



EXECUTIVE
EDUCATION

Program Directory 2012

A Complete Listing Of QSB Executive
Education Programs

www.qsb.ca/execed

BusinessWeek

Ranked #1 in Canada
November 2009

QSB Executive Education has been providing exceptional experiences for 30 years. There are many features that make our programs unique.

Personalized For You

Queen's creates a personalized experience for each participant. Your objectives are solicited prior to the start of the program and reviewed by the session leaders. Content is then customized to ensure everyone's objectives are met. Optional lunch-time sessions and one-on-one meetings with session leaders are available to review concepts for which you require further discussion or clarification.

Practical and Relevant Content

We are committed to deepening your understanding of current issues and concepts. Participants apply these concepts and test their new-found skills and knowledge in an action learning environment.

Action Learning

QSB Executive Education Programs leverage the power of multiple teaching tools including: class discussions and seminars; case studies; simulations; small group exercises; and one-on-one coaching.

Networking Opportunities

QSB Executive Education Programs include numerous formal and informal opportunities to network with fellow executives and managers, as well as faculty and senior administrators from Queen's School of Business. Because QSB is Canada's largest provider of executive education, participants benefit from being part of a diverse peer group that reflects the global nature of today's business landscape.

World-Class Facility

While some of our shorter programs are offered in multiple locations, the majority of our programs are held at the Donald Gordon Conference Centre near the Queen's campus in Kingston. This world-class facility provides comfortable private guest rooms, great food and executive-level customer service.

Discounts Available

- Up to 40% for NGO's whose major source of financing comes from charitable donations
- 20% for companies sending 10 or more participants in a single year
- 20% for Queen's University academic alumni



Practical, Leading-Edge Content | Outstanding Session Leaders | Unparalleled Customer Support

Gain the knowledge and new skills you need to meet the challenges of today's dynamic and competitive business environment.

OSB Executive Education is one of the world's largest and most respected providers of management education. Over the past 30 years, more than 3,500 organizations from 60 different countries have sent managers and executives to our programs.

Queen's School of Business is consistently ranked among the best in the world by *Financial Times* and *Bloomberg BusinessWeek* and the best in Canada in the Environics Report on Executive Education.



“ I would describe my experience this week as invigorating and life changing. I am profoundly grateful to everyone involved in the program for their willingness to share their knowledge and for their genuine concern for the growth of me and my business. ”

MIKE OLSON

President
OML Construction Services Ltd.
Edmonton, Alberta

“ This is not just another program. This was one of the most important professional and personal experiences of my life. I learned so much more than I anticipated and, more importantly, have successfully implemented a great deal of what I learned. ”

ANN WALTON

VP, Client & Technical Product Services
Filogix Inc.
London, Ontario

Executive Certificates

QSB Executive Education is pleased to offer these symbols of excellence in executive education. Queen's Executive Certificates are awarded to participants who complete any of these six program streams.

Applied Leadership

The programs in this stream focus on your leadership behaviour and the skills required to lead a high-performance organization. The requirements for the Executive Certificate in Queen's Applied Leadership are:

- **Complete both of these 5-day programs:**
 - Operations Leadership Program
 - Strategy Program
- **Complete one of these 2-day programs:**
 - Coaching for Challenging Conversations
 - Developing Your Leadership Presence
 - Leading Organizational Change
 - Negotiating and Consensus-Building

Human Capital Management

The programs in this stream focus on the effective management of one of your organization's key assets – your employees. The requirements for Queen's Executive Certificate in Human Capital Management are:

- **Complete both of these 5-day programs:**
 - Human Resources Program
 - Leadership Program
- **Complete one of these 2-day programs:**
 - Coaching for Challenging Conversations
 - Leading Organizational Change
 - Negotiating and Consensus-Building

IT Leadership

The programs in this stream focus on leading the IT function within the parameters of your organizational strategy, effective execution, and creating meaningful value. The requirements for Queen's Executive Certificate in IT Leadership are:

- **Complete both of these 5-day programs:**
 - IT Management Program
 - Strategy Program
- **Complete one of these 2-day programs:**
 - Project Leadership
 - Strategic Analytics

Leading the Sales Organization

This stream provides the tools for leading a successful sales organization through: strategic alignment; building high performance teams; and improving your negotiation and communication skills. The requirements for Queen's Executive Certificate in Leading the Sales Organization are:

- **Complete this 5-day program:**
 - Sales Management Program
- **Complete all of these 2-day programs:**
 - Coaching for Challenging Conversations
 - Developing Your Leadership Presence
 - Negotiating and Consensus-Building



Strategic Financial Integration

This stream provides a broad overview of: strategic planning and implementation; finance and financial tools for making better business decisions; and superior approaches to metrics and measurement. The requirements for Queen's Executive Certificate in Strategic Financial Integration are:

- **Complete both of these 5-day programs:**
Finance for the Non-Financial Manager
Strategy Program
- **Complete one of these programs:**
Strategic Analytics
Strategic Pricing

Strategic Marketing Leadership

This stream focuses on developing the skills required to lead a successful marketing organization including: creating customer value; creating a winning strategy; enabling innovation; and driving profitable growth. The requirements for Queen's Executive Certificate in Strategic Marketing Leadership are:

- **Complete both of these 5-day programs:**
Marketing Program
Strategy Program
- **Complete one of these programs:**
Creative Innovation in a Lean Environment
Strategic Pricing

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Executive Certificate Options

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Queen's Executive Program

Queen's Executive Program is our flagship program and one of the world's most popular general management programs. There are two options for completing this intensive three-week program.

The two options for completing Queen's Executive Program are:

OPTION ONE

Participants may complete the program over three consecutive weeks. The 3-week option is offered once in the spring and once in the fall.

OPTION TWO

Participants may complete the three modules as three stand-alone 5-day programs — the Strategy Program, the Leadership Program and the Enterprise Management Program. Scheduled dates for these programs can be found in this Directory.

WHO ATTENDS This Program is suitable for senior managers and executives of all functional areas. Participants must have managerial experience.

DATES April 15 to May 4, 2012
October 14 to November 2, 2012

LOCATION Kingston

FEES \$24,500 Cdn (plus HST)

Covers a private guest room with bath, a broad range of amenities, parking, meals, learning materials and post-program support.



I. Strategy

- **Strategic planning and implementation:** Draft and implement a dynamic and effective strategic plan.
- **Leading change:** Drive positive change and improve organizational performance.
- **Strategic collaboration:** Develop internal and external collaboration to achieve a sustainable competitive edge.

II. Enterprise Management

- **Finance:** Use financial tools to ensure your decisions are based on the right information.
- **Project management and lean innovation:** Use leading-edge tactics to prioritize and accelerate projects while minimizing risk.
- **Marketing and sales management:** Maximize the profit impact of your marketing and sales efforts.
- **Information management:** Understand IT's capacity to transform business models, reduce costs, and drive meaningful business value.

III. Leadership

- **Developing a leadership plan:** Enhance performance by applying the principles of transformational leadership and coaching.
- **Creating a high-performance organization:** Achieve continuous improvement in work processes, teamwork, and management practices.
- **Negotiating and consensus-building:** Negotiate effectively with customers, suppliers and internal stakeholders.

Queen's Public Executive Program

Public Policy, Strategy and Leadership

This 2-week program provides a unique opportunity for Canadian public-sector managers to discuss key domestic and external policy issues. The first week focuses on public policy challenges, management, instruments and performance. The second week focuses on the use and implementation of management tools in today's public sector.

WHO ATTENDS Public sector managers at the federal, provincial and municipal levels who are looking for fresh perspectives on policy issues and public-sector management.

DATES February 12 to 24, 2012
September 23 to October 5, 2012

LOCATION Kingston

FEES \$15,700 Cdn (plus HST)

- **Policy agenda**
Discuss the global and domestic forces that shape the Canadian policy agenda
- **Policy management**
Review new ideas for developing and structuring the policy-making process
- **Policy instruments**
Match policy tools to the policy challenges facing governments
- **Policy performance**
Improve public policy implementation and evaluation
- **Public sector management**
Use leading-edge management techniques to face today's public sector challenges

Fees cover a private guest room with bath, a broad range of amenities, parking, meals, learning materials and post-program support.



Queen's International Executive Program in Mining Leadership

This modular two-week program has been designed for executives within mining and related service industries around the world. It will provide the strategic and operational knowledge and skills required to position your organization for future success.

Module 1

Leading In the External Environment

- A shared understanding of future key success factors for leaders within the mining industry — What makes a highly successful mining company from a multiple stakeholder perspective?
- Managing the external environment: Frameworks for building and maintaining successful relationships with communities and governments
- Effective Risk Management strategies pertaining to the environment, permitting, energy, water, climate change and sustainability
- Corporate Social Responsibility and stewardship
- Challenges of doing business in an international environment/developing country
- Public versus private ownership and the implications for international development
- The strategic perspective

Module 2

Leading In the Internal Environment

- Leading, managing and integrating operating systems (logistics, contractors, employees, vendors, etc.)
- Leading large scale strategic projects/operations interfaces
- Defining culture, driving cultural change
- Industrial relations/labour management and negotiations
- Financial/asset management
- Leadership/coaching/mentoring
- Project organization and control

WHO ATTENDS

This program will have significant value for executives in:

- Mining and mining services companies
- Strategic leadership roles in mine/metallurgical facility management
- Exploration, projects, finance, human resources, marketing and sales

MODULE 1

February 27 to March 2, 2012
November 19 to 23, 2012

MODULE 2

February 25 – March 1, 2013

LOCATION

Toronto, ON

FEEES

\$9,995 Cdn (plus HST)



Fee covers all books and course materials; breakfast-lunch-breaks; certification; and post-program support and services.

5-Day Programs

Enterprise Management

Advance Your Cross-Functional Management Skills

This 5-day program provides a broad overview of several functional areas that are critical to the success of any organization.

WHO ATTENDS Managers from a variety of functional areas wanting to gain a better grasp of general management.

DATES June 3 to 8, 2012

LOCATION **Kingston**

FEES \$8,900 Cdn (plus HST)

- **Finance:**
Understanding and applying financial tools to make better business decisions and to quantify and manage risk
- **Marketing and sales management:**
Linking marketing and sales strategies, establishing a clear value proposition, focusing on the right customers and lowering the cost of doing business
- **Information management:**
Justifying and measuring the ROI of IT investments, and maximizing the value of ERP, customer relationship management, supply chain management and knowledge management
- **Project management and lean innovation:**
Using leading-edge tactics to: prioritize and accelerate projects; meet or exceed expectations; and minimize risk in a lean environment
- **Human resources management:**
Attracting, engaging, developing and retaining the best talent

This 5-Day program may be taken as part of the requirements for completing Option 2 of Queen's Executive Program.

Finance for the Non-Financial Manager

Develop Your Financial Acumen

This 5-day program will demystify financial statements and a variety of financial tools, and increase your understanding of how these concepts can be used in measurement, evaluation and decision-making.

WHO ATTENDS Managers and executives in any functional area who want to strengthen their understanding of finance and accounting tools and how they are used to make better business decisions.

DATES March 4 to 9, 2012
May 13 to 18, 2012
September 16 to 21, 2012

LOCATION **Kingston**

FEES \$8,900 Cdn (plus HST)

- **Interpreting financial reports:**
Decipher key financial and accounting statements
- **Using financial tools to make better business decisions:**
Assess your organization's financial health and evaluate future direction
- **Analyzing business investments:**
Make more effective decisions on capital expenses, budgeting and funding new initiatives
- **Developing a financial strategy:**
Review alternate forms of financing, and a variety of financial instruments, and assess the financial health of competitors

Human Resources

Create Value and Drive Performance Through Strategic HR Management

This 5-day program will help you better understand the critical role that HR must play in successful organizations. It provides valuable insights into managing the HR function as a profit centre, designing performance management systems that increase productivity and creating a high-performance culture.

WHO ATTENDS Managers and executives who have responsibility for any or all aspects of the Human Resources function in their organization.

DATES November 18 to 23, 2012

LOCATION Kingston

FEES \$8,900 Cdn (plus HST)

- **Building an integrated HR strategy:**
Successfully integrate the HR strategy into the overall business strategy
- **Attracting, engaging, developing and retaining the best talent:**
Develop leading-edge practices for employee selection, development and retention
- **Designing an effective performance management system:**
Design a performance management system that accelerates development and improves performance
- **Managing the HR function:**
Manage the HR function as a profit centre and create value for your organization



IT Management

Create Competitive Advantage Through Information Technology

This 5-day program focuses on integrating the IT function across the organization and demonstrates how effective IT management can transform business models, reduce costs and create competitive advantage.

WHO ATTENDS Managers and executives who are involved in IT decisions and investments.

DATES March 25 to 30, 2012

LOCATION Kingston

FEES \$8,900 Cdn (plus HST)

- **Understanding the IT landscape:**
Discuss emerging technologies and how they can be used to create business value
- **Developing an integrated IT strategy:**
Develop a structured and disciplined approach to IT planning and create integrated IT plans that drive profitability and growth
- **Leveraging the business with IT:**
Build an information-based culture, prioritize projects and applications, and structure the IT function to ensure success
- **Maximizing the value of IT:**
Understand how IT is redefining customer service, and ensure that IT systems meet or exceed the expectations of internal and external customers

Fees for all of the 5-Day programs cover a private guest room with bath, a broad range of amenities, parking, meals, learning materials and post-program support.

5-Day Programs

Leadership

Realize Your Leadership Potential

This intensive 5-day program will change the way you think about leadership and provide insights and coaching that will enable you to grow as a leader.

WHO ATTENDS Managers and executives in any functional area of their organization who want to strengthen their leadership skills.

DATES February 26 to March 2, 2012
June 17 to 22, 2012
September 9 to 14, 2012
December 2 to 7, 2012

LOCATION **Kingston**

FEES \$8,900 CDN (plus HST)

- **Understand your leadership capabilities:**
Achieve a better understanding of your leadership capabilities through a series of personal assessments, including 360° Feedback
- **Analyze and reflect on your leadership style:**
Experienced coaches will provide personalized, one-on-one feedback and insights into your personal effectiveness as a leader
- **Develop a personal leadership plan:**
Working with your Leadership Coach, you will develop an action plan of personal and professional renewal
- **Enhance your leadership skills:**
Practice skills in coaching for high-performance, communicating more authentically, bringing out the best in others and giving or receiving feedback

This 5-Day program may be taken as part of the requirements for completing Option 2 of Queen's Executive Program.

Marketing

Create Customer Value and Drive Profitable Growth

This 5-day program will enable you to design, communicate and deliver customer value and enhance your ability to build powerful, innovative marketing plans that drive profitable growth.

WHO ATTENDS Managers and executives who are involved in the marketing or sales function, or other managers who wish to expand their knowledge of marketing.

DATES May 6 to 11, 2012

LOCATION **Kingston**

FEES \$8,900 Cdn (plus HST)

- **Aligning marketing with the business strategy:**
Choose a strategic platform that aligns with the business strategy, articulate your value proposition, target the right customers, and differentiate yourself from the competition
- **Understanding the key concepts of marketing:**
Decide which marketing concepts and frameworks are most appropriate for your business situation
- **Effective marketing tools and techniques:**
Understand highly-effective marketing tools and techniques from the traditional to leading-edge web-based initiatives
- **The marketing plan – Putting it all together:**
Develop, write and implement a fully-integrated marketing plan and gain buy-in across the organization



Operations Leadership

Create and Manage High-Performance Teams

This 5-day program will show you how to create a workplace characterized by innovation, customer focus and a continuous improvement mindset. You will learn how to set challenging targets and work effectively with your staff to achieve them.

WHO ATTENDS	Managers and executives in any functional area of their organization who are looking to improve performance within their operating group.
DATES	March 4 to 9, 2012 May 13 to 18, 2012 September 16 to 21, 2012
LOCATION	Kingston
FEES	\$8,900 Cdn (plus HST)

- **Thinking strategically:**
Assess your operational performance, and develop the appropriate strategy for performance improvement
- **Enhancing performance:**
Create an actionable plan to achieve continuous improvement in team performance and management practices
- **Implementing the performance plan:**
Measure and track performance, improve quality, remove barriers to effectiveness and build an infrastructure for collaboration
- **Leadership:**
Effectively lead a high-performance team

Sales Management

Build and Manage a High-Performance Sales Organization

This program is a 5-day immersion in cutting-edge sales management concepts, tools and methods. It will enhance your ability to create and lead a high-performance sales organization.

WHO ATTENDS	Sales managers and executives at all levels of the organization.
DATES	May 27 to June 1, 2012
LOCATION	Kingston
FEES	\$8,900 Cdn (plus HST)

- **Building an effective sales strategy:**
Successfully integrate the sales strategy into the overall business strategy
- **Creating a winning sales organization:**
Design the optimal sales structure, deployment and compensation for maximum performance
- **Creating value for your customer:**
Differentiate yourself from the competition by creating long-term value for your customers
- **Leading a high-performance sales team:**
Use proven coaching and performance management techniques to create a motivated and effective sales organization

Fees for all of the 5-Day programs cover a private guest room with bath, a broad range of amenities, parking, meals, learning materials and post-program support.

5-Day Programs

Strategy

Creating and Implementing Winning Strategies

This 5-day program provides a structured and disciplined approach to strategic planning and effective techniques for successful implementation and integration across the organization.

WHO ATTENDS Managers and executives who are involved in their organization's strategic planning process.

DATES February 12 to 17, 2012
May 6 to 11, 2012
November 4 to 9, 2012

LOCATION **Kingston**

FEES \$8,900 Cdn (plus HST)

This 5-Day program may be taken as part of the requirements for completing Option 2 of Queen's Executive Program.

- **Creating an effective strategic planning process:** Develop a structured and disciplined approach to strategic planning
- **Strategic planning and risk management tools:** Identify make-or-break issues and opportunities, understand the levers of profit, analyze the competitive landscape, and capitalize on synergies
- **Leading organizational change:** Build a flexible organization capable of rapid and successful change
- **Implementing the strategic plan:** Use proven techniques for successfully implementing the strategic plan and maintaining momentum

Fees for all of the 5-Day programs cover a private guest room with bath, a broad range of amenities, parking, meals, learning materials and post-program support.

4-Day Program

Governance

For Executives and Board Members in the Government and Not-for-Profit Sectors

This 4-day program will provide you with concepts, frameworks and techniques that will enable your Board to be more effective and increase the value of your personal contribution.

WHO ATTENDS Board members and senior executives of municipal, provincial and federal agencies, Not-for-Profits, Crown Corporations, government departments, and oversight bodies.

DATES April 2 to 5, 2012
November 12 to 15, 2012

LOCATION **Kingston**

FEES \$4,100 Cdn (plus HST)

- **Governance and the role of the board:** Understand current expectations of boards and how the role of the board has evolved over time
- **Board accountability for financial reporting and audit:** Review key financial statements and the role of the auditor and the audit committee
- **Risk management and boards:** Clarify the role of the board of directors, key board committees and senior executives in risk management
- **The board and strategic planning:** Understand how the Board can review and contribute to the organization's strategic plan

Fees for this program cover a private guest room with bath, a broad range of amenities, parking, meals, learning materials and post-program support.

Short Programs

Executive Certificate Options — Details on pages 2 and 3

Coaching for Challenging Conversations

This 2-day program provides a road map and skills for effectively handling challenging conversations, and the ability to access those skills when the pressure is on. No matter how effective you are as a coach and manager, you will face situations that require tough conversations. This program is offered in partnership with Performance Coaching Inc.

DATES February 7 to 8, 2012 – **Toronto**

FEES \$1,950 Cdn (plus HST)

This program will enable you to:

- Improve your coaching ability
- Challenge people in a productive way that builds trust and confidence
- Positively resolve differences

Developing your Leadership Presence

This powerful 2-day program teaches senior managers and executives to communicate more effectively, develop their executive presence, and forge higher quality relationships with customers and colleagues. The program, offered in partnership with The Ariel Group, employs theatre-based, experiential techniques combined with practice and personal coaching.

DATES February 22 to 23, 2012 – **Ottawa**
April 3 to 4, 2012 – **Toronto**

FEES \$2,900 Cdn (plus HST)

The program is built on 4 modules:

- Honing personal style for projecting confidence and competence
- Forming relationships through self-reflection, listening and empathy
- Using story-telling to make communications compelling
- Integrating personal presence into client, colleague or employee interactions

Executing Under Pressure

This 1.5-day program is the “survival guide” for today’s high-performance work environments. Offered in partnership with Performance Coaching Inc., this program will give you insight into the sources of pressure in your life and teach you skills to help you feel balanced in even the most hectic times.

DATES May 1 to 2, 2012 – **Toronto**

FEES \$1,750 Cdn (plus HST)

In this program, you will learn:

- Skills for accessing all your capabilities under pressure
- Methods for managing and sustaining energy for optimal performance
- How to use mental rehearsal to prepare for challenging situations

Creative Innovation in Lean Environment

This interactive one-day program focuses on leading and supporting product and service innovation within the challenges of today’s business environment. Research suggests that most businesses are too complex, and too focused on short-term results, creating significant hurdles to innovation.

DATES February 28, 2012 – **Toronto**

FEES \$795 Cdn (plus HST)

In the program, you will learn to:

- Eliminate the non-value components of your business
- Free up resources needed to focus on innovation
- Stimulate creativity in disciplined environments
- Drive an innovation culture

Short Programs

Negotiating and Consensus-Building

This 2-day program provides a variety of practical strategies to become a successful negotiator in any context. From negotiating with customers, strategic partners and suppliers to building internal consensus around a vision or strategy, negotiating skills are a required core competency for any successful executive. In the program, you will have the opportunity to practice what you have learned in a safe and supportive environment.

DATES April 17 to 18, 2012 – **Ottawa**

FEES \$1,950 Cdn (plus HST)

This program will enable you to:

- Change confrontation into problem-solving and discuss creative options that maximize the interests of all parties
- Build collaborative relationships and management systems
- Develop the ability to recognize and deal with different styles of thinking, decision-making, conflict management, and emotional behaviour

Project Leadership

This 2-day program is designed for managers and executives who are charged with leading projects in an organizational or global environment. It will enable you to create an optimal project environment and to effectively lead a project team.

DATES May 29 to 30, 2012 – **Toronto**

FEES \$1,950 Cdn (plus HST)

This program will enable you to:

- Create an effective project strategy and environment
- Strengthen the links between project teams and the rest of the organization
- Use leading-edge tactics to manage risk and accelerate the project to meet or exceed objectives
- Increase project visibility with key stakeholders across the organization

Strategic Planning for Security and Development

This 3-day program is designed for managers working at all levels of both private and public sector organizations who are engaged in global operations across a broad spectrum of contexts, ranging from post-conflict (Democratic Republic of Congo, Indonesia, Afghanistan, and South Sudan) to middle-income countries (Botswana, Libya, South Africa and Tunisia). New rising powers, non-state actors, transnational networks, and regulatory frameworks represent just some of the key drivers which influence and shape the globalization agenda and, by extension, your organizational strategy.

DATES June 19 to 20, 2012 – **Toronto**

FEES \$1,950 Cdn (plus HST)

In this program you will learn how to:

- Undertake effective analysis and global risk assessment and management
- Make informed strategic decisions across a range of innovative options
- Prioritize activities and tasks subject to resource constraints
- Monitor and evaluate the progress of a strategy, and its affiliated policies and projects
- Utilize a range of tools and methodologies which will enhance your strategic capacity in the context of security and development

Leading Organizational Change

This 2-day program is designed to enable participants to develop and implement a focused and action-oriented strategic plan that will be the driving force behind successful change in your organization.

DATES March 20 to 21, 2012 – **Toronto**

FEES \$1,950 Cdn (plus HST)

This program will enable you to:

- Diagnose the nature of your organization's change challenge
- Deal with resistance
- Create speed and build momentum in the change process
- Develop a powerful framework to drive execution and implementation

Strategic Analytics

This 2-day program will show you how to gain competitive advantage by deploying analytics in new and powerful ways. You will enhance your ability to oversee evolving challenges and make measured responses. The program is designed for decision-makers and analysts from a variety of backgrounds including: marketing and sales managers; senior operations, transportation, and logistics managers; accounting and financial services managers and analysts; web analytics specialists; and senior IT managers.

DATES March 6 to 7, 2012 – **Toronto**
April 24 to 25, 2012 – **Calgary**

FEES \$1,950 Cdn (plus HST)

In the program, you will learn to:

- Identify the right opportunities for analytical decision-making
- Ensure that you are collecting the right data to guide decision-making
- Extract critical information from complex data sources
- Create an organizational culture that embraces analytics and fact-based decision making

Managerial Decision-Making

This one-day program focuses on decision-making and problem-solving for managers, and executives. Decision-making is arguably the most critical job of a manager, and bad choices can damage careers and the bottom line.

DATES March 22, 2012 – **Ottawa**

FEES \$795 Cdn (plus HST)

This workshop will provide insight on how to:

- Blend the art and the science of decision-making into a practical process that leads you to consider your choices intuitively and analytically
- Explore the ways that successful managers and executives make their decisions
- Understand prescriptions for positive decision-making processes in the future
- Create a framework for both strategic and tactical decision-making

Internationalizing Your Business

Strategizing for Global Markets

This 3-day program covers key concepts in international strategic management. Whether your organization is a small enterprise on the verge of entering foreign markets, or a larger business already involved in international operations, this program will provide important tools and frameworks useful in strategizing for global markets and internationalizing your business.

DATES May 15 to 17, 2012 – **Toronto**

FEES \$2,350 Cdn (plus HST)

Topics discussed include:

- Entering foreign markets
- Issues and opportunities associated with offshoring and outsourcing
- Organizing your international operations
- Cultivating and investing in emerging markets

Strategic Pricing

This 3-day program, offered in partnership with Strategic Pricing Management Group, is a practical, hands-on session on how to make money through strategic pricing. The program is offered in 2 modules. Days 1 and 2 focus on pricing strategies, while Day 3 focuses on value-based pricing and price/attribute trades.

DATES March 27 to 29, 2012 – **Toronto**

FEES Days 1, 2 and 3 \$2,625 Cdn
Days 1 and 2 \$1,750 Cdn
Day 3 only \$875 Cdn
(plus HST)

This program will enable you to:

- Develop an effective strategic pricing planning process
- Challenge the way you think about pricing, discounting and value
- Use effective pricing tools and techniques to be more effective in dealing with customers
- Gauge whether you are under-pricing your products or services

Custom Programs for Organizations

A Transformational Experience for your Organization

Any of the content delivered in the renowned QSB Executive Education Programs can be customized to meet the specific development needs of your organization.

We have successfully developed and delivered Custom Programs in all types of organizations, in most regions of Canada, and many locations around the world. Queen's Custom Programs provide powerful tools and techniques for facilitating meaningful organizational change across a broad range of areas, including:

- Strategic Planning and Implementation
- Developing Leadership Skills
- Creating and Managing a High-Performance Team
- Managing Change, Growth and Innovation
- Expanding Functional Skills Across the Organization

“ The Queen’s program re-energized me and gave me a new appreciation for the challenges we have in attracting and retaining new customers. The tailored content made for some rich group discussions with my Canada Post colleagues. It was also a great opportunity to network with people I wouldn’t normally interact with, and really understand what their business challenges are. I feel privileged to have been asked to participate. ”

COREY PELOW

Manager of Customer Management
Canada Post



Financial Times ranks Queen’s Custom Programs **#1 in Canada** for “Value for Money” (May 2011)

To find out more, contact our office at 1.888.393.2338, or in Toronto at 416.214.9655

Queen’s Executive Coaching

Queen’s Executive Coaching Service provides one-on-one coaching to help you achieve your full potential as a leader, team member and manager. It provides an outstanding opportunity for exploring new opportunities and creating positive change in your life and career.

To find out more, contact our office at 1.888.393.2338, or in Toronto at 416.214.9655

- You will have the opportunity to interview a number of coaches before selecting the one with whom you are most comfortable
- Initial contract is for six months with an option to extend
- Processes and tools used by our coaches are based on proven methodologies and years of experience
- All coaches are certified by the International Coach Federation, and have the skills, background and knowledge to help you succeed

QSB Executive Education

2012 Program Dates

2012

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Queen's Executive Program				15-4						14-2		
Queen's Public Executive Program		12-24							23-5			
International Mining Leadership Executive Program		27-2								19-23		
Enterprise Management					3-8							
Finance for the Non-Financial Manager			4-9	13-18					16-21			
Human Resources											18-23	
IT Management			25-30									
Leadership		26-2			17-22				9-14			2-7
Marketing				6-11								
Operations Leadership			4-9	13-18					16-21			
Sales Management					27-1							
Strategy		12-17		6-11							4-9	
Governance				2-5							12-15	
Coaching for Challenging Conversations (Toronto)		7-8										
Creative Innovation in a Lean Environment (Toronto)		28										
Developing Your Leadership Presence (Ottawa)		22-23										
Developing Your Leadership Presence (Toronto)				3-4								
Executing Under Pressure (Toronto)					1-2							
Internationalizing Your Business (Toronto)					15-17							
Leading Organizational Change (Toronto)			20-21									
Managerial Decision-Making (Ottawa)			22									
Negotiating and Consensus-Building (Ottawa)				17-18								
Project Leadership (Toronto)					29-30							
Strategic Analytics (Calgary)				24-25								
Strategic Analytics (Toronto)			6-7									
Strategic Planning for Security and Development (Toronto)						19-20						
Strategic Pricing (Toronto)			27-29									

- 3-Week Programs
- 2-Week Programs
- 5-Day Programs
- 4-Day Programs
- Short Programs

Unless otherwise noted, all programs are in Kingston

In business, no one gives a recommendation lightly.

In Canada, no other executive education centre receives more recommendations than Queen's. We invite you to contact any past participant of our programs to find out why more senior managers maintain that "Queen's is the place to go." Please call our office for contact information. If you prefer, we can customize your contact list to include executives from a specific region, industry, or program.



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