

THE COMPLETE EXECUTIVE



Designed to develop the complete executive, the new EMBA program at the John Molson School of Business (JMSB) offers an exciting, innovative and unique educational and professional experience. The program positions students to take on the challenges of today's rapidly changing business environment by providing them with a thorough understanding of fundamental business functions, the skill-set to tackle global management issues, a framework to analyse and creatively resolve business problems and opportunities, an ability to understand and apply ethical and sustainability principles and a practiced capacity to be an effective leader.

Building on a successful academic tradition (The Economist recently ranked the John Molson EMBA second among solely Canadian EMBA programs), this program leverages Concordia's world-renowned faculty, its highly-regarded expertise in applied human sciences and, through a partnership with Concordia's state-of-the-art PERFORM Centre, the latest research in healthy living which helps ensure that we prepare executives to be mentally and physically at the top of their game.

THE JOHN MOLSON EMBA DIFFERENCE

- Practical, business-focused curriculum
- World-class faculty
- International experience
- Nutrition and physical fitness
- Personalized executive coaching
- Integrated approach
- Strategic networking program
- Distributed learning
- Dedicated facilities

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.

EMBA SCHEDULE



The EMBA class schedule is designed to accommodate our students' 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; classes **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 an 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 students undertake their EMBA studies as part of a **cohort** – a group which progresses through the program together. The resulting team dynamic not only helps students 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



Lino Saputo Jr., President, Chief Executive Officer and Vice Chairman of the Board of Saputo Inc.

The **core program** covers contemporary business concepts and is divided into **four thematic terms** which tie the individual courses together. Each term is capped by an **integrative course** specifically designed to allow for the assimilation and application of the learned business knowledge in a real-life context.

CORE PROGRAM LEARNING IS FURTHER ENHANCED THROUGH SUPPORTING FEATURES:

- The JMSB [Healthy Executive](#) module presents an integrated set of activities to enable students to better manage the physical demands of the executive lifestyle.
- JMSB's [LEAD Executive Coaching](#) gives students access to support from a professional coach for personal and leadership development.
- The JMSB [Executives Connect Series](#) exposes students to leaders and experts who are shaping the business world today.

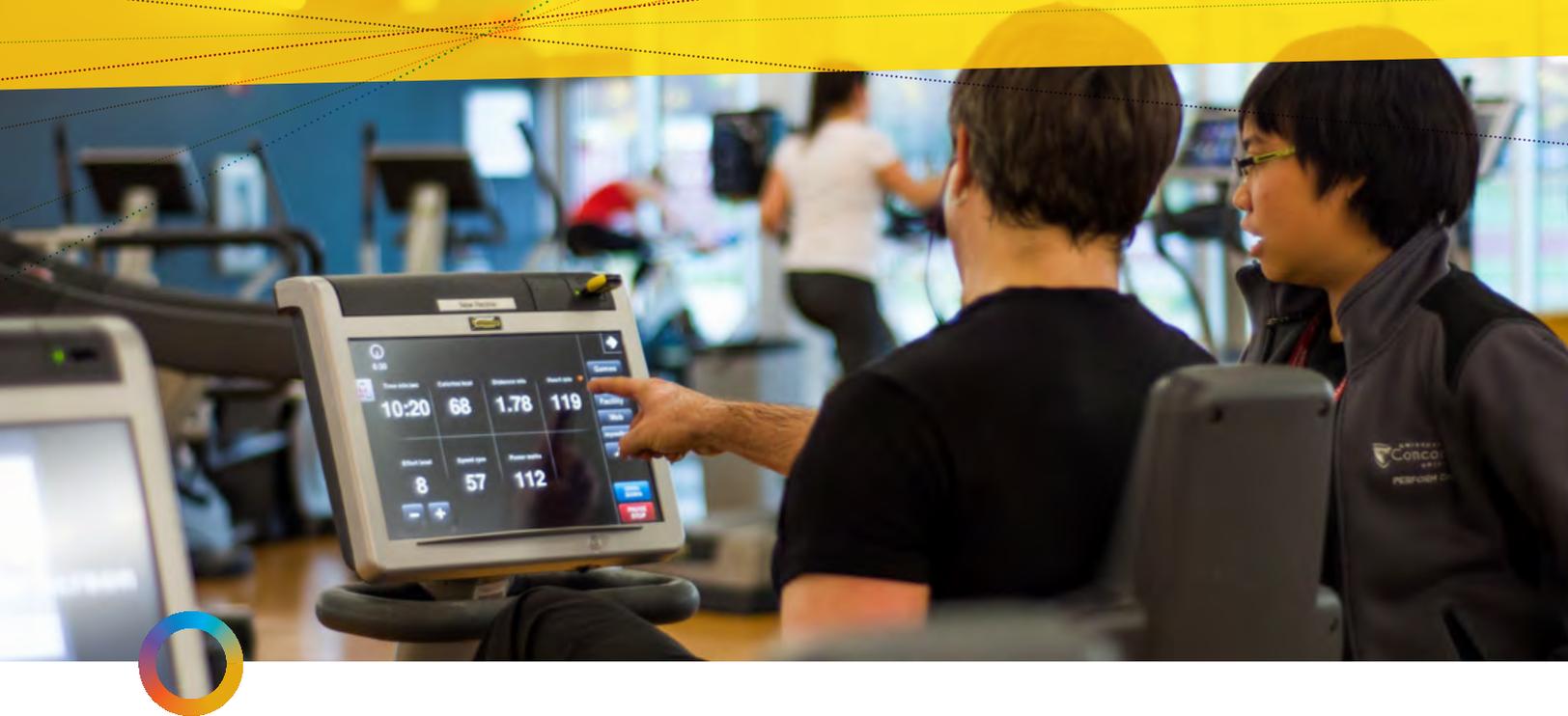
EMBA COURSES

YEAR 1

YEAR 2

TERM 1	TERM 2	TERM 3	TERM 4
MASTERING FUNDAMENTALS 13 credits	INTEGRATING GLOBALLY 11.5 credits	THINKING OUTSIDE THE BOX 12 credits	LEADING CHANGE 9.5 credits
JMSB EXECUTIVES CONNECT SERIES		JMSB HEALTHY EXECUTIVE	
SUPPORTING FEATURES		JMSB LEAD EXECUTIVE COACHING	
EMBA 610	EMBA 620	EMBA 630	EMBA 640
Measuring and Reporting Financial Performance 3 credits	Value Creation Through Business Processes 3 credits	Financial Decisions Under Uncertainty 3 credits	Leadership 3 credits
EMBA 611	EMBA 621	EMBA 631	EMBA 641
Managing Talent 3 credits	Information Technology and Analytics 3 credits	Management Control Systems 3 credits	Corporate Governance 1.5 credits
EMBA 612	EMBA 622	EMBA 632	EMBA 642
Marketing Management 3 credits	Business, Government and the Economy 1.5 credits	Creativity and Innovation 1.5 credits	Crafting and Implementing a Winning Strategy 3 credits
EMBA 613	EMBA 623	EMBA 633	EMBA 645
Capital Markets and Financial Management 3 credits	Managing in a Global Environment 3 credits	Applied Field Project I 1.5 credits	Applied Field Project II 2 credits
EMBA 615	EMBA 625	EMBA 635	
Live JMSB Experience 1 credit	Global Experience 1 credit	Starting a New Venture 3 credits	

SUPPORTING FEATURES: JMSB'S HEALTHY EXECUTIVE MODULE



The foundation of the Healthy Executive module is to enable students to sustain high-performance at work while maintaining a healthy lifestyle and promoting it in others. The module is delivered by a team of specialists from Concordia's PERFORM Centre which includes experienced certified exercise physiologists, registered dietitians and Concordia's Health Services health promotion experts.

THE MODULE'S THREE COMPONENTS:

- **Fitness for Performance** is aimed at increasing the physical capabilities of students and enabling them to sustain the rigour of the executive lifestyle. Students are provided with specialized fitness assessments combined with counselling and have access to the PERFORM Centre's state-of-the-art fitness facilities and fitness classes for the duration of their studies.
- **Fuel for Function** helps students make appropriate nutritional decisions. A registered dietician provides students with feedback through a review of their dietary habits and on-going support through a dedicated website.
- **Health Promotion** introduces broader aspects of health to students by providing information and support to students, as well as access to physicians, nurses, consulting psychiatrists and psychologist and health promotion specialists.

PERFORM Centre staff are an integral part of the EMBA student experience and are accessible to students both at PERFORM and at the EMBA's dedicated downtown facilities.



SUPPORTING FEATURES: JMSB'S LEAD EXECUTIVE COACHING



Andrew Sider (left) and James Gavin (Professor and Certified Integral Coach®)

We have created the unique *Leadership Effectiveness and Development (LEAD) Coaching* program to support John Molson EMBA students 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 students' 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 JMSB's 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.



The *JMSB Executives Connect Series* exposes students to business leaders and experts who are shaping the business world today. Students 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 will be assigned a champion, a well-respected business leader who will remain in contact with the group throughout the program to share leadership and managerial lessons that simply can't be found in a textbook. We are delighted that Mrs. France Chrétien Desmarais has agreed to serve as champion of the Class of 2015-2017.

A WORD FROM FRANCE CHRÉTIEN DESMARAIS – CHAMPION OF THE CLASS OF 2015-2017

It is an honour to accompany the members of the Class of 2015-2017 throughout their Executive MBA experience. Over the next two years, they will have the opportunity to develop their professional skills by taking their business and leadership knowledge to another level. Choosing to do so is the expression of their desire to take an active part in society.

I believe that a true leader—whether in the philanthropic-social, business or political sphere—must look with humility beyond his personal successes to inspire others to take actions towards a common vision. As such, the effectiveness to drive others' motivation to action goes beyond strategy and powerful ideas. It is not a coincidence that I use the word “humility” when describing the concept of leadership. Self-awareness is one of the basic elements of great leadership. It means knowing your strengths but also your weaknesses. Apart from having social skills, empathy and self-control, a leader must also be inclusive and be receptive and listen to others' ideas. A great leader works primarily through his own and others' emotions. He is a fundamental optimist who drives collective emotions in a positive direction, creates opportunities to motivate, engage, involve, and transform uncertainties into possibilities, constraints into positive drivers and concerns into actions.



Exercising leadership in areas as varied as philanthropy, can be a motor to advance new ideas and create social change that can benefit the business world. There is an intimate link between philanthropy, business and politics, as the first can go beyond being tactical to become truly visionary and holistic. Learning about leadership in business sheds light on a complete new perspective on society, and its application in varied areas can create models steering collective well-being.

ABOUT FRANCE CHRÉTIEN DESMARAIS

Mrs. Chrétien Desmarais studied Law and Economics at the University of Ottawa. She has been involved with various companies and not-for-profit organizations and commits with passion to the causes she adopts in areas as varied as youth support, health, sports, education, arts and cultural heritage. Mrs. Chrétien Desmarais currently serves as President of the Board of Directors of the Society for the Celebration of Montreal's 375th anniversary. She is Vice-President and founding member of both the Guy Laliberté Foundation and ONE DROP, as well as a member of the Executive Committee of the Montreal Heart Institute Foundation, and the Partnership for a Drug-Free Canada. She has served on the Board of Directors of Lombard Odier Darier Hentsch since 1998. Previously, Mrs. Chrétien Desmarais served as a member of the Board of Directors of the Vancouver 2010 Bid Corporation for the 2010 Olympic and Paralympic Winter Games, member of the Board of Directors of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and was the founding Chairman of the Canadian Olympic Foundation. In 2011, she was made a Member of the Order of Canada.



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 Graduate Management Admissions Test (GMAT) score of 500 or higher
 - GMAT may be waived for candidates who hold an undergraduate degree (from recognized institutions) with a GPA of 3.0 or greater or candidates who hold an MSc degree or a PhD.

Please see our website for a complete list of admission requirements.

APPLICATION PROCESS

The application process is initiated through an on-line application via our Connect2Concordia portal on the Admissions tab on our website (concordia.ca/emba) and includes a \$100 non-refundable application fee on-line. A full file review is conducted to select eligible candidates

for the Admission Interview, which is conducted by the EMBA program director. The one hour interview is the most important step of the selection process. The admission decision is made and communicated soon after the interview.

TUITION & FEES

Tuition and fees total \$75,000 for two years.

EARLY APPLICANT TUITION RATE –10%

All our applicants who submit a complete application* by **April 15** are eligible for the 10% Early Applicant Tuition Rate, provided they comply with the other requirements and deadlines:

- complete the interview with the John Molson EMBA Program Director by **May 30**
- confirm (in writing) their decision to attend our program and pay the \$3,000 deposit by **June 30**

* Complete application includes; completed on-line application form, official transcripts, CV, references, non-refundable application fee (\$100), formal GMAT results (if required).