

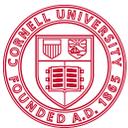
# Cornell Queen's

**EXECUTIVE**

# MBA

OFFERED IN MAJOR CITIES  
ACROSS CANADA AND THE  
UNITED STATES

Earn an Ivy League MBA while  
you continue to work



Cornell University



Queen's  
SCHOOL OF BUSINESS



Cornell  
Queen's  
EXECUTIVE  
MBA

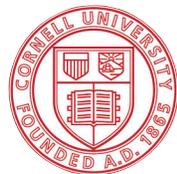
# TWO DE



“ Thanks to the ongoing expansion of the Cornell-Queen’s Executive MBA Program across North America, hundreds of managers have and are earning dual MBA degrees, where they live and work, from two of the world’s leading business schools. The effectiveness of the program’s innovative learning model and the partnership with Queen’s allows us to attract students from a wide variety of backgrounds and sectors, expanding our reach and enhancing the student experience. ”

**SOUMITRA DUTTA, PHD**  
**DEAN**

Samuel Curtis Johnson Graduate School of Management  
Cornell University



**JOHNSON**  
Cornell University

# GREES

AN INTERNATIONAL MANAGEMENT  
EDUCATION EXPERIENCE



“ Queen’s School of Business is proud to be partnering with Cornell on this exceptional program. Cornell-Queen’s Executive MBA is the only program of its kind in the world, providing a unique opportunity for participants to be a part of a truly international management education experience. Across North America, participants join together to learn from each other and respected faculty members of both schools. As a graduate, you will join the powerful alumni networks of these two outstanding schools. ”

**DAVID M. SAUNDERS, PHD**  
**DEAN**

Queen’s School of Business  
Queen’s University



# AN INTERNATIONAL MANAGEMENT EDUCATION EXPERIENCE

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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 Queen's School of Business and the Johnson School at Cornell University in Ithaca, New York.

Cornell-Queen's Executive MBA provides a unique and exciting opportunity to earn both a Queen's MBA and a Cornell MBA in 17 months, while you continue to work. Your classroom experience is shared by participants from both Canada and the United States, and classes are led by outstanding faculty from both schools. 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 Cornell-Queen's Executive MBA 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*. Queen's School of Business is Canada's premier business school. *Bloomberg BusinessWeek* ranks Queen's #1 in Canada and among the best in the world for full-time MBA and Executive MBA.

## Broaden Your Opportunities

Cornell-Queen's Executive MBA 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.

## Working in the United States

Canadian participants entering the Cornell-Queen's Executive MBA program are required to obtain an F1 student visa to study in the United States. Program staff will provide assistance and support throughout this process. Upon completion of the program, Canadian graduates have the option to work in the U.S. under the Optional Practical Training (OPT) program for a period of one year, with the possibility of extending their visa status under other visa classifications.

## A Truly International Experience

The Cornell-Queen's program is a uniquely international experience.

- All class sessions are shared by American and Canadian 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 Canada and the U.S. 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 Canada and the United States. 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.



*Your classroom experience is shared with your American colleagues.*

# AN IVY LEAGUE REPUTATION

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## Canada's Ivy League meets the original Ivy League

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

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. Cornell graduates have made significant contributions to the arts, science, business and government.

### 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 137,000 graduates spans 154 countries. You will find Queen's graduates in positions of leadership around the world.



Cornell-Queen's Executive MBA brings together two of the world's premier business schools in an exciting and innovative program.

*Cornell University Campus*

Queen's School of Business  
Goodes Hall, Kingston, ON



The Johnson School at Cornell University and Queen's School of Business 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).



### Queen's School of Business

Tracing its roots back to 1919, Queen's 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, Queen's School of Business is home to Canada's most prestigious undergraduate business program and several outstanding master's and PhD programs. As well, QSB Executive Education is one of the world's largest and most highly regarded 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.



### BusinessWeek

**Ranks Cornell Executive MBA**  
#21 in the world – November 2011

**Ranks Cornell Full-Time MBA**  
#7 in the USA – November 2012

**Ranks Queen's Executive MBA**  
#1 in Canada + top 29 in the world – November 2011

**Ranks Queen's Full-Time MBA**  
#1 in Canada + top 4 outside the USA – November 2012

# CORNELL-QUEEN'S EXECUTIVE MBA: A TRULY INTERNATIONAL EXPERIENCE

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New York City • Toronto • Vancouver • Washington, DC • Atlanta • Ottawa • Calgary • Seattle • Edmonton  
Montréal • Houston • Los Angeles • Dallas • San Jose • and other locations

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While most executive MBA programs draw their participants from a single city or region, Cornell-Queen's Executive MBA draws participants from more than 20 cities across Canada and the United States. 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

Cornell-Queen's Executive MBA 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 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.

## On-Campus Sessions

During the program, there are three on-campus 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 two 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 third session varies from year to year.

On-campus 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 three weekends per month, usually all day Saturday, but occasionally on Sunday.

Classes are delivered via real-time, interactive videoconference – a learning technology that Queen’s has been utilizing and perfecting for more than 15 years. Multi-point videoconference is used to link Learning Teams in major cities across North 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 and the United States. 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, e-mail, chat or upload assignments from anywhere at any time.

# THE POWER OF TEAMS

Cornell-Queen's Executive MBA uses the innovative team-based learning approach developed by Queen's 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.

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## 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 Cornell-Queen's Executive MBA, 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 Cornell-Queen's 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 Queen's 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.

## 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.

## 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. Queen's 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.



# THE ACADEMIC PLAN

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## Preparing for the Challenges of Business

Today's global business environment is complex. Executives face challenges that defy simple solutions. The Cornell-Queen's Executive MBA 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.

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## An Integrated and Sequenced Curriculum

The Cornell-Queen's Executive MBA program is a highly integrated series of courses that 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 in both Canada and the U.S.

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# CERTIFIED MANAGEMENT CONSULTANT DESIGNATION

While in the program, you will have the opportunity to earn advanced standing for the Certified Management Consultant designation.



A **HIGHER LEVEL** of  
management consulting  

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CERTIFIED MANAGEMENT CONSULTANT

## Certified Management Consultant

CMC-Canada fosters excellence and integrity in the management consulting profession, and is dedicated to advancing the profession and delivering the benefits of those efforts to the client community.

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# 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.

### Human Resources Management

Manage human resource challenges in the workplace, and examine ways to address today's key HR issues.

### 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.

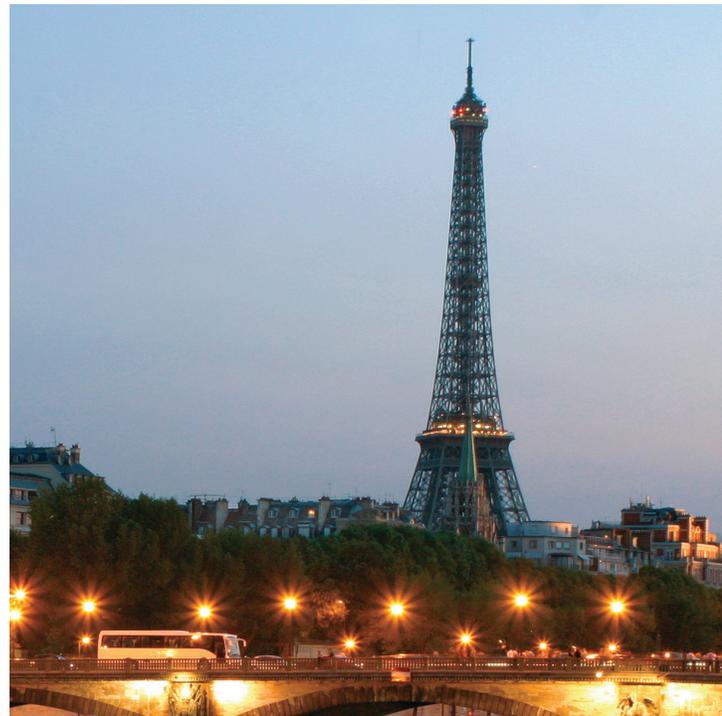
# MAJOR PROJECTS

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

## Global Business Project

Your 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 for your client organization anywhere in the world outside the U.S. and Canada. 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.



*Your Global Business Project will take you and your team to an international location to work on a business issue or opportunity for your client organization.*

## 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.

OR

## 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.

# 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:**

- 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 e-mail, and you will find them very responsive and committed to your academic success.



# OUTSTANDING FACULTY TEAM

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## 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 Cornell-Queen's Executive MBA program is committed to your success, both academically and in your career. For that reason, you will find them easily accessible by e-mail and telephone to answer questions and provide assistance outside of class time.

# INTERNATIONAL ALUMNI NETWORK

## Learn with Experienced Managers from Across Canada and the U.S.

Your colleagues in the Cornell-Queen's Executive MBA program are talented and highly motivated. They come with a diverse range of professional backgrounds, from major cities across Canada and the U.S.

## Superior Networking Opportunities

Cornell-Queen's Executive MBA 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.

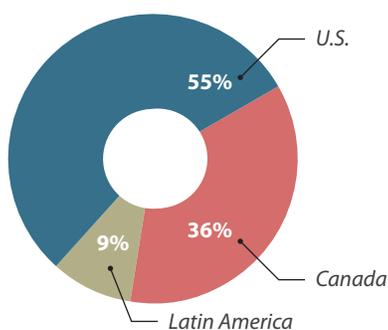
Because Cornell-Queen's Executive MBA is international in scope, participants can develop an invaluable professional network in both Canada and the United States. The three residential sessions provide a great opportunity for networking with your classmates, and the multi-point videoconference technology 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 e-mail address through which you can keep in touch with fellow alumni and faculty at both schools.
- You will be invited to attend Queen's 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 Queen's School of Business faculty through Queen's By Your Side™.
- You will receive regular mailings of *QSB Magazine*, the Queen's School of Business alumni magazine, as well as *Cornell Enterprise*, the Johnson School's alumni magazine.
- You will have opportunities to attend thought-provoking webinars from Queen's School of Business faculty.

## Class Profile



### Geographic Split



### Latin American

Bogota, Colombia  
Monterrey, Mexico

### U.S. Cities

California - Los Angeles, San Diego, San Francisco, San Jose, San Ramon  
Georgia - Atlanta  
New Hampshire - Salem  
New York - Ithaca, New York City  
Texas - Austin, Dallas, Huston  
Washington - Seattle  
Washington D.C.

### Canadian Cities

BC - Vancouver  
AB - Calgary, Edmonton  
ON - Ottawa, Markham, Mississauga, Toronto

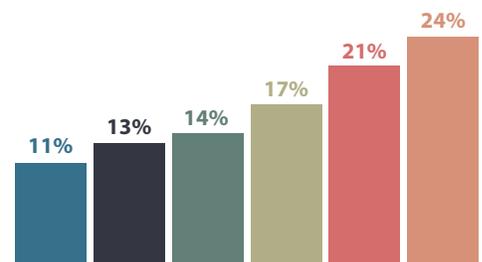
**Average Age:** 37 years

### Education

Undergraduate degree: 100%

Graduate degree: 40%

### Professional Background





When Evan entered the Cornell-Queen's Executive MBA program in July 2008, he was starting a new position as Worldwide Head of Marketing for Gibson Guitar Corp. He had looked at a number of executive MBA programs in the New York City area and decided on the Cornell-Queen's program because of the dynamic of two top business schools, a team learning environment and weekend classes. Upon completion of the program, he decided to return to his original career path of music publishing, as Executive Vice President Creative, for Universal Music Publishing, with a fresh outlook. He has subsequently been promoted to President, North America Universal Music Publishing.

“ One of the most unique and valuable dynamics of the program is having your own city's boardroom team communicating and learning with various other city boardroom teams across North America. The diversification of each city, and their cultures, made for a truly unique MBA learning experience. The new skills I acquired, including strategy, marketing and especially all aspects affecting financials, have been priceless in allowing me to strategize and help run the business more efficiently. The program has made a lifetime of difference in how I will deal with business going forward. ”

**EVAN LAMBERG, MBA**  
President, North America  
Universal Music Publishing  
Santa Monica, CA

# RECENT 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.

When John entered the program, he was Specialty Projects Manager for a mid-sized construction company, where he managed a small group targeting the alternative energy market. During the program, the Global Business Project proved to be a turning point for John. He and his team provided consulting services to a leading aviation equipment supplier, providing John with the inspiration, experience and network to make a career change into the aerospace industry. Shortly after graduation, he joined Bombardier as Program Manager for their Q400 Regional Aircraft program. He believes the Cornell-Queen's Executive MBA program made this career transition possible.

When he entered the Cornell-Queen's Executive MBA 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 the Cornell-Queen's program played a big role in his career transition.

Amit was working for GE in the Treasury Group when he began Cornell-Queen's Executive MBA. He entered the program with the goal of becoming a more effective communicator and leader, with a focus on developing an effective team. Six months into the program, he was promoted to Treasurer for GE Canada. Upon completion of the program, he joined George Weston Limited as their Vice President, Treasurer. He subsequently also assumed the role of VP, Treasurer for Loblaw Companies Limited and President's Choice Financial. He recently returned to GE as Front Office Leader, Americas at GE Capital.



**JOHN DA SILVA, MBA**  
Program Manager,  
Q400 Regional Aircraft Program  
Bombardier Inc.  
Toronto, ON



**JEFF SHELL, MBA**  
Manager, Office of Strategic  
Management  
BMO Financial Group  
Toronto, ON



**AMIT KAPUR, MBA**  
Front Office Leader, Americas  
GE Capital  
New York, NY

“The program's Global Business Project played a big role in my transition to the aerospace industry. While providing management consulting services to a major aviation equipment supplier, I was able to lead a team to South America to conduct interviews with potential suppliers. I was able to expand my network and gain the experience necessary to make the career change.”

“Based on the strength of the program, I had the opportunity to compete for employment at top U.S. investment banks, and tier-1 strategy consulting firms. Ultimately, I was able to fulfill both of my interests by joining the Office of Strategic Management at BMO. The Cornell-Queen's program provided the knowledge and opportunity to tie together previous experience in industry with a desire to change my career path. Thanks to the support of the alumni network and Career Coaches, my opportunities to re-enter the conventional workforce were both broad and deep.”

“The team-based approach used in the program provides a phenomenal experience. I loved the progression throughout the program that initially focused on teamwork, fundamentals in various disciplines and then application in a global setting. The team-based Global Business Project and the Global Economy and Global Strategy courses were absolute highlights for me.”

# RECENT GRADUATE SUCCESS STORIES

Prior to commencing the Cornell-Queen's program, Richard was the Manager for Continuous Improvement Programs for the GE Calgary Substation Automation site. In this role, he was primarily responsible for managing technical programs in supply chain operations. While in the program, he received two promotions – first to Manager of Total Customer Care, and then to Plant Manager, charged with leading the entire global supply chain operation and establishing a strategic plan to significantly improve customer responsiveness. Upon completion of the program, Richard was again promoted to Business Integration Leader for the GE Digital Energy business and relocated to the corporate headquarters. He has recently moved to Canadian Natural Resources Limited as Materials Manager, Canadian Operations.

When Milan entered the program, he was Director of Systems Engineering for a Canadian cable company, managing a team responsible for the architecture and deployment of major systems used to deliver High Speed Internet and VOIP services. Shortly after graduating, Milan accepted the position of Director of Infrastructure and Operations within the Information Systems department of Teranet Inc., a provider of one of the world's most sophisticated Electronic Land Registry Systems. He now manages a significantly larger staff and budget, and has become actively involved in strategic planning and business development activities, as Teranet pursues a strategy for growth within Canada and internationally. He believes the Cornell-Queen's program helped him ramp up very quickly in his new role and enhanced his career potential.

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, responsible for creating new services, developing go-to-market strategies and supporting business cases, while leading complex professional services projects cases. 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.



**RICHARD BELANGER, MBA**  
Materials Manager,  
Canadian Operations  
Canadian Natural Resources Limited  
Calgary, AB



**MILAN VYAS, P. ENG, MBA**  
Director,  
Infrastructure and Operations  
Teranet  
Toronto, ON



**DINA KAMAL, MBA**  
Senior Manager, Enterprise Risk Services  
Deloitte  
Toronto, ON

“ The Cornell-Queen's program enabled me to develop a broad understanding of the multiple facets of business globalization and to acquire the ability to develop strategies to successfully approach the differences between countries and markets. The caliber, experience and diversity of the program participants were key factors that made this program effective in developing critical thinking in a collaborative environment. ”

“ Every aspect of the program was well designed and I benefited greatly. I received a very solid academic grounding in management theory and all of the key functional disciplines. The curriculum broadened my thinking and I now have a stronger understanding of business operations, how to make better strategic and investment decisions, and how to align IT and business strategy. As well, I have become a more effective leader and a better decision-maker. ”

“ I started the program with a 6-month old daughter 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. ”

When entering the program, Chrystal worked in the Asset Management group for Bentall LP, and was responsible for a \$300 million portfolio of office, industrial and retail commercial real estate located in Metro Vancouver. Upon graduation, she was able to take on a new and expanded role that also encompassed strategic responsibility for all of their client's retail assets in British Columbia. Within 6 months, her role was expanded again to include all retail assets in Western Canada, bringing assets under management to \$700 million and providing her with a wider scope to implement business strategies. Bentall then merged with the US-based, Kennedy Associates, making the company one of the largest real estate advisors in North America. She was recently promoted to Vice President.

“ 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 US. But, being the mother of a 4 year old daughter meant that I could not leave Vancouver. The Cornell–Queen’s 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, MBA**

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



# BALANCED SCHEDULE

Cornell-Queen’s Executive MBA is an important undertaking that will require a significant investment of time. That’s why we have developed a 17-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

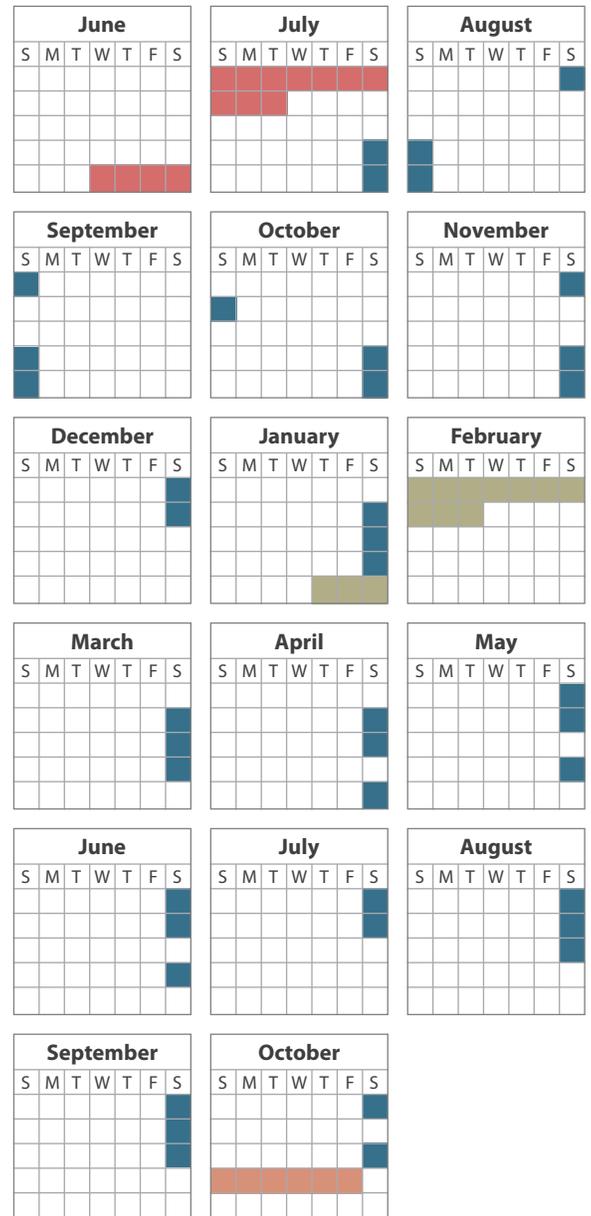
Regular class sessions are held on three weekends per month. These classes are normally held all day Saturday, but are occasionally held all day Sunday, creating minimal disruption to the work week. We confirm the class schedule well in advance so that you can plan your personal and course work time.

## Balanced Workload

Cornell-Queen’s Executive MBA 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.

### SIGNIFICANT DATES

- **Opening Session**  
*This two-week session begins in late June or early July. 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 two-week session begins in late January or early February. One week of the session is held on the Queen’s campus and one week is held on the Cornell campus.*
- **Global Business Session**  
*This six-day session is held in October and will bring all members of the class together at a single location.*



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

### Examinations

*For courses with final examinations, exams are held on non-class days (Saturday or Sunday).*

### Global Business Project travel

*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.*

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

## 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

## Fees and Financing

Information on fees and financing can also be found on our website. The fee for Cornell-Queen's Executive MBA is all-inclusive, covering:

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

An initial deposit of \$2,000 is required. The balance is paid in four installments during the program.

# PROGRAM LEADERSHIP



**DR. ELSPETH MURRAY**  
Associate Dean  
MBA Programs  
Queen's School of Business



**DR. PAUL ROMAN**  
Program Director, Canada  
Queen's School of Business



**MR. JOSEPH BABCOCK**  
Program Director, USA  
Cornell University



**MR. BRIAN MARCHANT**  
Director  
Career Coaching  
Queen's School of Business



**MR. DARREN MCCAUGHERTY**  
Director  
Program Services  
Queen's School of Business



**MS. DIANA DRURY**  
Director  
Team, Executive and  
Fit to Lead® Coaching  
Queen's School of Business

**Cornell-Queen's Executive MBA**

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**JOHNSON**  
Cornell University



**Queen's**  
SCHOOL OF BUSINESS



This graduate dual-degree program is offered in partnership by Queen's School of Business at Queen's University and the Samuel Curtis Johnson School of Management at Cornell University.

*Information in this brochure is accurate at time of publication.*