

Earn a Queen's MBA and a Cornell MBA  
while you continue to work

# Executive MBA Americas – a Cornell-Queen's Partnership



OFFERED IN MAJOR CITIES ACROSS NORTH AND SOUTH AMERICA

[cqemba.com](http://cqemba.com)



Cornell University

## AN INTERNATIONAL MANAGEMENT EDUCATION EXPERIENCE

The Executive MBA Americas, previously known as the Cornell-Queen's Executive MBA, is the only program of its kind in the world. It is made possible through a partnership between two of the world's premier business schools – Canada's Smith School of Business and the Johnson School at Cornell University in Ithaca, New York.

The program provides a unique and exciting opportunity to earn both a Queen's MBA and a Cornell MBA in 18 months, while you continue to work. Classes are led by outstanding faculty from both schools, and classes are shared by participants from across North and South America.

There is no other MBA program in Canada that offers these opportunities. The ideas, perspectives and tools you will acquire while in the program will have a powerful and lasting impact on you and your career.



## Earn Two World-Class MBA Degrees While You Continue to Work

Graduates of the program earn both a Cornell MBA and a Queen's MBA; credentials that will open doors anywhere in the world. Cornell is one of the eight prestigious U.S. universities collectively known as the Ivy League. The Johnson School at Cornell University is consistently ranked among the best business schools in the world by Financial Times and Bloomberg BusinessWeek. Smith School of Business is Canada's premier business school. Bloomberg BusinessWeek ranks Smith #1 in Canada and among the best in the world for full-time MBA and executive MBA programs.

## Broaden Your Opportunities

The program will provide you with an international business perspective and the skills to take on the challenges of today's global business environment. Having both a Cornell MBA and a Queen's MBA will increase your value to your organization and open the door to opportunities you have only dreamed about.



*The classroom experience is shared by American, Canadian and Latin American participants.*

## A Truly International Experience

- All class sessions are shared by American, Canadian and Latin American participants.
- Intensive on-campus sessions are held on both the Queen's campus and the Cornell campus, with a third session held at an off-site location.
- Courses are taught by outstanding professors from both schools.
- The Global Business Project enables teams to travel to an international destination outside their home country to study and report on a real-world international business issue or opportunity.

## An International Alumni Network

Because this is a truly international program, you will have the opportunity to meet and work with a group of experienced classmates from across North and South America. You will forge an international professional network that will prove invaluable throughout your career. Upon graduation, you will become a full-fledged alumnus of both Cornell University and Queen's University, joining a combined network that literally spans the globe.



# CANADA'S IVY LEAGUE MEETS THE ORIGINAL IVY LEAGUE

The Executive MBA Americas brings together two of the world's premier business schools in an exciting and innovative program. Both Cornell University and Queen's University have a long and rich tradition of academic excellence and innovation, and a history of attracting the very best students and outstanding faculty from around the world.



*Cornell University Campus*



*Smith School of Business at Queen's University*

## **Cornell University**

Founded in 1865, Cornell University is one of the eight prestigious U.S. universities collectively known as the Ivy League. Cornell is known as the birthplace of the integration of theory and application within American higher education.

Cornell also has a strong tradition as one of the very best research and teaching universities in the world. Twenty-nine Nobel laureates have been affiliated with Cornell as faculty members or students, and the University is consistently among the top ten U.S. universities for the number of patents received each year.

## **Queen's University**

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 Johnson School at Cornell University and Smith School of Business at Queen's University share a continued commitment to build on their traditions of academic excellence and innovation.

---

### **The Johnson School at Cornell University**

Founded in 1946, the Johnson School at Cornell University is one of the premier Ivy League general management schools, offering an experiential focus that is among the richest of the top business schools in the world. The Johnson School leverages the breadth and depth of Cornell University – a place where visionary ideas become applied innovation, and often change the world. The School is distinguished by an intensively collaborative community.

The Johnson School is home to one of the world's top-ranked full-time MBA programs and Executive MBA programs, as well as a highly acclaimed doctoral program. It is fully accredited by the AACSB (The Association to Advance Collegiate Schools of Business).



### **The Stephen J.R. Smith School of Business at Queen's University**

Tracing its roots back to 1919, the Smith School of Business has grown to become one of the world's premier business schools. It has earned an international reputation for its pioneering work in the areas of team-based and experiential learning. The School has continuously introduced new technologies in business education and new ideas for the practice of business.

In addition to the nation's top-ranked MBA programs, Smith School of Business is home to Canada's most prestigious undergraduate business program and several outstanding Master's and PhD programs. As well, Queen's Executive Education is one of the world's largest and most respected providers of non-degree executive education. It is fully accredited by both the AACSB (The Association to Advance Collegiate Schools of Business) and EQUIS, through the European Foundation for Management Development.



## HOW THE PROGRAM WORKS

While most executive MBA programs draw their participants from a single city or region, the Executive MBA Americas draws participants from across Canada, the United States and Latin America. This creates a broader perspective for class discussions and a far more enriching learning environment. This international scope is made possible by our unique and innovative approach to teaching.



### Team-Based Learning

A team-based learning approach is used 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 typically comprised of 5 to 8 members, with an emphasis on diversity of professional 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.



### Residential Sessions

During the program, there are three residential sessions – the two-week Opening Session at the beginning of the program, the two-week Business Venturing Session in early February, and the six-day Global Business Session the following fall. For the first and third sessions, class time is split evenly between the Queen's campus and the Cornell campus. Transportation between the two campuses is included in the program fees. The location of the second session varies from year to year. Residential sessions are intensive and productive. In addition to class time, they provide excellent opportunities for networking with classmates and faculty.

## 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 class sessions are held every other weekend, all day Saturday, and Sunday morning.

Classes are delivered via real-time, interactive videoconference – a learning technology that Smith has been utilizing and perfecting for more than 18 years. Multi-point videoconference is used to link Learning Teams in major cities across North and South America. Professors lead the classes from purpose-built studios on the Queen's and Cornell campuses. Participants are able to interact directly with the professor and with the other teams.

Each Boardroom Learning Centre is equipped with two plasma screen monitors, a tabletop microphone, and a remote-controlled camera. A mute button allows teams to carry on internal conversations without disrupting the class and, at any time, you may signal the professor that you have a question or comment. Our participants consistently tell us that they actually prefer the Boardroom Learning approach to that of a traditional classroom. We are confident that you will too.

The Boardroom Learning approach also provides tremendous flexibility. The program is offered in major cities across Canada, the United States and Latin America. This means that when business takes you on the road, you may be able to attend class in the city you are visiting and, should you be required to relocate during the program, you may be able to join a team in your destination city. Should you have to miss a class, all videoconference classes are recorded and are made available for review on the program portal.

## Electronic Community

The program provides a customized electronic network, used to communicate with professors and your classmates outside of class. The network allows you to use your time more effectively. You will be able to download course notes, email, chat or upload assignments from anywhere at any time.





## THE POWER OF TEAMS

The Executive MBA Americas uses the innovative team-based learning approach developed by Smith School of Business.

It is an approach that is far more advanced than that used in other 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 team building and teamwork – well-prepared to be a valuable member or leader of a high-performance team.

### Understanding the Power of Teams

While other MBA programs talk about teamwork, what they are actually talking about is group work – a very different concept. In the Executive MBA Americas 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. Each Learning Team is composed of 5 to 8 participants.

### Team Coaching

A dedicated, professional Team Coach is assigned to every team. For the duration of the program 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 Executive MBA Americas program, you don't just learn about team and leadership skills, you put them into practice every day. Each team member is given many opportunities to lead projects and contribute to projects led by others.

# COACHING

## 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 can have a positive impact on many aspects of your life, both professionally and personally. You are able to choose from our roster of professionally trained coaches, ensuring that the process is highly impactful and responsive to your needs.

Executive Coaching can take many directions and 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.

## 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, providing 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.

## 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 will keep you involved while our staff work to help you succeed.



# THE ACADEMIC PLAN

## Preparing for the Challenges of Business

Today's global business environment is complex. Executives face challenges that defy simple solutions. The Executive MBA Americas program will prepare you to respond to these challenges, adapt to new markets, and lead in a constantly changing environment. The experience is intensive, dynamic, interactive and comprehensive, blending theory with experience and knowledge with application. The curriculum has been designed to provide a broad general management education within a Canadian, U.S. and international context.

## An Integrated and Sequenced Curriculum

A highly integrated series of courses provides a solid grounding in the fundamentals of management and a thorough understanding of advanced management topics. The courses are sequenced so that each course builds on the content of the previous courses, allowing ample opportunity to apply your learning to real-world business situations. Throughout the program your course work will be augmented by guest speakers, field trips, and other highly relevant hands-on experiences.

# LEARNING THEMES

## MANAGEMENT FUNDAMENTALS

### Marketing

Identify market opportunities; prepare and evaluate a marketing plan; and use marketing tools for costing, positioning, pricing, and evaluation.

### Finance

Select, design, and evaluate a financial strategy that creates and enhances shareholder value. Emphasis is placed on integrating financial considerations into management decisions and corporate policies.

### Management Accounting and Control

Use accounting information for management planning and control. Emphasis is placed on the use of accounting tools to improve planning.

### Financial Accounting

Decipher and understand the key accounting statements and learn how to use accounting information to assess the financial health of an organization.

### Operations Management

Take a multidisciplinary approach to performance improvements, and understand the interrelated roles of technology, capital, and human resources in an operating system.

### Information Technology Management

Use information technology to transform the competitive framework and to improve the operating performance of the business.

## 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 your 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.

## 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.

### Tools and Frameworks for Strategic Planning

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.

## 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 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.

### Practising Effective Community Involvement

Understand the importance of good corporate citizenship and form a bond with the local community in which you operate.

## 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 the modification of existing products and services.

# MAJOR PROJECTS

You will have the opportunity to customize your MBA experience and create value for your organization through two major projects.

## Global Business Project

The Global Business Project is a team project that provides real-world international business experience. Your team will complete a comprehensive analysis of a real global business issue or opportunity anywhere in the world outside of your home country. To complete this "live case", your team will travel to the 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. Each team will be assigned a Project Advisor.

*The third residential session will focus on global business issues including the global economy, legal and human resource complexities, cross-cultural issues, market analyses, and the challenges of international partnerships.*

## New Venture Project

The objective of this individual project is to create a 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. Each participant will be assigned a Project Advisor.

## 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. Each participant will be assigned a Project Advisor.

OR



# 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're 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:**

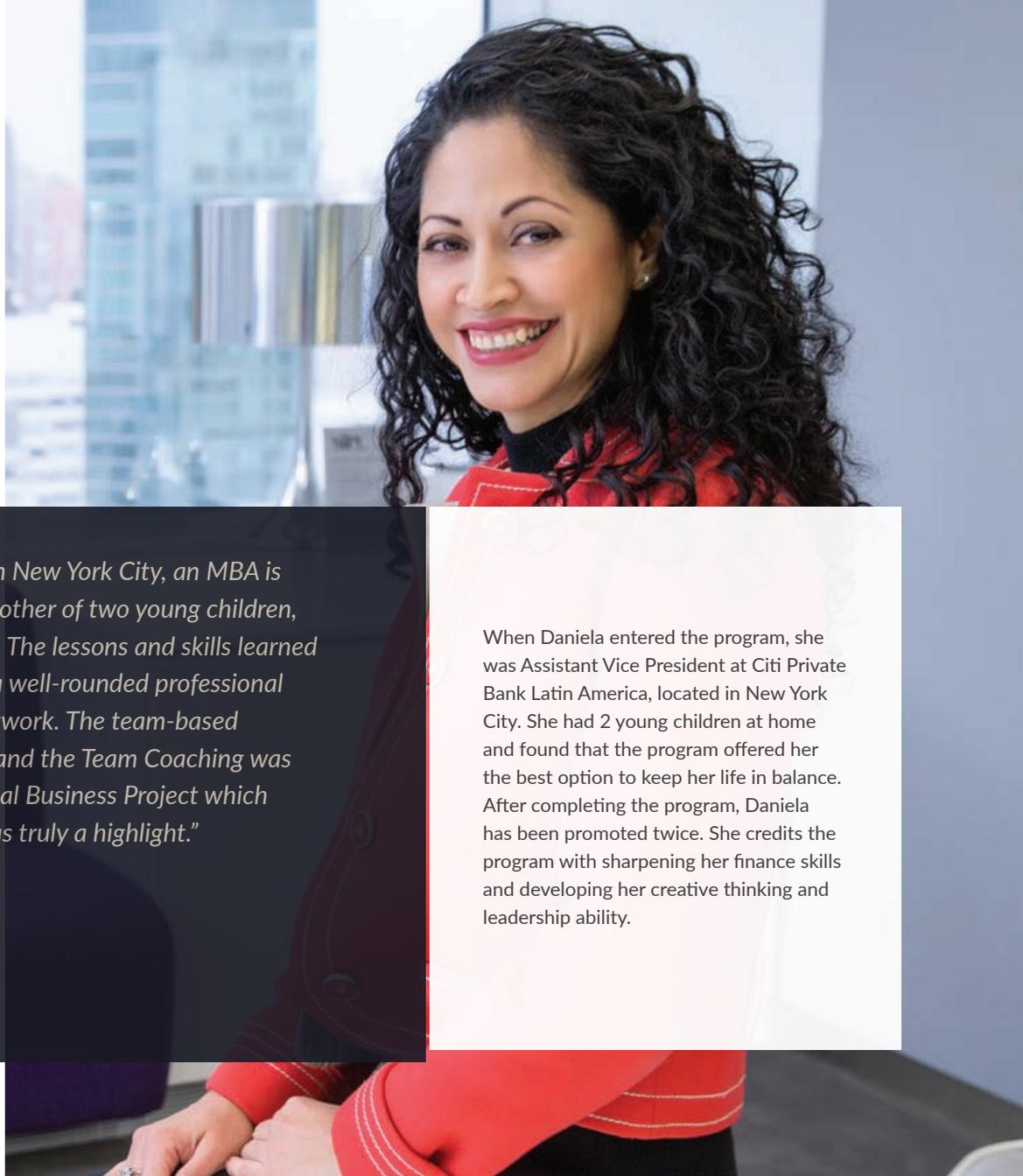
- An Executive Coach who will help you achieve your full potential, professionally and personally.
- A Career Coach who can provide one-on-one assistance with career development or job search, if required.
- A Team Coach who will work with you and your team to ensure you are productive and effective.
- A Lifestyle Coach who, if you wish, will work with you to develop a personal lifestyle, diet and fitness program.
- Project Advisors who will provide guidance for your major projects.

**Additionally, our dedicated staff work behind the scenes to ensure your time can be devoted to learning.**

- 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 and Cornell University libraries, and any books that you request will be sent directly to you.
- Should you have to miss a class or wish to review one, all videoconference classes are recorded and streamed on our program portal.
- Program Managers are your frontline resource people and are available to handle issues that may arise during the program.
- Program faculty members are available outside of class by telephone and email, and you will find them very responsive and committed to your academic success.

## GRADUATE SUCCESS STORIES

Our recent 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.



*“In the financial services industry, especially in New York City, an MBA is a must in order to remain competitive. As a mother of two young children, this program was a perfect fit for my busy life. The lessons and skills learned through the program enabled me to become a well-rounded professional and provided me with an incredible global network. The team-based approach was key to the learning experience and the Team Coaching was essential to the success of our team. The Global Business Project which took our team to Italy, Spain and Portugal, was truly a highlight.”*

**Daniela Lara, MBA**

Vice President  
Global Wealth Management  
Citigroup Private Bank  
New York City, NY

When Daniela entered the program, she was Assistant Vice President at Citi Private Bank Latin America, located in New York City. She had 2 young children at home and found that the program offered her the best option to keep her life in balance. After completing the program, Daniela has been promoted twice. She credits the program with sharpening her finance skills and developing her creative thinking and leadership ability.

*"After completing the program, I feel confident in my ability to handle any challenge. As I've taken on increased responsibility, I often find myself reflecting on my learning experience and applying the principles and knowledge I absorbed during the program. The global recognition of both schools really enhances one's personal brand and the program provides an extensive network with global reach."*



**Sukhi Jagpal, MBA**  
Chief Financial Officer  
ProNAi Therapeutics, Inc.  
Vancouver, BC

When Sukhi enrolled in the program, he was Director of Finance and Corporate Controller at QLT, a biotechnology company dedicated to the development and commercialization of innovative ocular products. Since completing the program, he was promoted to Senior Director of Finance and then, Chief Financial Officer. He credits the program with developing his leadership skills, cross-functional knowledge, and his ability to work effectively in teams. He recently joined ProNAi Therapeutics as Chief Financial Officer.

*"I would sum up the experience as two great schools and two MBA degrees that you really earn. The program gave me the confidence, knowledge and skills to take on large challenges. The team-based approach was a huge benefit and the initial team coaching we received was incredibly helpful in getting us started on the right foot. We had a wide array of backgrounds on our team and we learned a lot from each other."*



**Justin Stockman, MBA**  
Vice-President Business and Channel Strategy  
Bell Media  
Toronto, ON

When Justin entered the program, he was Creative Director at Much, the specialty channel. He has received several promotions since completing the program – first to Director of Marketing for Much and MTV, then to Executive Director of Marketing for all of Bell Media's Entertainment Specialty brands. He was then promoted to run day to day business for half of the Entertainment Specialty portfolio, followed by a promotion to Vice-President of Specialty Channels. He is now Vice President Business and Channel Strategy.

*"I was amazed by the way the program leveraged technology to bring an interactive, energetic, and real-time classroom experience to multiple locations at once. Almost from the first day of class, the knowledge and confidence I gained enabled me to take on new challenges in my career. As you would expect from schools of the caliber of Cornell and Queen's, the faculty included many leading scholars and excellent teachers and most were available by phone and email, day and night."*



**Eric Einhorn, MBA**  
Senior Vice President of Government Affairs & Strategy  
Windstream Corp.  
Washington, D.C.

When he began the program, Eric was Vice President of Federal Government Affairs for Windstream, a Fortune 500 telecommunications company. A few weeks before graduation, he was promoted to Senior Vice President of Government Affairs & Strategy, responsible for managing Windstream's regulatory and legislative strategies and initiatives at both the federal and state levels. At that time, he also became a member of Windstream's senior leadership team.



When he started the program, Vedat was Plant Manager at Lafarge's Richmond, BC Cement Plant. Upon completing the program he took on a larger role as General Manager of Aggregate Operations in the Greater Calgary Area. He says that the program changed his perspective on business and gave him the confidence to take on new challenges. He is now Director of Manufacturing.

*"When I started the program, I saw manufacturing as the key challenge, but I came to understand that to be successful your approach has to be holistic and every aspect of the business is equally important. For me personally, one of the highlights of the program was our Global Business Project, which took us to Kenya to work on a micro-farming initiative for HIV affected women. This project made me realize how difficult it can be to do business in different parts of the world and how business can make a positive impact on other people's lives. Having completed the program, I feel more self-confident to deal with complex business situations and I have clarity about how to make tough and ethical decisions. I also have built invaluable relationships with my classmates."*

**Vedat Ulugtekin, MBA**

Director of Manufacturing  
LafargeHolcim  
Calgary, AB

*"I knew that I wanted an MBA from a school that would expand my network beyond my local market and provide a world-class education that would be recognized across Canada and the U.S. But, being the mother of a four-year-old daughter meant that I could not leave Vancouver. The program gave me tools that went beyond my area of expertise, which have equipped me to better understand and evaluate the drivers and context within which commercial real estate operates."*



**Chrystal Burns, CFA, MBA**

Vice President, Investment Management  
Bentall Kennedy (Canada) LP  
Vancouver, BC

When entering the program, Chrystal worked in the Asset Management group for Bentall LP, responsible for a \$300 million portfolio of office, industrial and retail commercial real estate. Upon graduation, she took on an expanded role, encompassing responsibility for all of their client's retail assets in British Columbia. Within six months, her role was expanded again to include all retail assets in Western Canada, bringing assets under management to \$700 million. Bentall then merged with the U.S.-based, Kennedy Associates, making the company one of the largest real estate advisors in North America. She was recently promoted to Vice President.

*"I would have never had this type of career opportunity had I not completed the program. I feel that Queen's helped transform my life in ways I did not think possible. The program taught me how to manage and contribute to a team, and provided numerous opportunities to practice these crucial skills. As co-chair of the Smith School of Business Innovation Summit, I was able to increase my confidence in my ability to plan and manage a large-scale event. The Smith experience was fantastic – definitely one of the best choices I have ever made."*



**Jeff Shell, MBA**

Managing Director and Co-Head,  
Global Trade & Banking  
BMO Financial Group  
Toronto, ON

When he entered the Executive MBA Americas program, Jeff was an entrepreneur thinking about re-entering the corporate world. During the program, he became interested in investment banking and strategy consulting. After completing the program, he accepted a position with the Corporate Strategy Group at BMO, supporting the Capital Markets line of business. He believes that this program played a big role in his career transition. Most recently he took on the role of Managing Director and Co-Head Global Trade and Banking at BMO.

*"I started the program with a six-month-old at home, and the support I received from the program administration, professors and my teammates was tremendous and really made it possible for me to be successful. My ability to transition to my new position was a direct result of the knowledge, skills and amazing networking opportunities this program provides."*



**Dina Kamal, MBA**

Partner,  
Deloitte  
Toronto, ON

When she entered the program, Dina was a systems engineer at Cisco Systems, Inc. During the program, she joined Deloitte as Senior Manager, Enterprise Risk Services. This opportunity came through a classmate in Washington DC, who also works at Deloitte. She credits the program with sharpening her leadership skills and providing the foundational knowledge to make this career transition. With a 6-month old daughter at home, she found that the support of her teammates and program staff contributed greatly to her ability to successfully complete the program. She recently became a Partner at Deloitte.

## OUTSTANDING FACULTY TEAM

### Exceptional Academic Credentials

The professors who teach in the program include widely-published researchers, best-selling authors, and award-winning teachers. They are experts at merging theory and application to guide participants in the classroom and beyond. Using a blend of case studies, briefings, class discussions and experiential learning, your professors will create a classroom experience that is energized and exciting.

### Experts in Teaching Working Executives and Managers

Teaching working executives and managers requires a specialized approach that acknowledges and builds upon the skills and experience every participant brings to the table. Our faculty has a great depth of experience in executive education.

### Extensive Business Experience

In addition to their exceptional academic credentials, the program faculty has extensive business and consulting experience with some of the world's leading organizations. This allows them to augment class material with relevant, real-world examples.

### Committed to Your Success

The faculty in the Executive MBA Americas program is committed to your success, both academically and in your career. For that reason, you will find them easily accessible by email and telephone to answer questions and provide assistance outside of class time.

## INTERNATIONAL ALUMNI NETWORK

### Learn with Experienced Managers from Across Canada, the U.S.A and Latin America

Your colleagues in the program are talented and highly motivated individuals. They come with a diverse range of professional backgrounds, from major cities across Canada, the U.S.A and Latin America.

### Superior Networking Opportunities

The Executive MBA Americas offers outstanding networking opportunities at the team, class and alumni levels. Networking at the team level creates a collaborative and supportive learning environment during the program and fosters strong friendships that endure long after graduation.

Because this program is international in scope, participants can develop an invaluable professional network in Canada, the U.S.A and Latin America. The three residential sessions provide a great opportunity for networking with your classmates, and the multi-point videoconference technology provides Learning Teams with real-time opportunities for interaction with their counterparts in other cities.

## After Graduation

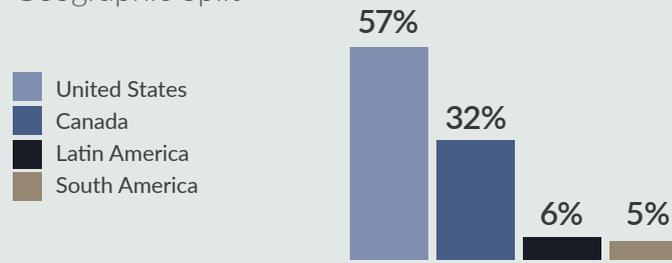
Program alumni may utilize their lifelong relationship as well as strong support system from both schools well after graduation.

- You will be provided with a lifetime email address through which you can keep in touch with fellow alumni and faculty at both schools.
- You will be invited to attend Smith Business Club events which take place in major cities across Canada, in New York, London, and Hong Kong, as well as Johnson Club events throughout the United States. These events provide an excellent opportunity for networking and additional learning.
- You will be able to consult with Smith School of Business faculty through Smith By Your Side™.
- You will receive regular mailings of the Smith School of Business alumni magazine, as well as the Johnson School's alumni magazine.
- You will have opportunities to attend thought-provoking webinars from Smith School of Business faculty.

## CLASS PROFILE



## Geographic Split



Average Age: 37 years

Education: 70% Undergraduate degree / 30% Graduate degree

Average Work Experience: 13 years

Average Management Experience: 8 years

# BALANCED SCHEDULE

We have developed an 18-month schedule that is designed to allow you to pursue your degree while continuing to meet your personal and professional responsibilities.

## A Schedule that Works

Regular class sessions are held every other weekend, all day Saturday and Sunday morning, creating minimal disruption to the work week. We confirm the class schedule well in advance so that you can plan your personal and course work time.

## Balanced Workload

The program typically requires you to carry two courses at a time, which balances the workload over the duration of the program. Exams, projects, and assignments are divided evenly throughout the program so that you can develop a regular work pattern. The schedule allows for some free time in December and July. Travel for the Global Business Project takes place in the fall when classes have been completed.

### Opening Session

This two week session begins in late June. One week of the session is held on the Queen's campus and one week is held on the Cornell campus.

### Boardroom Learning Team Sessions

### Business Venturing Session

This one week session begins in early February and is held in Scottsdale, Arizona.

### Global Business Session

This one week session is held in the fall and is split between the queen's campus and the Cornell campus.

### Examinations

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

### Global Business Project

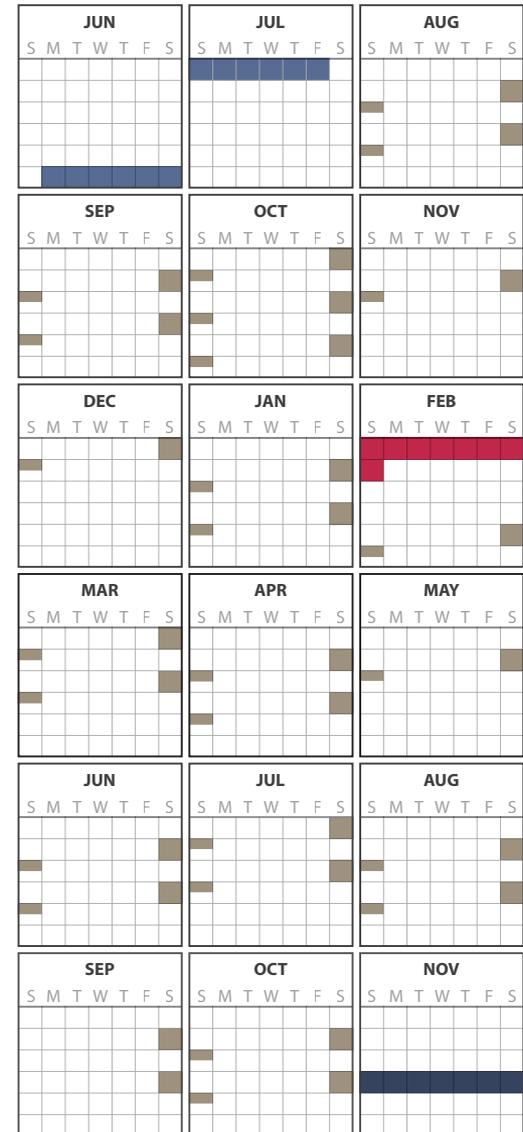
Travel required for the Global Business Project will be a minimum of five days in October or November, after classes have been completed.

### Convocation – May

Approximately five months after classes are completed.

This calendar is representational only and does not reflect exact dates.

For a complete schedule, please visit our website at [cqemba.com](http://cqemba.com)



# APPLICATION PROCESS

## 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:

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

## Program Fees

### The all-inclusive program fee covers:

- Books and learning materials
- All software requirements and in-house technical support
- Meals, accommodation and travel between the two campuses during residential sessions
- Up to \$4,000 per person for travel and accommodation relating to the Global Business Project
- Meals and accommodation for the Global Innovation Conference

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

*Information on fees and financing can also be found on our website.*

## Apply Online

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. The application process and all application forms can be found on our website at [cqemba.com](http://cqemba.com)

# PROGRAM LEADERSHIP



**Elsbeth Murray**  
Associate Dean  
MBA and Master's Programs  
Smith School of Business



**Elizabeth Mannix**  
Associate Dean  
for Executive Programs  
Johnson, Cornell University



**Charles Moore**  
Program Director, Canada  
Smith School of Business



**Verne Thalheimer**  
Senior Director of Operations  
and Program Services  
Johnson, Cornell University



**Darren McCaugherty**  
Director, Program Services  
Smith School of Business



**Michael Nowlis**  
Assistant Dean,  
EMBA Program  
Johnson, Cornell University



**Karen Jackson-Cox**  
Director  
Business Career Centre  
Smith School of Business



**Diana Drury**  
Director, Team, Personal and  
Fit to Lead™ Coaching  
Smith School of Business

## QUESTIONS?

Please contact us for personalized application advice.

Toll-Free: 1.888.621.0060

Tel: 613.533.2302

[cqemba@queensu.ca](mailto:cqemba@queensu.ca)

[cqemba.com](http://cqemba.com)

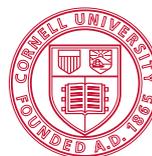


## Executive MBA Americas – a Cornell-Queen's Partnership

### The Stephen J.R. Smith School of Business

Goodes Hall, Queen's University  
Kingston, Ontario, Canada K7L 3N6  
Toll-free: 1.888.621.0060  
Tel: 613.533.2302  
Fax: 613.533.6281  
cqemba@queensu.ca

[cqemba.com](http://cqemba.com)



Cornell University

