



JOHN MOLSON
SCHOOL OF BUSINESS



THE JOHN MOLSON EXECUTIVE MBA

LIKE YOU,
WE'RE DIFFERENT.



"When I refer people to the program, I tell them about how the experience really spoke to my entrepreneurial spirit and I really appreciated the way the curriculum is rooted in real-world experience."

Robert Sibthorpe, Class of 2000
President and owner, Lovepac



The John Molson Executive MBA: What's in a name?

One of the best stories at JMSB can be found in our name. John Molson was a next-generation leader in the 18th century. He forged his path with unbridled entrepreneurial spirit, visionary thinking and a raw determination to make his unique mark on the world. Molson was a successful Canadian businessman and great philanthropist with a steadfast belief in the value and importance of serving his community.

Our program is rooted in the many values that JMSB shares with its namesake. While focused on the main functional areas of business, where it includes the notion that doing good is as important as doing well. We aim to develop leaders who succeed in business, but who are also compassionate and have a strong ethical compass.

AACSB Accreditation

Accredited in 1997 by the Association to Advance Collegiate Schools of Business (AACSB), JMSB was the first business school in Montreal, and the fourth in Canada, to receive this distinction. Accreditation is a mark of excellence for business schools, and it ensures that JMSB is held to the highest in business education standards.

About Concordia

Every year, our scholars, facilities and city inspire 46,000 students to engage with big questions head-on. We're a comprehensive university. We search for innovative solutions and make positive contributions to society. Our creativity powers Montreal and connects us to the world.

Executive MBA vs. part-time MBA?

The John Molson EMBA is designed for executives, entrepreneurs and/or professionals with considerable business experience, whose schedules cannot accommodate a full-time or part-time MBA program. The convenience of a one-day-per-week schedule fits into their busy executive lifestyle.

In the EMBA, the entire two-year class schedule is preset well in advance thereby giving participants the ability to better balance their academic, family, personal and professional priorities.

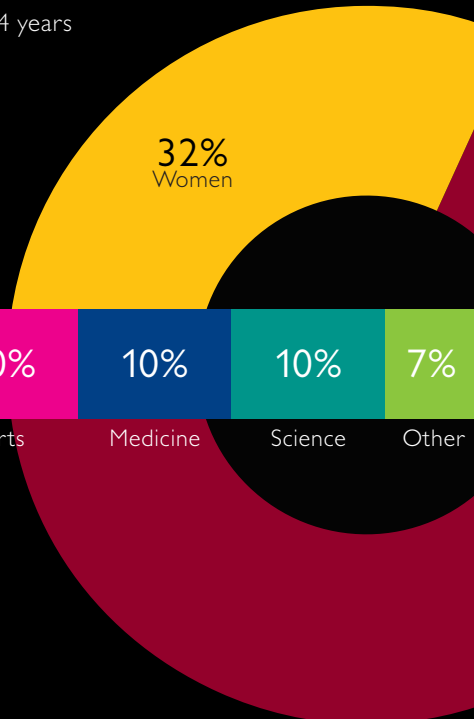
EMBA participants are VIPs: all the administrative components, such as ordering text books, supplying meals on class days, and any logistics related to the program are taken care of by the program's administration.

The EMBA is also designed for experienced professionals who seek to develop knowledge from peers in their cohort in an applied learning environment. The level of experience allows professors to cover a range of topics that would not be possible with less experienced students in a part-time program.

| | EMBA | Part-time MBA |
|---------------------|---|--|
| Class size | 15-25 admitted per year (cohort) | 80-120 admitted per year |
| Average Age | 35 | 29 |
| Years of experience | 12-15 | 5-6 |
| Schedule | 1 day / week for 15 months over a 20-month period | 2 evenings / week + summer courses for 3-4 years |

Our Participants

Educational Background



The John Molson EMBA Advantage

- First EMBA in Quebec with close to 900 alumni worldwide (established in 1985)
- Practical, rigorous and applied curriculum
- Family-friendly program schedule, centered on work-life balance
- Small cohort class size and personalized attention
- World-class faculty
- International experience
- Nutrition and physical fitness
- Personalized executive coaching
- Integrated learning approach
- Dedicated facilities

Participants in one of
our EMBA study rooms



The Complete Executive

Underlying all aspects of the John Molson EMBA is the notion of developing leaders who are committed to continuous learning, their personal and professional development and making a positive contribution to their communities. We call this type of individual the “complete executive.”

Complete Executives:

- Use their solid knowledge of business fundamentals and familiarity with the latest in business research to understand how seemingly unconnected elements align with and impact one another.
- Are acutely self-aware. They know and use their strengths and systematically work on improving themselves. They recognise that their physical fitness and well-being are fundamental to their long-term success and make responsible nutrition, exercise and health decisions.
- Are committed to ethical and sustainable business practices.
- Bring a well-rounded and global approach to business thinking and recognise both the challenges and opportunities of today's complex business environment.
- Leverage their vast, international network of contacts to make smart, informed strategic decisions in potentially uncertain settings.
- Think creatively and embody an entrepreneurial spirit that leads to success in a small business setting or within a large organization where they can champion ideas and influence others.

The interactions, exchanges and lively discussions that I have regularly had in my EMBA course over the years have been some of the most rewarding and enriching experiences in my teaching career. I have always viewed my role in this program more as a facilitator than a teacher. My course deals with corporate financial decision making under uncertainty, and I have been able to draw extensively on and integrate the abundance of experiences participants bring to the classroom from their diverse backgrounds to enhance overall learning. It is most gratifying for me that year after year, participants or alumni share how they successfully implemented concepts and tools learned in the course in their professional lives.

Harjeet S. Bhabra, PhD
Professor of Finance



As a new immigrant, the EMBA program has empowered me to feel a new sense of confidence and adaptation to the Canadian job market. It's the perfect mix of theory, practice and networking opportunities.

Ivona Sime, Class of 2017



Enzo Caprio, Class of 2014
Director of Clinical Labs,
McGill University Health Centre



My advice to future EMBA candidates is to invest in yourself: the program is challenging but extremely rewarding. Celebrate every single success... small or big!

Allan Lau, Class of 2016
Director of Application Development & Infrastructure,
Omnitrans Customs Brokers

EMBA Schedule

The EMBA class schedule is designed to accommodate our participants' busy lifestyles and enable them to earn their degree while continuing to work full-time. Classes are held one day per week, on alternate Fridays and Saturdays; they start at 8 a.m. and end at 5:30 p.m.

The four-semester program is completed over a 20-month period during which there are 15 months of actual class time as well as the international study trip in May, at the end of the second semester.

There are no classes over the New Year break (about a month each) or during the summer (about three months).

Our participants undertake their EMBA studies as part of a cohort – a group which progresses through the program together. The resulting team dynamic not only helps develop their interpersonal skills and group decision-making abilities, but also creates a network of international, high-achieving professionals that extends far beyond graduation.

Program Structure and Curriculum

With an emphasis on practical management and decision-making techniques, the core program covers contemporary business concepts and is divided into four thematic terms, each capped by an integrative course designed to allow participants to apply their new knowledge and skills in a real-life context.

| Year 1 | | Year 2 | |
|---|---|---|--|
| Mastering Fundamentals 13 credits | Integrating Globally 11.5 credits | Thinking Outside the Box 12 credits | Leading Change 9.5 credits |
| EMBA 610 Measuring and Reporting Financial Performance 3 credits | EMBA 620 Value Creation Through Business Processes 3 credits | EMBA 630 Financial Decisions Under Uncertainty 3 credits | EMBA 640 Leadership 3 credits |
| EMBA 611 Managing Talent 3 credits | EMBA 621 Information Technology and Analytics 3 credits | EMBA 631 Management Control Systems 3 credits | EMBA 641 Corporate Governance 1.5 credits |
| EMBA 612 Marketing Management 3 credits | EMBA 622 Business, Government and the Economy 1.5 credits | EMBA 632 Creativity and Innovation 1.5 credits | EMBA 642 Crafting and Implementing a Winning Strategy 3 credits |
| EMBA 613 Capital Markets and Financial Management 3 credits | EMBA 623 Managing in a Global Environment 3 credits | EMBA 633 Applied Field Project I 1.5 credits | EMBA 645 Applied Field Project II 2 credits |
| EMBA 615 Live JMSB Experience 1 credit | EMBA 625 Global Experience 1 credit | EMBA 635 Starting a New Venture 3 credits | |

Looking to push your limits and develop the ability to thrive in a high pressure environment....The Live JMSB Experience places students on a client mandate in the first term of the EMBA program to provide a real world lesson in business acumen, team dynamics, and critical thinking in order to develop the ability to craft an effective business solution.

Timothy Field
Senior Lecturer,
Department of Management

We met executives and decision-makers from all sorts of industries in Chile. The trip had a remarkable impact on my company's growth, ultimately leading to international expansion.

Nataliya Khylenko, Class of 2016
General Manager and Vice President of
Business Development, Cameo

Our trip to Colombia was the highlight of my EMBA journey. We were exposed to the operational challenges of the busiest port of Latin America, encountered representatives of the mining, fashion and telecom industries and learned about the cooperative model at a coffee plantation. We also came together as a solid group of friends and developed a real "no one gets left behind" mentality that exists to this day.

David Beaudoin, Class of 2015
Business Advisor & Entrepreneur in the
Energy and Technology Sectors

The international study trips give participants an opportunity to travel together as a team in an exciting international environment, working together, sharing the exploration of new cultures, new businesses and new people. The learning experience is unbeatable and the bonding through shared discovery is a lifetime gift.

Janis Riven, BCL, LLB, MBA
Adjunct Professor,
Department of Management

Integrative Courses

Mastering Fundamentals: LIVE JMSB Experience

Participants have the opportunity to use the knowledge acquired during the first term in a context that mirrors the realities of contemporary business. Participants are exposed to senior managers of a Canadian company facing strategic and managerial issues. Using critical thinking, participants work in teams to craft a solution for the company and present their recommendations to a panel of the senior managers and faculty members.

Integrating Globally: Global Experience

First-year participants get to experience doing business abroad first-hand at the end of the second term when they travel to a foreign country to get an overview of the economic, political, social and cultural factors that influence business opportunities and practices in that particular location.

They meet with local managers, government officials and academics to gain an understanding of new business environments.

Destinations have included China, Vietnam, Eastern Europe (Poland, Czech Republic and Turkey), South America (Chile, Brazil, Peru, Colombia) and the US (San Francisco and Napa Valley, California).



Members of the Class of 2016 in Chile

The highlight of my EMBA experience has been meeting phenomenal people, including the cohort and the professors who challenged me to think differently by bringing subjects to life in a way that I could have never imagined.

Andrea Limbardi, Class of 2016
Vice President Eastern Canada and
French Print, Indigo



Mark Galardo, Class of 2017
Vice President Network Planning,
Air Canada

The program has given me confidence, improved my strategic thinking and leadership skills, and taught me how to build teams that deliver strong results. It also provided me with great networking opportunities and lifelong friendships.

Sophie Pépin, Class of 2015
Vice President, Lovepac



My goal is to provide our EMBA participants with a framework of the critical underpinnings of financial reporting. Gaining such an understanding will allow them to evolve into full-fledge executives within their organization since they will be able to ask the appropriate questions regarding financial performance, participate fully in corporate decisions regarding resource allocations and benchmark their performance with those of competitors.

Michel Magnan, PhD
Professor of Accounting and
Stephen A. Jarislowsky Chair in Corporate Governance





Winning team with faculty and Gedrin Law, Senior Product Marketing Manager, CAE Healthcare



Members of the class of 2018, Live JMSB Experience, November 2016

Thinking Outside the Box: Starting a New Venture

In the third term, participants combine the theory and practice of entrepreneurship and innovation in businesses. The course is built around a group project, the objective of which is to create a comprehensive, innovative business plan for a stand-alone business, or a new line of business within an existing organization. The project provides participants with an opportunity to identify a market opportunity. Participants assess its business potential and viability, structure and financing options as well as exit strategies. Groups present their business plans to a board of potential investors.

Leading Change: Applied Field Project I & II

In the second year, the applied field project spans over two terms. The first part of this course introduces participants to the principles of business consulting. The focus of this course is on building an understanding of how consulting engagements come to fruition. In teams, participants actively seek out business consulting opportunities and present project proposals to the class. A project proposal is the main assignment for the course.

In the second part, participants carry out the project proposal previously identified, under the tutelage of a faculty mentor of their choice. Participants gather data, diagnose issues and develop innovative and practical responses to complex, cross-disciplinary issues. At the end of the course, a comprehensive set of recommendations is presented to a panel of faculty members, EMBA peers, and representatives from the respective organizations. The key outcome of this course is the actual consulting project that is designed for clients.

Learning Is Further Enhanced Through Our Supporting Features:

Executives Connect Series

The JMSB Executives Connect Series exposes participants to leaders and experts who are shaping the business world today.

Participants interact directly with major corporate players who will provide their insights into current business topics. The series is responsive to the dynamic nature of business and addresses issues through exclusive class presentations and our “Lunch with a CEO” series.

Each EMBA cohort is assigned a champion, a well-respected business leader who remains in contact with the group throughout the program to share leadership and managerial lessons that simply cannot be found in a textbook.

The list of past EMBA Class Champions includes:

- **Andrew T. Molson**, partner and chairman of RES PUBLICA Consulting Group and vice-chairman of the board of Molson Coors
- **France Chrétien-Desmarais**, president of the board of directors of the Society for the Celebration of Montreal's 375th anniversary and vice-president of the Guy Laliberté Foundation and ONE DROP
- **Emilio Imbriglio**, President and Chief Executive Officer of Raymond Chabot Grant Thornton



Lead Executive Coaching

LEAD Executive Coaching gives participants access to support from a professional coach for personal and leadership development.

We have created the unique Leadership Effectiveness and Development (LEAD) Coaching program to support John Molson EMBA participants in developing their leadership potential. LEAD is structured around a series of individual sessions with highly trained professional coaches. LEAD Coaching begins with psychometric assessments, multi-source feedback processes and one-on-one reviews of participants' assessments. The coaching

program then focuses on key growth areas for professional success. Coaches employ results-oriented change strategies to ensure that sustainable change is achieved through the LEAD Coaching program.

LEAD Coaching is founded on a multidimensional and holistic leadership model, wherein all facets of participants' lives are taken into consideration. Coaches hold participants fully accountable for goals they set in LEAD Coaching sessions. On-going monitoring of outcomes throughout the coaching process ensures that targets are met and significant goals achieved.

Healthy Executive

The Healthy Executive features an integrated set of activities to enable participants to better manage the physical demands of the executive lifestyle.

The foundation of the Healthy Executive feature is to enable participants to sustain high-performance at work while maintaining

a healthy lifestyle and promoting it in others. It is delivered by a team of specialists from Concordia's PERFORM Centre which includes experienced certified exercise physiologists, registered kinesiologists and dietitians, as well as Concordia's Health Services health promotion experts.



The program was challenging, inspiring and rewarding. I acquired new skills, learned of new ways to approach my job and met outstanding and exceptional people.

Florian Buder, Class of 2016
Engineer and CEO,
PRUFTECHNIK Inc.

JMSB started me out on an amazing journey. I had the privilege of interacting with other students who had dreams and were willing to work towards achieving them. Thanks to the EMBA program, I am on the verge of realizing my dream of starting a company aimed at serving the community. All you need to do is believe in yourself, and the program will help you transform your self-belief into a fulfilled ambition.

Sundar Krishnan, Class of 2016
Founder, NAVA Technologies Inc.



Admissions

ENTRANCE REQUIREMENTS SUMMARY

- A minimum of five years' full-time work experience
- An undergraduate degree (a small number of applicants may be accepted without an undergraduate degree, provided they meet other requirements)
- A satisfactory result on the Graduate Management Admissions Test (GMAT)

GMAT may be waived for candidates who hold an undergraduate degree (from a recognized institution) with a GPA of 3.0 or greater or candidates who hold a Master's degree, a PhD or are part of a recognized designation (e.g. CPA, CFA, OIQ amongst others)

We welcome your interest in the John Molson Executive MBA and our approach based on developing the "Complete Executive." We are available to provide you with additional information and advice to guide you in your application decision.

If you would like your profile pre-assessed and to receive advice on your eligibility for our program, please contact our team at emba.jmsb@concordia.ca or 514-848-2424, ext. 3622.

Application Process

The application process is initiated on-line on the Connect2Concordia portal under the Admissions tab at concordia.ca/emba. There is a \$100 non-refundable application fee payable by credit card only. Candidates are assisted through the application process by a member of our team who thoroughly reviews each file. Completed files of eligible candidates are selected for the interview with our program director and a potential other committee member. The one hour interview is one of the most important steps in the selection of cohort participants. Admission decisions are made within a short time delay and communicated soon after the interview.

The application deadline is June 1.





“The program schedule allows me to balance my work and personal life and the coaches, guest speakers, and extra-curricular activities bring an additional edge to the program. I can relate to the cases presented in class and can immediately apply the learnings at work.”

Tristan Flanagan, Class of 2017
Merchandise Manager, Storage
and Household Products,
RONA Proximity Stores



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