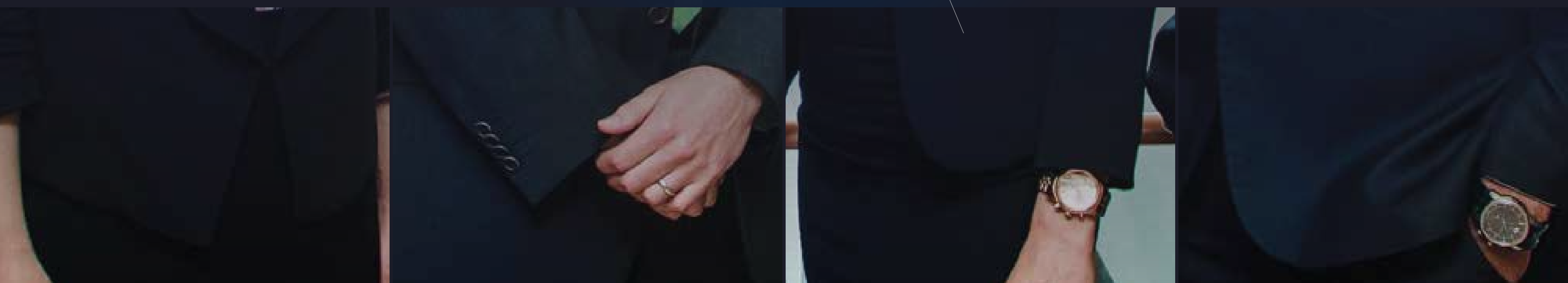
Queen's Smith
SCHOOL OF BUSINESS

Queen's MBA

A 12-month, Full-time Program
Beginning in January

queensmba.com



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A RICH TRADITION OF INNOVATION AND EXCELLENCE

Queen's is consistently ranked among Canada's very best universities. Established in 1841, Queen's University has a rich tradition of academic excellence. It has long enjoyed the reputation as "Canada's Ivy League" university, attracting students from across the country and around the world.

Queen's graduates have made indelible marks on the national and international landscape, through their contributions to science, the arts, business and government. The extensive alumni network of more than 166,000 graduates spans 154 countries. You will find Queen's graduates in positions of leadership around the world.

Queen's UNIVERSITY

THE STEPHEN J.R. SMITH SCHOOL OF BUSINESS

at Queen's University

In October 2015, in recognition of an extraordinary gift from Queen's alumnus Stephen Smith, Queen's School of Business became **The Stephen J.R. Smith School of Business.** Under this new name, the School will continue to be one of the world's premier business schools and a major innovator in the field of business education.

In addition to its highly acclaimed MBA programs, Queen's School of Business is also home to Canada's most prestigious undergraduate business program and several outstanding graduate programs. As well, the School is one of the world's largest and most respected providers of executive education.

Queen's Smith | SCHOOL OF BUSINESS

Globally Connected

Smith School of Business maintains international exchange partnerships with 100+ respected business schools in more than 40 countries, and welcomes over 300 international exchange students annually. Every year, well over 650 of our students travel to international destinations as part of their studies. Additionally, more than 3,500 organizations in over 60 countries have sent managers and executives to Queen's Executive Education Programs in a variety of locations around the world. Smith is also a founding member of two leading global advocacy initiatives for responsible leadership, in partnership with the United Nations Global Compact.

Thought Leadership – Smith Business Insight

Smith School of Business has an impressive record of cutting-edge research and thought leadership, and both faculty and graduate students enjoy access to numerous resources that support this effort. Smith Business Insight *(ssb.ca/insight)* provides a platform to share insights with the world.

Internationally Accredited

Smith School of Business is fully accredited by the world's two leading accreditation bodies: The AACSB (Association to Advance Collegiate Schools of Business), and EQUIS through the European Foundation for Management Development.

AACSB ACCREDITED

EFMD EQUIS ACCREDITED

"In terms of pure business education, Queen's holds its own with the best in the world. But in terms of personal growth, the Queen's experience is unparalleled. Period."

SARAH JORDAN, MBA 2007
Principal
The Boston Consulting Group
Toronto, ON

Queen's MBA

A New Approach to Business Education

At Smith, we are constantly challenging ourselves to provide the best MBA experience anywhere and to ensure that we are meeting the needs and exceeding the expectations of our students and the organizations that hire them. In consultation with employers, students, faculty and alumni, we are continuously making innovative changes to our program and adding features that are simply not available anywhere else. Our unique approach will better prepare you for the job of your dreams.

A January Start Date

What does a January start date mean for you?
It means that you will:

- Be among the first MBA graduates into the job market
- Be better prepared for job interviews in the fall than students at other schools
- Have a broader selection of international exchange opportunities
- Be able to offer employers flexibility in your starting date
- Have the opportunity to participate in internship opportunities the following January
- Be able to take advantage of 16-month dual degree opportunities

Using the features below, let us build the personalized academic experience that gets you where you want to go. Say goodbye to the cookie cutter approach used in other MBA programs; the Queen's MBA experience is unlike any other.

Team-Based Learning

Smith School of Business at Queen's University has been a pioneer in the important area of team-based learning and utilizes an approach that is far more sophisticated than that used in other MBA programs.

Experiential Learning

Participate in unique opportunities to "learn by doing" that include innovative options that are not available anywhere else.

Specializations

Queen's MBA offers specializations in the areas of highest demand. Choose from Consulting, Finance, Marketing & Sales, Entrepreneurship & Innovation, Healthcare Management or General Management.

International Exchange

If international exposure is integral to your career goals, Queen's MBA offers exchange opportunities at 30 of the world's top international business schools.

Double Degrees

Some career paths demand a level of specialization beyond the MBA program. Smith School of Business Double Degree options are designed to accommodate these demands.

Internship Opportunities

The design of the program now enables students to pursue internships at high-profile companies, and in multiple industries, in order to gain work experience in their chosen area. Internships start in January, upon completion of course work.

Career Support

Smith School of Business offers one of the most comprehensive career support programs anywhere, including one-on-one coaching.

Executive Coaching

Take advantage of our unique approach to Executive Coaching and learn how to capitalize on your strengths and mitigate your weaknesses.

Lifestyle Coaching

Queen's MBA offers a unique, holistic approach that includes a Lifestyle Coaching option.

THE POWER OF TEAMS

Develop your ability to lead and contribute to a high-performance team

We believe strongly in our team-based approach, as do our industry partners, because it mirrors today's progressive workplace. You will leave the program with a thorough understanding of the best practices for successful team-building and teamwork – well prepared to be a valuable team member or team leader.

While other MBA programs talk about "teamwork", what they are actually referring to is "group work" – a very different concept. At Smith, you are assigned to a team for the core of the program, and a significant portion of your overall grade is derived from teamwork. Team members collaborate on assignments, projects and presentations, drawing on the skills and experience of individual team members, greatly enhancing the learning experience.

"The team experience is absolutely one of the best elements of the Queen's MBA program. Our team learning started from managing chaos and ended with delivering excellent results. Diversity created challenges but also significant learning opportunities for producing a well-rounded product."

MICHELLE DUAN, MBA 2013
Specialist, Corporate Capital Planning
Canadian Pacific Railway
Calgary, AB

Learning Teams

Each Learning Team consists of 6 or 7 students. Teams are carefully assembled to maximize diversity of gender, work and academic experience, and cultural background – reflecting the reality of today's work environment.

Team Coaching And Support

A dedicated, professional Team Coach is assigned to every team. For the entire program core, they will monitor your team's effectiveness and provide regular feedback and guidance that is pivotal to the learning process.

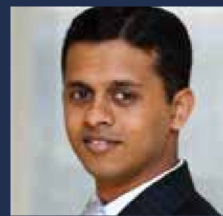
A great deal of time during the first week of the program is devoted to setting the tone for your Learning Team. You and your teammates will be led through a series of exercises designed to get acquainted, gain insights into each member's preferred thinking style, formulate a team mission statement, develop "team norms" and successfully conduct your first team meeting. You will be provided with proven processes and best practices for overcoming any obstacles that may arise during the year.

Developing Your Team And Leadership Skills

One of the greatest benefits of our team-based approach is the opportunity to develop your team and leadership skills – skills that are essential in business today. At Smith, you don't just learn about teamwork and leadership, you put them into practice every day. Each team member is given many opportunities to lead projects or contribute to projects led by other team members.

"High-performing teams, rather than individuals, create more value for any organization. The Queen's team-based approach helped me become a more productive team member as well as a very effective team leader, and this greatly enhanced my MBA experience."

ANANDO CHATTERJEE, MBA 2013
Product Manager
IBM Canada Ltd.
Ottawa, ON



Dedicated Team Rooms

For the duration of the program, every Learning Team is provided with a dedicated team room that includes a personal work station for each team member. Team rooms are also equipped with a printer, white board and refrigerator.

"My experience with Executive Coaching at Queen's was uniquely positive for the following reasons. First, I was able to choose a coach who best met my needs and I was able to direct the focus of my sessions. Second, it provided a safe and encouraging environment to face personal challenges head on. Third, my coach provided me with tailored resources to facilitate my personal growth."

STEVEN KRAFT, MBA 2013
Research Analyst
FirePower Capital
Toronto, ON

EXECUTIVE COACHING

Learn to leverage your personal strengths

The Coaching Culture At Smith

At Smith, coaching is an integral part of our learning culture and its importance cannot be overstated. In addition to your Executive Coach and Team Coach, you will also have the support of a Career Coach and a Lifestyle Coach. Our coaching philosophy touches almost all aspects of the Queen's MBA program.

Executive Coaching

Today, all over the world, people at all levels of management are using Executive Coaches to help them achieve their full potential. At Smith, we have made this a critical piece of your learning experience. No other MBA program offers this unique and valuable opportunity.

Choosing Your Executive Coach

It is very important to develop a good rapport and chemistry with your Executive Coach. For this reason, you are able to choose your Executive Coach from our roster of coaches, and you may change coaches at any time. Our professionally trained coaches bring with them a wealth of work, life and coaching experience, ensuring that the process is highly impactful and responsive to your needs.

"I'm not aware of any other MBA program that offers Executive Coaching. These coaches are very experienced and provide tremendous service. I believe my Executive Coach has really helped me to realize my true potential and for that I will always be grateful."

VINAY PUSHKARNA, MBA 2014
Senior Consultant, Strategy & Operations
Deloitte
Calgary, AB

Influencing The Direction Of Your Coaching Experience

Executive coaching can take many directions. At Smith, you are empowered to influence the direction you wish to take. Many students choose to focus on identifying and leveraging their personal strengths, and our coaches have several innovative personal assessment tools at their disposal to assist you in this process. Other students choose to focus on identifying and mitigating their perceived weakness, while others choose to work on specific personal or interpersonal issues they may be experiencing. In short, the opportunities are practically unlimited.

Achieving Your Full Potential

The impact of your Executive Coaching experience can be immeasurable and will affect many aspects of your life, both professionally and personally. You will return to the workforce with a greater understanding of yourself, your strengths and your weaknesses. This will have a powerful impact on your performance and your working relationships.

LIFESTYLE COACHING

Fit to Lead™ is an optional program that focuses on mental, emotional and physical well-being. Topics covered include personal reflection, goal setting, fitness, healthy eating and achieving life balance. During the program you have an opportunity to take part in various team and individual activities, and will have access to a Lifestyle Coach who will work with you to design a personalized fitness plan. Throughout the program, Fit to Lead™ will continue to inspire you. Group challenges, newsletters and the lifestyle planner will keep you involved and our staff will work to help you succeed.

"I think Fit to Lead™ exemplifies the holistic approach provided by the Queen's MBA program. It provided so many opportunities to get involved and really develop a healthy and balanced lifestyle. From fitness activities to social events, Fit to Lead™ really added to the overall experience."

CHARLES KYRIACOU, MBA 2014
Fuels Account Executive
Imperial Oil
Toronto, ON

GLOBAL PERSPECTIVE

Smith School of Business, together with the Michigan-based Cultural Intelligence Center, has developed training to help our students strengthen their Cultural IQ. You will learn how culture influences behaviours and thought processes, and learn strategies for managing in a multicultural environment.

"My international exchange at IIM Bangalore provided a breadth of perspectives on how firms thrive in emerging economies - perspectives and insights which were quite different from those in North America. Additionally, the exchange enabled me to create an international professional network."

REETIKA BHAGAT, MBA 2013
Senior Consultant
Deloitte Canada
Calgary, AB

INTERNATIONAL EXCHANGE PARTNERS

Consistent with the global perspective that is prevalent in the curriculum and the classroom, Smith offers the option of an international exchange at one of our 31 business school partners around the world. This provides an exceptional cross-cultural learning experience in a region that is of particular interest to you.

"The Asian MBA exchange opportunity at the National University of Singapore provided me with an incredible opportunity to gain an international perspective on business. It enabled me to learn about the strategies of Asian firms and their perceptions of North American business. As well, it gave me the opportunity to create an international network of MBA candidates from all over the world."

MEREDITH SLEMKO, MBA 2011
National Business Development Manager
Johnson & Johnson
Markham, ON

ARGENTINA	Universidad Torcuato Di Tella
AUSTRALIA	Queensland University of Technology, Business School
AUSTRIA	WU, Vienna University of Economics and Business Administration
BRAZIL	Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo
CHINA	Cheung Kong Graduate School of Business
	China Europe International Business School (CEIBS)
	Peking University, Guanghua School of Management
	Shanghai Jiao Tong University, Antai College of Economics and Management
	Shanghai Jiao Tong University, SAIF
	Tongji University, School of Economics & Management
	Tsinghua University, School of Economics & Management
FINLAND	Aalto University School of Economics
FRANCE	EMLYON Business School
	ESSEC Business School
GERMANY	HHL Leipzig, Graduate School of Management
	University of Mannheim, Mannheim Business School
	WHU - Otto Beisheim School of Management
HUNGARY	Corvinus University of Budapest, Faculty of Business Administration
INDIA	Indian Institute of Management Bangalore
	Indian School of Business
	Institute of Management Technology
ITALY	Università Commerciale Luigi Bocconi
JAPAN	Nagoya University of Commerce and Business Administration
	Waseda University, School of Commerce
MEXICO	IPADE Business School
NETHERLANDS	Rotterdam School of Management, Erasmus University
RUSSIA	St. Petersburg State University, Graduate School of Management
SINGAPORE	National University of Singapore
SPAIN	IE University, IE Business School
SWITZERLAND	University of St. Gallen
UNITED KINGDOM	Aston University – Aston Business School

TEACHING APPROACHES

At Smith, we are not committed to a single teaching or learning style. By leveraging the power of several teaching styles, we have created an approach that is unique, innovative and effective.

The Case Method

Case studies are used extensively, but not exclusively. Case studies provide the opportunity for students to analyze and resolve a vast array of real business issues and opportunities.

Class Instruction And Discussion

Classroom instruction accompanied by high energy discussion is often the most effective way to learn frameworks, tools and techniques that can then be applied to projects and case studies.

Real-World Business Projects

The Queen's MBA program offers the opportunity to complete several practical, real-world major business projects.

Experiential Learning

There is no better way to learn than learning by doing, and Smith offers numerous opportunities for experiential learning.

Simulations

For subject matter that does not easily lend itself to the "learning by doing " method, Queen's MBA program utilizes a number of innovative simulations to create challenging learning experiences.

EXPERIENTIAL LEARNING

Valuable hands-on experiences you won't find anywhere else. Experiential Learning, or "learning by doing," is an important aspect of the Queen's MBA Program, and there are numerous opportunities.

"I wanted a balanced teaching approach that consisted not only of the case method, but also classroom instruction and hands-on learning. The experiential learning opportunities at Queen's were unique compared to other MBA programs in the market place."

LINDSEY LACHANCE, MBA 2013
Marketing Manager
Brookfield Residential
Calgary, AB

Management Consulting Project

This project provides the opportunity to interact with potential employers while gaining practical work experience. You will work with a company or organization to analyze a real-world business challenge and develop a comprehensive set of recommendations and implementation plans to address it.

New Venture Project

The New Venture Project is part of the Innovation & Entrepreneurship specialization stream. For this project, you will develop a business case and comprehensive launch plan for a new company, product or service. Every year, several graduates of the program turn their New Venture Projects into reality, often with the support of our Dare to Dream Internship Program.

The Tricolour Venture Fund

The Tricolour Venture Fund is Canada's first student-advised venture capital fund. This VC fund allows Queen's MBA students to gain hands-on experience in managing a multi-million dollar fund. Students meet directly with potential portfolio companies, assessing the opportunities, conducting due diligence and making recommendations to the Investment Advisory Board — a committee of seasoned entrepreneurs, angel investors and venture capitalists. The fund is seeded with contributions from alumni and friends of Smith, and all proceeds from the Fund are reinvested into maintaining and expanding this innovative educational program.

Queen's University Alternative Assets Fund

QUAAF is the only student-run hedge fund in North America and was the brain child of four Queen's MBA students. The fund was established with the support and assistance of Executive-in-Residence Peter Copestake, former Senior Vice President and Treasurer at Manulife Financial Corporation. The student management group consists of an Executive Committee and teams of Analysts. They are supported by an advisory committee of industry professionals. This fund is also seeded with contributions from alumni and friends of Smith School of Business, and all proceeds contribute to the maintenance and expansion of the fund.

Certificate In Responsible Leadership

The Certificate in Responsible Leadership program offers you the opportunity to augment your MBA with experience-based, integrative exposure to the dynamic field of responsible leadership. Students who successfully complete the program requirements will graduate with a Certificate in Responsible Leadership in addition to their MBA.

Integrative Project

This project runs through the first six months and enables you to apply classroom learning to a real business. Each team is required to produce a business assessment and strategy for a real company, working closely with senior management of that company.

PRE-MBA OPTIONS

Pre-MBA Warm-Up

Smith School of Business is pleased to offer pre-MBA "warm-up" sessions in three quantitative areas: Accounting, Finance and Statistics. As well, data manipulation with Excel and MBA Case training are also provided.

These not-for-credit, one-day sessions are offered to incoming students the week before the MBA program begins.

These sessions are optional, and you may enroll in any or all of them. At a cost of $200 per session, they represent an excellent opportunity to ease your transition into the program. You may register for these sessions when you sign back your offer of admission.

Pre-MBA English Language Program

The eight-week pre-MBA QBridge Program is an intensive English language program that develops communication skills for MBA students.

The program addresses all four language skills: reading, writing, listening and speaking. The program also focuses on the expectations and communication conventions of a Canadian academic institution. Please see our website for more details.

A FLEXIBLE ACADEMIC PLAN

The curriculum for Queen's MBA is very flexible and can be built to meet your career goals. There are two modules: the Foundations Level, which provides an overview of business fundamentals; and Specialization, which enables you to choose an area of interest. Upon completion of the MBA, you may then choose to advance to the Expert level by pursuing a second Master's degree in this area of specialization.

January

July

January

GRADUATE CERTIFICATE

MBA

FOUNDATIONS

SPECIALIST

EXPERT (OPTIONAL)

The Core Curriculum

- Accounting
- Business Analytics
- Economics
- Finance
- International Business
- Leadership
- Marketing
- Management Information Systems (MIS)
- Operations
- Professional Skills
- Strategy

Integrative Project

The Foundations curriculum is comprised of eleven courses plus an integrative project that runs through the entire six months.

Areas Of Specialization*

- Consulting
- Entrepreneurship & Innovation
- Finance
- Marketing & Sales
- Healthcare Management
- General Management

**Subject to change*

For the Specialization module, you may choose from several areas of interest. You will complete four required courses within your specialization and four elective courses from outside your area of specialization. You must also complete an individual project focusing on your area of specialization. Upon completion of this module you will have earned a Queen's MBA and a Graduate Certificate in your area of specialization.

Double Degree Options

- MBA + Master of Finance
- MBA + Master of Management Analytics
- MBA + Juris Doctorate
- MBA + Health Quality (HQ)

The Expert level enables you to apply some of your MBA credits to a second Queen's Master's degree.

ENHANCING YOUR CREDENTIALS

While in the program, you may choose to begin working on any of these professional designations.

Chartered Financial Analyst (CFA)

Those interested in pursuing their CFA designation have access to CFA resources, sample exams, networking opportunities as well as CFA scholarships that cover the cost of the membership and provide a discount toward the cost of writing the Level 1 Exam.

CFA Program Partner of CFA Institute

Project Management Professional (PMP)

The Project Management Institute recognizes the Project Management elective course offered in our Consulting stream as the required contact hours a student needs to be eligible to write the PMP exam. See our website for more details.

PMI Project Management Institute

Certified Management Consultant (CMC)

In addition to completing the required course, a total of 3600 hours of consulting experience is required to qualify for the CMC designation. Students may submit experience gained through the Queen's MBA program towards this requirement.

CMC A HIGHER LEVEL of management consulting CERTIFIED MANAGEMENT CONSULTANT

Certified Health Executive (CHE)

Students who complete the Healthcare Management specialization will be eligible for advanced standing toward the CHE designation through the Canadian College of Health Leaders.

CHE Certified Health Executive

THE QUEEN'S MBA EXPERIENCE

At Smith School of Business, we are committed to providing first-class customer service and an exceptional experience for every student.

Incomparable Service And Support

At Smith, you will experience one of the best student-to-faculty ratios of any business school in the world.

You will always have easy access to Program Administration staff whose offices are in close proximity to the MBA classrooms and team rooms.

All of your textbooks, course binders and case studies will be waiting on your desk when you arrive. Before each class, digital course packs or hard copies of PowerPoint presentations will be provided, reducing the need for note-taking. This allows you to more actively participate in the class discussion.

After class, you may access the exclusive student web portal to watch a recording of the class, reply to emails, verify the schedule for the rest of the week, book a meeting room, participate in a course discussion board or even check the weather forecast.

Business Plan And Case Competitions

At Smith, we place a strong emphasis on student participation. Every year, Queen's MBA students successfully participate in a range of domestic and international business plan and case competitions.

Student Clubs

Student clubs are an essential part of the Queen's MBA experience. Club members attend trade shows and conferences, attract prominent guest speakers and collaborate on career search strategies.

Over the past few years we have had active clubs in the following areas:

- Biopharma/Healthcare
- Biotech
- Consulting
- Corporate Social Responsibility
- Energy
- Finance
- International Management
- Marketing
- New Ventures
- Oil & Gas
- Real Estate
- Technology
- Women in Leadership

Women in Leadership event

Justin Trudeau attends the Responsible Leadership Summit

CAREER COACHING AND SUPPORT

Your Career Coaching team will assist you through the process of determining your preferred industry sector, exploring career options and charting your career path. This includes:

- Self-assessment and exploration
- Developing an impactful core message/personal brand
- Industry, function, and company research
- Preparing a targeted resume and cover letter
- Building and managing your network
- Conducting an effective and efficient job search
- Interview preparation
- Job offer negotiation

"My Career Coach helped me with my job search right from the beginning with resume and interview preparation. I knew I wanted to go into finance but I wasn't sure on exactly which area of finance. They introduced me to the Rotational Leadership Programs at the major banks which was ideal for me."

KEZIA BURKE, MBA 2014
Associate, Graduates Matter Rotational Program
CIBC
Toronto, ON

MBA Career Development Program

The MBA Career Development program is a combination of workshops, self-directed tutorials, online career resources, and one-on-one coaching sessions that will assist you in building the foundation necessary to successfully achieve your career goals.

One-On-One Career Coaching

A key component of the MBA experience is personalized, one-on-one career coaching. Our team of career development professionals are dedicated to supporting your individual needs, recognizing your unique background and personal career goals.

Corporate Relations

Our Corporate Relations team is focused on strengthening relationships with our corporate partners to create opportunities for students. This includes program funded trips to Toronto, Canada's largest business centre, to learn about companies in targeted sectors and connect face-to-face with key alumni, recruiters and businesses.

Alumni Engagement

Our Alumni Engagement Manager and strong alumni network will provide guidance and support throughout your career search.

As well, you will have opportunities to connect with alumni in-person and by accessing our Qvisors platform, a private online network that enables you to connect with Smith alumni who are ready to share valuable insights.

Extensive Online Career Resources

The MBA Career Portal is home to important program news and communication, a calendar outlining upcoming workshops and events, key career content, valuable online resources and job search links including: Beyond B-School, Interview Stream, Vault, QS TopCareers and Going Global. As well, you receive 24-7 access to our exclusive MyCareer job posting site.

On-Campus Recruitment

Smith School of Business attracts top corporate recruiters to our annual on-campus recruiting activities each fall. Our international reputation and extensive industry and alumni contacts yield exceptional opportunities for our graduates.

Dare To Dream Internship Program

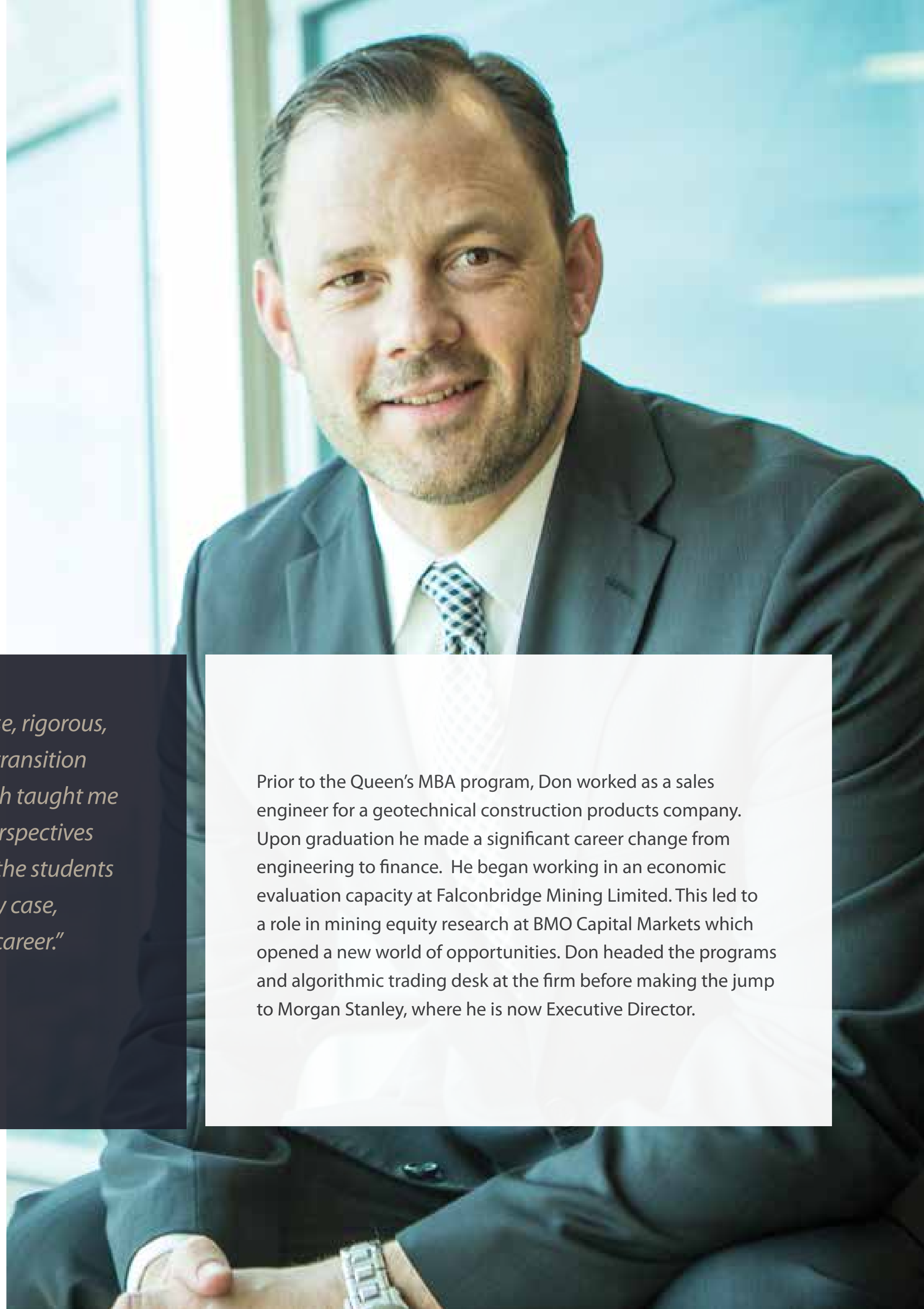
We also provide extensive support for graduates wishing to pursue entrepreneurial endeavors through our Dare to Dream Internship Program. These internships are specifically focused on providing critical resources to help Queen's MBA graduates turn their new venture business plans into reality. The three-month internship enables recipients to work extensively with select faculty members, our Entrepreneur-in-Residence, and other key contacts through Smith School of Business and the Centre for Business Venturing. As well, it provides up to $15,000 to cover living expenses during the internship.

"Extensive one-on-one coaching and access to a very supportive alumni group were instrumental in helping me transition to a new career. I feel that I could not have found this career success without the personalized support and resources that the Business Career Centre offers."

JAMES AUSTEN, MBA 2013
Associate, Institutional Equities
Dundee Capital Markets
Toronto, ON

GRADUATE SUCCESS STORIES

Our 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. Last year, 93% of our graduates acquired career-quality jobs within six months of graduation.



"I would describe the Queen's MBA experience as intense, rigorous, meaningful and fun. It was instrumental in my career transition from engineering to finance. The team-based approach taught me the value and importance of incorporating multiple perspectives into decisions. The program faculty really cared about the students and did everything they could to help us succeed. In my case, they were able to open many doors for me early in my career."

DON STEWART, MBA 1999
Executive Director
Morgan Stanley Canada Limited
Toronto, ON

Prior to the Queen's MBA program, Don worked as a sales engineer for a geotechnical construction products company. Upon graduation he made a significant career change from engineering to finance. He began working in an economic evaluation capacity at Falconbridge Mining Limited. This led to a role in mining equity research at BMO Capital Markets which opened a new world of opportunities. Don headed the programs and algorithmic trading desk at the firm before making the jump to Morgan Stanley, where he is now Executive Director.

"The Queen's MBA allowed me to move from engineering-focused opportunities to finance and business development-focused opportunities. It has provided me access to roles and experiences that would not have otherwise been accessible. It helped me to develop my skills as a teammate and a team leader, and I have moved into an international role, in part, due to my experiences abroad during MBA exchanges in India and China. The Queen's MBA experience gave me the ability to add value to my organization, both within my defined role and more broadly through different opportunities that come my way."

ALAN FIDLER, MBA 2008
Senior Advisor, International Business Development
Enbridge International Inc.
Calgary, AB

Alan came into the Queen's MBA program directly from his Engineering studies at Queen's. Upon graduation, he joined Macquarie Group, a global provider of banking, financial, advisory, investment and funds management services as an Analyst, and earned a promotion to Associate. Two years later, he made the move to Enbridge as Advisor, Investment Review. He was subsequently promoted to his current position. He credits the Queen's MBA program with enabling him to be able to take on roles and gain experiences that would not have otherwise been accessible.

"I found support everywhere I turned throughout the program. The Queen's MBA allowed me to hone my interpersonal skills and develop greater knowledge in my areas of interest – Organizational Behaviour, Change Management and Strategy. Once I realized that Human Capital consulting was something I wanted to pursue, Smith was instrumental in helping connect me with the right people at Deloitte. My Queen's experience was transformational. It provided me with a new found confidence, a sense of purpose and direction for my career and a network of life-long friends. "

EMILY BOUDREAU, MBA 2012
Manager
Deloitte Canada
Ottawa, ON

Before she entered the Queen's MBA program, Emily was a program manager for an online Aboriginal Youth Suicide Prevention program, The Honouring Life Network, which was run out of the former National Aboriginal Health Organization. Upon completion of the program, she made a career shift from the non-profit arena, to the private sector, as a Senior Consultant in the Human Capital practice at Deloitte. She believes this switch would not have been possible without her Queen's MBA, and the network she was able to build and tap into while at Queen's.

"I chose Queen's because it was hands down more collaborative, integrated and welcoming than any of the other schools I visited. In terms of value, the team-based approach was priceless. I now work with people all around the world and my team experience at Queen's, where there were cultural, disciplinary, educational differences, enabled me to be very comfortable working with a diverse group of people. My Queen's MBA experience was exactly what I wanted and more. Not only did I get educated at a top-tier business school, I had an amazing time doing it."

MEENA RAJPUT, MBA 2012
Senior Manager, Change Management and Strategic Planning
Scotiabank
Toronto, ON

Prior to enrolling in the Queen's MBA program, Meena was working in Sales and Strategy at Hyundai Canada. After completing the program she transitioned into Management Consulting with Accenture, where she took on roles from Change Management, to Competency Management, to Learning Technology. She recently left Accenture to take on the role of Senior Manager, Change Management and Strategic Planning at Scotiabank. She believes the Queen's MBA prepared her for these challenges and facilitated her ability to adapt to her rapidly changing environment.

Prior to joining the Queen's MBA program, David was a corporate strategy consultant at RSA. Upon completion of the program, he was able to move from internal strategy, focused on a single industry, to management consulting across a wide range of industries, as an Associate at McKinsey & Company. Since joining McKinsey, he has also been able to move from working as an Associate, supporting a team, to project management, which he says has been an exciting and rewarding experience.

"The Queen's MBA was a great experience and it has helped me achieve, and even exceed, the goals that I had set for myself. The team-based approach creates a learning environment that is closer to the realities of work life. With the help of the Career Services team, I was able to transition into a career path that I am very excited about and, just as importantly, I have a core group of friends from my time at Smith that are a big part of my life."

DAVID KENNEDY, MBA 2011
Engagement Manager
McKinsey & Company
Toronto, ON

"I would not have landed the job at Google without my Queen's MBA, and I believe it will increase my likelihood of being promoted in the future. I would describe the program as amazing and transformative. The team-based approach was extremely valuable, because knowing how to work in a team, lead a team, and find success in a team (especially in high pressure situations) is critical. The highlights of the program also included participating in the Tricolour Venture Fund, which allowed me to meet people within Canada's new venture world that I'm still connected to today."

DREW CORMIER, MBA 2012
Search Strategist
Google
Mountain View, CA

Drew came into the Queen's MBA program directly from his undergraduate program in Computer Engineering. Upon graduation, he was hired by Google - a company he describes as "the best company in the world to work for" – as a Product Quality Analyst. He believes the Queen's MBA, in combination with his Computer Engineering degree, was instrumental in differentiating himself and ultimately landing this job. He recently took on the role of Search Strategist.

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

CHRISTINA WATERS, MBA 2012
Software Product Line Leader – Early Ventures
GE Oil and Gas
Toronto, ON

Prior to the Queen's MBA program, Christina was a Nuclear Fuel Remediation engineer with Atomic Energy Canada. It was interesting work, but not a career path about which she felt passionate. She was ready for a change, and chose Queen's because of its focus on teamwork. After graduation, she was accepted into GE Canada's Experienced Commercial Leadership Program (ECLP) in their Power & Water division. This program focuses on marketing and sales within GE's commercial functions. She now holds the position of Software Product Line Leader – Early Ventures at GE Oil and Gas.

"I chose Queen's because I wanted a school with an excellent reputation, high calibre students and strong team dynamic that fostered collaboration. When I decided to focus my attention on the consulting industry, the Business Career Centre provided the support I needed to prepare for the recruiting process and assisted me in making the right connections to be successful. The fast-paced twelve-month experience was a whirlwind of activity which propelled me to new levels in my career and set me up for long term success."

NORA KLEINEWILLINGHOEFER, MBA 2011
Manager
A.T. Kearney Ltd.
Vancouver, BC

At the time she decided to enroll in the Queen's MBA program, Nora was a Marketing Specialist for Grouse Mountain Resort in Vancouver. She knew that she wanted to make a career shift, and during the program decided on a career in Consulting. Upon graduation in May of 2011, she joined the management consulting firm A.T. Kearney as an Associate and has since transitioned to the role of Manager.

Prior to joining the Queen's MBA program, Nicola was a consultant with a boutique consulting firm in Vancouver, focused on the forestry industry. She credits the program with facilitating a significant career change. Upon graduation she joined Scotiabank as an Associate-in-Training in the capital markets arena. Over the ensuing 12 years she has worked in Scotiabank's capital markets businesses in Toronto, New York and London, in support of the growth of their hedge fund businesses and, more recently, in leading the global restructuring of their client onboarding model. She is now Managing Director, Global Banking and Markets.

"The Queen's MBA program is a well-rounded, top notch education supplemented with meaningful leadership development. The program was invaluable in repositioning myself for a career in Finance, and I have relied on different aspects of the experience throughout my career. I found that the team-based approach helped enormously in the development of my interpersonal and leadership skills, and the deep network of colleagues and faculty has provided tremendous support in both my professional and personal endeavours."

NICOLA RAY-SMITH, MBA 2002
Managing Director
Global Banking and Markets
Scotiabank
Toronto, ON

"I chose Queen's because I wanted a program that would provide me with a competitive advantage. The Queen's MBA enabled me to become a contender for a broader range of career opportunities. I enjoyed the extra-curricular activities and the smaller class size because it allowed me to develop stronger bonds with my classmates. The dedicated faculty and extremely supportive team of program staff allowed me to focus and succeed. The experience was truly invaluable."

CLAUDIA SOONG, MBA 2008
Vice President
RBC Capital Markets
Toronto, ON

When Claudia entered the program, she was a Branch Manager at CIBC in Toronto. Her goal was to accelerate her career in the finance industry. Upon graduation, she joined RBC Capital Markets as an Associate in the generalist program in Toronto. She later moved to New York and joined the Corporate Banking team, covering the Real Estate and Consumer sectors. During her time in New York, she was involved in a number of mergers and acquisitions and corporate and leveraged buyout transactions. She recently relocated to Toronto to join the Asset-Based Lending team in RBC Capital Markets and was promoted to Vice President.

"I looked at several MBA programs, both in Canada and the United States, and Queen's was the one that met all of my requirements. The tools and experience that I gained during the program enabled me to move from the engineering sector into the world of corporate finance. Both the financial skills and soft skills that Queen's provided have been tremendous assets. The team-based approach fostered a more creative approach to problem-solving, and provided the opportunity to participate in — and effectively lead — a team in a very dynamic environment. Queen's challenged me to think differently, and achieve my full potential."

WILLIAM SUTHERLAND, MBA 2007
Vice President
Kilmar Van Nostrand Co. Ltd.
Toronto, ON

Prior to entering the Queen's MBA program, William was an Engineering Specialist with Toyota, where he ran a sales and project engineering team. He chose Queen's because it offered a well-rounded program that focused on both the hard and soft skills he was looking for. Upon graduation, he joined RBC Capital Markets as an Associate, where he participated in acquisitions, equity raises, corporate splits and conversions. In 2010, he joined Kensington Capital as a Principal. In 2015, he joined Kilmar Van Nostrand as Vice President.

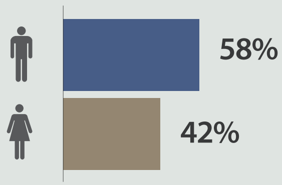
"From that first week in Goodes Hall, the learning experience at Queen's was truly exceptional, and being a member of the Queen's MBA class has been a highlight in my career. In particular, the great faculty, small class size and the team-based learning environment stood out to me as features that differentiate the Queen's experience. Overall, the program gave me the tools necessary to take control of my career and help me achieve my personal and professional goals."

DAVID MARQUIS, MBA 2005
Director, Small Business Marketing
Bell Canada
Montréal, QC

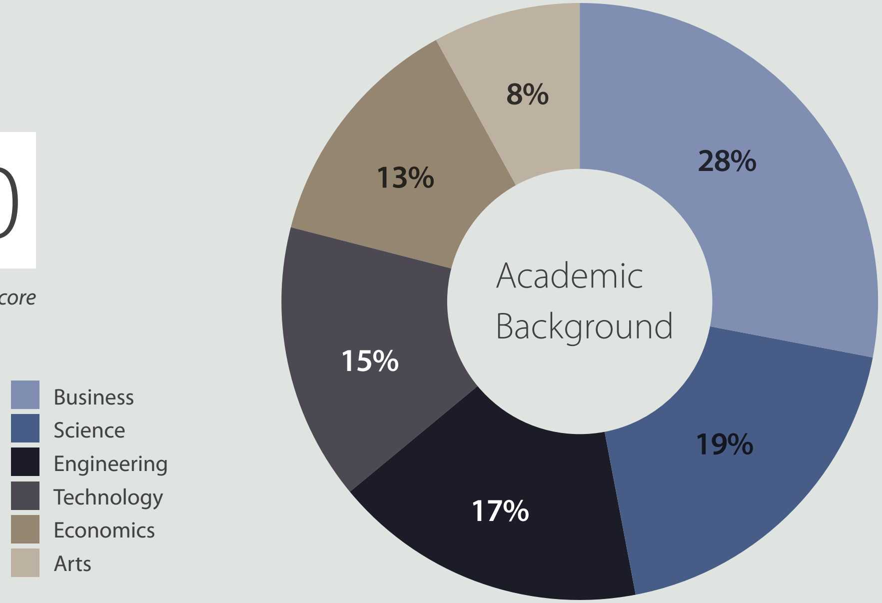
When David applied to the Queen's MBA program, he was working as an R&D engineer at Rolls-Royce in Montréal. He had heard great things about the program and wanted to complement his technical background with a business skill set. He believes the program transformed the way he thought about his career and business in general. After an exciting and intense year at Queen's, he joined The Boston Consulting Group in Toronto. He is now Director of Corporate Strategy and Mergers & Acquisitions at Bell Canada, and proud to be part of the team executing an ambitious new strategy of service and network investment for Bell.

QUEEN'S MBA CLASS OF 2015

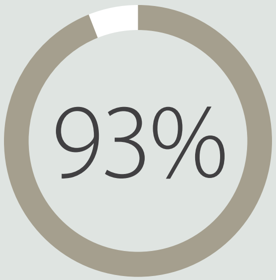
69	11	28	650
Students	*Teams*	*Average Age*	*Average GMAT Score*



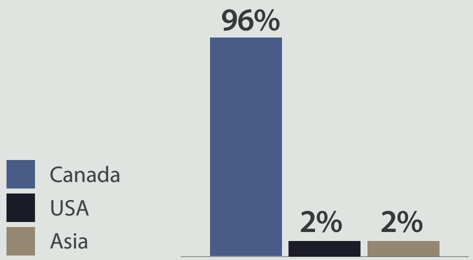
Average 5 years of work experience

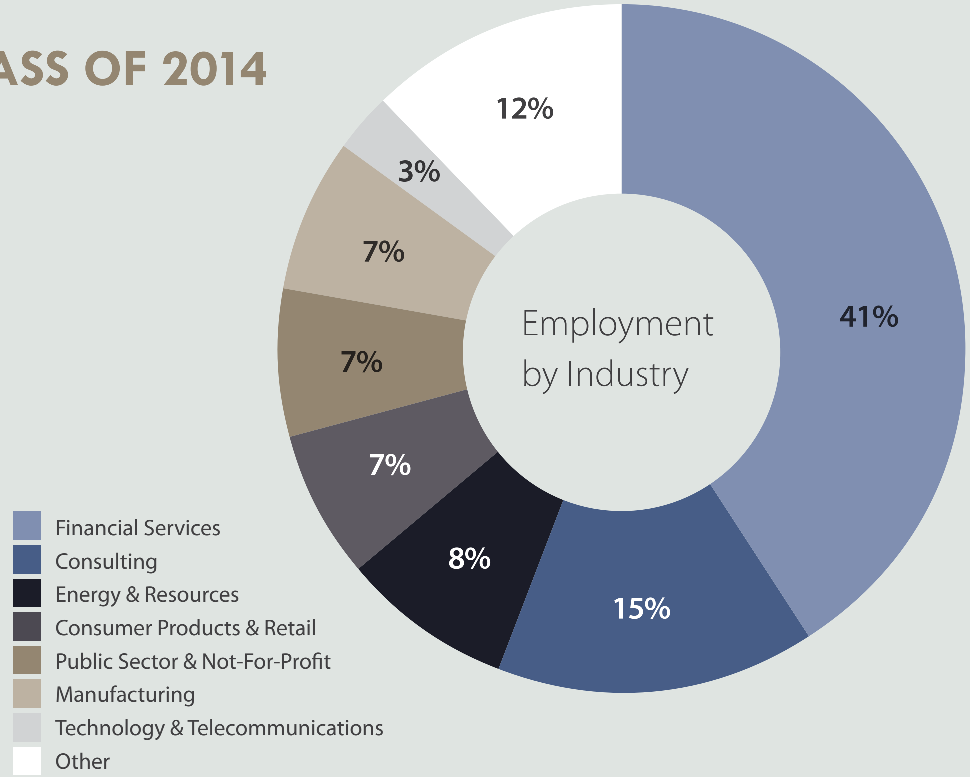


JOB ACQUISITION STATISTICS CLASS OF 2014



Percentage of students who acquired jobs within 6 months of graduation





The following is a partial list of companies that have posted jobs for Queen's MBAs over the past three years

A.T. Kearney Ltd.
Accenture
Air Canada
Alliance Films
American Express
Apple Canada Inc.
Bain and Company
Bank of Canada
Bell Canada
BMO Financial Group
Boston Consulting Group
Canadian Pacific Railway
Canadian Tire
Capital One
Cara Operations Ltd.
Caterpillar
Chubb Insurance
CIBC
Cisco Systems Canada
Citigroup Corp. and Investment Bank
Colgate-Palmolive Canada
CPP Investment Board
Credit Suisse
Deloitte
Desjardins Securities
Disney
Enbridge
Ernst & Young LLP
Facebook
FedEx Canada
First Boston
General Mills Canada
Gerdau Ameristeel
GlaxoSmithKline
Goldman Sachs
Great-West Life
Heart & Stroke Foundation of Canada
Hewlett-Packard
HSBC Financial
IBM Canada
Imperial Oil
Intel Corporation
Johnson & Johnson
Kraft Canada Inc.
Lafarge North America
Manulife Financial
McKinsey & Company
Merrill Lynch Canada Inc.
Mondiale Asset Management
Monitor Deloitte
Petro-Canada
PMC-Sierra, Inc.
PricewaterhouseCoopers
Procter & Gamble
RBC Financial Group
Red Bull Canada
Research in Motion
Rogers Communications Inc.
Scotiabank
Shoppers Drug Mart
TD Bank Financial Group
TELUS
UBS Securities
Unilever Canada
US Steel Canada Inc.
Walmart Canada
Westwind Partners Inc.

LEARNING ENVIRONMENT

Smith School of Business is housed in Goodes Hall, a state-of-the-art learning facility that combines the history of Victoria School, a restored 1892 schoolhouse, with the contemporary design, architecture and cutting-edge learning tools of a modern business school. Goodes Hall was conceived, designed and constructed to be a community — a space that would enable maximum interaction between faculty, staff and students.

Left to right: Goodes Hall circa 1920, Goodes Hall today

Dedicated Classrooms

The Queen's MBA program has dedicated, tiered classrooms with a variety of leading-edge multimedia presentation systems and videoconference capability. As well, wireless internet access is available throughout the facility.

Dedicated Team Rooms

Every MBA student team is provided with a dedicated team room, including a personal work station for each team member. Team rooms are equipped with a printer, white board and refrigerator, and provide a quiet space for individual work as well as team meetings and discussions. Students have around-the-clock access to their dedicated team room.

Other Amenities

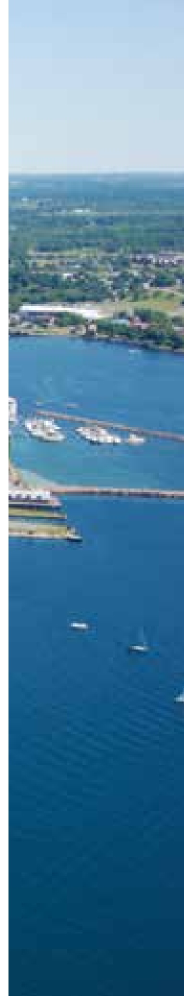
Queen's MBA students have exclusive access to a well-equipped student lounge, which houses a colour multi-use printer and Bloomberg Terminal. As well, there is a Starbucks and a small cafeteria conveniently located in Goodes Hall.

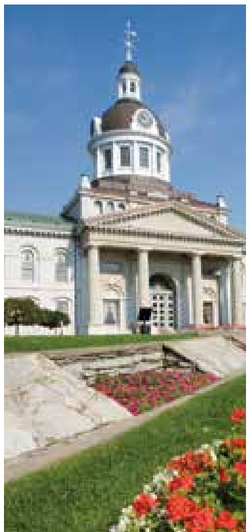
LIFE IN KINGSTON

With a population of 169,645, Kingston is a thriving small city located on the northeast shore of Lake Ontario, at the source of the St. Lawrence River. It is centrally located, less than a three-hour drive to Toronto, Montréal or Ottawa, and less than six hours to New York City or Boston.

Kingston boasts a superb quality of life due to its big city amenities, waterfront location and rich natural landscape. In 2012, *MoneySense Magazine* ranked Kingston one of the top three Canadian cities to live in. More than anything, Kingston is a university town, home to three post-secondary institutions and more than 26,000 students.

In the summer, it is a bustling tourist destination, due in part to its reputation as "the fresh-water sailing capital of the world". Its eclectic downtown offers a variety of shops, restaurants and cultural resources not usually found in a city of its size.





A Strong Sense Of Community

The majority of Queen's MBA students live within a 15 minute walk to campus, eliminating the time-consuming commutes associated with universities in larger urban centres. This closeness creates a strong sense of community amongst our students that is truly unique to Smith. As part of the greater Queen's University community, you will have access to extensive student services, clubs, libraries and athletic facilities.

YOUR ALUMNI EXPERIENCE

Queen's MBA students are talented, motivated professionals from a variety of backgrounds. The program attracts the best and brightest from across Canada and around the world.

The relatively small class size and team-based approach foster supportive and collaborative relationships within the class. These close relationships continue long after graduation. Upon completion of the MBA program, you will not only have established an invaluable network of classmates, you will also join the Smith School of Business alumni network.

As an alum, you will have access to a number of opportunities for continuous learning and career support. These include:

- Access to job opportunities through the Smith School of Business Career Centre
- The ability to speak to faculty regarding issues and opportunities you may be facing in your career
- Thought-provoking white papers and webinars
- Class reunions and special networking events
- Smith Business Club events in cities across Canada, as well as New York, London and Hong Kong
- A free subscription to our alumni magazine

As a Queen's MBA graduate, you will also become a part of the larger alumni network of Queen's University. With over 166,000 individuals in more than 154 countries, Queen's maintains active alumni branches in many locations around the world.

Alumni learning event

Alumni networking event

Before coming to Queen's, Suzanne was an international trade negotiator for the Canadian Department of Foreign Affairs and International Trade. She chose the Queen's MBA program because of its strong reputation, team-based approach and exchange opportunities. While in the program, Suzanne took advantage of the international exchange opportunities and spent the final four months of the program at the University of Peking in Beijing, China. Upon graduation, she joined the CPP Investment Board and was subsequently promoted to Director, Government Relations. She then accepted the position of Vice President, Public Policy with MasterCard. She recently took on the role of Chief of Staff, Office of the CEO at MasterCard's office in New York.

"I would describe the experience as intense, exhilarating and unforgettable... an accomplishment of which I am very proud. The Queen's MBA enabled me to move into a new sector, and the skills I acquired through the program led to a promotion shortly after joining the CPP Investment Board. I enjoyed the team-based approach because it allowed me to learn from teammates while contributing to their experience. I value the memories of working with my team and will always be grateful for what I learned from them. The academic exchange allowed me to spend a significant amount of time immersed in one of the world's key economies while gaining a very unique perspective on Chinese culture."

SUZANNE MOREL, MBA 2008
Chief of Staff, Office of the CEO
MasterCard
New York, NY

WOMEN AND THE QUEEN'S MBA

At Smith School of Business, we recognize the need to enable more women to ascend to the senior ranks of management.

An MBA can help break down the barriers that exist for women looking to advance their careers and Smith is making a concerted effort on this issue. In addition to holding Women and the MBA events online and across Canada, we have also implemented a number of initiatives to attract and support women within our program and after graduation.

Forté Foundation

Smith School of Business is the first Canadian business school to join Forté Foundation. This group of major corporations, top business schools and influential non-profit organizations is dedicated to directing women towards business education and business leadership roles, as well as working with corporations to more effectively attract and retain female talent. Each year, Smith awards Forté Foundation Fellowships, including significant scholarships, to highly qualified women entering the MBA program.

The Foundation hosts educational and networking events, provides scholarship and internship opportunities, and provides a wealth of relevant research and online resources, all helping women to achieve success in their careers.

Forté FOUNDATION
Inspiring Women Business Leaders.

Jennifer MacPherson, Amelia Meng, Victoria Sterritt, and Kimberly Fulton, Queen's MBA 2015 Forté Foundation Fellowship Recipients

AN AWARD-WINNING FACULTY THAT WORKS AS A TEAM

At Smith School of Business, you'll be learning from a team of professors who work together to integrate knowledge across functional disciplines.

Outstanding Educators

Smith faculty members have outstanding academic credentials – they are best-selling authors, award-winning teachers and editors of leading academic journals.

In Touch With The Business Community

Smith School of Business professors have frequent contact with the business community through their own consulting practices and through our executive education programs. Years of working with senior level executives and managers has given them the ability to bring real-world business experience into the classroom.

Committed To Your Success

Smith School of Business professors are committed to your success, both academically and professionally. The excellent student-to-professor ratio means you will have unparalleled access to your professors both in and outside of class, and you will find them very responsive to your needs.

Guest Speakers

Smith welcomes many guest speakers from business, academia and other organizations to share their experience and insights.

FACULTY TEAM

MR. LEN ANDERSON - Accounting

Len Anderson, CA, teaches Accounting at Smith School of Business. He has spent his career working with privately-held and family-owned businesses with professional interests encompassing the provision of auditing, accounting and taxation services. He advises on issues relating to family business governance, strategy development and mergers & acquisitions. Len previously worked in KPMG's Kitchener-Waterloo, Ottawa and Kingston offices having served clients drawn from a range of industries. He was also chair of the firm's KPMG Enterprise Learning Council.

DR. GOCE ANDREVSKI - Strategy and Organization

Goce Andrevski is an Assistant Professor in Strategy and Organization. He received his PhD from the University of Kentucky. His research explores how firms can systematically outperform rivals in dynamic competitive environments. He is an authority on competitive dynamics, alliance networks and strategic entrepreneurship. He is a member of the editorial board for *Journal of Management* and his research has been published in journals such as *Strategic Organization, Information Systems Research* and *Journal of Management.*

MR. TOM ANGER - Finance and Accounting

Tom Anger is the Director of Queen's Master of Finance - Toronto Program. He has served as the Executive Director of Queen's Executive Education for 10 years. He teaches finance and accounting in the School's MBA and executive development programs. He has also served as director of Queen's Full-time MBA program and the Bachelor of Commerce program. In the private sector, Mr. Anger is a leader in the application of learning technologies for bankers and other professionals. He earned both a Bachelor of Science and an MBA degree at Queen's University.

DR. LAURENCE ASHWORTH - Marketing

Laurence Ashworth is an Associate Professor and Distinguished Faculty Fellow in Marketing. His research interests include social and affective influences on consumer judgment and decision making. His work has focused on the psychological processes involved in perceptions of fairness and how consumers react to perceived unfair treatment. He has also examined the ways in which consumers use their emotions when making important decisions and how individuals' current feelings are differentially affected by the anticipation of future events and recollection of past events.

DR. BILL BLAKE - Organizational Behaviour

Bill Blake is the former Associate Dean of MBA Programs at Smith School of Business. His research and teaching interests are leadership and the relationship between cultural adaptability and international effectiveness. He is extensively involved in executive education. He has served on the boards of directors of Fishery Products International, Homestead Land Holdings and the national network of International Business Schools. From 1992 to 2002, he was Dean of Business at Memorial University, and is Past Chair of the Canadian Federation of Business School Deans.

DR. KATHRYN BROHMAN - MIS and Project Management

Associate professor at Smith School of Business, Kathryn has led the development of the project management and project leadership curriculum since she arrived in 2003; she is currently working to design a Centre of Excellence in Project Management and Leadership. Her leading edge research explores the impact of technology on strategy execution, project leadership and service innovation and has been published in premier journals including the *Decision Sciences, Harvard Business Review, MIS Quarterly Executive,* and *Communications of the ACM.* Dr. Brohman entered academia after working with Sun Microsystems of Canada and regularly collaborates with a number of leading organizations including Bell Canada, Bank of Montreal, Cargill, Butterball Farms Inc., TripIt.com, Access Copyright, and Community Care Access Centre (CCAC).

DR. SCOTT CARSON - Strategy and Corporate Social Responsibility

Scott Carson is Director of the Monieson Centre and a former Director of the Queen's Full-time MBA program at Smith School of Business. He is an authority on Business Ethics, Corporate Governance and Strategic Management. Prior to joining Smith he was Dean of the School of Business at Wilfrid Laurier University. During his business career, he was Vice President and Head of Corporate Finance for CIBC and also worked as an executive at Chemical Bank of Canada (J.P. Morgan Chase) and the Mercantile Bank (National Bank). While on leave from Wilfrid Laurier, he was CEO of the Ontario Government's Privatization Secretariat. He has also served on numerous boards in both the corporate and not-for-profit sectors.

MR. BARRY CROSS - Project Management and Lean Innovation

Barry Cross is an expert on innovation, execution and project management. He joined Smith School of Business after 17 years in the automotive and manufacturing sectors with Magna International, DuPont and Autosystems Manufacturing, where he worked with a number of clients including GM, Chrysler and Ford's Premier Automotive Group. He led many key strategic initiatives including nearly 30 product launches and offshore relationships in Asia, Latin America and Europe. His speaking and consulting clients include Shoppers Drug Mart, LG, Canada Post, Enbridge and Export Development Canada.

DR. PETER DACIN - Marketing

Peter Dacin is an authority on branding, consumer behaviour and advanced market research techniques. The primary focus of his research is consumer judgment formation. His research has been widely published in journals such as the *Journal of Marketing,* the *Journal of Consumer Research,* and the *Journal of Advertising Research.* Prior to joining Smith, he was a faculty member at Texas A&M University and the University of Wisconsin, where he won several awards for his research and teaching.

DR. TINA DACIN - Strategy and Organizational Behaviour

Tina Dacin is Director of the Centre for Social Impact and a Distinguished Faculty Fellow at Smith School of Business. She specializes in the areas of business ethics, social innovation, strategic alliances and business networks, specifically focusing on the topics of partner selection and collaboration. Prior to joining Smith, she spent nine years at Texas A&M University, where she was recognized for both research and teaching excellence. She has consulted with companies in many industries and has served on the editorial boards of several leading academic journals.

DR. JEAN-ETIENNE DE BETTIGNIES - Business Economics

Jean-Etienne de Bettignies is an Associate Professor, and Commerce '64 Fellow in Business Economics. He is an authority on industrial organization, entrepreneurship, strategy, corporate finance and public policy. Prior to joining Smith, he was Assistant Professor at the Sauder School of Business at the University of British Columbia. He is an award-winning teacher and a well-published researcher. He received his MBA and PhD from the Graduate School of Business at the University of Chicago. He also holds a BSc in Economics from the London School of Economics and an MA in Economics from the Université Catholique de Louvain.

DR. DAVID DETOMASI - International Business and Strategy

David Detomasi is an authority on globalization, corporate and non-profit governance, and corporate strategy. He is an active business case writer and researcher, and is regularly featured in the media. In the private sector, he has consulted with Deloitte Touche Tohmatsu and The World Economic Forum, examining the strategic and governance practices of the world's most influential companies.

MR. SHAI DUBEY - Business Law, Negotiations and New Venture Management

Shai Dubey is Director of the Queen's Full-time MBA program. He is a member of the Smith School of Business faculty, teaching Business Law in several of the School's programs. He is also a corporate commercial lawyer and has practiced law at several major law firms in Toronto. He has been retained by many organizations to provide advice on corporate governance issues, and has extensive experience in negotiating major business transactions.

DR. LOUIS GAGNON - Financial Strategy and Risk Management

Louis Gagnon is an expert on capital markets and risk management. His research has been published in several leading academic journals including the *Journal of Financial and Quantitative Analysis* and the *Journal of Empirical Finance.* He is a seasoned practitioner who, during his stint in senior management at the Royal Bank of Canada, oversaw the banks global interest rate derivatives exposures and developed risk management methodologies and policies. He consults for a number of organizations and is actively involved in executive education in Canada and abroad. He has been quoted extensively in national media.

DR. PETER GALLANT - New Ventures

Peter Gallant is an authority on the financing of new ventures. He is Vice President, Business Development and Regulatory Affairs at Veolia Water Solutions and Technologies. In 2011, he was appointed by the Ontario Government as a Director of WaterTAP, an organization created to facilitate Ontario's economic advantage by capitalizing on the province's innovative water sector. Previously, Peter was Founding President and CEO of Pathogen Detection Systems, Inc. - a developer of on-site, fully-automated microbiological testing systems for drinking water and other applications. He has a PhD in electrical engineering from Queen's University.

MR. JIM HAMILTON - Marketing

Jim Hamilton is a proven sales and marketing executive with over 19 years of experience in forming and growing start-up companies, as well as leading sales and marketing teams in mid-sized and larger companies. Currently, Mr. Hamilton spends most of his time as an instructor. He is a lecturer at Smith School of Business where he teaches courses in marketing strategy, sales and sales management at both the graduate and undergraduate levels. He owns an advisory firm that provides reputation management, sales, marketing, and CRM strategy services to individual professionals and corporations. Some of his clients have included Bayer, Altana, IBM, and MDS Sciex.

DR. YURI LEVIN - Operations Management

Yuri Levin is a Distinguished Professor of Operations Management and Director of the Master of Management Analytics program at Smith School of Business. He has developed innovative approaches to business modeling and has published widely in the general areas of revenue management and dynamic pricing. He currently serves as Chair-elect of INFORMS Revenue Management and Pricing section and an associate editor of *Management Science.* He has consulted widely on consumer behaviour modeling and optimization of pricing and developed corporate training programs in strategic analytics, operations management, and strategic pricing optimization.

DR. JEFF MCGILL - Management Science and Operations Management

Jeff McGill is an experienced researcher, teacher, and practitioner in Management Science, and is a former Program Director of the Queen's Full-time MBA. Jeff's interests are in pricing and revenue management, particularly in the transportation industry, and in statistical methods for improving management decisions. He has over eight years of full-time industrial experience in product development and operations research, and has consulted widely for public and private organizations in the areas of optimal pricing and data analysis.

DR. ELSPETH MURRAY - Strategy and New Ventures

Elspeth Murray is the Associate Dean of MBA and Masters Programs at Smith School of Business. As well, she leads the School's Centre for Business Venturing. In this role she has spearheaded the development of the Dare to Dream Internship Program, designed to kick-start graduates' entrepreneurial ventures, and the Tri-Colour Fund, a student-led early stage investment fund. The New Venture Management course that she developed has been recognized by *BusinessWeek* as one of the world's top 10 Executive MBA courses. Additionally, she serves as a Director of Parteq, the commercialization organization for Queen's University. She is also the co-author of *"Fast Forward – Organizational Change in 100 Days"* with Peter Richardson.

DR. JANA RAVER - Organizational Behaviour

Jana Raver is an Associate Professor and E. Marie Shantz Faculty Fellow in Organizational Behaviour at Smith School of Business. She is an award winning researcher whose primary area of expertise focuses on interpersonal relations and group processes at work. A second stream of her research focuses on the integration of diverse or dissimilar employees into work groups and organizations. She has consulted and conducted applied research in several organizations in both the public and private sectors in the U.S. and Canada and Jana's work has been profiled in national and international media. She is regularly invited to speak to associations of academics, policy makers, and employees.

MR. MATTHEW REESOR - Communication and Professional Skills

Matthew Reesor is Director, Strategic Planning & New Initiatives at Smith School of Business. He has held administrative leadership and faculty positions at Nagoya University of Commerce and Business (NUCB) and Queen's University. He was a recipient of the Outstanding Teacher of the Year Award while at NUCB. His research, focusing primarily on communications and language policy, has been published and widely referenced in academic journals. He is the author of a best-selling communications textbook published by Macmillan Japan.

DR. RYAN RIORDAN - Finance

Ryan is an Assistant Professor and Distinguished Faculty Fellow of Finance at Smith School of Business. Ryan looks at how investors and exchanges use high-frequency trading systems and the impact of these systems on the quality of financial markets. His work has been published in the *Review of Financial Studies, Journal of Banking and Finance, Journal of Financial and Quantitative Analysis, Journal of Financial Markets*, and *Electronic Commerce Research and Applications*. Previously, Ryan was Assistant Professor at both University of Ontario Institute of Technology and at the Karlsruhe Institute of Technology. He earned his PhD from Karlsruhe Institute of Technology and MBA from the Sprott School of Business. Before embarking on an academic career, Ryan worked as a trader and risk manager at HSBC Trinkaus in Dusseldorf, Germany.

DR. PAUL ROMAN - Operations Management

Paul Roman is Director of the Executive MBA Americas program at Smith School of Business. He is an expert in operations strategy and management. He is also a Professional Engineer with a successful consulting practice, which has included extensive work with the Canadian Forces, and 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 has been published in the *Engineering Economist*, the *Canadian Institute of Mining and Manufacturing Bulletin,* and the *Army Doctrine and Training Bulletin.*

MR. KURT SCHOBEL - Management Accounting

Kurt Schobel joined Royal Military College as an Assistant Professor in 2005 after a 20 year career in the Canadian Forces as a finance officer. He is a professional accountant and holds a MBA from RMC and a BA in Economics and Commerce. As well, he is President of Schobel Associates Inc., a small research and consulting company based in Kingston, ON. Over the past several years, Kurt has worked in a number of administrative roles at RMC including the Executive Director of RMC's MBA and MPA programs, the Business Manager of RMC's Distance Programs and the Director in charge of Faculty Services and Quality Assurance. His research interests are in the areas of performance measurement for not-for-profits, governance, and management accounting.

DR. FATMA SONMEZ - Finance

Fatma Sonmez is an Assistant Professor of Finance at Smith School of Business. She holds a PhD in Finance from the University of Toronto as well as an MSc in Mathematics and an MSc in Engineering Management-Industrial Engineering both from M.E.T.U (Ankara, Turkey). She is an authority on stock market volatility and how it affects security prices. As well, she has an active research interest on the impact of stock market participation and population aging on financial markets. She has won numerous research awards.

DR. SELIM TOPALOGLU - Finance

Selim Topaloglu is Associate Professor & RBC Faculty Fellow in Finance at Smith School of Business. His research focuses on the trading behaviour of individuals and institutions, analyst behaviour, insider trading and initial public offerings. Current research topics include: the effects of regulation fair disclosure on institutional and insider trading, the secondary market activity for NASDAQ IPOs, and investor behaviour over the rise and fall of the NASDAQ stock market.

MR. KEN WONG - Sales, Marketing and Business Strategy

Ken Wong is one of Canada's most frequently quoted business 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* and the *National Post.* 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 "Canada's Best Managed Companies" and other competitions, addresses and consults with corporations around the world, and sits on a number of advisory/directorship boards.

Faculty subject to change

ADMISSIONS, FEES AND FINANCING

Admission Requirements

We are seeking exceptionally motivated candidates who have demonstrated academic excellence, career progression, leadership potential, high integrity, and superior interpersonal and communications skills. The ability to work effectively in a team is also essential.

A successful applicant will typically meet the following requirements:

- A four-year (or international equivalent) undergraduate degree in any discipline from a recognized university
- A minimum two years of relevant work experience
- An acceptable and complete GMAT score or an acceptable and complete GRE score
- If applicable, an acceptable score on one of the approved facility in English tests (TOEFL, IELTS, PTE, or MELAB)
- Three professional references
- Applicants must complete three questions via video

For admission deadlines, please refer to our website.

Program Fees

Unlike most other MBA programs, the fees for Queen's MBA cover the cost of text books and other learning materials. An initial deposit is required, and the balance is paid in three installments during the program. For complete details on fees and a fee schedule, please visit our website.

The Real Cost Of An MBA

Because Queen's MBA is a 12-month program, the opportunity cost of lost wages is greatly reduced when compared to that of a traditional two-year program. This makes Queen's MBA an excellent investment in yourself.

Financing

Please visit our website for financing information including:

- RBC Royal Credit Line
- Ontario Student Assistance Program (Ontario residents only)
- Academic Scholarships
- Prodigy Finance International Student Loan Program
- Information for International Students

RBC Royal Bank

Prodigy Finance

APPLICATION

Please note that your application to the Queen's MBA program must be done online. Please visit our website to begin the process.

You may also choose to simply "introduce yourself" on our home page. This will create the opportunity for you to provide us with some information about yourself, so that we can offer a preliminary assessment of your qualifications.

QUESTIONS?

Please contact us for personalized application advice.

Toll-Free: 1.844.533.1651
Tel: 613.533.2302
mba@queensu.ca

queensmba.com

PROGRAM MANAGEMENT TEAM

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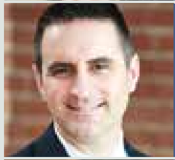

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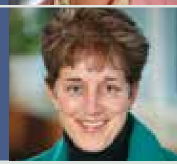

DIANA DRURY
Director - Team, Executive and Fit to Lead
Coaching Programs

Queen's MBA in the Rankings

Here are the relative rankings of what are widely thought to be the top 3 MBA programs in Canada.

CANADIAN BUSINESS Ranking 2015

Bloomberg BusinessWeek Ranking 2014

FT FINANCIAL TIMES **Global MBA** Ranking 2015 – Overall

FT FINANCIAL TIMES **Global MBA** Ranking 2015 – Value for Money

Queen's	Rotman	Ivey
#1	Not-Ranked	Not-Ranked
#2	Not-Ranked	#1
#3	#1	#5
#1	#6	#2

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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 tradition, innovation, academic excellence
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Queen's MBA

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Queen's MBA

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