



Szkoła Główna Handlowa
w Warszawie

Warsaw School of Economics

Université du Québec à Montréal
University of Quebec at Montreal



ESG UQÀM



CEMBA

CANADIAN EXECUTIVE

MBA

www.cemba.pl

CEMBA

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"Almost since the beginning of the program, all parties involved, namely the Canadian Consortium of Management Schools (CCMS), the University of Calgary, the University of Quebec at Montreal (UQAM) and the Warsaw School of Economics (WSE), have developed a procedure to re-engineer the MBA program from a sponsored program (as it used to be) to a self-sustained MBA program. As a result of that effort, the UQAM MBA program can be offered at the WSE. The uniqueness of Canadian MBA program at the WSE lies in the fact that the academic training offered to the students is the same in Poland as in Canada. Students in Poland are granted the very same degree that may be obtained by studying at UQAM's School of Management, the largest business school in Canada. We welcome the co-operation between two prestigious universities, UQAM and the WSE."

Professor Adam Budnikowski,
Rector of WSE 2005–2012

What is CEMBA

- CEMBA – Canadian Executive Master of Business Administration is conducted as a joint venture between the leading economics and business university in Poland, the Warsaw School of Economics, and the largest Canadian business school, the University of Quebec at Montreal - School of Management (ESG-UQAM).
- Graduates of CEMBA receive an original MBA diploma from the University of Quebec at Montreal.
- We offer an intensive, 16-month (576 hours) executive MBA program designed for working professionals with diverse educational backgrounds.

Short history of CEMBA

In 1991, the Canadian Management Centre was established at the Warsaw School of Economics. In 1995, as the Canadian MBA Office, it launched the Executive Master of Business Administration (CEMBA) studies. They were (and still are) geared to working professionals: entrepreneurs, managers, CEO's. MBA studies conducted in the time period between 1995–2000, as a result of co-operation of two Canadian universities (University of Calgary and University of Quebec at Montreal), were sponsored by the Canadian International Development Agency (CIDA). Up to the end of the year 2000, more than 180 students finished their studies. In September 2000, on the basis of the agreement between the Warsaw School of Economics and the University of Quebec at Montreal (UQAM), a subsequent edition of the MBA program was launched. The first group of 40 students started classes in September 2000. Each group of students starts classes in September or November every year. The total number of CEMBA graduates up to 2010 has reached more than 420.

What distinguishes CEMBA



- Graduates of the Canadian Executive MBA program receive an original diploma from the University of Quebec at Montreal, not a certificate.
- 70% of lecturers are professors from foreign universities with extensive professional experience, both academic and practical.
- Classes are given every Friday and Saturday, allowing students to gain knowledge and earn their MBA degree in 16 months.
- 100% of the classes taught and materials used in the CEMBA program are in English.
- Candidate's admission to the Program is valid for 4 years. During this time the student should pass all the courses required in the teaching schedule.
- Prestigious accreditation EQUIS (European Quality Improvement System) received by the partner Canadian university from EFMD (European Foundation for Management Development).
- Warsaw School of Economics (Szkoła Główna Handlowa) – the best economic university in Poland, member of Community of European Management Schools (CEMS) – as a partner of the program.
- In 2009 CEMBA received the prestigious accreditation EPAS granted by European Foundation for Management Development (EFMD).
- CEMBA program has been consistently ranked among the top two E-MBA programs in Poland taught 100% in English.

*Dr hab. Marek Gruszczyński,
professor of Warsaw School of
Economics
CEMBA Director in Warsaw
School of Economics*





*Prof. Michel Librowicz,
CEMBA Program Director
in University of Quebec at
Montreal*

Our roots, vision, mission

Dr. Michel Librowicz
Head, International Business Department
University of Quebec at Montreal

The Canadian Executive MBA program at the Warsaw School of Economics is the only program in Poland that allows the students to obtain a North American diploma from an EQUIS accredited internationally recognized Canadian university, providing graduates with a distinctive competitive advantage on the job market.

Since the academic year 2000/2001, the Canadian Executive MBA program has become a financially self-sustainable joint venture between the leading school in economics and business, the Warsaw School of Economics, and the largest Canadian business school, the University of Quebec at Montreal. The program has benefited from a collaboration between these two institutions resulting in graduates embarking on successful professional careers. These „success stories” are the true measure of the high quality of teaching the Canadian E-MBA program offers and they constitute a guarantee that the program will thrive in the future.

The Canadian Executive MBA is designed for working professionals from a wide range of backgrounds who wish to study part time to advance or enhance their business careers. The program emphasizes the latest concepts, practices, and skills that effective managers and leaders need in today's rapidly changing workplace.

The Canadian MBA program is taught by both Canadian faculty and by Canadian-trained and/or American-trained Polish faculty from the Warsaw School of Economics. They are selected based on their teaching evaluations and international experience. A pool of faculty has been developed, which includes the finest and most experienced professors able to offer interactive MBA classes.

In the MBA courses, professors use a range of different teaching methods in the classroom. You can expect a highly participatory, interactive



atmosphere. We use case studies, some developed for local Polish businesses jointly with Polish faculty, and each year we offer business games and simulations. We have used videotaped presentations and multimedia within the classroom, as well as guest speakers from prominent companies.

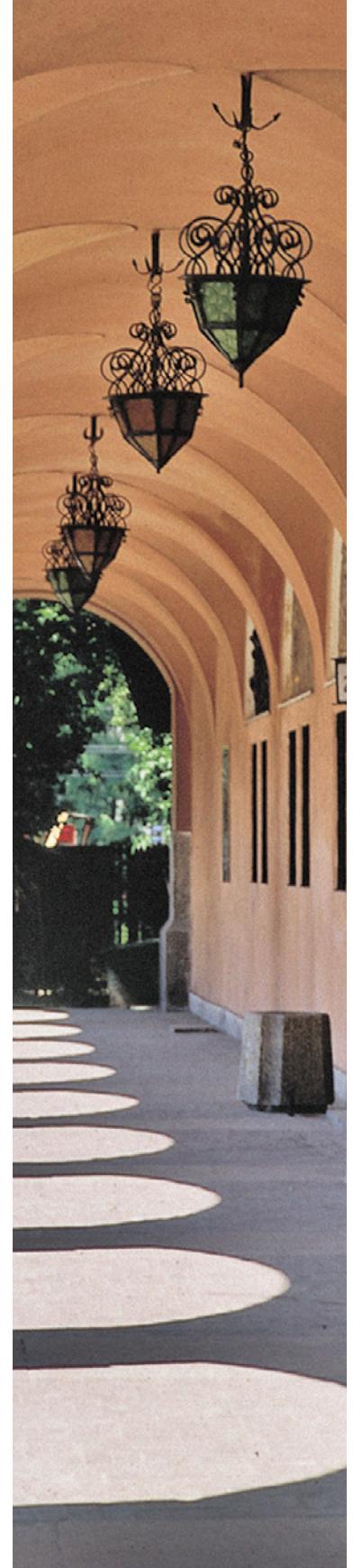
We expect students to be able to work at a high level and within the groups to which they are assigned, to carry out projects and case study analyses. Within the Canadian E-MBA program, an intensive socialization takes place and teamwork is developed under conditions of stress and competition, where leadership qualities emerge and are tested.

We favour an integrative approach, providing an overall understanding of how organizations, small and large, work without neglecting the acquisition by students of a sound functional knowledge of business, without which one cannot become a credible manager. Finally, we favour an international perspective, a sine qua non condition for survival and growth in the age of globalization. The international character of our curriculum translates into special courses and seminars in International Marketing and International Finance.

In 2010 CEMBA implemented an elective course abroad. Students may complete the course "International Project" in China instead of "Applied Integrative Project" which is offered in Poland.

OUR VISION: The Canadian E-MBA Program at the Warsaw School of Economics is committed to becoming one of the top three MBA programs in Central and Eastern Europe.

OUR MISSION: We are committed to transferring to the Canadian E-MBA candidates the best management education that North American business schools can provide. By doing so, we intend to shape the practice of business management in Poland.





Dr. Daniel Costello

*Ambassador of Canada to Poland
and Belarus*

"The Canadian Embassy in Warsaw is proud to voice its support for this excellent programme, which brings together top students, scholars and business professionals from Canada and Poland to work through many of the most important issues for our shared growth, development and prosperity. I am a grateful indirect beneficiary of the programme's high standards, which I see in the outstanding work of three recent graduates who are today my Embassy colleagues."

CEMBA partners: SGH and UQAM

SZKOŁA GŁÓWNA HANLOWA – SGH WARSAW SCHOOL OF ECONOMICS member of CEMS, EUA and PIM

The Warsaw School of Economics is the leading economic school in Poland and one of the largest economic universities in Central and Eastern Europe. Since its founding in 1906, SGH creates and propagates knowledge about the economy and society. Educational, scientific and research activities are combined with the shaping of modern economic and social thinking. The leading position of the SGH among Polish economic universities results from the highest academic standards of studies offered. They are achieved thanks to the intellectual potential of the faculty (around 800 faculty members), the resources available and research results as a stable component of teaching programmes and the constant improvement in teaching methods. In the beginning of the 1990s, the SGH introduced a unique, modern teaching system which ensures the steady updating and improvement of the quality of teaching - on one side and individualisation of the study programmes - on the other. And year by year an increased interest in studies at the SGH is observed. Currently more than 12,000 students are attending courses at the undergraduate and graduate level.

The SGH offers a wide range of studies:

- full-time studies and extra-mural studies to obtain a Bachelor's degree and Master of Economics degree,
- post-graduate studies aimed at persons who want to develop and update their professional skills
- doctoral studies organised on a full-time and extra-mural basis.

The main areas of studies are: Economics, Finance and Banking, Quantitative Methods and Information Systems, Management and Marketing, Public Economics, International Economic Relations and International Political Relations.

Departments and research institutes of the SGH are grouped into units called collegia which are headed by deans. The following collegia operate within the university: Collegium of Economic Analysis, Collegium of Socio-Economics, Collegium of World Economy, Collegium of Business Administration, Collegium of Management and Finance.

The international cooperation of the SGH is an important element in enhancing its research and development of educational programmes. Various organisational units and faculty members maintain international contacts with over 100 foreign universities. The curriculum adjusted to international standards allows for a remarkable extension of international student exchange programmes.

The international recognition of the SGH is also reflected in its membership to the prestigious Community of European Management Schools (CEMS) which currently includes 17 universities. The CEMS programme is an original European project linking managerial experience of European firms to the educational experience of the best European management schools. Only one school of economics - the best one in the country - can join CEMS.

To learn more about Warsaw School of Economics visit the website:

<http://www.sgh.waw.pl>





UNIVERSITY OF QUEBEC AT MONTREAL
SCHOOL OF MANAGEMENT
EQUIS accredited member of EFMD and AACSB

Bogusław Hass

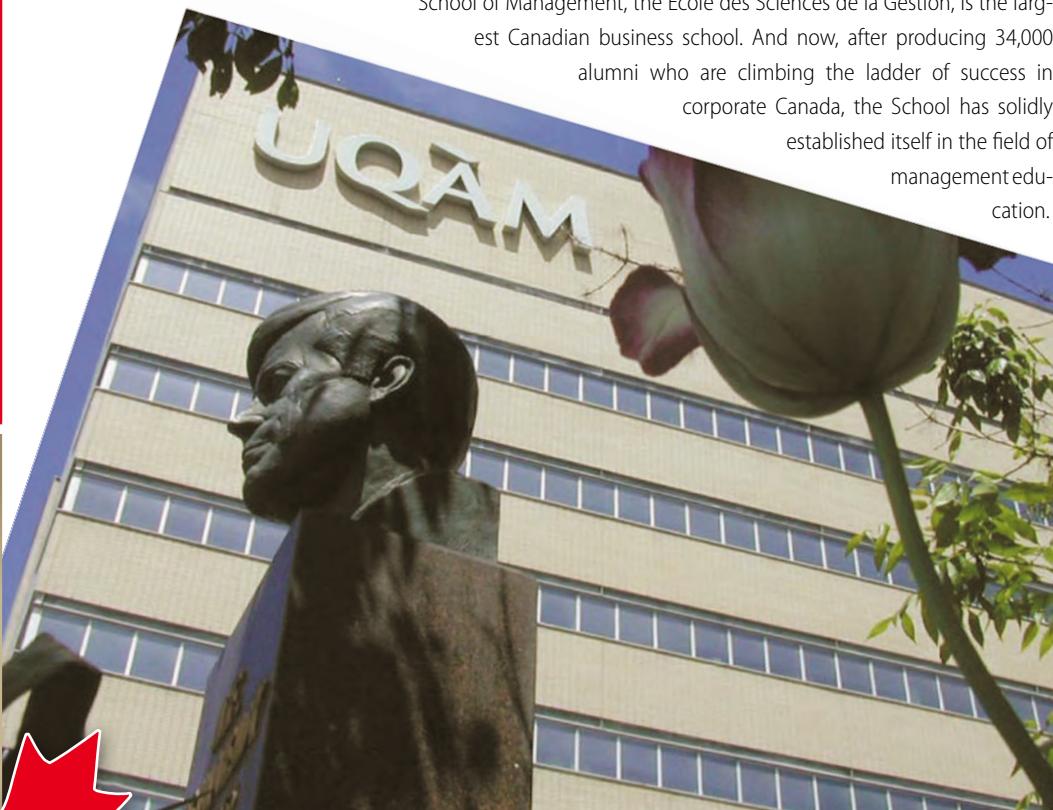
*Chairman of the Board of Directors
and Owner of Betasoap Sp. z o. o.*

*Graduate of Warsaw School of
Economics (former SGPiS, Foreign
Trade Faculty)*

*Graduate of CEMBA
Member of the CEMBA Advisory
Board*

In a country where the quality of education is a constant concern, the Montreal region is distinguished by the reputation of its universities. The four Montreal universities are attended by some 150,000 students including 9,000 from abroad. The region has two French universities, Université de Montréal and University of Quebec at Montreal, and two English universities, McGill University and Concordia University.

Located in the Latin Quarter in the heart of downtown Montreal, UQAM's School of Management, the École des Sciences de la Gestion, is the largest Canadian business school. And now, after producing 34,000 alumni who are climbing the ladder of success in corporate Canada, the School has solidly established itself in the field of management education.



The School of Management, including over 200 full-time professors, is divided into six major departments: Accounting, Business Strategy, Organization and Human Resources, Management and Technology, Economics and Tourism and Urban Studies.

The student population consists of 10,000 enrolled in undergraduate programs and an additional 1,000 graduate students working on masters or doctoral degrees. Though the majority of UQAM students are from the Greater Montreal region, the school also draws participants from Asia, Latin America, Africa and Europe. UQAM has long been a leader in developing new courses and instructional methods and working in close collaboration with various organizations and industry groups.

Much of the success of UQAM's business school can be attributed to the emphasis it has placed on developing working relationships with the business community. From its earliest days, UQAM has actively sought advice and input from real world organizations to make courses and programs more relevant. The school sees its role as being one of working in partnership with managers and senior executives to share knowledge, insights and ideas.

In addition to the E-MBA offered in Warsaw, UQAM offers an E-MBA in France (Université Paris-Dauphine); Ecuador (ESPAE-ESPOL, Guayaquil); the Dominican Republic (UNAPEC, Santo Domingo) and Peru (USIL, Lima) and others.

To learn more about the University of Quebec at Montreal, visit the web sites at:

<http://www.uqam.ca>
<http://www.mba.uqam.ca>

"Many people ask me the question why, at the age of 45, being an economist as well as an owner and chairman of a middle sized company, I have decided to sacrifice 2 years of my life to learn things which I potentially should know.

First of all, I was motivated by a drive for challenges, a natural feature of a business person. Secondly, I expected that the comprehensive knowledge in business administration would allow me to see my own business from a different perspective and bring additional value to my company.

Believe me, it was extremely hard to work during the day and to study during the night. But in the end I know that my decision was right. It was worth it.

What CEMBA program can offer to potential students is:

- 1. A comprehensive set of courses with modern approach, being taught at the best Canadian and international universities.*
- 2. A carefully selected group of highly ranked Professors, both from Canada and WSE.*
- 3. Emphasis on financial topics that often cause a number of problems to many Polish CEO's.*
- 4. Working on cases that immediately transform theory into practice.*
- 5. Possibility of getting to know people who represent different industry branches, already have years of professional career behind them and are eager to share their experience and business practice.*

In this complicated and changing world of business there is no other way to succeed than to challenge ourselves – which is the case of studying and graduating from CEMBA program."

Boguslaw Hass
CEMBA graduate



Donald Waters,
CEMBA Professor

"I have taught the Operations Management course at Warsaw for several years, and it is always a pleasure to return. I am constantly impressed by the ability of the students, and their enthusiasm to learn and use the information that they collect. These excellent students attend one of the highest quality Executive MBA programmes that I have come across. It offers a range of courses tailored to their needs, and equips them to work successfully in a rapidly changing environment. It is particularly rewarding to see how past students are bringing real improvements to both the organisations that they work for, and to the wider economy."

Curriculum: modules and courses

LIST OF THE COURSES:

☰ **Module 1:** Managers and the Company

- | | |
|---------------------------------------|----------|
| 1. Organizational Behaviour | MBA 8410 |
| 2. Statistics and Operations Analysis | MBA 8411 |
| 3. Project Management | MGP 7900 |

☰ **Module 2:** Commercial and Financial Management

- | | |
|--------------------------|----------|
| 1. Financial Accounting | MBA 8F3X |
| 2. Managerial Accounting | FIN 8502 |
| 3. Managerial Finance | MBA 8415 |
| 4. Marketing | MBA 8416 |

☰ **Module 3:** Goods and Services Production Management

- | | |
|-------------------------------|----------|
| 1. Operations Management | MBA 8417 |
| 2. Human Resources Management | MBA 8418 |

☰ **Module 4:** Management Planning

- | | |
|---|----------|
| 1. Economic and Sociopolitical Context
of the Firm | MBA 8421 |
| 2. Strategic Management | MBA 8422 |
| 3. Simulation/Corporate Management | MBA 8439 |

☰ **Module 5:** International Management

- | | |
|--------------------------------|----------|
| 1. International Marketing | MBA 8425 |
| 2. Strategic Market Planing | MBA 8133 |
| 3. International Finance | MBA 8122 |
| 4. Applied Integrative Project | MBA 8448 |

BRIEF DESCRIPTION OF THE MAIN COURSES

MODULE 1

Managers and the Company

1. Organizational Behaviour

MBA 8410

This course deals with the study, description and explanation of human behavior in organizations. Students will focus on the behavior of people in organizations, the theory and methods appropriate to its study and the adaptation of knowledge in ways useful for the manager. Particular emphasis is placed on identifying and diagnosing the causes and consequences of effective and ineffective behavior in organizations, as well as on some aspects of group dynamics including intra- and inter-group process.

2. Statistics and Operations Analysis

MBA 8411

The course is structured to encompass both the traditional principles of Decision Making at strategic, tactical and operational levels and the special needs of computer software applications, supporting the decision-making process. The course will develop the student's ability to identify the various types of decision-making processes involved, their interrelationship and certain and uncertain factors that bear on these decisions and to recognize practical situations where various techniques, models and approaches can be used through a combination of lectures, case-scenarios and simulation of the real business environment.

3. Project Management

MGP 7900

Project management has traditionally been associated with construction and major capital projects. In recent years, though, this view has dramatically changed. Now organisations realise that many of the processes that they treated as continuous are best viewed as succession of independent projects. This recognition has expanded the scope of project management into every kind of organisation and every kind of activity. The aim of this course is to introduce the methods of project management, show how these can be used in many different circumstances, and describe the factors that lead to success. The course covers all the main stages of project management from conception and selection, through termination and handover. It always takes a broad view and develops a range of management tools and guidelines that are used in many different circumstances.



MODULE 2

Commercial and Financial Management

1. Financial Accounting

MBA 8F3X

This course focuses on the acquisition of knowledge enabling an understanding of accounting information and its use for management purposes. The student will learn useful accounting principles for decision-making and company valuation, tax issues, analysis of external financial reports.

2. Managerial Accounting

FIN 8502

This course provides an overview of management accounting issues and practices of the corporate external financial reporting system and the managerial objectives of corporate financial statements. The roles of management, government and auditors and the process for developing and enforcing generally accepted accounting standards, both legal and professional, are examined. Emphasis is placed on financial statements analysis from a user-oriented perspective.

3. Managerial Finance

MBA 8415

This is an introductory course to the modern theory of finance. The course is concerned with how management decisions affect the value of the firm for the shareholders and how capital markets direct funds to projects that maximize the value of the enterprise. The core topics include: capital budgeting, the valuation of stocks and bonds, portfolio theory, asset pricing models, capital structure and dividend policy issues.

4. Marketing

MBA 8416

This course offers an intensive examination of the workings of markets and provides students with concrete knowledge on how marketing

strategies are shaped and implemented. The course focuses on management decision-making : on the analysis, planning and control of marketing programs. All aspects of marketing theory are covered at an introductory level. Specific topics include : the marketing concept, segmentation, product differentiation, consumer and industrial behavior, marketing planning, product decisions, pricing decisions, advertising and promotion decisions, selling and distribution decisions, as well as social, legal and ethical issues in marketing.



MODULE 3

Goods and Services Production Management

1. Operations Management

MBA 8417

This course is an introduction to decisions and trade-offs associated with production of goods and services. Topics include technology planning (production process), design of production systems (capacity and location planning), control issues (production planning and inventory control, MRP/JIT, scheduling, quality and reliability and distribution planning), design for manufacturing, management of new technology (FMS, group technology and robotics) and management of service operations. The interactions with the strategy of the firm as well as with other functional areas, such as information systems, marketing, accounting and finance, are illustrated through case studies.



2. Human Resources Management

MBA 8418

This course focuses on the critical tasks of human resource management. Topics include : human resource planning, personnel appraisals, training and development, compensation systems, wage and salary administration. Students will acquire an understanding of the operational aspects of the human resources function within the company and the study of its importance.



"It is a generally accepted fact that MBA studies are meant to prepare employees working in large firms for rapid advancement within their organization. This is indeed true. All the graduates of the Canadian Executive MBA program that I know personally have been promoted to higher managerial positions in good firms.

My motivation for studying was different. I wanted to learn about management and implement this knowledge in my own company. I am a partner in a small but rapidly growing company active in the food industry. It was very important for us to transform our company from the start-up phase to a professionally managed firm. I am proud to acknowledge that the Canadian Executive MBA program gave me the necessary knowledge and skills to implement this process.

Regardless of your background or motivation, i.e. whether you are an employee or are self-employed, I highly recommend the Canadian Executive MBA program. You can really learn a lot."

**Piotr Poninski, POLSOJA, Poland,
CEMBA graduate**

MODULE 4

Management Planning

1. Economic and Sociopolitical

Context of the Firm

MBA 8421

The aim of this course is to increase the students' understanding of the market place, the structure of competition, macro-economic mechanisms, and to introduce them to cultural, organizational, political and social issues and their impact on public and private organizations.

2. Strategic Management

MBA 8422

This is a Capstone course which provides students with integrated and illustrated conceptual frameworks for the effective strategic management of modern complex organizations. It is made up of two distinct parts. The first part focuses on the economics of strategy and deals with economic value creation, cost and market dynamics underpinning competitive strategies, strategic planning in uncertain times, corporate governance and organizational forms to implement strategic choices. The second part is entirely dedicated to the critical issues of leadership and the management of change. Students will be introduced to sound theories concerning the management of change and will develop a capacity to diagnose different situations of change and map out action programs to implement the desired changes. The concepts of culture and structure, mind-set, "group thinking", social capital, and meta-strategies will be illustrated with vivid examples.

3. Simulation/Corporate Management

MBA 8439

This course provides an intensive application of the concepts studied in the Capstone Strategy course. It is designed with the intent to offer students exposure to concrete strategic issues through real-life business cases and to further develop the analytical skills and presentation abilities in the context of case preparation, discussions and debates. This course also gives students, through a business simulation, a sense of real-life interactive, strategic management. Grouped in management teams of publicly traded competing firms, they are asked to take decisions on a full panoply of management variables (marketing, finance, production, R&D) in a context of socio-political and competitive uncertainties as well as demanding financial markets.

MODULE 5

International Management

1. International Marketing

MBA 8425

This course focuses on models of buyer behavior both for consumer and industrial goods. It will include reviews of state-of-the-art approaches to the systematic mapping of buyer behavior as well as methods and techniques to understand and predict buyer responses to marketing actions. Students will review the marketing issues and challenges for a company seeking to extend its sales reach beyond the confines of its domestic market. Cross-cultural aspects of transnational pricing, channels of distribution and communication policies to develop an optimum strategy (between adapting completely to each local environment and standardizing across them for arriving at an integrated and profitable operation) will be discussed. The course will develop the student's ability to choose marketing strategies and tactics for entry and growth in foreign countries. Particular attention will be paid to international marketing and exporting in the Polish, European and North American contexts.

2. Strategic Market Planning

MBA 8133

The objective of this course is to provide participants with a wide range of marketing tools and indexes that are needed for successful implementation of marketing strategy. Marketing tools presented in the simulation will cover the following fields of company's activity: market potential and competitive analysis, product and services adjustment to consumer needs and product portfolio management, pricing tools, distribution channels management, communication methods, ALT activities, financial tools in marketing management. At the end of this course, participants should be able to use different tools and techniques to successfully plan, implement and control marketing activities in the company.



"Canadian Executive MBA Program is a fantastic place to learn – from the quality of the professors, relevance of the curriculum stressing solid fundamentals along with new ways to approach today's & tomorrow's complex business issues, atmosphere that encourages interaction and discussion, to the diverse perspectives offered by executive peers from different cultural and educational backgrounds."

CEMBA knows how to educate and captivate an audience as well as provoke thought. This high-impact program is an outstanding choice for anyone from professionals just entering the market to seasoned executives. It is impossible for me to put a price on the valuable insights and ideas I extracted from CEMBA Program and I will implement in my business environment.

I very much recommend you check value and relevance of CEMBA Program yourself!"

Paula Wasowska, Director, Central & Eastern Europe, Cisco Systems

What can I say about the 15 months spent with the Canadian Executive MBA? It is a great deal of work but very interesting, mindenriching and also a lot of fun, allowing one to meet a unique group of people and make life-lasting contacts.

I see three main advantages to the Canadian MBA program: firstly, the composition of the students with different and unique backgrounds, experiences, and points of view. Secondly, the courses are all taught in English allowing foreign students to attend, therefore diversifying and enhancing the experience of the group even further. Thirdly, the teaching staff is a well-mixed group both from Canada and Poland with professors from academic and business backgrounds assuring interesting and informative lectures.

The CEMBA was a natural step forward in my education allowing me to continue to expand my horizons in the area of finance.

My background in electronics and software engineering would only take me so far without the addition of courses such as Accounting, Finance, Economics, Marketing, Operations, and Strategic Management which among others

3. International Finance

MBA 8122

This course will examine the operational problems and policies of financial management in an international context : the international monetary system; foreign exchange and Euro currency markets; determination of a firm's exposure to the effects of exchange rate changes; protecting against exchange losses; multinational sources and cost of capital, foreign direct investment decisions; multinational capital budgeting; policies and strategies of international financial institutions, contemporary developments in international finance.

4. Applied Integrative Project

MBA 8448

As the culmination of the EMBA program, the students complete a consultant-type project in International Business. Working in teams of up to five under the supervision of CEMBA faculty, you will conduct a consulting assignment for a client organization. The Applied Integrative Project provides you with an opportunity to apply management tools you have acquired during the entire CEMBA program and to gain valuable consulting experience. Alternatively, some students pursue an independent Research Project in an area that is of interest to themselves. Examples of Research Projects include case studies and/or empirical research studies.



Diploma

CEMBA graduates receive two diplomas:

- degree and diploma of Master of Business Administration from UQAM,
- diploma of Special Studies from SGH.

The best students in each cohort (with the highest GPA) also receive a diploma with a distinction from SGH.



were provided by this program. Anyone wanting to understand the workings of an entire company and thus be able to face real life managerial choices without the real life consequences should consider attending the program. As I said, the course entails a great deal of work but at the same time the experience is priceless. I highly recommend the program to anyone looking to get a better understanding of the business world or just wanting to grow in their professional career.

*Robert Sochacki, PKO B.P SA,
CEMBA graduate*

CEMBA faculty



Grażyna Aniszewska

Department of Theory in Management,
Warsaw School of Economics (WSE)



Benoit Bazoge

University of Quebec at Montreal
(UQAM), Canada.



Julian Cattaneo

University of Windsor, Odette School of
Business, Canada

Academic position

Associate professor of management science, WSE.

Professional experience

Executive Director of the Polish-Japanese Management Center at Warsaw School of Economics. Member of editorial board of „Organization Review”.

Trainer and consultant in the fields of: Organizational Behavior, Negotiations and General Management.

CEMBA course taught

Computer Simulation / Corporate Management (MBA 8439)

Training in North America

Faculty development programme:
University of Prince Edward Island, Charlottetown, Canada; University of Quebec at Montreal, Canada;
University of Minnesota, Minneapolis, USA. Training course in Foreign Trade Promotion for Central-European countries - Kobe University, Japan.
The Executive Program on Corporate Management for Central and Eastern European Countries - Tokio, Japan.

Academic position

Associate professor in strategic management, UQAM.

Professional experience

Visiting professor in various universities throughout the world including INSEAD and CEDEP (France), ESIG (lebanon), HECI (Morocco), Bucarest School of Economics (Romania), etc.
Trainer in corporate programs both in Canada and France. Consultant in Strategic Management in several large financial institutions. Co-author of several books in strategy including „Strategic Thinking: A Financial Services Approach”.

CEMBA course taught

Simulation/Corporate Management (MBA 8439).

Academic position

Associate professor, Management and Labour Studies and Director of the MBA Program at Odette School of Business.

Professional experience

Associate Vice-President, Research and Director, Office of International Affairs at the University of Windsor. Co-author of four textbooks published by Wiley as well as a variety of reports, research articles and presentations. Dr Cattaneo has had significant management experience in private industry, particularly in the area of human resources management, and has worked, consulted, done research in several countries

CEMBA course taught

Human Resources Management (MBA 8418).



Sandra Dow

University of Quebec at Montreal,
Canada

Academic position

Associate professor in finance, UQAM.

Professional experience

Visiting professor in Georgia Institute of Technology, Atlanta Georgia. Trainer Mutual Funds given over one and two days for the Institute of Canadian Bankers. Consultant in Strategic Management in several large financial institutions. Co-author of several books in finance including "Incentives Programmes in Atlantic Canada". Numerous Master's theses supervised.

CEMBA course taught

International Finance (MBA 8427).



Marian Geldner

Department of Economics II, Warsaw School of Economics

Academic position

Professor of the Warsaw School of Economics. Adjunct Professor of International Business Studies at the Carlson School of Management, University of Minnesota

Professional experience

Vice Rector for External Relations at Warsaw School of Economics. President and Managing Partner of TKD - Association of Consultants and Advisers Ltd., Warsaw.

UNIDO Consultant – Chief Technical Adviser/Financial Analyst. Managing UNIDO project "Investor Advisory Assistance Service", Khartoum, Sudan.

Deputy Dean, Faculty of Foreign Trade at Warsaw School of Economics

Board Member of several companies operating in manufacturing, banking and service sector as well as the International Advisory Board of Umea School of Business and Economics, Umea University, Sweden.



Miroslaw Jarosinski

Department of Management in Economy, Warsaw School of Economics

Academic position

Assistant professor of management science, WSE.

Professional experience

Vice-President of the consulting company Euro Expert - Grupa Doradcza Sp. z o.o.

CEMBA course taught

Strategic Management (MBA 8422).

Training in North America

Faculty development programme in the School of Business at Carleton University, Ottawa, Canada.

CEMBA course taught

Economic and Sociopolitical Context of the Firm (MBA 8421)



Michel Librowicz

University of Quebec at Montreal,
Canada



Robert Madden

St.Francis Xavier University, Gerald
Schwartz School of Business and
Information Systems, Antigonish, Nova
Scotia, Canada



Thomas Mahaffey

St. Francis Xavier University,
Gerald Schwartz School of Business and
Information Systems, Antigonish, Nova
Scotia, Canada.

Academic position

Professor of International Marketing,
Director of the Philippe Pariseault
Chair for Training in Agri-food
Market Globalization. Coordinator
of the Canadian E-MBA program
at Warsaw School of Economics,
Poland. Member of professional as-
sociations: European Foundation for
Management Development, Academy
of International Business, Vice-president
of the Chambre de Commerce Canada-
Pologne.

Professional experience

Vice-President of Promexport
Canada, Montreal. Consultant at Lipos
International, New York.

CEMBA course taught

Integrative Project (MBA 8448),
International Marketing (MBA 8425).

Academic position

Professor, Chair of Department of
Business Administration at St. Francis
Xavier University, Former Chair of the
Business School and member of the
Board of Directors of the Canadian
Federation of Business School Deans
(CFBSD).

Professional experience

President of Public Accountants Board
of Nova Scotia. Fellow Chartered
Accountant (F.C.A.) Institute of
Chartered Accountants of Nova Scotia.
Professor of Graduate and Professional
Accounting and Finance courses across
Canada for more than 25 years.

CEMBA course taught

Financial Accounting (MBA 8414),
Managerial Accounting (FIN 8502).

Academic position

Associate Professor of Business
Administration, Gerald Schwartz School
of Business and Information Systems.

Professional experience

Visiting professor in University of
Lethbridge in Canada, Sup de Co :
Amiens Picardie in France. Designed
and delivered marketing modules
to Atlantic Canada Opportunities
Agency in New Glasgow. Manager
of Market Planning and Research at
Nu-West Housing Corp, Ltd., Edmonton.
Executive Assistant to Director
General of Canadian Employment
and Immigration Commission at
Alberta/NWT Region. Liaison Officer
of The XI Commonwealth Games
Foundation. Director of Operations for
Hire-A-Student in Canada Manpower
Centre

CEMBA course taught

Marketing (MBA 8416)



Jacek Miroński

Warsaw School of Economics,
International Marketing Institute



David Stangeland

University of Manitoba, I.H. Asper
School of Business, Canada



Tomasz Szapiro

Warsaw School of Economics, Division
of Decision Analysis and Support.

Academic position

Associate professor of organizational behaviour, marketing, advertising, negotiations.

Professional experience

Former Director of the Promotion Department in Radio ZET. Consultant and trainer for many companies (ORBIS, Selgros, UNIDO Poland, Polish Chamber of Commerce, Canal Plus, Polish Ministry of Foreign Economic Relations, Apple Computer IMC Poland).

CEMBA course taught

Organizational Behavior (MBA 8410).

Training in North America

Fulbright Scholarship, Columbia University, New York, USA. Faculty development program at the University of Prince Edward Island, Canada.

Academic position

Professor, Department Head at the Department of Accounting and Finance, Associate Professor of Finance.

Professional experience

Certified Management Accountant (CMA). Member and/or Chair of several committees at the University of Manitoba, Member of the National Examinations Committee for the Certified Management Accountants of Canada, Academic Reviewer & Referee for the Journal of Economics and Finance, the Canadian Journal of Administrative Studies, and the ASAC Finance Division. Courses taught include Corporate Finance (undergraduate, MBA, and PhD levels), Investment Banking (undergraduate and MBA), International Finance and Advanced Finance Theory (undergraduate level).

CEMBA course taught

Managerial Finance (MBA 8415).

Academic position

Professor, Head of Division of Decision Analysis and Support. Former Dean of Warsaw School of Economics Graduate School.

Adjunct Professor of International Business Studies, Carlson School of Management, University of Minnesota, USA.

Professional experience

Expert for UNIDO, for European Comission, Ministries of Finance, of Economy and of National Education. Member of Supervisory Board of Bank Śląski S.A.

CEMBA course taught

Statistics and Operations Analysis (MBA 8411).

Training in North America

Department of Computer Science, University of Ottawa, Department of Operations Management, School of Busienss, Carleton University, Wilfrid Laurier, Kitchener Waterloo, Canada; Carlson School of Management, University of Management, USA.



Roy Toffoli

University of Quebec at Montreal,
Canada

Academic position

Professor of Marketing; the coordinator for the Executive MBA program in the Management of Technology, UQAM.

Professional experience

Member of the faculty at McGill University. Administrative director of the Industrial Innovation Center at the École Polytechnique de Montréal. Author or co-author of numerous papers, conference proceedings, and cases, some of which have appeared in the Journal of Business Research, Advances in Consumer Research, International Journal of Advertising, Journal of Applied Social Psychology, and the Canadian Journal of Administrative Sciences. Presenter of numerous scientific conference such as: the Association for Consumer Research, the Academy of Marketing science, and the Administrative Science Association of Canada

CEMBA course taught

International Marketing (MBA 8425).



Donald Waters

Henley Management College,
United Kingdom

Academic position

Formerly Professor of Operations Management at the University of Calgary and visiting professor on academic and professional courses at Henley Management College - ranked in the Economist Intelligence Unit „Which MBA?” Guide 2002 as the top school in the United Kingdom, 2nd in Europe and 11th in the World.

Professional experience

Richmond, Parkes and Wright (Chief Executive). Over 30 years of experience in consulting and project work in Europe, the Middle East, Australia, North America (Burrough's Computers, Government of Egypt, British Council, Polaroid, Cape Insulating Boards, Chivas Brothers, Glasgow Herald/Evening Times, Alberta Energy Company).

CEMBA course taught

Operations Management (MBA 8417),
Project Management (MGP 7900).

The professors who made valuable contribution to the program in previous cohorts :

Jacques Ajenstadt
Wiktor Askanas
Grzegorz Augustyniak
Jaydeep Balakrishnan
Wojciech Bieńkowski
Michael Carney
Donald Cherry
Jess Chua
Martin Cloutier
Ronald Collins
Murray Davis
Marek Dębicki
Albert Ferris
Pierre Filiatrault
Bernard-Andre Genest
Tomasz Gołębowski
Jan Goliński
Walter Good
Robert Isaak
Stuart Jones
Ian Lee
Irene Lepine
Zenon Marciniak
Jolanta Mazur
Zbigniew Matkowski
Allan Miciak
Hamid Noori
Marcin Nowakowski
Robert Oppenheimer
Roland Pac
Stanley Paliwoda
Jean Pasquero
Przemysław Polak
Jacek Prokop
Krzysztof Przybyłowski
Ryszard Rapacki
Martha Reavley
Michael Robinson
Ireneusz Rutkowski
Robert Storey
Aleksander Sulejewicz
Robert Tamilia
Dwight Thomas
Cataldo Zuccaro

Class schedule

- Start and end dates.

The classes start once a year in September or November and the program lasts 16 months. During the summer holidays (July, August) there are no lectures. During the academic year, lectures are held EVERY WEEK. In total during the 16 months, duration of the program, students participate in 576 hours of lectures.

Typical schedule of classes:

Friday: 1:00 p.m. – 5:00 p.m.

Saturday: 9:00 a.m. – 12:00 noon and 1:00 a.m. – 5:00 p.m.

Sunday: Occasionally some lectures take place.

- Individual organization of studies.

The candidate's admission to the Program is valid for four (4) years. During this time, the student should pass all the required courses in the teaching schedule. However, in the case of circumstances beyond the student's control (both in his/her personal and professional life) a course may be postponed to the following year. There is no additional payment, if the student officially informs the CEMBA Office in writing about this fact before the course begins.



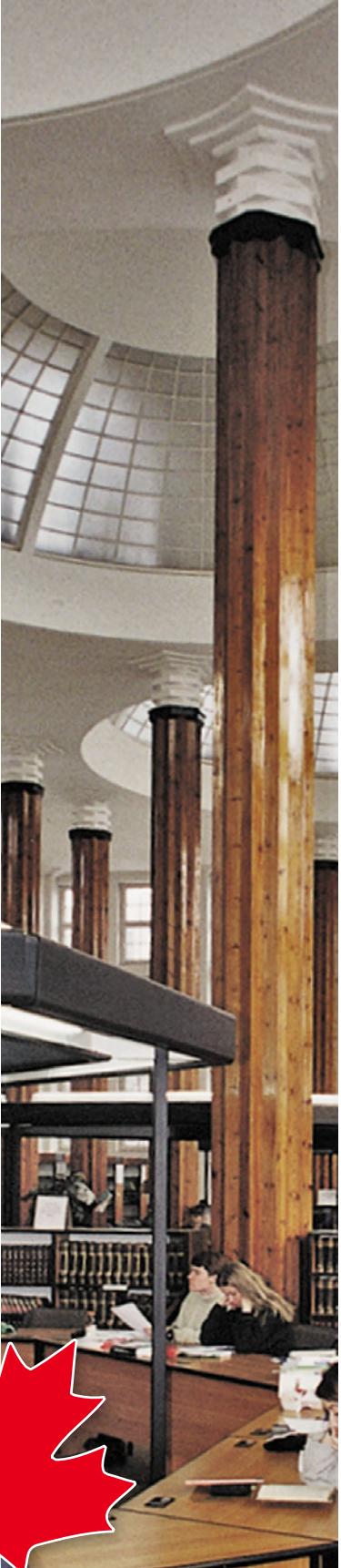
Julian Cattaneo,

CEMBA Professor

"I've always enjoyed teaching in the CEMBA at SGH. It's an interesting mix of students with a variety of backgrounds and work experiences that enrich the classroom.

It has been an intellectually challenging experience for me and I hope for the students too."





Exams and Grading

Exams

In the CEMBA program, there are no traditional examination periods. A student should pass each course in a particular subject according to individual rules determined by the lecturer. The final grade in a course may be based on:

- written mid-term exam,
- written final exam,
- class participation (regular preparation, taking part in discussions and case solving),
- individual and group presentations,
- case solving (in class and as a written executive summary),
- results of computer simulation games
- marketing and financial projects,
- projects about implementing changes and innovations in organization.

In the Integrative Project course, students in groups prepare the detailed international project, in which they should use all the knowledge and new skills obtained during 16 months of studies.

Grading

- Required minimum overall percentage and GPA to graduate is 72% which rates as B– (B minus) at UQAM.
- Required minimum percentage passing grade for each course is 67% which rates as C+ (C plus) at UQAM.
- Remedial action in case of failing grades
Opportunities will be provided to the students with failing grades (below 67%). Only one remedial exam may be written for each course. Requests for remedial exams must be made by written appeal to the CEMBA Office within 7 days of the distribution of final grades for a course. It is expected that the remedial exam will be held within fourteen days of the date of appeal.
In case where a student is unsuccessful in the remedial exam,

- he/she will be required to repeat the course in the following cohort - additional payment for the course will be required.
- Unsatisfactory student performance and exclusion from the program
Only two C+ grades will be tolerated. A student obtaining a third grade of C+ or lower will automatically be obliged to take a remedial exam or to repeat the course.

Admission criteria

The CEMBA program is designed for working professionals from a wide range of backgrounds, who wish to study part time to advance or enhance their business careers. The program emphasises the latest concepts, practices and skills that effective managers and leaders need in today's rapidly changing workplace. We favour an integrative approach, providing an overall understanding of how organizations, small and large, work without neglecting the acquisition by students of a sound functional knowledge of business, without which one cannot become a credible manager. Finally, we favour an international perspective, a sine qua non condition for survival and growth in the age of globalisation and the access of Poland to European Union.

The successful candidate should meet following requirements:

- obtained Master-level or Bachelor-level degree,
- at least 4 years of documented professional experience,
- functional knowledge of English.

The recruitment procedure includes:

- detailed analysis of candidate's documents,
- analysis of three letters of recommendation,
- interview in English with Program Coordinator,
- English-language test.





The graduation of the CEMBA program was one of the key milestones in my professional development. Before I was a well performing IT specialist, but after the graduation I felt enough confidence and strength to leave my well paid job as corporate director and to found a new start-up project as an entrepreneur. During the first years I didn't have any problems with managing almost every aspect of the company (operations, finance, HR etc.). In less than 4 years the start-up project became a middle sized profitable company, employing more than 500 people. I am sure the CEMBA program had its significant share in this success.

Artur Djagarov,
President of Apteki Polskie SA,
CEMBA graduate

How to apply

As our candidates apply to become a student of the University of Quebec at Montreal, the recruitment procedure together with the set of needed documents, corresponds directly with UQAM requirements. The details about admission requirements are to be found on CEMBA webpage: www.cemba.pl.

You can apply for CEMBA throughout the entire year. The recruitment process is organised as follows:

1. The candidates, who meet formal requirements, submit to the Office a complete set of documents.
2. For the group of candidates, the Office schedules an interview day (30-45 minutes per person) with the Program Coordinator.
3. As a result of the interview, some of the candidates are accepted to the Program and some are rejected. The names of the people who are selected are put on the list of accepted candidates. When there are 40 names on the students list + 15 names on the reserve list - we end the recruitment process. That is why there is no particular date to which the documents should be submitted. However, the earlier you apply, the better chances of having your name on the student list.
4. The documents of the successful candidates are sent to the Registrar's Office at University of Quebec at Montreal, which sends back the official letter confirming their acceptance to UQAM together with a student ID-card.



English language exam

This exam is designed to test the overall student's language skills. It is at the level corresponding to UCLES CAE (Certificate in Advanced English) or equivalent level C1 of the CEF (Common European Framework). The test covers the following areas: Use of English, Listening and Writing as the most important language components needed to successfully follow a course of academic study. The test consists of three parts:

Test Use of English	- 30 min.
Test Listening	- 30 min.
Test Writing	- 30 min.
Total time	- 1,5 hrs.

All three elements will be evaluated on the scale from 1 to 100%. The final grade will be an arithmetical average of the partial grades.

The candidates may be exempted from taking this test on the basis of their educational background (studies in English language, previously taken tests). In each case, the decision will be made individually

"The MBA degree means integrity and adherence to professional standards. It is also a designation that demonstrates individual commitment to excellence in the management field. Pursuit of the MBA degree requires a tremendous investment of time and effort, but it is worth it. By successfully completing the program you will experience the respect, the knowledge and the opportunity offered to MBA graduates.

The MBA program was essential to my further advancement in marketing management. I received several interesting offers from which I chose Seagram, a well-known Canadian beverages and entertainment company. I started as a brand manager and currently I am responsible for a group of famous Seagram's brands in Poland. The study curriculum offers a unique overview of managerial science, from finance to international marketing. Passing the exams kept me focused and determined and, at the same time, strengthened my commitment and increased my confidence.

The MBA program is probably the best available opportunity to attain the highest standards of knowledge on today's management practices. I believe these two years of hard work provided a strong background for my career which I hope to finish as a CEO of a successful multinational company."

Artur Przewuski,
SEAGRAM Poland,
CEMBA graduate



CEMBA ALUMNI ASSOCIATION



CEMBA Alumni Association

The CEMBA Alumni Association (AACEMBA) was established in 2004. The Association provides its members with the opportunity to continue to develop their knowledge, skills and networks within CEMBA and also within the business community both nationally and internationally. All graduates of the CEMBA program can be members of the Alumni Association.

The goals of the Association are centered around the future of the CEMBA program and the alumni. The Association aims to maintain:

- Contacts - creating and supporting a communications platform providing a link for networking between the alumni, CEMBA and business community.
- Knowledge - providing opportunities for continued professional development for world-class professional management knowledge and organizational skills.
- Mutual help and cooperation - exchanging of knowledge among alumni, students and CEMBA management as well as faculty.
- Ethics - practicing and promoting ethical conduct and professional responsibility.

AACEMBA has the website linked to the webpage of CEMBA.



CEMBA Advisory Board

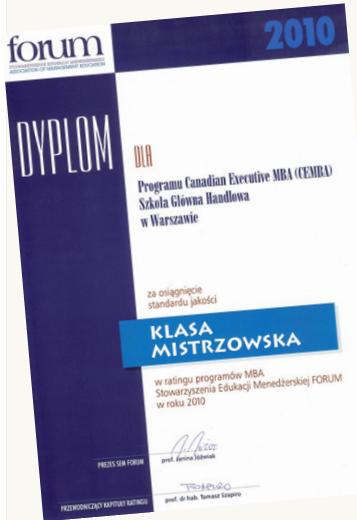
Members of the Advisory Board of CEMBA come from the Polish and Canadian business community as well as from social and political circles. The Board's President is Ryszard Pospieszyński, the Director from Polska Telefonia Cyfrowa. Currently, the Board includes 8 members.

The role of Advisory Board is to:

- strengthen the links between the CEMBA program and in particular its graduates with the business environment,
- share with the students the practical professional experience through conducting visiting lectures,
- forward the information about the newest business trends and possibilities of using this knowledge within the CEMBA Program.

The opinions of Advisory Board are being taken into consideration while setting the strategic targets for Canadian Executive MBA.





Cooperation with Ernst & Young

Graduates of Executive Studies in Finance (ESF) at Ernst and Young Academy of Business, Warsaw, conducted jointly with Warsaw School of Economics are invited to continue their studies with CEMBA.

ESF and CEMBA are interested in offering the ESF graduates the possibility to complete the full MBA with CEMBA program.

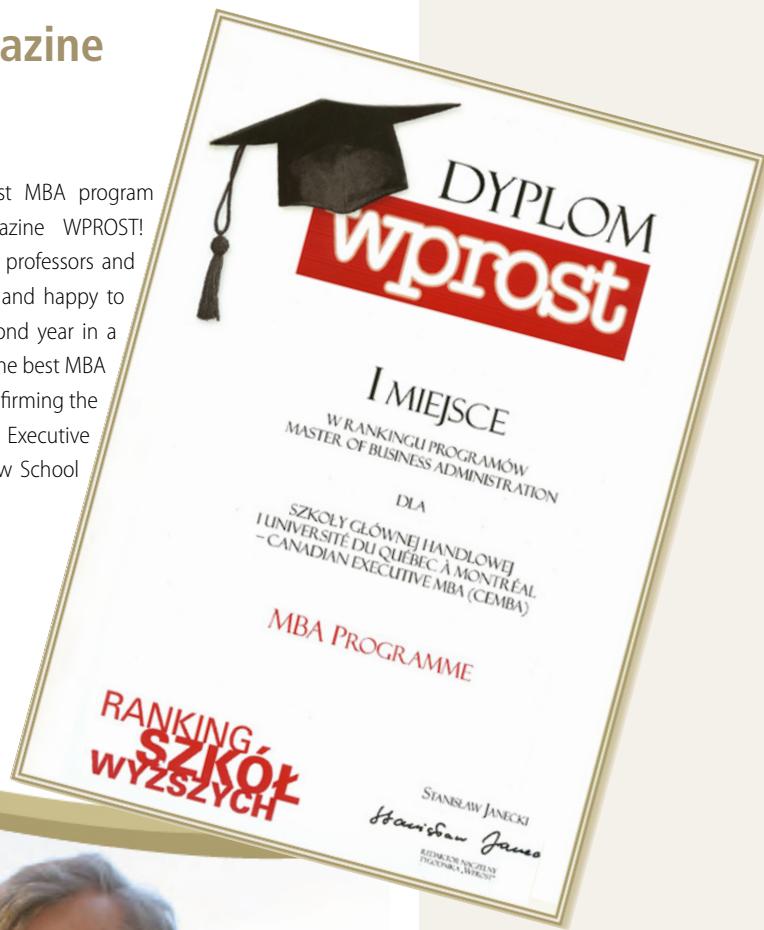
The ESF graduates will be admitted to CEMBA provided that they have university degree and 4 years of professional experience.

For details, the ESF graduates should contact CEMBA office.



Wprost Magazine ranking

CEMBA ranked as the best MBA program in Poland by the magazine WPROST! CEMBA's program directors, professors and office personnel are proud and happy to announce, that for the second year in a row, it has been ranked as the best MBA Program in Poland. Thus confirming the top quality of the Canadian Executive MBA Program at the Warsaw School of Economics.



For more information

CEMBA Office in Poland

Program coordinator

Dr hab. prof. SGH
Marek Gruszczyński,
marek.gruszczynski@sgh.waw.pl

Program administrator

Wiesław Banasiewicz, Eng
Maria Banasiewicz, Eng, MBA
cemba@sgh.waw.pl

CEMBA office in Poland at Szkoła
Główna Handlowa
has the following address:

Szkoła Główna Handlowa

Canadian Executive MBA Office
ul Rakowiecka 24, room 3
02-521 Warsaw
Poland

Tel: + 48 22 849 26 29

Fax: + 48 22 646 61 24

cemba@sgh.waw.pl

<http://www.cemba.pl>

CEMBA office in Canada

Program coordinator

Prof. Michel Librowicz, Ph.D.,
librowicz.michel@uqam.ca

The contact address of the CEMBA
office in Canada is as follows:

University of Quebec at Montreal

International Cooperation Office
315 St. Catherine Street East,
Room R-3110 Montreal,
Quebec H2X 3X2 Canada

Tel: + 1 514 987 3000 ext. 4265#

Fax: + 1 514 987 6625

librowicz.michel@uqam.ca

<http://www.uqam.ca>

CEMBA Office

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