

Queen's

EXECUTIVE

MBA

NATIONAL PROGRAM



PERSONALIZED • INTEGRATED • TRANSFORMATIONAL

15-MONTH PROGRAM STARTING IN AUGUST

RANKED #1 in Canada BY **BusinessWeek**



Queen's
SCHOOL OF BUSINESS

ACADEMIC EXCELLENCE. EXCEPTIONAL EXPERIENCE.

TORONTO • VANCOUVER • CALGARY • EDMONTON
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**Earn a world-class MBA
in 15 months**
while you continue to work.

Queen's

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Message from the Dean

I'm often asked, "What sets Queen's MBA apart from other MBA programs?" While I could certainly point to our leading-edge curriculum, or our outstanding faculty, I strongly believe that our key differentiator is *personalization*. My years of experience in graduate management education have convinced me that a customized and personalized approach is far superior to a "one size fits all" program.

In the *Queen's Executive MBA* program, you will experience a level of personalization that is far more extensive than that available in other programs. Our approach to personal development will enable you to leave the program with a better understanding of yourself – your strengths and talents, as well as your weaknesses. Working with your Personal Development Coach, you will learn how to build on your strengths, taking them to a new level you may never have envisioned.

In addition to the general management curriculum, you will have the opportunity to personalize your curriculum by choosing from three strategic electives, designed to deepen your understanding in your chosen career area. During the program, all participants will work on a team-based Global Business Project and travel to a foreign location outside Canada and the U.S. And for those who choose to participate, we offer an opportunity to take part in an international study trip through one of our partner business schools.

An MBA experience is a once-in-a-lifetime event, and at Queen's we believe your MBA should be built around you, your strengths and your aspirations. I invite you to read more about our unique and powerful program. If you should have any questions, please do not hesitate to contact us.

A handwritten signature in black ink that reads "David M. Saunders". The signature is fluid and cursive.

David M. Saunders, PhD
Dean, Queen's School of Business

CANADA'S MOST RESPECTED EXECUTIVE MBA

Personalized for You

Queen's Executive MBA is truly different from the rest.

It is the only executive MBA in Canada that can be personalized around your individual strengths and aspirations. This highly innovative program will empower you to think differently about business and yourself. It will increase your value to your organization and open the door to new career opportunities.

At Queen's, we recognize that not everyone comes into the program with the same talents and skills, the same experiences, or the same aspirations. It stands to reason that a "one size fits all" approach is simply impractical. With that in mind, Queen's has developed a powerful new approach to learning that incorporates a level of personalization or customization that cannot be found in other executive MBA programs. You will leave the program with a clear understanding of your strengths, well thought-out goals for your career, and the tools to achieve them.



PERSONALIZATION

At the start of the program, you will receive a sophisticated personal assessment to identify your individual strengths and weaknesses. Then, throughout the program, you will receive professional, one-on-one personal development coaching to help you build on your strengths.

In the final module of the program, you will be given the opportunity to pursue one of three strategic electives based on your career aspirations. As well, participants have the option of attending a one-week global business course at one of our international business school partners.

During the program, you will also have the option of taking part in our Fit to Lead program – a program that recognizes and promotes the importance of mental, physical and emotional well-being.

If you are looking to make a career change, Queen's provides one of the most comprehensive suites of career management services available anywhere.

As a participant in *Queen's Executive MBA*, you will enjoy the benefits of a personal support team that includes a Personal Development Coach, a Career Coach, a Team Facilitator, a Personal Trainer, and Project Advisors.

ACADEMIC EXCELLENCE

Queen's School of Business is one of the world's premier business schools, with a faculty renowned for their business experience and academic credentials. The School has earned international recognition for its leading-edge curriculum and innovative approaches to business education.

Integrated Cross-Functional Thinking

Queen's Executive MBA curriculum has been designed not only to provide a solid understanding of management fundamentals, but also to demonstrate how management decisions are rarely one-dimensional, and can have an impact across the organization. Queen's professors teach as a team, using interactive classroom sessions, case studies, simulations and real-world projects to ensure an integrated approach to learning.

Global Perspective

Queen's Executive MBA prepares you to manage effectively in the global economy. You will receive a solid grounding in the fundamentals of global business, including global economics, international trade, international partnerships and cross-cultural management.

Leadership Experience

Queen's Executive MBA teaches you to think like a leader. The program curriculum provides the latest thinking in leadership and management techniques as well as key insights into your personal management style.



Queen's SCHOOL OF BUSINESS

A RICH HISTORY OF INNOVATION AND EXCELLENCE

QUEEN'S UNIVERSITY

Queen's is consistently ranked among Canada's very best universities by both *The Globe and Mail* and *Maclean's* in their annual ratings of Canadian universities.

Since its establishment in 1841 with a royal charter from Queen Victoria, Queen's University has had a rich tradition of academic excellence. Queen's is Canada's oldest degree-granting institution and has long enjoyed the reputation as "Canada's Ivy League" university. Students come from across Canada and numerous countries around the world. Queen's graduates have made indelible marks on the national and international landscape. Their contributions span science, the arts, business, and government. You will find Queen's graduates in positions of leadership around the world.

The extensive alumni network of more than 110,000 graduates spans 150 countries. Wherever you go, you will have the support of a network of fellow Queen's University graduates. A Queen's degree opens doors around the world.



“To be recognized by BusinessWeek as the best in Canada and among the best in the world twice in one year is a remarkable achievement that reflects the unmatched quality of Queen’s School of Business.”

Gordon Nixon
President and CEO
RBC Financial Group



QUEEN’S SCHOOL OF BUSINESS

AN INTERNATIONALLY RENOWNED BUSINESS SCHOOL

Queen’s School of Business is one of the world’s premier business schools. The School has earned international recognition for its innovative and forward-thinking programs, and has continuously introduced new technologies for business education and new ideas in the practice of management.

The School is consistently ranked among the best business schools in the world by both *BusinessWeek* (USA) and *Financial Times* (UK). In their most recent rankings, *BusinessWeek* ranked Queen’s #1 in Canada for both Executive MBA and full-time MBA.

THE LEADING EDGE IN MANAGEMENT EDUCATION

In addition to the nation’s top-ranked Executive MBA and full-time MBA programs, Queen’s School of Business is home to Queen’s Accelerated MBA for Business Graduates – a unique program designed specifically for people with an undergraduate degree in business.

Recently, Queen’s launched a new and innovative partnership with Cornell University, one of the original U.S. Ivy League schools. The new Cornell – Queen’s Executive MBA allows participants from both sides of the border to earn both a Queen’s MBA and a Cornell MBA while they continue to work in their current jobs.

Queen’s Bachelor of Commerce program has the highest entry standards of any undergraduate program in Canada, while Queen’s masters and doctoral programs are recognized as among the country’s finest.

Queen’s School of Business is also a leader in executive development. Queen’s Executive Development Centre is one of the world’s largest and most respected providers of non-degree executive education, and has been ranked #1 in Canada and top 10 in the world by *BusinessWeek*, and #1 in Canada and #15 in the world by *Financial Times*.

INTERNATIONAL ACCREDITATION

Queen’s School of Business is one of a select few schools to be accredited by all three of the world’s leading accrediting bodies. The School is fully accredited by the AACSB (the Association to Advance Collegiate Schools of Business). As well, reflecting its international strength, Queen’s School of Business is EQUIS accredited through the EFMD (European Foundation for Management Development), a global organization that is a recognized centre of excellence for management education and development in Europe, and the Association of MBAs, an international accrediting body based in the UK. These accreditations are touchstones of quality and assurance of the outstanding value of a Queen’s MBA.



INTERNATIONAL + NATIONAL RANKINGS

BusinessWeek

Ranks Queen’s Executive MBA
#1 in Canada + #23 in the world – November 2007

Ranks Queen’s full-time MBA
#1 in Canada + #1 internationally – October 2006

FINANCIAL TIMES

Ranks Queen’s Executive Development Centre
#1 in Canada + #15 in the world
for open-enrollment executive education – May 2007

ENVIRONICS

REPORT ON EXECUTIVE EDUCATION IN CANADA – May 2006

Ranks Queen’s Executive MBA #1 in Canada
Ranks Queen’s full-time MBA #1 in Canada
Ranks Queen’s Executive Development Centre #1 in Canada





7 WAYS TO PERSONALIZE YOUR EXECUTIVE MBA

Queen's Executive MBA is a unique, transformational experience. Beyond its leading-edge curriculum and innovative approaches to learning, it is the only executive MBA in Canada that can be personalized around your individual strengths and aspirations.

"Queen's Executive MBA allows for a level of personalization that simply cannot be found in other executive MBA programs. This approach enables you to more effectively capitalize on your strengths, focus on your goals and accelerate your career to a new level."

Dr. Bill Blake
Associate Dean, MBA Programs
Queen's School of Business

1 PERSONAL ASSESSMENT

Queen's has partnered with the Gallup Organization – a world leader in maximizing organizational and individual performance – to create a unique approach to personal development.

Using the **Gallup Strengthsfinder™**, an innovative personal assessment tool, you are able to identify your personal strengths and weaknesses.

"The Gallup Strengthsfinder™ was eye-opening for me. I thought I had a handle on my personal strengths, but this brought a whole new perspective."

Sarah Milton
Queen's MBA, Boston Consulting Group

3 STRATEGIC ELECTIVES

During the final module of the program, you are given the opportunity to choose one of three strategic electives, with the goal of deepening your understanding of the area that most closely aligns with your career aspirations. The three strategic electives are:

- Finance
- Marketing
- Project Management

2 PERSONAL DEVELOPMENT COACHING

Upon completion of your personal assessment, you will work one-on-one with an experienced Professional Development Coach to better understand, maximize and capitalize on your strengths. This is based on the Gallup and Queen's philosophy that peak performance can best be achieved by focusing on strengths rather than weaknesses.

"We're thrilled to be working with Queen's on this initiative. No other business school in Canada is doing anything like this!"

Ken Leigh Shearer
Managing Partner, Gallup Canada



4 OPTIONAL INTERNATIONAL STUDY TRIP



China Europe International Business School



Downtown Shanghai

You will have the opportunity to participate in a one-week course in International Business Management through one of our international business school partners. In the past, options have included IPADE (Instituto Panamericano de Alta Direccion de Empresa) in Mexico City, and CEIBS (China Europe International Business School) in Shanghai, China. In addition to academic content, the international study trip includes field visits to local companies.

5 FIT TO LEAD



In today's hectic world, it is easy to forget that your ability to manage and lead can be greatly influenced by your health and wellness. That's why Queen's offers Fit to Lead, an optional program that recognizes and promotes mental, emotional and physical wellness.

During your on-campus sessions, you will have an opportunity to work with a personal trainer, complete a health and fitness assessment, take part in various team and individual activities, and participate in classroom breaks to invigorate your mind and re-energize your body.

Throughout the year, Fit to Lead will continue to inspire you. Group challenges, newsletters and regular morning reflections will complement the academic curriculum and keep health and wellness in the forefront of your *Queen's Executive MBA* experience. Topics such as nutrition, personal fitness, stress management and life balance will be explored. Our Fit to Lead team will help you build the foundation of a healthy and balanced lifestyle that will continue to be of great benefit well beyond graduation.

"Fit to Lead helps you develop and maintain useful and healthy habits while you're in the program and long after you've finished your MBA."

Craig Roberts

Queen's MBA, Reed Business Information

6 CMA AND CMC OPTIONS

While in the program, you will have the opportunity to earn credits towards the Certified Management Accountant (CMA) and the Certified Management Consultant (CMC) designations. These professional designations can help you to more fully leverage the power of your Queen's MBA. See page 11 for more details.



7 CAREER-STEP® PROGRAM

In today's competitive business environment, just having the right skills and experience may not be enough. A key ingredient in the recipe for career success is focused, strategic career management. Queen's School of Business has partnered with Knightsbridge Human Capital Management in order to provide our participants with what we believe is the most comprehensive approach to career management and coaching offered anywhere. This approach, called Career-Step®, provides a suite of career management services that you complete at your own pace, according to your own goals. By partnering with Knightsbridge, who have offices in all the major cities where *Queen's Executive MBA* is offered, we can ensure that our participants have some of Canada's best career coaches in their corner.

QUEEN'S EXECUTIVE MBA A TRULY NATIONAL PROGRAM

TORONTO • VANCOUVER • CALGARY • EDMONTON

Queen's Executive MBA is offered in most major cities across Canada, creating a unique national perspective that is not available in other executive MBA programs.

TEAM-BASED LEARNING

Queen's uses a team-based learning approach to create a highly supportive and collaborative learning experience – both inside and outside the classroom. Learning Teams are formed at the beginning of the program and remain together for the duration. Each team is comprised of 6 to 8 members, with an emphasis on diversity of background. Teams function just as they would in the workplace, drawing on the skills and experience of each team member. Team facilitators work closely with the teams, assisting with team-building and coaching.

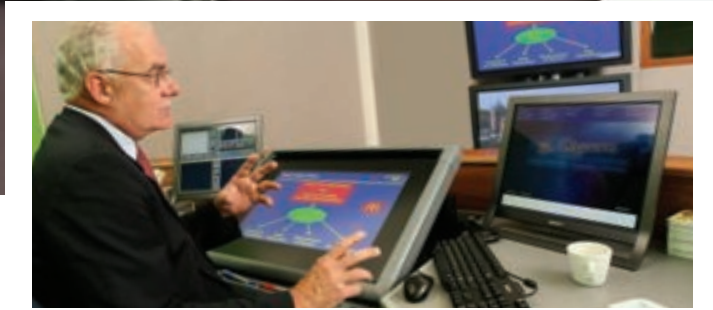
ON-CAMPUS SESSIONS

There are three on-campus sessions during the program – the Opening Session at the beginning of the program, the Creativity & Innovation Session in January and the Strategic Electives Session in August. These sessions are held at the Donald Gordon Conference Centre near the Queen's campus. Comfortable, private guestrooms, outstanding food, exceptional customer service, and a breadth of amenities are the hallmarks of the Centre.

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



MONTRÉAL • REGINA • FORT MCMURRAY • WINNIPEG



INTERACTIVE BOARDROOM SESSIONS IN YOUR HOME CITY

The balance of your class time will be spent in your Boardroom Learning Centre, conveniently located in your home city. These class sessions are held all day Friday and Saturday morning, every other week. The classes are delivered via real-time, interactive videoconference technology. Queen's has been utilizing and perfecting this technology for more than 14 years. Multi-point videoconference is used to link Learning Teams in major cities across the country. Professors lead the class from purpose-built studios on the Queen's campus. Participants are able to communicate directly with the professor and with the other teams. Each Boardroom Learning Centre is equipped with two plasma screen monitors, a tabletop microphone, and a remote controlled camera.



The experience is highly interactive, in a classroom that literally spans the country. Additionally, a mute button allows teams to carry on internal conversations without disrupting the class. 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 unparalleled flexibility. The program is offered in most major cities across Canada. This means that when business takes you on the road, you may 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 classes are recorded and are made available for review on the program portal.

ELECTRONIC COMMUNITY

ExecMBA Online™ is a customized portal and 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.



INNOVATIVE CURRICULUM

Queen's School of Business has earned international recognition for its leading-edge curriculum and innovative approaches to business education. The program provides a strong underpinning of management fundamentals and functions. As well, you will be exposed to the latest thinking in the areas of leadership, strategy, innovation, global business, and corporate social responsibility.

A FLEXIBLE BLEND OF TEACHING STYLES

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

INTEGRATED CROSS-FUNCTIONAL THINKING

Queen's Executive MBA curriculum has been designed not only to provide a solid understanding of management fundamentals, but also to demonstrate how management decisions are rarely one-dimensional, and can have impact across the organization.

LEADERSHIP

Queen's Executive MBA teaches you to think like a leader. The program curriculum provides the latest thinking in leadership and management techniques as well as key insights into your personal management style.

GLOBAL BUSINESS PERSPECTIVE

Queen's Executive MBA prepares you to manage effectively in the global economy. You will be introduced to global business issues such as legal and human resource complexities, cross-cultural management, market analyses, and the challenges of international partnerships.

THE POWER OF TEAMS

While most executive MBA programs tout the importance of teamwork, Queen's Executive MBA is one of a select few that assigns participants to teams for the duration of the program.

Queen's team-based learning approach creates a supportive and collaborative environment that mirrors today's workplace. Team members work together on assignments and projects, greatly enhancing the learning experience. This approach provides valuable opportunities for each participant to develop and hone critical team and leadership skills while in the program. Furthermore, it provides the opportunity to learn not only from your professors, but also from your teammates and classmates.

Queen's provides dedicated Team Facilitators who work with the teams, leading them through team-building and teamwork enhancing exercises. They maintain close contact throughout the program to ensure that teams continue to operate efficiently and effectively.

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 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. The program covers all travel and accommodation costs for the Global Business Project up to \$4,000 per person.



CORE CURRICULUM

STRATEGIC LEADERSHIP & TEAM BUILDING

- Role of the General Manager
- Creating High-Performance Teams
- Foundations of Accounting and Analysis
- Executive Leadership

FOUNDATIONS OF MANAGEMENT

- Financial Accounting and Analysis
- Global Business Environment
- Managerial Economics
- Analysis-Based Decision Making
- Human Resources Management

CREATIVITY & INNOVATION

- Management of New Ventures
- Structuring the New Venture
- Design and Creativity
- New Venture Project (Individual)
- Managing Change

CREATING SUCCESSFUL ENTERPRISES

- Management Accounting and Control
- Financial Management
- Marketing Management
- Operations Management
- Global Business Strategy
- Global Business Project (Team)

INTEGRATION AND EXECUTION

- Negotiations and Conflict Management
- Information Technology Management
- Execution and Implementation

PERSONALIZED CURRICULUM

OPTIONAL ONE-WEEK INTERNATIONAL STUDY TRIP

STRATEGIC ELECTIVES

Choose one of three electives:

- A) Finance
- B) Marketing
- C) Project Management

Curriculum is subject to change.

PERSONAL
DEVELOPMENT
COACHING



EARN VALUABLE PROFESSIONAL DESIGNATIONS THROUGH *QUEEN'S EXECUTIVE MBA*

THE JOINT MBA-CMA OPTION

Through a special partnership between Queen's and CMA Canada, you have the opportunity to earn credits towards the Certified Management Accountant (CMA) designation while earning your Queen's MBA degree.

Participants interested in pursuing this opportunity apply to their provincial CMA body at the beginning of the MBA program. A previous university degree and a minimum of two years of experience are required for admittance to this joint program. Participants accepted by their provincial CMA body are able to fulfill most of the requirements for the CMA designation within *Queen's Executive MBA*.

THE CMC DESIGNATION

Graduates of the *Queen's Executive MBA* program earn credits toward the Certified Management Consultant (CMC) designation while earning their MBA. Exemptions are granted for personal and interpersonal skills courses and credit is given for time devoted to your MBA projects. The *Queen's Executive MBA* curriculum covers most of the topics required for the CMC Comprehensive Qualifying Examination.

Detailed information about the CMA partnerships is available at *Queen's Executive MBA* Web site at www.execmba.com/national. The Queen's-CMA partnership is currently not available in Nova Scotia or PEI. An alternative program is available in Québec.

EXCEPTIONAL SERVICE AND SUPPORT

At Queen's, 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 Personal Development Coach who will work with you to help discover and develop your areas of strength
- a Career Coach who can provide one-on-one assistance with career development or job search, if required
- a Team Facilitator who will work with you and your team to ensure you are productive and effective
- a Personal Trainer 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 ExecMBA Online.™
- You will have full access to the Queen's University Library, and any books that you request will be sent directly to you.
- All classes are recorded and streamed from our program portal, should you have to miss a class or wish to review one.
- 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. You will find them very responsive and committed to your academic success.
- Tutorials are arranged for people requiring extra assistance.

...TO LONG AFTER GRADUATION

Our commitment to service continues after graduation. You will be able to stay in close contact with Queen's School of Business, your fellow graduates and faculty in a variety of ways:

- lifetime e-mail address
- *Alumni Central* (Queen's School of Business exclusive password-protected alumni Web site)
- Queen's Business Club events and activities across Canada, as well as in New York, London and Hong Kong
- regular mailings of *Inquiry* (Queen's School of Business alumni magazine)
- *Queen's Leaders Forum* (e-newsletter of news and ideas from Queen's School of Business)
- access to Queen's School of Business faculty through Queen's By Your Side™



CLASS PROFILE

Queen's Executive MBA participants have an average age of 38, with an average of 13 years of work experience. They come from across Canada and have a variety of backgrounds. Here are some typical profiles.

GENERAL MANAGER: This executive has many years of business experience, has moved up the management ladder and wants a better understanding of modern management tools.

ENTREPRENEUR: Driven by a desire to take an enterprise to the next level, the entrepreneur is looking for advanced management techniques.

FUNCTIONAL MANAGER: Well-versed in one functional area, this manager wants to develop a more general base of management skills and knowledge.

NOT-FOR-PROFIT AND PUBLIC-SECTOR MANAGERS: This executive wants to improve the effectiveness of a public enterprise by learning about advanced private-sector concepts and skills.



High Profile Speakers

Throughout the year, participants in the program have the opportunity to attend events, usually in your home city, featuring high profile speakers. In the past the speakers at these events have included:

Bill Clinton

Former President of the United States

Richard Branson

Founder of Virgin, entrepreneur and humanitarian

Vicente Fox

Former President of Mexico

Anthony Robbins

World-renowned authority on peak performance

Kenneth Cole

American designer, entrepreneur and humanitarian

Jerry Greenfield

Co-founder of Ben and Jerry's Ice Cream



▲ QUEEN'S EXECUTIVE MBA PARTICIPANTS HAD THE OPPORTUNITY TO MEET **BILL CLINTON** AT A SPEAKING EVENT IN MONTRÉAL.



▲ QUEEN'S EXECUTIVE MBA PARTICIPANTS HAD THE OPPORTUNITY TO MEET **RICHARD BRANSON** AT A CALGARY EVENT.



▲ **KENNETH COLE** SPEAKING TO QUEEN'S MBA PARTICIPANTS IN OTTAWA.

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 Vicki started the *Queen's Executive MBA* program, she was Chief Financial Officer at Armour Transportation Systems. Her employer recognized the skills and knowledge she was acquiring in the program and how she was immediately able to apply them in the workplace. Upon graduation, she was promoted to Chief Operating Officer – a promotion she believes was a direct result of having earned her *Queen's MBA*.



Vicki McKibbon, MBA
CHIEF OPERATING OFFICER
ARMOUR TRANSPORT SYSTEMS

"The Queen's MBA provided a broad business perspective and valuable insights on teamwork, strategy development, change management and problem resolution. It has given me a strong foundation upon which to build my career. It is an outstanding program."

Glenda entered the *Queen's Executive MBA* program as Director, Broker Relations and Sales at the Insurance Corporation of British Columbia. While enrolled in the program, she was appointed Acting Vice President, Strategic Marketing. As a project for the *Queen's* marketing course, she and her team developed a marketing strategy for her organization. She believes this was a key factor in her being promoted to Vice President, Broker Relations and Sales immediately after graduation.



Glenda Ouellette,
MBA
VICE PRESIDENT, BROKER
RELATIONS AND SALES
INSURANCE CORPORATION
OF BRITISH COLUMBIA

"I was very impressed with the way I could take what I was learning in the program and apply it immediately in my work. The program was intense and exciting, and prepared me to meet the challenges of a more senior management position."

Prior to entering the *Queen's Executive MBA* program, Darren held a middle management position at Praxair, a global company that supplies atmospheric, process and specialty gases, high-performance coatings, and related services and technologies. Ten months after starting *Queen's Executive MBA*, Darren was promoted to President of Amko Service Company in Ohio, a subsidiary of Praxair. In his new position, Darren manages a \$45 million operation, with 185 employees in five locations across the United States. He is certain this would never have happened without the *Queen's Executive MBA* experience.



Darren Nippard, MBA
PRESIDENT
AMKO SERVICE COMPANY

"The Queen's MBA has given me the confidence to identify my strengths and capitalize on them. I now have the business knowledge to complement my industry experience, enabling me to operate at a much higher level. This is truly the greatest accomplishment of my life to date."

Prior to joining the *Queen's Executive MBA* program, Mike was Director, Upgrading Process Engineering with Suncor Energy Inc. During the program, his employer recognized the business knowledge and skills he was acquiring and continued to challenge him with rewarding projects and increased responsibilities, including a promotion to Vice President of the business unit. Following graduation, Mike was offered, and accepted, the role of Vice President, Strategy and Development. He believes the *Queen's Executive MBA* was instrumental in getting him where he is today.



Mike MacSween, MBA
VICE PRESIDENT, STRATEGY
AND DEVELOPMENT
SUNCOR ENERGY INC.

"The program curriculum provides a solid foundation for success in executive leadership roles, through its thorough coverage of core business concepts, balanced with real-life experiences and cutting-edge practices. The team-based learning approach was also a highlight for me. Working with a group of high-quality professionals was intellectually stimulating and pushed me to a higher personal capacity."

As part of Jason's development plan with Scotiabank, the executive MBA program was identified as a tool to assist in his growth and to enable him to take on added responsibility within the organization. Both during the program and after graduation, Jason has seen his mandate and responsibilities increase. He is currently Vice President, Strategic Initiatives within the Marketing Division at Scotiabank. He credits *Queen's Executive MBA* with providing him the tools and positioning him for growth within the organization.



Jason Charlesbois,
MBA
VICE PRESIDENT,
STRATEGIC INITIATIVES

"As a result of having completed the Queen's MBA, I have leveraged the new skills and knowledge it provided to successfully take on more responsibility and be presented with new opportunities at Scotiabank. The program was an amazing experience. I was very impressed with the program content and the quality of both the faculty and my classmates."

Before beginning the *Queen's Executive MBA* program, Andrea was a Technical Service Engineer for the Ontario sales team of Lafarge North America's Cement Division. During the program, she was promoted to Technical Sales Manager for a region including all of Eastern Canada and seven U.S. states. Following graduation, she was again promoted, to Assistant Sales Manager for the mid-America Sales district and has relocated to Cleveland, Ohio. This role is seen within the organization as a development position leading to District Sales Manager.



Andrea Boddy, MBA
ASSISTANT SALES MANAGER,
MID-AMERICA DISTRICT
LAFARGE NA CEMENT DIVISION

"I decided to pursue the Queen's Executive MBA to increase my contribution to Lafarge's success and progress my career within the company. The program has certainly helped me accomplish this. It has accelerated my development as a well-rounded manager and dramatically increased my ability to create, manage and contribute to high-performance teams."

BALANCED SCHEDULE



15 MONTHS FROM START TO FINISH

Queen's Executive MBA is an important undertaking that requires a significant investment of time. Queen's has designed a schedule that makes it possible for you to earn your MBA degree while balancing your personal and professional responsibilities.

TWELVE DAYS BETWEEN CLASS WEEKENDS

By scheduling classes all day Friday and Saturday morning of every other week, Queen's gives you 12 days between class weekends to organize your business travel or family plans. Saturday afternoons on class weekends are available for activities such as working on group assignments, summarizing class discussions, and preparing for presentations. These afternoons also provide an excellent opportunity for tutorials and consultations with faculty.

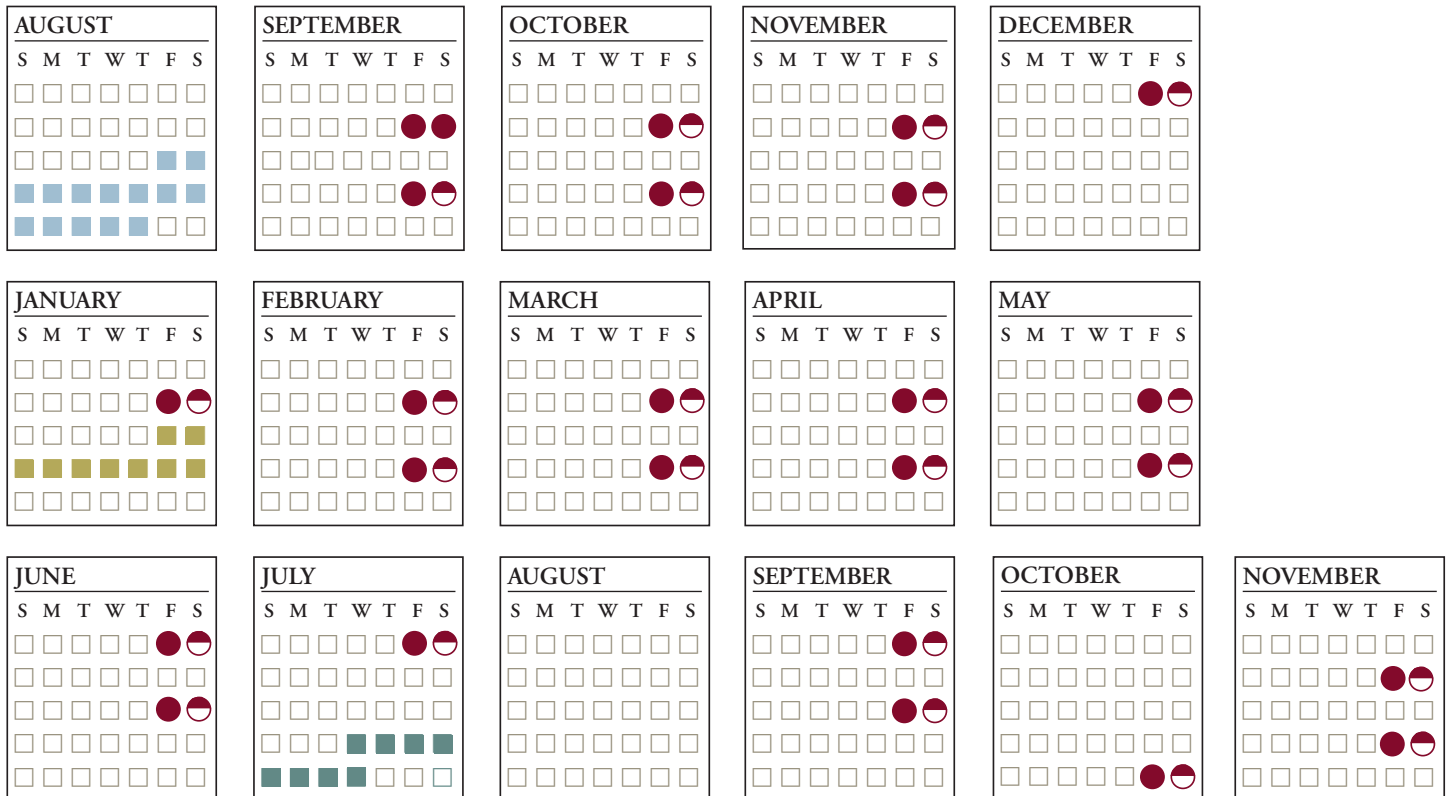
The class schedule is confirmed in advance so you can plan ahead. We understand that you have other obligations and commitments in your busy life that you can't leave behind.

BALANCED WORKLOAD

The *Queen's Executive MBA* schedule typically requires a commitment of 25 hours each week, including class time. Exams, projects, and assignments are divided evenly throughout the year so that you can develop a regular work pattern. The schedule allows for some free time in December and August, and time in late September/early October for travel associated with the Global Business Project.



Class Schedule



● LEARNING TEAM SESSIONS

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

THIS CALENDAR IS REPRESENTATIONAL ONLY AND IT DOES NOT REFLECT EXACT DATES. FOR AN EXACT SCHEDULE, PLEASE VISIT OUR WEB SITE AT WWW.EXECMBA.COM/NATIONAL

SIGNIFICANT DATES

- **Opening Session at Queen's**
 This two-week session begins in August. You will be notified of the exact dates of the session you will be attending at Queen's upon acceptance into the program.
- **Creativity and Innovation Session at Queen's**
 This nine-day session begins in mid-January. You will be notified early in the program of the exact dates of your session at Queen's.

- **Strategic Electives Session at Queen's**
 This eight-day session begins in late July or early August. You will be notified early in the program of the exact dates of your session at Queen's.
- Global Business Project Travel**
 A minimum of five days in late September/early October.
- Examinations** – For courses with final examinations, exams are held on non-class Saturdays.
- Convocation** – May (approximately five months after classes are completed).



FACULTY TEAM

A FACULTY THAT WORKS AS A TEAM

At Queen's School of Business, you will learn from a team of exceptional professors. This team is consistently recognized for both excellent teaching skills and significant experience with senior-level managers in major organizations across Canada and around the world.

AN INTEGRATED ACADEMIC PLAN

Queen's School of Business faculty members work together as teachers, researchers, and consultants, and their joint efforts have resulted in a tightly integrated academic plan. Our faculty teach in North America's most popular executive programs, consult for the world's leading organizations and have earned the respect of the business media and business leaders.

RESPECTED MANAGEMENT EDUCATORS

Both *BusinessWeek* (USA) and *Financial Times* (UK) have recognized Queen's faculty as being among the top executive educators in the world. Queen's School of Business professors have earned recognition from the Canadian media – including *Financial Post* and *Maclean's* – for teaching excellence.

IN TOUCH WITH THE BUSINESS COMMUNITY

Queen's Executive MBA professors have frequent contact with the business community. Most have extensive rosters of private- and public-sector clients located in Canada and around the world. The faculty includes some of Canada's leading experts in the fields of marketing, accounting, strategy, leadership, corporate turnarounds and alliances. They are also best-selling business authors and groundbreaking researchers. Years of working with senior-level executives have given our faculty the ability to bring modern management practices into the classroom.

CONSULTANTS TO LEADING ORGANIZATIONS

A list of some of the companies with which Queen's faculty have worked:

| | | | | |
|-----------------------------|-------------------------|--------------------------------|--------------------------------------|----------------------|
| 3M Canada Inc. | Business Development | General Motors | National Defence | Sasktel |
| Acklands-Grainger Inc. | Bank of Canada | GlaxoSmithKline | Ontario Lottery Corporation | Sobeys Inc. |
| Air Canada | Cameco Corporation | Goodyear Tire & Rubber Company | Ontario Management Board Secretariat | Sprint Canada |
| Alcan International Limited | Canada Post Corporation | IBM | Ontario Ministry of Finance | Starbucks |
| Alcatel Networks | Canadian National | Imasco | Ontario Power Generation | Suncor Energy Inc. |
| AT&T Canada | Cara Foods | Industry Canada | Oracle Corporation Canada | Syncrude Canada Ltd. |
| Bank of Montreal | CBC | Interac Association | Parks Canada | TD Canada Trust |
| Baxter Corporation | Celanese Canada Inc. | International Monetary Fund | Placer Dome Inc. | TELUS |
| Bayer Inc. | CIBC | Manulife Financial | Public Works and Government | Torstar |
| BC Hydro | Cirque du Soleil | MDS Inc. | Services Canada | UPI |
| Bell Canada | DuPont | Microsoft | Royal & Sun Alliance | Xerox |
| Bombardier Inc. | Empire Life | Midas Canada Inc. | Insurance Company of Canada | |
| | Falconbridge | Mitel Networks Corporation | Royal Bank | |

MR. TOM ANGER | Finance



Tom Anger is an Associate Dean at Queen's School of Business and Executive Director of the Queen's Executive Development Centre. He was one of the architects of the innovative Queen's MBA for Science & Technology. In his previous position as Chair of the undergraduate program, he spearheaded the re-engineering of the School's BCom program. His many years of experience with MBA education is a great asset to *Queen's Executive MBA*, for which he teaches Finance Management. He integrates financial policy and incorporates financial considerations into the curriculum and has played a leading role in advising *Queen's Executive MBA* participants on their consulting projects.

DR. TONY BAILETTI | Marketing & Managing Innovation



Tony Bailetti is an outstanding educator and one of North America's leading authorities on product development and management. In addition to consulting with business and government organizations, he is a frequent guest speaker to networks of senior executives at research and development conferences across North America and the U.K. He has developed and taught numerous courses for industry professionals, such as Lead to Win, the Canadian Advanced Technology Association, Industry, Science and Technology Canada, and the National Research Council. He was Director of Management of Technology at Bell-Northern Research (now Nortel Networks) and is President of ICHU Intranet Learning.

DR. JULIAN BARLING | Leadership of People at Work



Julian Barling, Associate Dean, is responsible for the PhD, MSc, and research programs. An authority on transformational leadership, he received the National Leaders in Management Education award (*National Post*, 2001), and *Maclean's* has recognized him as one of Canada's most popular professors. He was elected a member of the Royal Society of Canada (2002), and named a Queen's Research Chair. He was previously the Chair of the American Psychological Association's Task Force on Workplace Violence, and editor of the *Journal of Occupational Health Psychology*. He is the author of over 160 articles and numerous books, the most recent of which are *Handbook of Work Stress*, *Handbook of Workplace Violence*, and the forthcoming *Handbook of Organizational Behavior*.

DR. BILL BLAKE | Organizational Behaviour



Bill Blake is Associate Dean, MBA Programs, at Queen's School of Business. His research and teaching interests are leadership and the relationship between cultural adaptability and international effectiveness, and he is actively involved in executive development. Bill has served on the board of directors of Fishery Products International, Homestead Land Holdings and the Network of International Business Schools. From 1992 to 2002 he was Dean of Business at Memorial University of Newfoundland and from 2000 to 2002 served as Chair of the Canadian Federation of Business School Deans.

DR. SUSAN E. BRODT | Organizational Behaviour



Susan Brodt (PhD, Stanford) is the E. Marie Shantz Associate Professor of Organizational Behaviour and a recognized expert in the areas of negotiations and interpersonal trust. Her research has been published in major scholarly and practitioner journals, such as the *Academy of Management Review* and MIT's *Sloan Management Review*. Prior to joining Queen's, she was a Visiting Scholar at Stanford University and an Associate Professor at Duke University, where she taught in their Executive MBA programs. She has a wealth of experience in executive education and has consulted on negotiation, executive leadership, and managing global teams, primarily in the pharmaceutical, financial services, and telecommunications industries.

DR. KATHRYN BROHMAN | Project Management



Kathryn Brohman joined Queen's from Terry College of Business at the University of Georgia where she taught Project Management and Information Resource Management. Her work has been published in the *Harvard Business Review*, *Decision Sciences*, *Communications of the ACM* and *MIS Q Executive* and presented at leading conferences in her field. She has been very active in her professional career and has participated as a reviewer for several leading journals. She has consulted with numerous leading organizations including Bank of Montreal, UPS, Delta Airlines, NCR Teradata, Canadian Football League, and the New Brunswick Government.

DR. TONY DIMNIK | Management Accounting & Control



Tony Dimnik is an authority on strategic control systems and the relationship between capital budgeting and strategy. He has contributed to the understanding and practice of Activity Based Costing and the Balanced Scorecard and his current research is on Open Book Management. He was recently named one of the best university lecturers in Ontario and has served as the chair of the audit committee of several companies. One of his interests is cinema and he often writes and speaks on how accountants are portrayed in the movies. He has worked with organizations such as Microsoft, Financial Executives International, Alcan, VIA Rail, Canada Post, Atomic Energy of Canada Ltd., Royal Bank, and Cirque du Soleil.

MR. SHAI DUBEY | Business Law



Shai Dubey is Director of Cornell – Queen's Executive MBA and a corporate commercial lawyer. Shai began his career as a commercial pilot and has been an aviation consultant. A graduate of Queen's Faculty of Law, Shai practised law at several major Toronto Bay Street firms. He left private practice to become the Chief Operating Officer of Quicklaw Inc., a world leader in electronic legal research. He returned to private practice after Quicklaw was sold. He has been retained by many organizations to advise on corporate governance issues. Shai is also a lawyer with the legal branch (JAG) of the Canadian Armed Forces Reserve.

DR. LOUIS GAGNON | Financial Strategy & Risk Management



Louis Gagnon is an expert on market and credit risk management. He has been a visiting professor at the Richard Ivey School of Business. In addition to his extensive teaching experience at Queen's, he worked as a senior manager at Royal Bank Financial Group, where he oversaw the bank's global interest rate risk exposures and developed derivative risk management methodologies and policies. He is a strategic consultant to leading organizations in the financial and non-financial sectors. He is widely published in leading academic and applied finance journals, including *Journal of Empirical Finance*, *Journal of Portfolio Management*, *Journal of Futures Markets*, *Canadian Journal of Administrative Sciences*, and *Canadian Investment Review*.

DR. JAY HANDELMAN | Marketing



Jay Handelman is an Associate Professor of Marketing and former Director of the Centre for Corporate Social Responsibility. He has conducted extensive research into the ways in which marketers integrate emotional, cultural, and social responsibility dimensions into their traditional marketing strategies, and the ways in which these strategies benefit the organization. He has also examined tactics used by consumer activists and boycotters as they target the marketing efforts of corporations. His work has been published in the *Journal of Marketing*, the *Journal of Retailing*, and the *Journal of Business Research*, among others.

FACULTY TEAM

DR. PETER JENSEN | Executive Coaching



Peter Jensen is an internationally recognized authority on high performance. Since achieving his PhD in sports psychology, he has attended five Olympic Games as a member of the Canadian Olympic team and has helped numerous athletes achieve high performance levels under intense pressure, including Olympic medalists. He is author of *The Inside Edge*, a book that describes how to improve both your personal and organizational performance under pressure. Dr. Jensen and his work have been featured on ABC, CBS, CBC and CTV. His clients include BP, Nexen, Syncrude, Labatt, Hydro One, CCMD, RCMP, GE Capital, *Maclean's* and Royal Bank.

MR. JOHN MOORE | Financial Accounting



John Moore is an experienced executive educator who is highly regarded in the accounting profession. He is the author of five accounting textbooks. He has conducted executive development seminars on financial tools for senior managers at Alcan, DuPont, Canon, Mitel, Shoppers Drug Mart, New Brunswick Power Corporation, Mountain Equipment Co-op, and Canada Post. He also works with members of senior management teams to integrate financial accounting concepts into strategic planning. A four-time winner of the MBA Teaching Excellence Award from Queen's University, he is also the recipient of the Silver Medal from CMA Canada and was made a Fellow of the Society of Management Accountants of Canada in 2004.

MR. SALMAN MUFTI | Management Information Systems



Salman Mufti has extensive teaching experience in both degree and non-degree executive education at Queen's School of Business, and with other national and international institutes. He is a former Director of *Queen's National Executive MBA* and of Queen's Full-time MBA. In addition to his teaching and management roles at Queen's School of Business, he regularly advises senior managers in corporations and the public sector, and is frequently featured in the press on matters relating to information technology strategy and management. He is the recipient of the Queen's MBA 2004, Queen's MBA 2005, and *Queen's Executive MBA* 2005 Teaching Excellence Awards.

DR. ELSPETH MURRAY | Strategy & New Ventures



Elspeth Murray leads the new venture related activities at the business school. The latest of these activities has been the launch of TriColour Venture Fund, a student-led early stage investment fund. She teaches on many programs at Queen's, and the course she developed on new venture management has been recognized by *BusinessWeek* as one of the world's top ten Executive MBA courses. In 2002, she co-authored *Fast Forward: Organizational Change in 100 Days*, with Dr. Peter Richardson. She is an active consultant to organizations such as the Auditor General of Canada, BMW Canada, GlaxoSmithKline, Winnipeg Commodity Exchange, Mosaid, Bank of Canada, and Acklands-Grainger. She is also a Director for Parteq, the commercialization organization for Queen's University, and an advisor to several start-ups and CEOs.

DR. SHAWNA O'GRADY | Strategic HR Management & International Business



Shawna O'Grady is an authority on team building, human resource management, and the cross-cultural aspects of international business. She is an experienced team facilitator who is in high demand for her original approach to team building. She is also the author of *Border Crossings – Doing Business in the U.S.*, an award-winning book on international business. Her clients include Microsoft, MDS, Mattel, Shoppers Drug Mart, Enbridge Consumers Gas, Industry Canada, BMW, Novo Nordisk, Oracle, Xerox, Bell Canada, GlaxoSmithKline, Ministry of Finance, Canada Post Corporation and TD Canada Trust.

DR. JOHN PLINIUSSEN | Innovation & Marketing

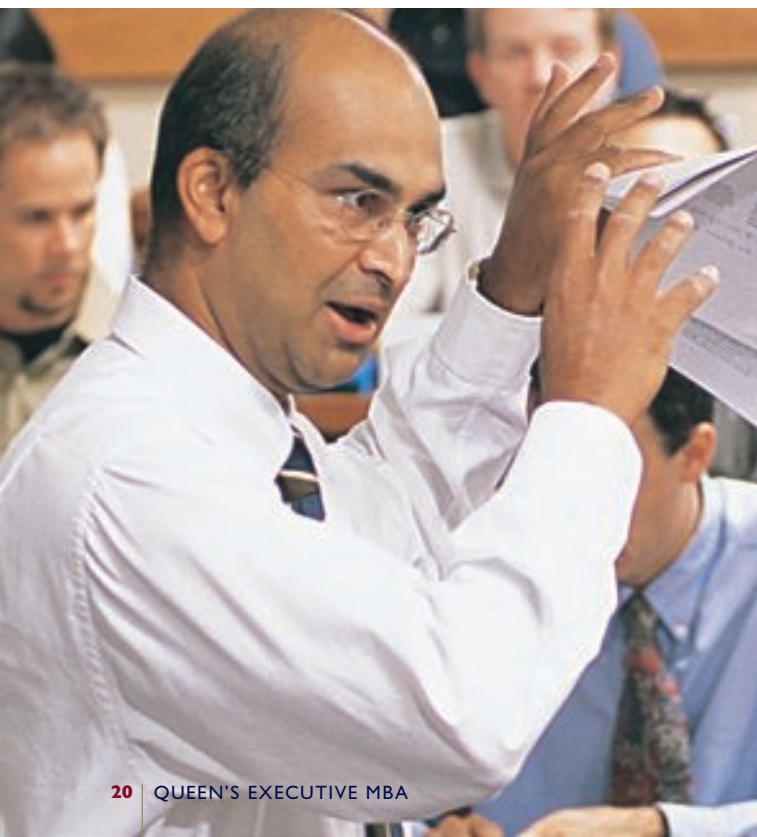


John Plinius is an authority on innovation, sales management and e-marketing. He has worked or consulted for several Fortune 100 companies, some of Canada's fastest growing SMEs, many federal and provincial ministries, and numerous agencies and NPOs. He has published numerous books and articles. He was Director of Strategy for *cgkTechnologies Inc.*, a Program Director with Shad International, and until recently, Chairman of Bayway Community Investment Corporation.

DR. DOUGLAS REID | Alliances & Strategic Management



Douglas Reid is an authority on corporate alliances and partnerships. His research focuses on how companies stabilize their alliances by providing network resources to partners. Formerly, he was vice president of an international consulting firm, handling corporate issues management in their Toronto and Ottawa offices. He has also worked for a former premier of Ontario and as chief of staff to a cabinet minister. He has written several op-ed columns for *The Globe and Mail* and the *National Post*, and has been quoted extensively in the media regarding corporate alliances and other strategic management issues. Dr. Reid holds a BSc and MBA (University of Toronto), an MPA (Queen's), and a PhD (University of Western Ontario).



Program Faculty is subject to change.

DR. PETER RICHARDSON | Strategic Management



Peter Richardson teaches strategy courses on the Executive MBA programs and on a number of the School's one- and three-week executive development programs. During his years at Queen's, Peter has authored over 75 papers and case studies on strategic management. Together with Elspeth Murray, Peter has written *Fast Forward: Organizational Change in 100 Days*, along with an accompanying practitioner guide. A previous book, *Cost Containment: The Ultimate Strategic Advantage*, remains one of the few books to be written on cost improvement. Peter consults widely with both public- and private-sector organizations including BHP Billiton, Alcoa, CIBC Mellon, the Supreme Court of Canada, the Auditor General of Canada, and Natural Resources Canada, working closely with senior executives on strategy development and deployment.

DR. PAUL ROMAN | Operations Management



Paul Roman is an expert in operations strategy and management. He is also a Professional Engineer with a successful consulting practice, applying his skills in business process re-engineering to projects ranging from the development of a combat development process for the Canadian Army to enhancing the relationship between operations and maintenance at Syncrude Canada Ltd. He is currently assisting the Canadian Forces in developing policies and processes that will maximize the effectiveness of modeling and simulation tools in support of acquisition, training and operations. Paul's research tends to be applied, stemming from consulting projects, and includes publications in *The Engineering Economist*, *The Canadian Institute of Mining and Manufacturing Bulletin*, and *The Army Doctrine and Training Bulletin*.

DR. PETER SEPTON | Economics



Peter Sephton is an economist with expertise in monetary policy and applied economic modeling, with over 40 publications in academic journals. He has held visiting appointments at the International Monetary Fund and the Federal Reserve Bank of St. Louis. His consulting experience includes cost-benefit studies as well as the estimation of economic damages in personal injury and fatal accident cases. Dr. Sephton earned a BA from McMaster University and an MA and a PhD from Queen's University. An award-winning teacher and researcher, he is co-author of several editions of popular textbooks. Dr. Sephton is a Professor of Managerial Economics and a former Director of *Queen's National Executive MBA*.

MR. KEN WONG | Marketing Strategy



Ken Wong is one of Canada's most respected marketing professors. He has worked with the Strategic Planning Institute at Harvard University and the Conference Board of Canada, and writes a monthly column for *Strategy* and periodically for *Marketing*. He is a 2006 inductee into the Canadian Marketing Hall of Legends and past winner of the *National Post's* Leaders In Management Education award. He regularly judges both the "Entrepreneur of the Year" and "Canada's Best Managed Companies" competitions, addresses corporations and conventions around the world, and sits on a number of other advisory/directorship boards.

DR. ROGER WRIGHT | Decision Models



Roger Wright is a former Director of *Queen's National Executive MBA*. He has lectured internationally on production and operations management, has been responsible for the design, start-up, and management of several new manufacturing ventures, and has owned and operated a management consulting firm. He is author of several articles on solid fuel combustion efficiency, energy efficiency, and transportation safety, as well as management-related articles in *Naval Logistics Quarterly* and *Canadian Journal of Higher Education*. He has won teaching excellence awards at the University of Prince Edward Island, the Royal Military College of Canada, and Nanyang Technological University (Singapore).



Program Faculty is subject to change.

APPLICATION PROCESS

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

Admission Requirements

We recognize that individual applicants often have unique strengths, and those strengths can be given special consideration in the admission decision.

We consider the following criteria:

1. Your management experience
2. Your references
3. Your previous academic experience
4. Your QMAT* or GMAT score
(Qualified individuals may be exempt. Please speak to an Application Advisor.)
5. A personal interview

*QMAT is a diagnostic tool that is used to assess candidates' preparedness for the program and to ensure a minimum standard for all participants.

Application Advisors

Application Advisors will work with you through every step of the application process. They will offer a preliminary assessment of your qualifications and suggest helpful ways to strengthen your résumé and cover letter. To speak with an Application Advisor, call toll-free 1.888.EXEC MBA (1.888.393.2622).

Information Sessions

Information sessions provide an opportunity to learn more about the program and the videoconference learning technology. They also provide the opportunity to speak with the Program Director, a professor or an Application Advisor. Program alumni and current participants often attend these sessions and can provide first-hand accounts of the program.

For dates and times, please call toll-free 1.888.EXEC MBA (1.888.393.2622). Information session dates are also available on our Web site at www.execmba.com/national.

Application Procedure

Applications for admission to the program must include:

1. Application Form: Application forms can be completed online or downloaded from our Web site at www.execmba.com/national, or simply call an Application Advisor at 1.888.EXEC MBA (1.888.393.2622).
2. Cover Letter: A cover letter that outlines current responsibilities and assignments, career accomplishments, reasons for applying to *Queen's Executive MBA*, and professional and personal goals and plans.
3. Résumé: A current résumé that includes academic experience, work experience, memberships in professional associations, and volunteer and community activities.
4. QMAT or GMAT Diagnostic Tool: Qualified individuals may be exempt.
5. Two References: You are required to submit an evaluation form completed by your immediate supervisor; and an evaluation form completed by a colleague. The evaluation forms can be downloaded from our Web site at www.execmba.com/national. Please note that evaluators must send these forms directly to *Queen's Executive MBA Admissions Committee*.
6. Official Transcripts: A certified transcript from each post-secondary institution you have attended, sent by the Registrar of that institution to *Queen's Executive MBA Admissions Committee*.

There is no application fee for *Queen's Executive MBA*. Admission to the program is competitive. Applicants are encouraged to apply early, as space and academic scholarships are limited. Applications are reviewed immediately upon receipt of completed files and admission decisions are rendered as soon as reference checks are completed.

PROGRAM LEADERSHIP



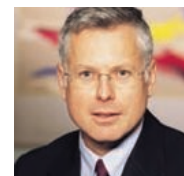
Dr. Bill Blake
Associate Dean
MBA Programs



Ms. Gloria Saccon
Director
National Program



Mr. Brian Marchant
Manager
Team Facilitation



Mr. David Edwards
Director
Career Services



Mr. Gary Scott
Director
Operations

"... We encourage anyone interested in learning more about *Queen's Executive MBA* to contact us directly at 1.888.EXEC MBA."

Gloria Saccon
Director, National Program

Admissions Committee

Please send all application materials to:

Queen's Executive MBA, Admissions Committee
Queen's School of Business
Goodes Hall
Queen's University
Kingston, Ontario K7L 3N6

We hold all application materials in complete confidence.

All-Inclusive Fee

The fee for *Queen's Executive MBA* is an all-inclusive fee covering:

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

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

FOR COMPLETE DETAILS ON FEES AND A FEE SCHEDULE, PLEASE VISIT OUR WEB SITE AT WWW.EXECMBA.COM/NATIONAL

Personal Income Tax Treatment of Tuition Fees

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

For more information, ask a professional income tax advisor to give you an assessment of the full impact of fees on your personal income tax situation.

Financing

RRSP Withdrawals

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

Corporate Sponsorship

Sponsoring an employee in *Queen's Executive MBA* is a wise and cost-effective business decision for organizations, since they will be adding to the skill set of their most promising managers.

To help you seek support from your organization, we have created a downloadable brochure entitled *Queen's Executive MBA – The Case for Sponsorship*. Please visit our Web site at www.execmba.com/national or contact *Queen's Executive MBA* program office for full details.

Academic Scholarships

Queen's is pleased to offer a limited number of scholarships to outstanding applicants. Please speak to an Application Advisor for more details.



Royal Bank Loan

You may qualify for financing with RBC Royal Bank. While in the program you pay only the interest, at the preferred rate of RBC prime plus 1%. The repayment period is up to 15 years upon graduation with a negotiable interest rate.

Why Should You Secure Pre-Approval?

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

Loan Application Instructions

Printable loan application forms may be downloaded from our Web site at www.execmba.com/national. They can be found in the Financing section. Or, simply call an Application Advisor at 1.888.393.2622 and a loan application will be e-mailed to you.



“My Queen’s MBA has paid for itself many times over, and without it, I wouldn’t be where I am today.”

Mike Palaisy, Queen's MBA
President
DRP Services Inc.



Remember that for the rest of your life,
when you tell someone you have an MBA,
the first question they'll ask is:

"Where did you get it?"

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





QUEEN'S EXECUTIVE MBA

Queen's School of Business
Goodes Hall
Queen's University
Kingston, Ontario
Canada K7L 3N6

Toll-free: 1.888.EXEC MBA
(1.888.393.2622)

Voice: 613.533.6811
Fax: 613.533.2313

E-mail: execmba@business.queensu.ca
Web: www.execmba.com/national

This graduate degree program is offered by Queen's School of Business at Queen's University, a non-profit institution dedicated to providing educational opportunities to undergraduate, graduate, and doctoral students. All proceeds from programs at Queen's School of Business directly benefit the education of the business leaders of tomorrow.

