Be ready for fall job interviews and among the first MBA graduates on the market with this **12-month** full-time program starting in **January**.

**Small class sizes**
Personal attention, outstanding faculty, state-of-the-art business school facility

**Powerful network of alumni in 150+ countries**

**Study on-campus in Kingston**
at Smith School of Business
at Queen’s University – one of the most renowned universities in **Canada**

**Pioneering Leadership and team development programming**
AN MBA UNLIKE ANY OTHER

TECHNICAL EXPERTISE + TEAM DYNAMICS + SPECIALIZATIONS + INTERPERSONAL SKILLS + CUSTOMIZED COACHING + CAREER SUPPORT
There are a lot of MBA programs that provide a quality business education, but very few rival Smith’s team-based approach, personalized coaching, and tight-knit culture. I really felt I was learning something new every day in terms of business acumen, leadership skills and self-discovery. I would absolutely recommend this program to anyone looking for a transformative MBA experience.”

Kim Fulton, MBA'15
Manager, A.T. Kearney
Toronto, ON
The MBA unlike any other. It delivers both the technical expertise and the interpersonal skills development that employers require today.

The Full-time MBA provides outstanding foundational management skills including analytics, accounting, financial theory, marketing management, information systems, strategy and more.

In addition, Smith School of Business is the pioneer and leader in fostering the personal and team skills necessary to excel in business today including group dynamics, adaptability, communications, leadership, resilience, and cultural intelligence.

Surveys* of CEOs and corporate recruiters underscore that it is this combination of technical management capacity and interpersonal skills that is most highly valued.

*GMAC Corporate Recruiters Surveys

Take the first step and connect with your application advisor at smithqueens.com/mba
The Program

Complete your MBA in 12 months and get into the workforce with the knowledge and skills to begin advancing your career.

The first six months is foundational curriculum covering the core management skills required to lead in business. In the second six months you take elective courses and can also select an area of specialization (e.g., consulting, finance, marketing and sales). You will earn a supplemental certificate in the area of focus.

Substantial team and individual project assignments allow for deep learning and practical application.

Approach
A multi-faceted approach to teaching ensures engagement, high-value and impact. Class instruction is balanced with group discussion, simulations, team assignments, and real-world business projects. In addition, Smith’s Living Case Studies provide a unique and modern teaching approach immersing you in business challenges in real time.

Faculty
Smith School of Business faculty work together as teachers, researchers, and consultants. Together they create a tightly integrated academic plan for you.

Faculty have outstanding academic credentials and are also best-selling authors, award-winning teachers and editors of leading academic journals. Canadian Business, Bloomberg BusinessWeek, and The Financial Times have recognized Smith faculty as among the top management educators in the world.

For more about our faculty, go to smithqueens.com/mba

+ EXPERIENTIAL LEARNING
+ REAL-WORLD BUSINESS PROJECTS
+ SIMULATIONS
+ LIVING CASE STUDIES
+ CLASS INSTRUCTION & DISCUSSION
Pre-MBA Preparatory Sessions
For advance grounding in core concepts and skills, Smith offers non-credit, one-day sessions in topics such as Accounting, Finance and Statistics, working with MBACase, and more.

Certificate in Social Impact
By completing certain courses and participating in key events and volunteer activities, you can earn a Certificate in Social Impact and demonstrate engagement in responsible leadership.

Double-degrees
You can apply Full-time MBA credits to other degrees including Master of Finance, Master of Management Analytics, Juris Doctorate, and Master of Science in Healthcare Quality.

Professional Designations
You can begin earning qualifications towards the following professional designations:

"The Full-time MBA program was a life changing experience from start to finish. The diversity of people was incredible — diversity not only of thought, but of life experiences. Interacting with and learning from so many unique people provides a great base for a future career. The program jump started my career into an exciting new path with a disruptive growth-focused company. I truly have been overwhelmed by the opportunity for personal and professional growth.”

Josh Tovey, MBA’18
Operations Manager, Amazon
Lexington, KY
Our program is unique in its focus on developing the ‘whole you’ to be as successful as possible in your career.

Experiential Learning
‘Learn by doing’ through participation in the TriColour Venture fund (TCVF), Canada’s first student-advised venture capital fund. Students meet with potential portfolio companies, assess the opportunities, conduct due diligence and make recommendations to the Investment Advisory Board - a committee of seasoned entrepreneurs, angel investors, and venture capitalists. Deals are syndicated in conjunction with some of Canada’s leading venture capital companies and angel investors.

Queen’s University Alternative Asset Fund (QUAAF) is Canada’s first student directed portfolio of hedge funds managing a portion of the university’s endowed funds. Each generation of QUAAF members is responsible for ensuring sustainable operations and financial stewardship of the fund, providing outstanding practical experience.

Team Skills
Smith School of Business pioneered the team-based learning approach that prepares you for the reality of today’s workplace. You are assigned a team for the core of the program and a dedicated professional coach helps you perform collaboratively at the highest level. You will have many opportunities to develop your personal leadership capacity.

Executive Coaching
Become your best self with one-on-one coaching to maximize your effectiveness in the workplace.

Coaching is an integral part of the Smith School of Business offering and will give you a greater understanding of yourself, your strengths and your weaknesses. This will have a powerful impact on your performance and your working relationships. Coaching covers a range of areas from conflict resolution to anxiety management to mindfulness.
Smith’s Full-time MBA experience helped me further refine the type of leader I wanted to be. It also gave me the confidence and the tools to successfully pivot into a completely new career that would not have been available to me otherwise. My year at Smith was truly a life-changing experience where I not only gained a wealth of contacts through the alumni network, but also made lifelong friends.”

Roxane Ducasse, MBA’16
D.A.R.E. Associate, Walmart Canada
Mississauga, ON

Lifestyle Coaching
Prepare for the fast pace and high demands of your business career with the optional lifestyle coaching program Fit to Lead™ that addresses physical, mental and emotional well-being.

Cultural IQ
In today’s diverse and global business environment, cultural intelligence is critical. Smith has partnered with the Cultural Intelligence Center to teach how culture influences behavior and thought processes, and effective strategies for managing in a multicultural environment.

International Opportunities
Study opportunities, available at more than 30 of the world’s top business schools, provide an exceptional experience in a region of interest to you.

For more information, go to smithqueens.com/mba
Recruitment & Career Support

You want to find the job that showcases your skills and capabilities and accelerates you on an exciting career path.

The Smith School of Business Career Advancement Centre will work with you from the start of your MBA to identify your passion and help you secure a great job. The Centre maintains strong relations with outstanding organizations across Canada and around the world, and recruiters are regularly on campus meeting with students.

A personal Career Coach will work with you one-on-one to help you prepare and manage your job search process. Coaches have specialized experience, training and connections in specific sectors.

Choosing the Full-time MBA program at Smith was the best choice I could have made for my personal development and my career. The program gave me the ability to transfer from a career in engineering to one in venture capital.”

Lisa Belbeck, MBA’18
Associate, RBC Capital Partners
Toronto, ON

Join a Powerful Alumni Network

At graduation you join a powerful network of Smith and Queen’s alumni in more than 150 countries. Regular events and meeting opportunities help you build valuable connections that will last a lifetime.

Smith is also the Official National Business Education Partner of the Canadian Olympic Committee.
Smith School of Business

Smith School of Business at Queen’s University is renowned for its excellence, innovation and leadership in business education.

From establishing the first undergraduate business degree a century ago to creating ground-breaking programs and courses in emerging areas including artificial intelligence, fintech, analytics, cultural diversity, team dynamics, social impact and more, Smith is at the forefront of preparing you for the business marketplace.

In addition to its rich tradition of academic and teaching excellence, Smith is known for delivering an outstanding learning and development experience. Small class sizes, personal attention, individual and team coaching, opportunities for specialization, and a deep commitment to student success characterize the Smith experience.

"Queen’s is such a remarkable school and Smith School of Business is one of its crown jewels. The MBA program gave me the confidence to approach any business problem with a solid foundation of knowledge. I especially enjoyed working in teams with a diverse and exceptionally high-achieving cohort, and the flexibility to customize the experience to my interests. I would absolutely recommend this program."

Rebecca Kirby, MBA’16
Director of Business Development, Capitalize for Kids
Toronto, ON
The Full-time MBA was a life changing experience. The fast-paced environment and team-based structure allowed me to work with individuals from diverse backgrounds and really broaden my perspective. The program was a launch pad for me.”

Sanket Angane, MBA 2015
FORMERLY
Manager, Idea Cellular
Mumbai, India
POST-MBA
Manager, Management Consulting, Accenture
Toronto, ON
Studying in Canada

Canada is a thriving and welcoming environment for business students. It was ranked #1 for Best Quality of Life (2018, U.S. News & World Report) citing its economic and political stability, strong job market, diversity, quality of education system, and safety.

Kingston is a dynamic small city with great amenities, resources, events and attractions.

Smith attracts students from more than 40 countries including full-time, exchange and international double-degree students. Our Application Advisors can assist you in understanding requirements for studying in Canada.

For current and future events, go to visitkingston.ca and kingstoncanada.com
At Smith School of Business we provide a highly personalized experience from initial inquiry, through the admission process, during the program, and after graduation.

From the start we will work with you to assess your fit for the program and help you apply for admission. We’re looking for outstanding individuals with stellar academic capacity, a great work ethic, the ability to work effectively in teams and strong interpersonal skills.

For more information on the admission process and requirements go to smithqueens.com/mba
GLOBAL PERSPECTIVE

We prepare you to thrive in an increasingly global business environment — through Cultural IQ, an exchange opportunity and a global alumni network. Typically more than 40 per cent of your MBA classmates will come from outside Canada. Expand your perspective and build strong connections as you work in class, in teams, and on projects.

**Cultural IQ**
Smith School of Business has partnered with the Cultural Intelligence Center to help our MBA students strengthen their Cultural IQ, which assesses your ability to relate and work effectively in diverse situations. Learn how culture influences behaviour and thought processes, and gain effective strategies for managing in a multicultural environment.

**International Alumni Network**
On graduation become part of the powerful Smith School of Business and Queen’s University alumni network in more than 150 countries.
**International Exchange**

Smith’s MBA program offers exchanges at more than 30 partner business schools around the world. Through this extensive international partnership network, there are enough places for every MBA student to participate in a short or long-term exchange.*

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<tr>
<th>Country</th>
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<td>Buenos Aires</td>
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<td>AUSTRALIA</td>
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<td>AUSTRIA</td>
<td>Vienna</td>
<td>WU, Vienna University of Economics and Business</td>
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<td>Brussels</td>
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<td>FGV EADESP, São Paulo School of Business Administration</td>
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<td>Peking University, Guanghua School of Management</td>
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<td>China Europe International Business School (CEIBS)</td>
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<td>Lyon</td>
<td>EMLYON Business School</td>
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<td>MEXICO</td>
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<td>NETHERLANDS</td>
<td>Rotterdam</td>
<td>Erasmus University, Rotterdam School of Management</td>
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<td>NORWAY</td>
<td>Bergen</td>
<td>NHH Norwegian School of Economics</td>
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<td>RUSSIA</td>
<td>St. Petersburg</td>
<td>St. Petersburg University, Graduate School of Management</td>
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<td>University of Stellenbosch Business School</td>
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<td>SPAIN</td>
<td>Madrid</td>
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<td>THAILAND</td>
<td>Bangkok</td>
<td>Chulalongkorn University, Faculty of Commerce and Accountancy</td>
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<td>UNITED KINGDOM</td>
<td>Birmingham</td>
<td>Aston University, Aston Business School</td>
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*Seats at individual exchange partners cannot be guaranteed.
Class Profile
The full-time MBA has deliberately small class sizes and diverse student backgrounds which make for an outstanding learning experience.

79 students

4 average years of work experience

From countries including: Barbados, Brazil, Chile, China, Costa Rica, India, Nigeria, Pakistan, Peru, and Turkey.
Sample of Companies that Hire Our MBAs

CONSULTING
- A.T. Kearney
- Accenture
- Boston Consulting Group
- Capgemini
- Deloitte
- EY
- KPMG
- McKinsey & Company
- PricewaterhouseCoopers

CONSUMER PACKAGED GOODS/FOOD/PHARMACEUTICAL
- Johnson & Johnson
- McCain
- Maple Leaf Foods
- Molson Coors
- PepsiCo
- Pfizer
- Reckitt Benckiser
- Unilever

TECHNOLOGY & COMMUNICATIONS
- Amazon
- Adobe
- Bell
- Google
- IBM
- Microsoft
- Rogers
- Telus
- Uber
- Xerox

ENTERTAINMENT/MEDIA/INFORMATION
- Disney
- Nielsen

INVESTMENT & FINANCIAL SERVICES
- Bank of America
- Merrill Lynch
- BMO
- Brookfield Financial
- Capital One
- CIBC
- CPPIB
- Credit Suisse
- Dundee Capital Markets
- Equitable Bank
- HBC
- Mackenzie Investments
- Macquarie Group
- Manulife
- National Bank

CONSTRUCTION/INFRASTRUCTURE/REAL ESTATE
- Aecon
- Cadillac Fairview
- Enbridge
- Oxford Properties

MANUFACTURING/INDUSTRIAL/CHEMICAL/ELECTRONICS
- DuPont
- Dow Chemical
- GE
- Honeywell
- Tenaris
- Texas Instruments

ENERGY & RESOURCES
- Atomic Energy of Canada
-3
- Halliburton
- Imperial Oil
- Shell
- Suncor
- Teck Resources
- TransCanada

LUXURY GOODS
- Christian Dior

HEALTHCARE
- Hamilton Health Sciences
- Harvard Medical School
- Health Canada
- Heart & Stroke
- The Hospital for Sick Children
- Johns Hopkins University
- University Health Network

RETAIL
- Canadian Tire
- Indigo
- Loblaw
- Staples
- Tim Hortons
- Walmart

Let Us Help You Get Started
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$110,860
average starting compensation *

97% employed at 3 months **

90% employed before graduation

Accelerating Your Career
Our faculty, staff, coaches and Career Advancement Centre team work closely with you to help you find the post-graduation job that showcases your skills and capabilities, and accelerates your career.

* Including base, signing bonus, and other guaranteed compensation
** Of those seeking employment
Totals are rounded

Class Profile
- 23-35 ages
- 650 average GMAT score
- 37% female
- 63% male
- Academic backgrounds include business, arts, science, math, engineering, humanities, technology, social science, economics, healthcare and more

Employment by Sector
- 28% consulting
- 37% financial services
- 9% technology & telecom
- 9% healthcare
- 3% energy & resources
- 3% consumer goods
- other 11%

432 companies recruiting
96% of grads made at least one career transition (industry, function or city)

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- CPPIB
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- Equitable Bank
- HBC
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- Macquarie Group
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- Halliburton
- Imperial Oil
- Shell
- Suncor
- Teck Resources
- TransCanada

LUXURY GOODS
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432 companies recruiting
96% of grads made at least one career transition (industry, function or city)
Complete your MBA in 12 months and re-enter the workforce with the knowledge and skills to begin advancing your career.

Our modern curriculum features relevant courses that align with employer needs. Through specializations including Digital Transformation and Management Analytics, you will gain a broad understanding of the global business environment and be equipped to handle today’s business challenges. Our integrated approach to teaching encompasses a variety of methodologies. This will allow you to develop a full understanding of business functions applicable to any industry.

There are two modules: the Foundations Level, which provides an overview of business fundamentals; and Mastery Level, which enables you to choose an area of interest.

Upon completion of the MBA, you may then choose to advance to the Expert level by pursuing a second Master’s degree in this area of specialization.
Expert Level:  
Double-degrees

The Expert Level enables you to apply some of your MBA credits to a second Master's degree.  
Currently there are five options:  
• Master of Finance  
• Master of Management Analytics  
• Juris Doctorate  
• Master of Science in Healthcare Quality  
• Master of Management in Artificial Intelligence  
There are multiple ways to pursue a second degree.

Career  
Concentrated  
Electives

Take eight elective courses and an optional area of specialization. Earn a supplemental certificate in that area of focus.  
Substantial team and individual project assignments allow for deep learning and practical application.  

ELECTIVES

• Advanced Portfolio Management  
• Analytical Decision Making  
• Consulting  
• Consumer Focused Marketing  
• Corporate Valuation & Mergers and Acquisitions  
• Creating & Executing Market-Based Strategy  
• Decision-making in Competitive Environments  
• Digital Execution  
• Digital Transformation  
• Diversity and Inclusion in Organizations  
• Dynamic Strategy Analysis  
• Finance Strategy  
• Financial Technology & Innovation  
• Financing of New Ventures  
• Global Strategy  
• Management Accounting  
• Managing Agile Projects  
• New Venture Management  
• Organizational Intelligence & Strategy  
• Pricing Analytics  
• Risk Management  
• Sales Management  
• Strategic Service Operations  
• Strategy Implementation & Change  
• Text Analytics  
• Tri-Colour Venture Fund  
• Individual Project (mandatory)*

* Our project based courses offer a unique opportunity to work with Small to Medium Size Enterprises (SME) and put into practice what you are learning throughout the program.

Business Fundamentals

Foundational curriculum covering the core management skills required to lead in business.  
• Business Analytics  
• Business and Corporate Strategy  
• Business, Government and the Global Economy  
• Economics and Industry Analysis  
• Finance Fundamentals  
• Financial Accounting  
• Introduction to Digital Business  
• Leading with Integrity  
• Managing Human Capital  
• Marketing Fundamentals  
• Negotiations  
• Operations and Supply Chain Management  
• Professional Communication Skills  
• Integrated Team Project*

Smith offers optional non-credit, one-day sessions in topics such as Accounting, Finance and Statistics, case preparation, and more.

Business Pre-MBA  
Preparatory Sessions
CURRICULUM

Complete your MBA in 12 months and re-enter the workforce with the knowledge and skills to begin advancing your career. Our modern curriculum features relevant courses that align with employer needs. Through specializations including Digital Transformation and Management Analytics, you will gain a broad understanding of the global business environment and be equipped to handle today's business challenges. Our integrated approach to teaching encompasses a variety of methodologies. This will allow you to develop a full understanding of business functions applicable to any industry.

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The MBA unlike any other – delivering both the technical expertise and the interpersonal skills development that employers require today. Smith's MBA is your competitive advantage.

Smith School of Business at Queen's University, Kingston, Canada. smithqueens.com/mba

Options

CERTIFICATE IN SOCIAL IMPACT
Participating students have an opportunity to augment their degree with exposure to the dynamic world of social impact – exploring areas such as sustainability, social finance, social innovation, social entrepreneurship, and values-based leadership. By completing certain courses and participating in key events and volunteer activities, you can earn a Certificate in Social Impact.

PROFESSIONAL DESIGNATIONS
While completing your MBA at Smith, you can begin a professional designation:

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We provide a highly personalized experience from initial inquiry, through the admissions process, during the program, and after graduation.

Contact us through smithqueens.com/mba or at 1.844.533.1651 to work one-on-one with an Application Advisor.
We are looking for exceptionally talented and motivated individuals. Academic strength, career progress, leadership potential, and strong interpersonal and communications capacity are just some of the characteristics we are seeking for Smith's MBA Class of 2021.

Successful applicants will typically meet the following requirements:

- A four-year (or international equivalent) undergraduate degree from a recognized university;
- Two years relevant work experience;
- An acceptable and complete GMAT or GRE score;
- If applicable, an acceptable score on an approved English proficiency test (TOEFL, IELTS, PTE, or MELAB);
- Two professional references; and
- Completion of two video questions and one written response.

In compelling cases, exceptions may apply. Candidates who meet the core requirements will be invited for an admissions interview.
Fees, Financing & Scholarships
The MBA fee includes program enrollment, all books, case materials and other instructional supplies, events like case competitions, career related non-academic events, and executive coaching.

The fees for Class of 2021 (starting January 2020) are $83,000 for domestic and $95,000 for international students.*

All qualified candidates who submit a completed admissions application will be automatically considered for a number of entrance scholarships.

There is no application fee.

Visit smithqueens.com/mba for detailed information on fees, financing options and scholarships.

*Fees are subject to final approval from the Queen’s Board of Trustees

The Time is Now
Admission to the Smith MBA is competitive. Applicants are encouraged to apply early as space and academic scholarships are limited. Complete applications are reviewed immediately upon receipt and admissions decisions are rendered after references are checked.

Key Dates for the Class of 2021
• Early round major scholarship decisions – May 1, 2019
• International application deadline – September 30, 2019
• Late round major scholarship decisions – October 1, 2019
• Classes start – January 2020

Preparatory Sessions
For advance grounding in core concepts and skills, Smith offers non-credit, one-day sessions in topics such as accounting, finance and statistics, case preparation, and more.

An eight-week, intensive English language program to enhance communications skills is available in the autumn prior to the January MBA program start.

Let Us Help You Get Started
We provide a highly personalized experience from initial inquiry, through the admissions process, during the program, and after graduation.

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