenge and develop a comprehensive set of recommendations and implementation plans to address it. Participants are given a wide scope in the nature of the project. Typically projects focus on performance improvements in operating processes, supply chain management, customer service, information systems, profit margin improvement, or the business planning process.
PERSONALIZING YOUR EXECUTIVE MBA EXPERIENCE

Queen’s Executive MBA offers several unique opportunities to personalize your MBA experience and make it more relevant to you.

Major Projects
The program’s two major projects are excellent examples of how the program can be personalized.

NEW VENTURE OR MANAGEMENT CONSULTING PROJECT
Regardless of which of these two options you choose, you will be able to complete a project that is highly relevant to your organization and has the potential to contribute real financial value.

GLOBAL BUSINESS PROJECT
There is no substitute for hands-on experience, and this team-based project provides an incredible real-world international business experience. You and your team will travel to an international destination of your choosing to work on a real international business issue or opportunity for your client organization.

Optional International Study Trip
You will have the opportunity to participate in a one-week course in International Business Management through one of our international business school partners. Recently, participants have completed the module Doing Business in China at CEIBS (China Europe International Business School) in Shanghai. In addition to academic content, the international study trip includes field visits to local companies.

Strategic Electives
You will have the opportunity to choose one of three strategic electives, with the goal of deepening your understanding of the area that most closely aligns with your career aspirations.

The three strategic electives are:
- Financial Strategy
- Marketing Strategy
- Project Leadership
PROFESSIONAL DESIGNATIONS

You may also choose to begin working on a Project Management Professions (PMP) designation while in the program.

Project Management Professional (PMP)

The Project Management Institute recognizes the Project Leadership elective course offered in our elective stream as the required contact hours a student needs to be eligible to write the PMP exam. See our website for more details.

“...The program undoubtedly expanded my business acumen, enabling me to approach things with a new perspective. Queen’s provides a very professional and diverse learning environment led by stellar professors with real world business experiences to share. Queen’s Executive MBA was a great investment in myself and my career!”

SONIA MONTONI, CA, MBA
Director of Finance
Indigo
Toronto, ON
HOW THE PROGRAM WORKS

Queen’s Executive MBA is offered everywhere in Canada, creating a unique national perspective that is not available in other executive MBA programs. Here’s how it works.

On-Campus Sessions

There are three on-campus sessions during the program. These sessions are held at the Donald Gordon Conference Centre near the Queen’s campus. Comfortable private guestrooms, outstanding food, and exceptional customer service are the hallmarks of the Centre.

On-campus sessions are intensive and productive, providing excellent opportunities for networking. Our program staff organizes numerous events and activities to ensure that your experience includes a healthy blend of work and recreation.

Team-Based Learning

Smith uses a team-based learning approach to create a highly supportive and collaborative learning experience – both inside and outside the classroom. Learning Teams are formed at the beginning of the program and remain together for the duration. Each team is comprised of 5 to 8 members, with an emphasis on diversity of background. Teams function just as they would in the workplace, drawing on the skills and experience of each team member. Team Coaches work closely with the teams, assisting with team-building and teamwork.

This unique team-based approach creates an environment in which you learn, not only from your professor, but also from your teammates and classmates.

“The strength of Queen’s EMBA is that it is a national (and even international) program that brings together a very comprehensive package of broad business courses and topics; excellent professors; professional Executive and Team Coaching; fitness and health programs; strong team environments and class interaction; excellent support technology and infrastructure, all managed and administered in a seamless manner by a very capable and helpful staff.”

DAVID HARGREAVES, MBA
Vice President, Surveillance and Intelligence
MDA Corporation
Vancouver, BC

“Living outside a major city, it never occurred to me that I would have the opportunity to enroll in the Queen’s Executive MBA program. I have found the technology to be seamless and highly interactive. I feel truly connected to my teammates and the rest of the class across Canada.”

TIM CADDIGAN, MBA
Senior Director
Programming and Community Relations
Cogeco Cable
OPTION 1

Interactive Boardroom Sessions in Your Home City

Toronto, Markham, Mississauga, Ottawa, Montréal, Kingston, Calgary, Edmonton, Vancouver.

If you live in one of the cities listed above, 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 Friday and Saturday morning, every other week, and are delivered via real-time, interactive videoconference technology. Multi-point videoconference is used to link learning teams across Canada.

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 execmba.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.

OPTION 2

Desktop Boardroom Sessions All Other Parts Of Canada

For participants living in locations other than the cities listed under option one, the balance of your class time is spent in your virtual boardroom. All that is required is high-speed internet service, a good computer, and a quiet place for you to attend class. You will be part of a virtual team that draws its members from across Canada, with the same level of real-time connectivity and interactivity as the participants attending class in the Boardroom Learning Centres. Smith provides all the software, tools and team coaching you will need to create a high-performance virtual team.
We have developed a 16-month schedule that is designed to allow you to pursue your degree while continuing to meet your personal and professional responsibilities.

16 Months from Start to Finish

Queen’s Executive MBA has created a schedule that makes it possible for you to earn your MBA while balancing your personal and professional obligations. Participants have told us that the program requires a commitment of approximately 25 hours each week, including class time. Saturday afternoons on class weekends are often used for team meetings and discussions and completing team assignments and projects. The schedule, which is confirmed in advance of the program, allows for some free time in December and August, and time in late September/early October for travel associated with the Global Business Project.

Opening session at Queen’s

Creativity and Innovation session at Queen’s

Strategic Electives session at Queen’s

Boardroom learning team sessions

Classes are held every other week – all day Friday (9:30am to 6:30pm Eastern Standard Time) and Saturday morning (9:30am to 1:30pm Eastern Standard Time).

Global Business Project Travel

Travel required for the Global Business Project will be completed between August 23 to October 15, 2015.

Examinations

For courses with final examinations, exams are held on non-class Saturdays.

This calendar is representational only and it does not reflect exact dates. For a complete schedule, please visit our website at execmba.com

Class schedule is subject to change.
EXCEPTIONAL SERVICE AND SUPPORT

We understand how busy you are, so we have developed a sophisticated support system for you at each stage – applicant, participant, and alumnus. Our experienced team works very hard to ensure that your MBA experience is nothing short of exceptional. We are here to support you every step of the way.

From the Beginning...

From your very first contact, an Application Advisor will be there to answer all of your questions, provide preliminary feedback and assist you through every step of the application process. Your Application Advisor will work with you to ensure that your application is not only complete, but presents you and your qualifications in the best possible light.

...Throughout the Program

WHILE IN THE PROGRAM, YOU WILL WORK WITH A PERSONAL SUPPORT TEAM THAT INCLUDES:

- Project Advisors who will provide guidance for your major projects.
- A Team Coach who will work with you and your team to ensure you are productive and effective.
- A Career Coach who, if you choose, can provide one-on-one assistance with career development or job search.
- A Lifestyle Coach who, if you wish, will work with you to develop a personal lifestyle, diet and fitness program.
- An Executive Coach who will help you gain a better understanding of yourself and how to fully leverage your strengths.

ADDITIONALLY, OUR DEDICATED STAFF WORK BEHIND THE SCENES TO ENSURE YOUR TIME CAN BE DEVOTED TO LEARNING.

- Program faculty members are available outside of class by telephone and email. You will find them very responsive and committed to your academic and career success.
- Program Managers are your frontline resource people and are available to handle issues that may arise during the program.
- Should you have to miss a class or wish to review one, all videoconference classes are recorded and streamed on our program portal.
- Case studies, textbooks and professor’s notes are always available before class. Additionally, course notes are posted on the program portal.
- You will have full access to the Queen’s University library, and any books that you request will be sent directly to you.
ALUMNI SERVICES

After graduation, your relationship with Smith School of Business will only continue to grow. As an alumnus, you will have access to a number of ways to stay in touch with the School, faculty and fellow alums.

Continuous learning and career support

- Access to job opportunities and career support through the Smith School of Business Career Centre.
- International opportunities for professional development.
- The ability to speak to Smith School of Business faculty regarding issues and opportunities you are facing in your career or business, through a service we call Smith By Your Side™.
- Thought-provoking white papers and exclusive webinars from Smith School of Business faculty.
- Smith Business Club events in cities across Canada, and in New York, London and Hong Kong that feature relevant guest speakers and provide a great venue for networking.
- Class reunions and special networking events in cities across Canada.
- Complementary subscription to our alumni magazine.

Queen’s Executive MBA Class

Queen’s Executive MBA participants are talented, highly motivated professionals from a variety of backgrounds. The Smith approach to learning fosters strong, collaborative relationships that continue long after graduation. As a graduate of the program, you will become part of the powerful and diverse Smith School of Business alumni network, numbering more than 20,000 graduates around the world.

Industry Representation

- Finance and Consulting: 16%
- Packaged Goods: 14%
- Engineering and Manufacturing: 13%
- Technology: 12%
- Public Sector and Non-Profit: 8%
- Energy: 12%
- Other: 25%

Geographical Representation

- Ontario: 29%
- Alberta: 16%
- British Columbia: 11%
- Other: 44%

Average age: 39
Average years of work experience: 15
Average years of management experience: 10
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. Last year, 94% of our graduates acquired career-quality jobs within six months of graduation.

“I was very impressed with the program’s faculty and staff. The level of professionalism, care for students and attention to detail was remarkable. I am a relatively conservative person and I don’t believe I would have taken the leap to leave a great organization and leverage myself financially to buy a turnaround company without having experienced the Queen’s EMBA program and all that it provided.”

GREG YOST, MBA
Director, Continental Cylinder
COO, Overhead Door Company of Edmonton
Edmonton, AB

Greg entered the program as Vice President, Marketing & Customer Service at OEM Remanufacturing in Edmonton. Prior to the end of the program, he transitioned into the VP Operations role, responsible for 400 employees. After two of years in that role, he purchased a small business as a turnaround with two other partners. In this venture, he was responsible for the business strategy and day to day management as President & CEO with board responsibilities as well. Today, he remains a Director at Continental Cylinder, but is now the Chief Operating Officer at Overhead Door Company of Edmonton.
When Patty entered the program, she was Associate General Counsel for a regulated transmission utility company in Alberta. Shortly after starting the EMBA, she took on the role of creating a corporate compliance team and was promoted to Associate General Counsel and Compliance Officer. Eighteen months after graduation, she joined ENMAX and within six months was promoted to Vice President, Corporate Responsibility. She recently left ENMAX to take on the role of General Counsel at CareVest Operations Inc. Patty also serves as Chair of the board of directors of the YWCA of Calgary and Vice Chair of the board of Calgary Economic Development.

“I chose Queen’s Executive MBA because of the university’s strong reputation and because I wanted a national program with a broad exposure to businesses and individuals across Canada. The program was instrumental in building my confidence to take more personal risk for career growth and try new projects. It made me realize that I can do more than I ever thought possible.”

PATTY MCLEOD, MBA
General Counsel
CareVest Operations Inc.
Calgary, AB
I chose the Queen’s EMBA program over other options because it was the “total package”. I really enjoyed the holistic approach to personal and professional development. The team approach, breadth of coaching, and the Global Business Project made the Queen’s program truly unique, and my Management Consulting Project has already paid back my tuition fees many times over. The faculty were phenomenal in all aspects. The program really pushed me to test my limits and it is one of my most valued accomplishments.

“Queen’s Executive MBA provided a world-class business education and a new set of skills for my professional tool kit. The program helped me develop the business acumen, capabilities and confidence I needed to accelerate my transition from the public to private sector.”

“I chose the Queen’s EMBA program over other options because it was the “total package”. I really enjoyed the holistic approach to personal and professional development. The team approach, breadth of coaching, and the Global Business Project made the Queen’s program truly unique, and my Management Consulting Project has already paid back my tuition fees many times over. The faculty were phenomenal in all aspects. The program really pushed me to test my limits and it is one of my most valued accomplishments.”

“Queen’s Executive MBA provided me with the knowledge, management tools and frameworks that are so important at this executive level. It gave me confidence and a clear sense of direction in order to address the complexity of hospital administration. It also provided me with a systematic approach for addressing issues on a more strategic level.”

EMECHETE ONUOHA, MBA
Vice President Global Affairs Canada
Xerox Canada
Toronto, ON

After 12 years in the public sector, Eme decided to enrol in the Queen’s Executive MBA to prepare for a new career in the private sector. While in the program, he accepted a national account management position at Xerox Canada. He was soon promoted to Director of Sustainability and subsequently the role of Vice President Citizenship and Government Affairs. He was named to the “Top 100 under 50” by Diversity MBA Magazine. More recently, Eme took on the role of Chief Innovation Officer, Xerox Services and then Vice President for Global Affairs at Xerox Canada.

ALEKSA MRDJENOVICH, MBA
President
Nova Hotels
Edmonton, AB

When Aleksa started the program, she was Vice President at Nova Hotels, a family-owned business. The Executive MBA program was intended to prepare her for the next level of management and, upon completion, she moved into the role of President. In her new role, she will lead the rapidly-growing business through the transition from a smaller family operation to an organization with a strong corporate structure. She credits the program with providing the knowledge and confidence to take on this challenge.

BERNARD LEDUC, MD, MBA
President and CEO
Hôpital Montfort
Ottawa, ON

When Bernard entered the Queen’s Executive MBA program, he was working both as a family physician, and as Chief of Staff, the most senior medical administrative position at Hôpital Montfort. During the program he applied for the position of President and CEO of the hospital, a position he assumed upon graduation. He believes that his Queen’s Executive MBA experience was instrumental in enabling him to make this transition.
When Fotios entered the program he was Division Manager, Mutual Funds at National Bank of Canada and had a staff of 40 people. Soon after completing the program, he was promoted to Senior Manager, Wealth Management Operations. Now, in addition to having full responsibility for the mutual funds operations, he is responsible for Partner Operational Support, a grouping of call centres servicing investment advisors for all their operational needs. He now has over 100 employees in three different cities (Winnipeg, Montréal, Toronto) under his management. He credits the Queen’s program with providing a higher perspective on how large corporations work and a broader understanding of the various functional areas.

“The program enabled me to sit across the table from a VP of Finance, IT or Marketing and not only speak intelligently, but exude a certain confidence I didn’t have before the program. In my new role I’m more visible in the industry and involved in many industry initiatives. From my perspective, the Queen’s Executive MBA program is exceptional – from the outstanding professors to the innovative delivery model.”

FOTIOS SARATSIOTIS, MBA
Director, Product Innovation
Fundserv Inc.
Toronto, ON
“The Queen’s EMBA program helped me to improve my blind spots – accounting, finance, and operations, and build upon my strengths. I found the experience to be personally transformational and it has affected all aspects of my life. It gave me the courage to start my own firm and to dive into business problems with a sense of play, inquiry, and possibility. There are so many layers to learning at Queen’s. I learned from my professors, my teammates, my classmates across Canada, the international business community through our projects, and through self-discovery.”

“The Queen’s Executive MBA gave me the business background that I had lacked, and made it possible for me to take on my new role. For me personally, the highlight of the program was working with colleagues from diverse career backgrounds and learning from their experiences. I was also very impressed with the quality of the faculty and the holistic approach of the program.”

“The program gave me an edge in my day-to-day business dealings and ultimately boosted my confidence to take my family business to the next level. I loved the videoconference technology. It felt as if you were right there in the front row of the class, and the professor–student interaction was wonderful. The team-based approach was critical to my personal growth in the program, because it exposes flaws in your ability to lead and be led by others. If you cannot adapt, you will struggle in today’s working environment. This program is not for the faint of heart, but I couldn’t imagine where I would be today without it.”

DENISE DAVID, MBA
Director of Regulatory Affairs & Quality Assurance
LEO Pharma Canada
Toronto, ON

When Denise started the Queen’s Executive MBA program, she was Regulatory Affairs Manager at Ferring Pharmaceuticals, an international, research-driven biopharmaceutical company. Upon completion of the program, she was promoted to Director of Regulatory Affairs and Technical Affairs, a position that had her more involved in corporate strategy. She recently left Ferring to join LEO Pharma as Director, Regulatory Affairs and Quality Assurance. She believes the program provided her with a broad set of management skills that have helped her in her new position.

CATHERINE BELL, MBA
Co-Founder
BluEra
Calgary, AB

When Catherine entered the Queen’s Executive MBA program, she was a Research Associate for a small executive search firm in Calgary and during the program, she became a partner. In 2008, she decided it was time to start her own executive search firm and founded BluEra. Since then, the firm has thrived. It now employs 17 people in offices in Calgary and Toronto and has affiliations with executive search firms in 74 countries. In 2012 and 2014, BluEra was recognized as one of Alberta’s Top Workplaces.

ADAM COONEY, MBA
Executive Vice President, Cooney Transportation Group
President, Cooney Logistics
Belleville, ON

Prior to joining the Queen’s Executive MBA program, Adam was Operations Manager for Cooney Transport Group, a family-owned business. The program represented a key element in succession planning for the organization. After graduation, he became Executive Vice President of the Group and President of Cooney Logistics, a new business that he started within the Group. He says that the program provided him with the skills and confidence to take over the family business.
OUTSTANDING FACULTY TEAM

In the Queen’s Executive MBA program, you will learn from a team of exceptional professors, some of whom are 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 teaches 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.

“I can’t say enough good things about the professors in the program. Not only were they great teachers, they were incredibly committed to our success. They were always available to answer questions, after class and even after hours. Many of them also have corporate experience which they are able to bring into the classroom.”

DENISE HARDENNE, MBA
Executive Vice President
Halton Healthcare Services
Toronto, ON
CONSULTANTS TO LEADING ORGANIZATIONS

A list of some of the companies with which Smith faculty have worked.

- 3M Canada Inc.
- Acklands-Grainger Inc.
- Air Canada
- Alcan International Limited
- Alcatel Networks
- AT&T Canada
- Bank of Montreal
- Baxter Corporation
- Bayer Inc.
- BC Hydro
- Bell Canada
- Bombardier Inc.
- Business Development Bank of Canada
- Cameco Corporation
- Canada Post Corporation
- Canadian National Railway
- Cara Foods
- CBC
- Celanese Canada Inc.
- CIBC
- Cirque du Soleil
- DuPont
- Empire Life
- Falconbridge
- General Motors
- GlaxoSmithKline
- Goodyear Tire & Rubber Company
- IBM
- Imasco
- Industry Canada
- Interac Association
- International Monetary Fund
- Manulife Financial
- MDS Inc.
- Microsoft
- Midas Canada Inc.
- Mitel Networks Corporation
- National Defence
- Nature's Path
- Ontario Lottery Corporation
- Ontario Management Board Secretariat
- Ontario Ministry of Finance
- Ontario Power Generation
- Oracle Corporation Canada
- Parks Canada
- Placer Dome Inc.
- Public Works and Government Services Canada
- RBC Royal Bank
- Royal & Sun Alliance Insurance Company of Canada
- SaskTel
- Sobeys Inc.
- Sprint Canada
- Starbucks
- Suncor Energy Inc.
- Syncrude Canada Ltd.
- TD Canada Trust
- TELUS
- Torstar
- UPI
- WestJet
- Xerox

“The faculty in the Queen's Executive MBA program were very impressive. They were engaging and passionate about their subject areas and they created an energetic, highly engaging classroom experience. I plan on staying in touch.”

MAC LOGAN, MBA
General Manager, Transportation Department
City of Calgary
Calgary, AB

23
When she started the Queen’s Executive MBA program, Dawn was Vice President, Corporate Human Resources with TransAlta. She decided to pursue her MBA in order to gain cross-functional experience and career progression. During the program, she was appointed Vice President, Supply Chain Management, responsible for driving procurement strategies, managing TransAlta’s strategic supplier relationships, and launching the Inventory Optimization initiative. After graduating, she was named Chief Human Resources Officer, and subsequently Chief Human Resources and Communications Officer. She is now the Chief Administration Officer.

“I decided to earn an MBA to broaden my business knowledge and advance my career. I chose Queen’s because, in my opinion, it is the best executive MBA program in Canada. The team-based format and the quality of my classmates really provided an amazing opportunity for peer-to-peer learning. The program equipped me with the ability to take an integrated approach to management. I would have no hesitation recommending this program.”

DAWN DE LIMA, MBA
Chief Administration Officer
TransAlta
Calgary, AB
ALL-INCLUSIVE FEE

The fee for Queen’s Executive MBA includes:

- Tuition
- Books and all learning materials
- Meals and accommodation during the residential sessions held at Queen’s in Kingston
- All software required for the program and in-house technical support
- Up to $4,000 per person for travel and accommodation expenses relating to the Global Business Project

An initial deposit of $5,000 is required. The balance is paid in four installments during the program.

For complete details on fees and a fee schedule, please visit our website at [execmba.com](http://execmba.com)

Personal Income Tax Treatment of Tuition Fees

Queen’s Executive MBA participants who pay all or part of the program fee personally are eligible to claim a tuition tax credit. Typically, tax savings are equivalent to approximately 25% of the eligible tuition fee.

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.

FINANCING

RRSP Withdrawals

You and your spouse may be eligible to make tax-free withdrawals from your RRSPs of up to $20,000 each over two years to help fund your education. Please contact your income tax advisor for details.

Student Line of Credit

You may qualify for financing through our partnerships with RBC Royal Bank and TD Canada Trust. See [execmba.com](http://execmba.com) for more details.

WHY SHOULD YOU SECURE PRE-APPROVAL?

Tuition loan pre-approval will save you time. While credit approval does not guarantee acceptance into Smith, your financial application, submitted at the same time as your Queen’s Executive MBA application, will give you a head start and ultimately, peace of mind.

Corporate Sponsorship

Sponsoring an employee in Queen’s Executive 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 *Queen’s Executive MBA – The Case for Sponsorship*. Please visit our website or contact the Queen’s Executive MBA program office for full details.
APPLICATION PROCESS

Your Application Advisor will work with you to ensure that your application is not only complete, but presents you and your qualifications in the best possible light.

Admission Requirements

We recognize that individuals have unique strengths and experiences, and these will be given consideration in the admission decision. Among the criteria considered are:

- Your Management Experience
- Letters of Reference
- Your Previous Academic Experience
- A Personal Interview

Application Advisors

Application Advisors will work with you through every step of the application process. They will offer a preliminary assessment of your qualifications and suggest helpful ways to strengthen your résumé and cover letter. To speak with an Application Advisor, call toll-free 1.888.393.2622.

Application Procedure

Applications for admission to the program must include:

- Application Form: Application forms can be completed online at execmba.com, or simply call an Application Advisor at 1.888.393.2622.
- Cover Letter: A cover letter that outlines career accomplishments, reasons for applying to Queen’s Executive MBA, and professional and personal goals and plans.
- Résumé: A current résumé that includes academic experience, work experience, memberships in professional associations, and volunteer and community activities.
- Two References: You are required to submit an evaluation form completed by your immediate supervisor, and an evaluation form completed by a colleague. The evaluation forms can be downloaded from our website at execmba.com. Please note that your evaluators must send these forms directly to Queen’s Executive MBA Admissions Committee.
- Official Transcripts: A certified transcript from each post-secondary institution you have attended, sent by the Registrar of that institution to Queen’s Executive MBA Admissions Committee.

There is no application fee for Queen’s Executive MBA. Admission to the program is competitive. Applicants are encouraged to apply early, as space and academic scholarships are limited. Applications are reviewed immediately upon receipt of completed files and admission decisions are rendered as soon as reference checks are completed. We hold all application materials in complete confidence.
PROGRAM MANAGEMENT TEAM

ELSPETH MURRAY
Associate Dean MBA Programs

GLORIA SACCON
Program Director

KAREN COX-JACKSON
Director
Career Coaching

DARREN MCCAUHERTY
Director
Program Services

DIANA DRURY
Director
Team, Executive and Fit to Lead Coaching

JACKIE SCHOUTEN
Program Manager

Contact us for personalized application advice
Toll-free: 1.888.393.2622
Tel: 613.533.6811
Fax: 613.533.2312
emba@queensu.ca
Remember that for the rest of your life, when you tell someone you have an MBA, the first question they’ll ask is:

“WHERE DID YOU GET IT?”

You want to give an answer that speaks of tradition, innovation, academic excellence and an exceptional reputation.