



# Queen's

ACCELERATED

# MBA

FOR BUSINESS GRADUATES



EARN A QUEEN'S MBA IN ONE YEAR WHILE YOU CONTINUE TO WORK



Queen's  
SCHOOL OF BUSINESS

ACADEMIC EXCELLENCE. EXCEPTIONAL EXPERIENCE.

VANCOUVER • CALGARY • EDMONTON • TORONTO • OTTAWA • MONTRÉAL



# Queen's UNIVERSITY

## A RICH TRADITION OF INNOVATION AND EXCELLENCE

Queen's is consistently ranked among Canada's very best universities by both the *Globe and Mail* and *Maclean's* in their annual rankings of Canadian 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 115,000 graduates spans 150 countries. You will find Queen's graduates in positions of leadership around the world.



# Queen's SCHOOL OF BUSINESS

## AN INTERNATIONALLY RENOWNED BUSINESS SCHOOL

Queen's School of Business is one of the world's premier business schools, with a faculty team renowned for their business experience and academic credentials. It has earned international recognition for its leading-edge curriculum and innovative approaches to business education. The School is consistently ranked among the best business schools in the world by both *BusinessWeek* and the *Financial Times*. Currently, *BusinessWeek* ranks Queen's #1 in Canada for Executive MBA, full-time MBA and Executive Education.

### A LEADER IN MANAGEMENT EDUCATION

In addition to *Queen's Accelerated MBA for Business Graduates*, Queen's School of Business is also home to two highly-acclaimed Executive MBA programs, one of the world's top-ranked full-time MBA programs, and Canada's premier undergraduate business program. Additionally, the School is one of the world's largest and most respected providers of non-degree executive education.

### INTERNATIONALLY ACCREDITED

Queen's School of Business is one of a select few business schools in the world to be accredited by all three of the world's leading accreditation bodies: The AACSB (Association to Advance Collegiate Schools of Business) located in the USA; EQUIS through the European Foundation for Management Development; and the Association of MBAs located in the UK.



#### INTERNATIONAL + NATIONAL RANKINGS

##### BusinessWeek

Ranks Queen's Executive MBA  
**#1 in Canada + top 25 in the world** – November 2009  
Ranks Queen's Full-Time MBA  
**#1 in Canada + #1 internationally** – November 2008  
Ranks Queen's Executive Education  
**#1 in Canada + top 20 in the world** – November 2009

##### FINANCIAL TIMES

Ranks Queen's Executive Development Centre  
**#1 in Canada + #21 in the world**  
for open-enrollment executive education – May 2009

##### ENVIRONICS

REPORT ON EXECUTIVE EDUCATION IN CANADA –  
February 2008

Ranks Queen's **#1 in Canada** for Full-Time MBA  
Ranks Queen's **#1 in Canada** for Executive MBA  
Ranks Queen's **#1 in Canada** for Executive Education

*"To be recognized by BusinessWeek as the best in Canada and among the best in the world three times 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

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# MBA

FOR BUSINESS GRADUATES

Canada's first MBA program designed specifically for people with an undergraduate degree in business.



*Queen's MBA for Business Graduates* is a unique and exciting opportunity for people with an undergraduate degree in business and at least two years of relevant work experience.

AN INTERNATIONALLY ACCLAIMED MBA IN 12 MONTHS, WHILE YOU CONTINUE TO WORK



Queen's MBA and executive education programs are consistently ranked among the best in the world. In fact, the American magazine *BusinessWeek* ranks Queen's full-time MBA #1 in the world outside the U.S., and Queen's Executive MBA #1 in Canada.

The *Queen's MBA for Business Graduates* program enables you to earn a Queen's MBA in 12 months while you continue to work, in most major cities across Canada.

A CURRICULUM THAT BUILDS ON YOUR UNDERGRADUATE LEARNING

The program curriculum is designed to take you beyond the content of your undergraduate business program and build on your work experience. Rather than spending time relearning concepts and fundamentals that you have already studied, *Queen's MBA for Business Graduates* focuses on more advanced management topics that will enable you to take your career to the next level.



## BROADEN YOUR OPPORTUNITIES AND FAST-TRACK YOUR CAREER

*Queen's MBA for Business Graduates* will provide you with the skills and perspective to take on the challenges of more senior management positions. It will increase your value to your organization and open the door to new career opportunities.

## A NATIONAL NETWORK OF PEERS

Because *Queen's MBA for Business Graduates* is a truly national program, you will have the opportunity to meet and interact with an exceptional group of peers from across the country. The relationships forged during the program will last a lifetime. When you graduate, you will become part of the powerful Queen's School of Business alumni network.

## PROFESSIONAL AND PERSONAL DEVELOPMENT

*Queen's MBA for Business Graduates* provides many opportunities for professional and personal growth. The optional Personal Coaching Program enables you to work one-on-one with a professional coach who can help you identify and leverage your personal strengths. Career-Step® is a career management program for students who wish to better define and pursue their career goals. During the program you may also earn credits or exemptions toward a Certified Management Accountant designation (CMA).

You may also choose to participate in Fit to Lead™, an optional program promoting physical, mental and emotional well-being.

# HOW THE PROGRAM WORKS

VANCOUVER • CALGARY • EDMONTON • TORONTO • OTTAWA • MONTRÉAL

*Queen's Accelerated MBA for Business Graduates* is offered in most major cities across Canada, creating a unique national perspective that is not available in other 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 Opening Session and remain together for the duration of the program. 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 Coaches work closely with the teams, assisting with team-building and teamwork. This unique team-based approach creates an environment in which you not only learn from your professors, but also from your teammates and classmates.

## ON-CAMPUS SESSIONS

There are three on-campus sessions during the program which account for approximately 50% of your total class hours – the two-week Opening Session, held at the beginning of the program, the one-week Global Business session in the Spring, and the one-week Strategic Marketing session which takes place in the Fall. These sessions are held at Queen's Donald Gordon Conference Centre, near the main 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 recreation.





## INTERACTIVE BOARDROOM SESSIONS IN YOUR HOME CITY

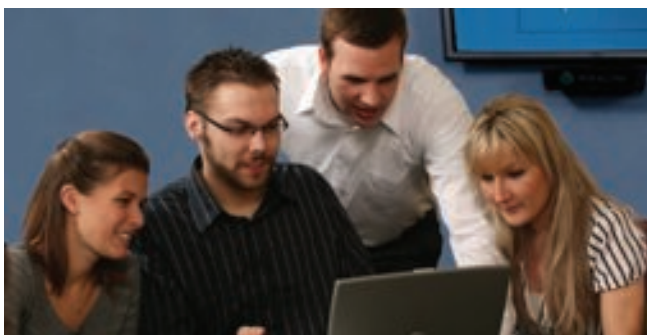
The balance of your class time will be spent in your Boardroom Learning Centre, conveniently located in your home city. These class sessions are held all day Sunday and Monday morning, every other week, and are delivered via real-time, interactive videoconference technology. Queen's has been utilizing and perfecting this technology for more than 15 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.

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 videoconferenced classes are recorded and are made available for review on the program portal.



## ELECTRONIC COMMUNITY

Students use the customized program portal and electronic network to communicate with professors and classmates outside of class. The network allows you to use your time more effectively. You will be able to download course notes, e-mail, chat or upload assignments from anywhere at any time.



# THE ACADEMIC PLAN

## ADVANCED MANAGEMENT CONTENT

### **A Curriculum Tailored to Practising Managers with an Undergraduate Business Degree**

In traditional MBA programs, most students do not have an undergraduate degree in business. For this reason, a great deal of time is spent teaching management fundamentals. The curriculum for *Queen's MBA for Business Graduates* has been designed to be complementary and additive to the content of your undergraduate business program. Rather than relearning fundamental concepts you have already studied, the program focuses on advanced management topics that can help you take your career to the next level.

## AN INTEGRATED CURRICULUM

In the program, you will learn to approach business issues in an integrated and comprehensive way and develop an understanding of how management decisions can have an impact across an organization and beyond. The curriculum is built on five learning themes – Strategic Thinking; Global Business; Creativity, Innovation and Entrepreneurship; Corporate Social Responsibility; and Leadership.

## THE CMA DESIGNATION

While in the program, you may earn exemptions toward a Certified Management Accountant designation that is internationally recognized as a leading financial qualification for executives. Please speak to an Application Advisor for more details.

## CERTIFICATE IN SOCIALLY RESPONSIBLE LEADERSHIP

During the program, you will also have the opportunity to pursue a Certificate in Socially Responsible Leadership. In addition to mandatory courses in Governance and Corporate Social Responsibility, the Certificate requires a minimum of 20 hours of CSR-related volunteer work, attendance at a CSR conference, some additional reading on the topic of socially responsible leadership, and a CSR focus on selected assignments.

## THE POWER OF TEAMS

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.

Approximately 50% of your deliverables are team-based. 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 professional Team Coaches 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.

## STRATEGIC THINKING

### Establishing a Strategic Foundation

Develop a strategic mindset and understand the role of strategic planning in creating long-term competitive advantage.

### Creating an Effective Strategic Planning Process

Change the way you think about your business and develop useful strategic plans that have buy-in across the organization.

### Planning Strategically with Tools and Frameworks

Discuss and evaluate a variety of strategic planning tools and frameworks.

### Successfully Implementing the Strategic Plan

Focus organizational resources on the strategic plan to ensure its rapid deployment and to generate sustained momentum.

### Linking Functional Plans to the Strategic Plan

Understand how short-term operational plans, functional plans, the annual budgeting cycle, and operating plans relate to the long-term strategic plan.

## GLOBAL BUSINESS

### Understanding the International Marketplace

Understand the global trends and issues that create business opportunities in foreign markets.

### Conducting a Country Risk Analysis

Understand the political, economic, social, and technological issues that affect a firm's strategy for entering and investing in foreign markets.

### Evaluating International Market Opportunities

Use country evaluation techniques to identify, evaluate and prioritize market opportunities.

### Understanding Cross-cultural Business Issues

Examine how cross-cultural issues affect internal business processes and decisions.

### Managing an International Business

Understand the management issues related to developing and sustaining competitive advantage in foreign markets.

## CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

### Leading Organizational Change

Manage leadership issues involved in creating a vision, building alignment, and developing an operating system to deliver an innovative stream of products or services to the marketplace.

### Evaluating, Launching and Managing New Ventures

Review issues of special concern to the general manager launching a self-standing new venture in the form of a line extension or new product.

### Managing New Technologies

Manage the introduction of new technology to enhance competitive capabilities and improve operating efficiencies.

### Using Innovation for Competitive Advantage

Build an operating model that is capable of ongoing renewal and that provides the organization with a sustainable competitive advantage.

### Understanding Value Propositions

Apply value-building methodologies to the creation of new products and services and to modifying existing products and services.

## LEARNING THEMES

## CORPORATE SOCIAL RESPONSIBILITY

### Raising the Bar on Business Ethics

Conduct business transparently, legally and with a high level of integrity.

### Recognizing Human Rights

Understand the organization's responsibility to be aware of and respect human rights in all jurisdictions in which the company operates.

### Addressing Internal and External Environmental Issues

Conduct business in a way that minimizes the negative impact on the environment and considers renewable rather than scarce resources.

### Optimizing Employee Relations

Ensure that employees are treated with fairness, respect and dignity.

### Implementing New Standards of Corporate Governance

Recognize that management is responsible to investors, as well as a broader group of stakeholders.

### Practising Effective Community Involvement

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

## LEADERSHIP

### Understanding and Enhancing Your Leadership Capabilities

Challenge your assumptions and beliefs about leadership and change the way you think about your leadership qualities.

### Coaching People and Creating High-performance Teams

Build and strengthen management coaching skills and achieve continuous improvement in teamwork, work processes, and management practices.

### Negotiating and Building Consensus

Improve negotiating skills and build agreement among organizational stakeholders such as customers, suppliers, partners and colleagues.

### Building Collaborative Relationships

Recognize different styles of thinking, decision-making, conflict management and emotional behaviour and build collaborative relationships and management systems to foster integration across functions.

### Improving Project Planning and Management

Apply advanced management techniques to project planning while aligning projects with the organization's mission and strategy.



# COURSE LIST

The following is a list of the courses you will study while in the program. For complete course descriptions, please visit our website at [www.qamba.com](http://www.qamba.com).

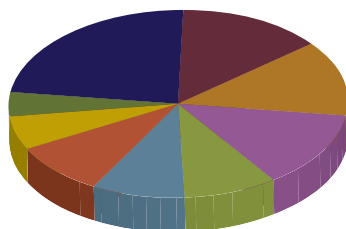
GROUPING	COURSE	WEIGHT
STRATEGIC THINKING	Strategy I: The Strategic Vision Tool Box	1.00
	Strategy II: Strategic Transformation	1.00
	Strategy III: Integration and Implementation	1.50
LEADERSHIP	Creating High-Performance Teams	Not for credit
	Leadership and Interpersonal Skills for Managers	1.00
	Ethical Leadership and Decision Making	0.50
FINANCE, ACCOUNTING AND CORPORATE GOVERNANCE	Advanced Managerial Finance	1.00
	Financial Accounting: Valuation and Analysis	0.50
	Governance and Control Systems	0.50
GLOBAL BUSINESS AND ECONOMICS	Managing in the Global Environment	1.00
	Advanced Managerial Economics	0.50
STRATEGIC MARKETING	Strategic Marketing I: Building Customer Value	0.50
	Strategic Marketing II: The Brand-Driven Organization	1.00
INFORMATION TECHNOLOGY	Maximizing Return from the IT Investment	1.00
OPERATIONS	Strategic Operations Management	0.50
CREATIVITY, INNOVATION AND ENTREPRENEURSHIP	Strategic Innovation and Entrepreneurship	1.00
	Strategic Creativity for Product and Service Development	0.50



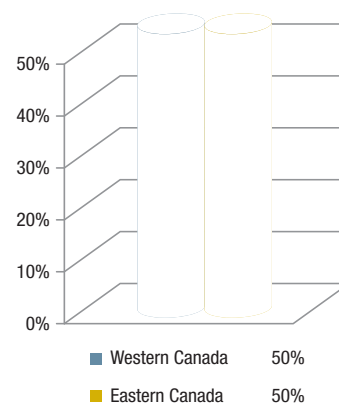
# CLASS PROFILE

Queen's MBA for Business Graduates participants come from across Canada and bring with them a breadth of experience in many types of businesses. The table below represents our latest class profile.

Average Years of Work Experience	6.0	Gender	Men	57%
Average Years of Management Experience	2.5		Women	43%



Banking	14%
Energy, Oil & Gas	13%
Technology & Telecom	13%
Business-to-Business Products and Services	9%
Consumer Products	9%
Financial Services (other than Banking)	9%
Real Estate Development / Property Management	6%
Government	4%
All Other (Automotive, Building Materials, Consulting, Education, Food Service, Insurance, Logistics, Minerals, Not-for-Profit, Publishing, Steel, Transportation)	23%





While in the *Queen's MBA for Business Graduates* program, Daniel took advantage of Queen's partnership with CMA Canada and began working toward adding the Certified Management Accountant designation to his US Certified Public Accountant designation. Upon completion of the MBA program, he joined MasterCard Canada as Director of Finance, responsible for leading all aspects of financial accounting, planning, analysis, reporting, and taxation. He was subsequently promoted to Vice President & Regional Finance Officer, and was recently honoured with a national award of distinction - Fellow of the Society of Management Accountants of Canada (FCMA).

Daniel chose *Queen's MBA for Business Graduates* because the curriculum would leverage his undergraduate degree. He believes that the focus on advanced management topics had an immediate impact on his knowledge and skill set.

*"Queen's MBA for Business Graduates was an exceptional opportunity for me to add strategic management to my finance background. The program's high-calibre professors, challenging course work, and outstanding peer networking opportunities made me a well-rounded professional. The benefits of the program continue to accrue and seem to ramp up as the years go by."*

DANIEL MONEHIN, MBA

Vice President and Regional Financial Officer  
MasterCard Canada Inc.

# 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

During the program, dedicated staff work behind the scenes to ensure that your time can be devoted to learning.

- Case studies, textbooks and professor's notes are always available before class. Additionally, course notes are posted on the program portal.
- You will have full access to the Queen's University Library, and any books that you request will be sent directly to you.
- Should you have to miss a class, all videoconferenced classes are recorded and made available for review on the program portal.
- Program Managers are your front-line 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 can be arranged for people requiring extra assistance.
- Team Coaches work closely with teams throughout the program to ensure that each team continues to perform at a high level.
- Queen's offers Fit to Lead™, an integrated program that promotes physical, emotional, and mental well-being.
- You will have access to a comprehensive career management and coaching service.

## FIT TO LEAD™

Fit to Lead™ is an optional program that focuses on mental and physical well-being. Topics covered include personal reflection, goal setting, fitness, healthy eating and achieving work-life balance. Within this context, Fit to Lead™ focuses on the importance of making your own personal choices, challenging yourself to live a balanced life, and welcoming change.

During the residential sessions you have an opportunity to take part in various team and individual activities, and learn how to live a healthy, balanced life. You will have access to a Personal Fitness Consultant who will work with you to design a personalized fitness plan.

Throughout the program, Fit to Lead™ will continue to inspire you. Group challenges, newsletters and the lifestyle planner keep you involved and our staff will work to help you succeed.

You will find that the Fit to Lead™ program will help you in a number of ways as you complete the *Queen's MBA for Business Graduates* program, and the skills and knowledge that you take away from Fit to Lead™ will be beneficial in your personal and professional life after graduation.





## PERSONAL COACHING

Today, all over the world, people in all levels of management are using personal coaches to help them achieve their full potential. The Queen's Personal Coaching Program is a unique opportunity developed exclusively for Queen's MBA students.

You will work one-on-one with an experienced Personal Coach for the duration of the Queen's MBA for Business Graduates program. Your Personal Coach will help you to identify and fully-leverage your personal strengths and mitigate your weaknesses. They will help you strengthen your leadership skills or address interpersonal issues. You will have the opportunity to choose from our roster of coaches and influence the direction of the coaching.

Our Personal Coaches bring a wealth of work, life and coaching experience to the program, ensuring that the process is highly impactful and responsive to your specific needs. Only Queen's offers this valuable experience.

## CAREER SUPPORT

Just having the right skills and experience may not be enough in today's competitive business environment. A key ingredient to success is focused, strategic career management. We provide our students with what we believe is the most comprehensive approach to career management offered anywhere.

# A POWERFUL ALUMNI NETWORK

Because *Queen's MBA for Business Graduates* is a truly national program, you will have the opportunity to develop a network of peers that spans the country. Upon graduation, you will become part of the Queen's School of Business and Queen's University alumni communities.

## 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 website)
- Queen's Business Club events and activities across Canada, as well as in New York, London and Hong Kong
- Regular mailings of *QSB Magazine* (Queen's School of Business alumni magazine)
- *Queen's Leaders Forum* (e-newsletter of news and ideas from the School)
- Access to Queen's School of Business faculty through Queen's By Your Side™

**A**t the time John started the *Queen's MBA for Business Graduates* program, he was working for Ernst & Young, within the Advisory and Assurance Business Services Group. Since graduating in 2005, he has experienced remarkable career growth.

Shortly after completing the program, he accepted the position of Senior Consultant in Corporate Development for Royal Sun Alliance Canada (RSA), working in mergers and acquisitions within the Insurance industry. He believes the Queen's MBA experience strengthened his strategic thinking and business acumen, enabling him to move from Accounting to Business Development. While at RSA, he was promoted to Director of Finance for Noraxis Capital Corporation, part of the RSA Canada Group of Companies. He was then approached by The Co-operators Group where he accepted the position of Vice President, Corporate Development. He was recently promoted again, to the position of Vice President Finance.

*"I was looking for a best-in-class MBA program with a strong reputation, and for me that was Queen's. The program recognized the value of my undergraduate degree and provided a curriculum that built on what I had already learned. I see my Queen's MBA as a tremendous complement to my CA designation, and I truly believe the program gave me the opportunity to change my career path and enhanced my skill set to be successful."*

JOHN ASHER, CA, MBA

Vice President Finance

The Co-operators Group



# 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 Samantha enrolled in the *Queen's MBA for Business Graduates* program, she was working at Samson Belair/Deloitte & Touche as a Senior Consultant in their Enterprise Risk Services group. Following completion of the program, she was promoted to a management position, providing her with an opportunity to work on International Financial Reporting Standards projects, as well as provide training to junior staff. Recently, she accepted a position at PricewaterhouseCoopers in the Performance Improvement/Risk & Regulatory group, within the Advisory practice. This new position is allowing Samantha to further develop her management skills while leveraging her knowledge, to help grow the Internal Audit department in PwC's Montréal office.

Tristan graduated from the *Queen's MBA for Business Graduates* program in 2009. He is currently completing his Certified Management Accountant designation as part of the joint CMA-MBA program through CMA Ontario. Prior to entering the program, he was a Principal Analyst in Quality and Business Process Management with Environment Canada. While in the MBA program, Tristan was recruited into a Senior Risk Analyst position at Public Works and Government Services Canada. As part of his new role, he leads the design and implementation of risk-based corporate governance frameworks and the integration of risk management practices at the operational level.

Soon after completing her studies in the *Queen's MBA for Business Graduates* program, Tamara was asked to join the Lubricants and Specialties Department at Imperial Oil Esso, taking on the role of Field Marketing Advisor for Passenger Vehicle Lubricants and Automotive. Her job responsibilities include strategic marketing planning for all product lines, working with the advertising agency to execute strategic marketing plans, and working with the leadership, supply, sales, legal, and operations teams to determine areas of opportunity to promote passenger vehicle lubricants. Prior to joining Imperial Oil Esso, Tamara held the position of Zone Marketing Manager for General Motors of Canada in Western Canada.



**SAMANTHA WELSCHIED, CA, MBA**  
Manager, Performance Improvement,  
Risk & Regulatory  
PricewaterhouseCoopers



**TRISTAN HOVEY, MBA**  
Senior Risk Analyst  
Public Works and Government  
Services Canada



**TAMARA MCGILLIVRAY, MBA**  
Field Marketing Advisor,  
Passenger Vehicle Lubricants  
and Automotive  
Imperial Oil Esso

*"Queen's MBA for Business Graduates was one of the most amazing experiences of my life. Being in an environment where I was surrounded by highly motivated, energetic, and intelligent individuals from across the country was absolutely inspiring. The team approach to learning was very supportive and allowed me to feel comfortable stepping out of my comfort zone and challenging myself. It also allowed me to grow as a person and learn so much. The relationships that were fostered during the program are certainly set in stone."*

*"While building on my past education and experience, the program has prepared me with the strategic perspective and management essentials I need for my career to thrive. The joint MBA-CMA program has also enabled me to gain additional in-depth financial skills in an accelerated fashion, saving me significant time and money."*

*"This program took my ability to think strategically to a whole new level. Queen's MBA for Business Graduates is an exceptional program that takes advantage of your undergraduate learning and work experience."*

SHOPPERS  
DRUG MART



You Live Sure.



Prior to entering the *Queen's MBA for Business Graduates* program, Manasi was the Manager of Strategy in the Business Development Department at the corporate office of Shoppers Drug Mart. Upon completion of the program, she was promoted to Director within the same group. The scope and breadth of her involvement has increased to include higher level strategic projects and an expanded role in developing and facilitating the strategic planning process. She credits the Queen's MBA program with enhancing her strategic planning skills, and helping her to approach business issues and opportunities from a broader strategic perspective.

*"The program provided me with a deeper understanding of all functional areas, and the focus on strategic thinking was directly relevant to my current position. I am now able to approach business issues and opportunities with a broader perspective and a breadth of frameworks and tools. As well, the Queen's faculty was excellent and has proven to be a valuable resource after graduation."*

MANASI KULKARNI, MBA

Director, Business Development and Strategy  
Shoppers Drug Mart Corporation

# RECENT GRADUATE SUCCESS STORIES

When Darryl enrolled in *Queen's MBA for Business Graduates*, he was working for YMCA Ontario as General Manager, Support Services, providing management services to Ontario's 24 YMCA associations. Following his graduation from the program, Darryl was appointed to the position of CEO and President of the Oakville YMCA. With a passion for the outdoors, education, sports and youth development, he views this as his dream job. He believes that the Queen's MBA program has provided him with the tools he needs to be successful in his new role.



**DARRYL MCKENZIE, MBA**  
President and CEO  
Oakville YMCA

When Karmen entered the *Queen's MBA for Business Graduates* program, she was working at Frito Lay Canada in a Multicultural Manager role. Upon completion of the program, she transitioned to the assignment of Marketing Manager on a flagship brand. The following year, she moved to Kraft Canada as a Senior Brand Manager, responsible for several of the company's core Snack brands and was subsequently promoted to Director of Marketing.

In 2009, Karmen accepted a transfer to Kraft's US headquarters in Chicago, where she now holds the position of Brand and Retail Engagement Consultant in the Consumer Experiences and CRM department.



**KARMEN CONRAD, MBA**  
Brand and Retail Engagement  
Consultant  
Kraft Foods North America

Jennifer completed her Queen's MBA while working as the Brand Manager of Olay at Procter & Gamble (P&G) Canada. At P&G, Jennifer successfully launched Olay Professional Pro-X, which became the #1 skin care sub-brand in Canada. With a strong brand management background from her five years at P&G and the completion of her MBA behind her, Jennifer decided to pair her love of marketing with her passion for fashion. She was recruited to Walmart Canada and appointed to lead marketing for the Apparel category. Jennifer is working in collaboration with the senior merchandising and marketing teams to develop a new go-to-market and brand positioning strategy, as well as an integrated marketing plan for Walmart Canada's private label apparel brand. Jennifer credits the Queen's program with aiding in the enhancement of her strategic, leadership and analytical skills that ultimately led to her new position.



**JENNIFER MACDONALD, MBA**  
Category Marketing Manager  
Walmart Canada

*"I chose Queen's MBA for Business Graduates because I wanted to broaden my skill set with a view to moving into an executive position within the non-profit sector. The program delivered exactly what I was looking for."*

*"Queen's MBA for Business Graduates presented an amazing opportunity to earn a Queen's MBA without interrupting my career. As a result, upon completion of the program, I not only had an exceptional credential, I also had the additional work experience to help accelerate my career."*

*"Having completed my Bachelor of Commerce at Queen's in 2004, Queen's was the only MBA school that I applied to. I knew first hand that the curriculum, student pedigree and team-based learning environment would fine tune the skills required to take my career to the next level. Additionally, the unique twelve-month program allowed me to continue advancing my career while earning a valuable credential."*

# A WORLD-CLASS MBA

IN JUST ONE YEAR, WHILE WORKING AT YOUR CURRENT JOB



Queen's recognizes that, having earned an undergraduate degree in business, you have already received academic training in management fundamentals. With this in mind, we have created a schedule that enables you to earn your MBA degree in less time.

## EARN YOUR MBA IN ONE YEAR

*Queen's MBA for Business Graduates* is a program that can be completed in 12 months, rather than the two years of a traditional full-time MBA program. Not only does this reduce the time requirement, it also reduces the cost. Furthermore, you can pursue this degree while you continue to work, rather than disrupting your career.

## 12 DAYS BETWEEN CLASS WEEKENDS

By scheduling classes all day Sunday and Monday morning of every other week, Queen's gives you 12 days off between class weekends to organize your business, travel or personal plans. It is important to note that, while Monday classes end at 1:00 pm EST, teams normally use Monday afternoons after class to work on group assignments, summarize class discussions, and prepare for presentations. The class schedule is confirmed in advance so you can plan ahead, ensuring that you have time to meet your other obligations and commitments.

## BALANCED WORKLOAD

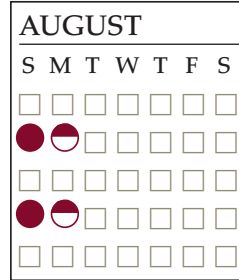
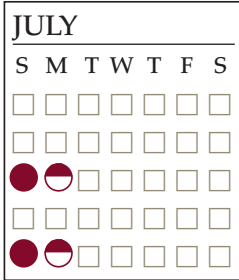
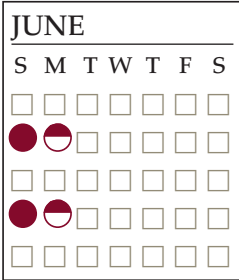
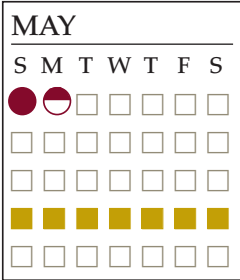
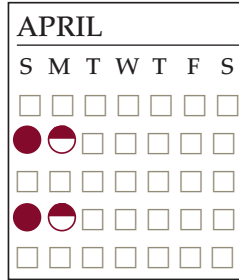
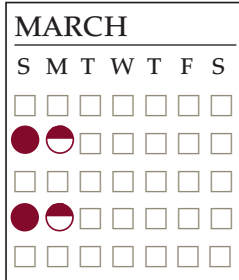
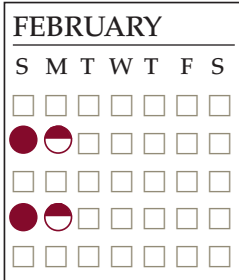
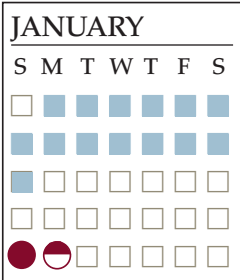
The *Queen's MBA for Business Graduates* schedule typically requires a commitment of approximately 20 hours each week, in addition to class time. Exams, projects, and assignments are divided evenly throughout the year, so that you can develop a regular work pattern.

## A FOCUS THAT ENCOURAGES MASTERY

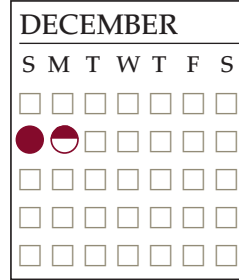
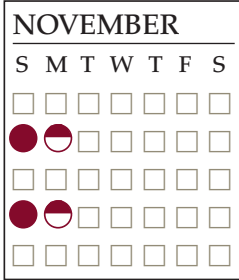
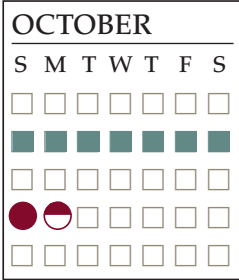
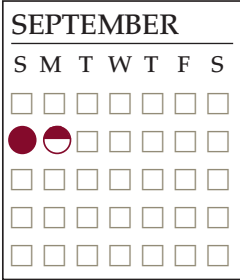
At Queen's you take three courses at a time, allowing you adequate time for study and reflection on each subject. This is an in-depth approach supporting mastery of the material.



# APPROXIMATE CLASS SCHEDULE



**Please note:**  
While Monday classes end at 1:00pm EST, teams normally use Monday afternoons, after class, to work on team assignments, summarize class discussions, and prepare for presentations.



**Boardroom Learning Team Sessions**

Classes are held every other week – all day Sunday (9:30 am to 5:30 pm Eastern Standard Time) and Monday morning (9:30 am to 1:00 pm Eastern Standard Time).

FOR AN EXACT SCHEDULE, PLEASE VISIT OUR WEB SITE AT [WWW.QAMBA.COM](http://WWW.QAMBA.COM)

**SIGNIFICANT DATES**

- OPENING SESSION AT QUEEN'S STRATEGY AND LEADERSHIP  
Two weeks beginning in early January
- FALL SESSION AT QUEEN'S STRATEGIC MARKETING  
Seven days in early October
- SPRING SESSION AT QUEEN'S GLOBAL BUSINESS  
Seven days in late May
- EXAMINATIONS  
For courses with final examinations, exams are held on Saturdays.



When Jeremy entered the *Queen's MBA for Business Graduates* program, he knew he wanted to start his own business. Upon graduation he did exactly that, founding *Trendhunter.com*, which has grown to be the world's largest trend publication, with over 10 million views per month. He also wrote the book *Exploiting Chaos*, which was selected by *Inc Magazine* as one of the top books for business owners. He has since spoken at more than 100 conferences and appeared in the media more than 150 times. He has been described as "a new breed of trend spotter" by *The Guardian*, "an eagle eye" by Global TV, an "Oracle" by *The Globe and Mail* and "on the forefront of cool" by MTV. In a recent article in the *Financial Post*, Jeremy cited *Queen's MBA for Business Graduates* as the source of his inspiration for *Trendhunter.com*, and a key building block for success.

*"Not only am I one of the biggest proponents of this program, I was also the first-ever applicant. Within hours of the launch press release, I applied. At the time, I was working at a management consulting firm that would have paid to send me anywhere, but Queen's was the only place that I applied. This program structure was perfect for me since I didn't want to take two years out of my life to go to a traditional program. In addition, the brand, curriculum and experience are exceptional. I'm truly thankful for the experience. Not only did I enjoy the material and meet a network of great friends, but one of my classes inspired me to start Trendhunter.com!"*

JEREMY GUTSCHE, MBA

Founder and Chief Trend Hunter

*Trendhunter.com*



# 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 also earned recognition from the Canadian media – including *Financial Post* and *Maclean's* – for teaching excellence.

## IN TOUCH WITH THE BUSINESS COMMUNITY

The professors who teach in the program 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.  
Acklands-Grainger Inc.  
Air Canada  
Alcan International Limited  
Alcatel Networks  
AT&T Canada  
Bank of Montreal  
Baxter Corporation  
Bayer Inc.  
BC Hydro  
Bell Canada  
Bombardier Inc.

Business Development  
Bank of Canada  
Cameco Corporation  
Canada Post Corporation  
Canadian National  
Cara Foods  
CBC  
Celanese Canada Inc.  
CIBC  
Cirque du Soleil  
DuPont  
Empire Life  
Falconbridge

General Motors  
GlaxoSmithKline  
Goodyear Tire & Rubber Company  
IBM  
Imasco  
Industry Canada  
Interac Association  
International Monetary Fund  
Manulife Financial  
MDS Inc.  
Microsoft  
Midas Canada Inc.  
Mitel Networks Corporation

National Defence  
Ontario Lottery Corporation  
Ontario Management Board Secretariat  
Ontario Ministry of Finance  
Ontario Power Generation  
Oracle Corporation Canada  
Parks Canada  
Placer Dome Inc.  
Public Works and Government  
Services Canada  
Royal & Sun Alliance  
Insurance Company of Canada  
Royal Bank

Sasktel  
Sobeys Inc.  
Sprint Canada  
Starbucks  
Suncor Energy Inc.  
Syncrude Canada Ltd.  
TD Canada Trust  
TELUS  
Torstar  
UPI  
Xerox

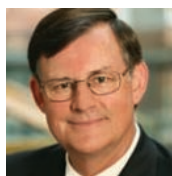
# FACULTY TEAM

## DR. BILL BLAKE | Organizational Behaviour



Bill Blake is the former 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. SCOTT CARSON | Business Strategy



Scott Carson is the Director of Queen's Full-time MBA, and is past Dean of the School of Business at Wilfrid Laurier University. In business, he was Vice-President and Head of Corporate Finance for CIBC in Toronto 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 Chief Executive Officer of the Ontario Government's Privatization Secretariat. He has also been a member of numerous boards of directors in both the corporate and not-for-profit sectors.

## MR. BARRY CROSS | Operations Management & Technology



Barry Cross is an authority on innovation, execution and project management. He joined Queen's 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. He regularly speaks to executives and management teams on building and sustaining innovation within their organizations, effective operations management, and successful project execution. His consulting clients include Shoppers Drug Mart, LG, the Canadian Real Estate Association, Canada Post Corporation, and Export Development Canada.

## DR. TINA DACIN | Strategy & Organizations



Tina Dacin, a Queen's School of Business Distinguished Faculty Fellow, specializes in the areas of management of strategic alliances and business networks, specifically on the topics of partner selection and partner collaboration. Prior to joining Queen's, 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 published in and serves on the editorial boards of leading journals.

## MR. MICHAEL DARLING | Marketing, Strategy & International Business



Michael Darling has an extensive corporate and academic background focused on marketing, strategy and international business. His career includes marketing research at Gillette, brand management at Schering-Plough, worldwide marketing at Max Factor and senior executive positions at Kellogg's in Canada, Europe and the U.S. Prior to joining Queen's, he taught at NYU for eighteen years, receiving the Citibank Excellence in Teaching Award. His consulting clients include AT&T, Lever Best Foods, Microsoft, Seiko, Sony and Wachovia Bank.

## DR. CLINTON FREE | Financial Management



Clinton Free is an expert on financial management, particularly in the areas of performance measurement, capital budgeting, strategic management control systems and supply chain management. He is a Rhodes Scholar and, prior to joining Queen's, he spent several years teaching undergraduate and executive courses at the Said Business School at Oxford University and the University of New South Wales. He has consulted with firms including BMW Group Canada, Clarity Systems, Safeway, and Kingfisher.

## DR. JAY HANDELMAN | Marketing



Jay Handelman is an Associate Professor of Marketing and former Director of the Centre for Responsible Leadership. 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.

## DR. 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. 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. KELLEY PACKALEN | Organization, Strategy, and Entrepreneurship



Kelley Packalen specializes in the areas of entrepreneurship, strategy, and organization theory. She has received fellowships for her research from the Kauffman Foundation and Social Science Research Council. Her work has been presented at conferences and published in multiple formats. Prior to completing her PhD at Stanford, Kelley spent two years as a Research Associate at Harvard Business School. At Queen's School of Business, Professor Packalen teaches introductory entrepreneurship and business planning courses in two of the School's MBA programs, as well as in the undergraduate Commerce program. She is also involved in entrepreneurial activities in the community.



**DR. BO PAZDERKA** | Managerial Economics



Bo Pazderka is an economist with expertise in the economics of research and development, the multinational pharmaceutical industry, health economics, and the transition of the former centrally-planned economies of Central and Eastern Europe to free-market systems. He has worked at universities in countries around the world, including France, Australia, the U.K., and Slovakia. He served on the Board of Directors of Hôtel Dieu Hospital in Kingston, and was for many years a member of its Ethics Committee. He is co-author of several books, including *It's No Gamble: The Economic and Social Benefits of Stock Markets*; *Approaches to an International Comparison of R&D Expenditures*; and *Microeconomics: The Canadian Context*.

**DR. JOHN PLINIUSSEN** | 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. PETER RICHARDSON** | Strategic Management



Peter Richardson teaches strategy courses in the Executive MBA programs and in a number of the School's executive development programs. During his years at Queen's, Peter has authored over 75 papers and case studies on strategic management. With Elspeth Murray, he has written *Fast Forward: Organizational Change in 100 Days*. A previous book, *Cost Containment: The Ultimate Strategic Advantage*, remains one of the few books to be written on cost improvement. He consults widely for many 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. DAN THORNTON** | Financial Accounting & Risk Management



Dan Thornton has a distinguished record in research, teaching and service to the accounting profession. He recently finished a four-year stint as a voting member of the Accounting Standards Board, which sets Canada's financial accounting standards. In 2000-2001 he was Canada's first Professional Accounting Fellow at the Securities and Exchange Commission in Washington, DC. In Canada, he serves periodically as an expert accounting witness for the Department of Justice and recently for the Canadian Senate. He recently completed a three-year term as associate editor of *The Accounting Review* (the journal of the American Accounting Association) and he serves on several editorial boards in Canada, Europe and Asia.

**MR. KEN WONG** | Sales, Marketing & 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.

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

- Bachelor's degree in business, with a minimum B average, from an accredited undergraduate business program
- A minimum GMAT score of 550 or QMAT equivalent
- A minimum of two years relevant work experience (preferably at a managerial level)
- Outstanding letters of reference

Some candidates may require additional testing to demonstrate knowledge of management fundamentals and/or English as a Foreign Language (TOEFL) scores.

All applicants who meet the admission requirements will be interviewed to gauge the breadth and currency of their knowledge and skills, prior to acceptance into the program.

## Application Advisors

We pride ourselves on the personal service we provide to program applicants. Application Advisors can guide you through the application process in three ways. First, they perform a preliminary assessment of your file; second, they counsel you on preparing for the QMAT or GMAT; and third, they offer you helpful ways to strengthen your file.

To speak with an Application Advisor, call toll-free 1.888.460.5869.

## Information Sessions

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

For dates and times, please call toll-free 1.888.460.5869.

Information session dates are also available on our website at [www.qamba.com](http://www.qamba.com).

## Application Procedure

Applications for admission to the program must include:

1. **Application Form:** Application forms can be completed online or downloaded from our website at [www.qamba.com](http://www.qamba.com), or simply call an Application Advisor at 1.888.460.5869.
2. **Personal Statement:** A Personal Statement that outlines current responsibilities and assignments, career accomplishments, reasons for applying to *Queen's MBA for Business Graduates*, and professional and personal goals and plans.
3. **Résumé:** A current résumé that includes lists of certificates, diplomas, and degrees; work experience; memberships in professional associations; and volunteer and community activities.
4. **QMAT or GMAT Test Results:** Please note that you do not have to write the QMAT or GMAT before you begin the application process.
5. **Two References:** You are required to submit an evaluation form and letter by an immediate supervisor and a colleague. The evaluation forms can be downloaded from our website at [www.qamba.com](http://www.qamba.com), or simply call an Application Advisor. **Please note that evaluators must send these forms directly to *Queen's MBA for Business Graduates* 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 MBA for Business Graduates* Admissions Committee.
7. **Personal Interview:** Upon successful completion of steps 1 through 6.

## Admissions Committee

Please send all application materials to:

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

We hold all application materials in complete confidence. You are encouraged to apply early. Admission to *Queen's MBA for Business Graduates* program is competitive, and positions are limited.

## PROGRAM LEADERSHIP



**Dr. Elspeth Murray**  
Associate Dean  
MBA Programs



**Mr. Michael Darling**  
Program Director



**Mr. Brian Marchant**  
Director  
Team and  
Personal Coaching



**Mr. Gary Scott**  
Director  
Operations

## ALL-INCLUSIVE FEE

The fee for *Queen's MBA for Business Graduates* is an all-inclusive fee, covering tuition, books, and all learning materials, as well as meals and accommodation during the residential sessions held at Queen's. The fee also includes all the software required for the program and in-house technical support.

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

FOR COMPLETE DETAILS ON FEES AND A FEE SCHEDULE, PLEASE VISIT OUR WEBSITE AT [WWW.QAMBA.COM](http://WWW.QAMBA.COM)

### Personal Income Tax Treatment of Tuition Fees

*Queen's MBA for Business Graduates* participants who pay all or part of the program fee personally are eligible to claim a tuition tax credit.

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 MBA for Business Graduates* is a wise and cost-effective business decision for most organizations, since they'll be adding to the skill set of their most promising managers.

To help you seek support from your organization, we've created a downloadable brochure entitled *Queen's Accelerated MBA for Business Graduates – The Case for Sponsorship*. Please visit our website at [www.qamba.com](http://www.qamba.com) or contact the program office for full details.

### Academic Scholarships

Queen's is pleased to provide a limited number of academic merit-based scholarships to outstanding applicants. Please speak to an Application Advisor for more details.



### Royal Bank Loan Program

If you qualify for financing with RBC Royal Bank, you will pay only interest at the preferred rate of RBC prime plus 1%, while you are completing the program. Upon graduation, the repayment period can be up to 15 years, with the interest rate negotiable.

### Why Should You Secure Pre-Approval?

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

### Loan Application Instructions

Printable loan application forms may be downloaded from our website at [www.qamba.com](http://www.qamba.com). They can be found in the Financing section, or simply call an Application Advisor at 1.888.460.5869 and a loan application will be e-mailed to you.





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 ACCELERATED MBA FOR BUSINESS GRADUATES

Queen's School of Business

Goodes Hall

Queen's University

Kingston, Ontario

Canada K7L 3N6

Toll-free: 1.888.460.5869

Voice: 613.533.2238

Fax: 613.533.6943

E-mail: [qamba@business.queensu.ca](mailto:qamba@business.queensu.ca)

Web: [www.qamba.com](http://www.qamba.com)

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.

