

FROM EXPERIENCE
TO STRATEGIC VISION



CIREM – HEC MONTRÉAL

Executive Development Program



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**Centre International de Recherches
et d'Études en Management**

Summary

A Word from the President and Chief Executive Officer.....	3
From Experience to Strategic Vision.....	4
Networking Between Participants.....	5
A Flexible and Proven Learning Approach.....	6
Intensive Training.....	7
The Professors.....	9
Program Details.....	18
Questions & Answers.....	19
Founding Members and Clients, a Partial List.....	21
Appendix:	
- Course Description	
- Dates of Upcoming Sessions	
- Registration and Registration Fees	

Testimonials from course participants and business executives are included on pages 5, 6, 9, 13, 14 and 15.

The Centre international de recherches et d'études en management is a non-profit and non-subsidized organization.



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We thank you for your interest in our *Programme de perfectionnement des cadres supérieurs CIREM – HEC Montréal*. We trust it will provide you with the tools and knowledge you need to advance in your career—or to enable your team's high-potential managers to do so.

If our program's content compares itself favourably with prestigious North American executive development programs, several elements give it a distinctive flavour: the Program is taught in French and in residence, is spread out over two periods of two weeks each and separated by a four-week break. **The subject matter, similar to that covered by an MBA**, is presented in a condensed format and changes continually in order to reflect a renewed and updated strategic perspective.

There is no doubt that our program is a unique experience for executives looking to sharpen their skills. During its 36 years of existence, no less than 1900 executives from more than 250 companies have come to broaden their knowledge in our classes and share the fruits of their learning with their colleagues. In addition, since 1996, the training has been supported, and its quality sustained, by **a partnership with HEC Montréal**. As for our professors, their teaching methods are varied, and their diverse academic and professional backgrounds are closely linked to the business world.

Session after session, participants invariably express their deep satisfaction. Many admit that the program has had an undeniably positive effect on their professional lives. This is due, in part, to the pooling of each participant's experience and training, which leads to some exceptionally valuable exchanges.

On behalf of the program's entire team, I invite you and your company's senior executives to take part in this authentic learning experience, made possible thanks to the application of various teaching methods and the synergy that comes from great teamwork. We're sure you will find the adventure truly enriching.

Sincerely,

Georges Bourelle
President and Chief Executive Officer



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From Experience to Strategic Vision

Businesses and organizations in all industry sectors continue to face an increasing number of constraints, including reduced flexibility, the growing need for accountability, the gradual elimination of middle managers, not to mention the need to adapt to market fluctuations and globalization. Businesses seeking to evolve and stand out from the competition are forced to look for effective solutions.

In this type of context, senior executives have to fully understand and master the intricacies of their business, as well as the interrelations involved. They are also expected to see beyond their field of day-to-day activities. Acquiring an integrated strategic vision will enable them to grasp the issues, to react smartly and to broaden their horizons by understanding economic, social, political, cultural and competitive realities, in a context that is not merely local or national, but also international.

The Program:

- intensive (up to 51 hours a week), to develop a strategic vision in a local and global context
- in French
- in residence, so that participants can fully devote themselves to studying
- in an environment promoting interaction between participants
- proven, thanks to a flexible teaching concept

As a non-profit organization, CIREM is able to provide such training at a very competitive price.



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Networking Between Participants

All participants have management experience at the middle or senior level. They come to us from every area of expertise, every industry sector and every type of business, which creates an environment that is highly conducive to exchange.

Invariably, session after session, participants mention the winning nature of the comprehensive, in-depth and integrated course content, adding that the synergy stemming from the pooling of each person's background, experience and training leads to exceptionally rich exchanges. They all agree on the exceptional value of the program.

Profile of program participants

- Participants are high-potential executives.
- They have at least 10 years of relevant work experience, some portion of which is linked to management functions.
- They occupy an executive position, either in a private firm, or in a public- or parapublic-sector organization.
- They hold a university degree (for the most part).
- They are between 30 and 45 years of age.

"I now have a better understanding of the demands made on my fellow executive committee members and a clearer picture of the company's financial matters. I've also become more proficient at sizing up businesses for buyout purposes. I spent an entire month at CIREM, working with 30 other people who have since become friends. I learned a great deal from them, including the value of teamwork, which is a cornerstone of the program."

Harold Savard

Vice-President, Production — Les Produits verriers Novatech



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A Flexible and Proven Learning Approach

CIREM – HEC Montréal's learning approach maximizes effectiveness and reflects the needs and knowledge of each participant. Interaction is frequently triggered among the group of participants as a means of encouraging the sharing of experience and knowledge. Learning methods include:

- simulation exercises
- case studies
- role playing
- team assignments
- business software simulations

The program is developed by educators who are attentive to the needs of executives and administrators from all backgrounds. Most are consultants operating among companies in both the private and public sectors, and all of them are recognized as excellent communicators.

Four major topics

All program courses deal with the following topics, but from different angles:

- Integrated strategic approach: situate the organization's mission in the expanded context of its competitive, economic, social and political environment.
- Market globalization: understand the current and future impact of this phenomenon.
- Interdependence of the business functions: promote the development of optimum management processes.
- Business transformation: grasp the role of the manager as an agent and catalyst for change.

"The university professors are very well informed of what goes on in the field. They expertly established a proper link between theory and practice."

Martine Normand

Vice-President, Human Resources — Xerox Canada

"I was fascinated by the political skills that were taught, especially those pertaining to managing work relations under favourable and unfavourable circumstances. This is something I've been able to incorporate particularly well in my day-to-day professional life. In a manner of speaking, I've become the handler of tough cases."

Guy Berthiaume

Vice-President, Quebec — Scotia Bank



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Intensive Training

Training is given in residence and is delivered in two modules of two weeks each. This allows participants to focus exclusively on the program. This way, as well, the company is not deprived from one of its key staff for more than two weeks at a time.

Participants return to work during the four-week interval between modules. This break also provides them with an opportunity to assimilate the subject matter and do some reading in preparation for the second module.

Two modules totalling four weeks

- **Week 1:**
Participants are introduced to the major concepts of strategic vision and assimilate the notion that they are dealing primarily with a process rather than a definitive form with clearly defined rules. This introduction is followed by a study of the company's various components and the abilities and skills needed to apply a strategic vision. Participants come to understand the workings of the international economic environment and analyze it using appropriate tools. They discover the distinctive features of the main human societies through a model that enables them to better see the unique features of their own company. The week ends with an exploration of the basic characteristics of an efficient team.
- **Week 2:**
Participants study the key components of the business, starting with its operational strategies, in both service- and product-based companies. They also look at ways of exercising their political skills in an ethical fashion and how these skills play a role in transforming businesses. They end the week by learning and practising strategic marketing management through business simulations. This simulation also gives them the opportunity to review the concepts covered during these first two weeks.

After Week 2, there is AN INTERVAL OF APPROXIMATELY FOUR WEEKS during which participants return to their professional duties.



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- **Week 3:**

Participants start the week by analyzing and interpreting several companies' financial data. They then explore the fundamental principles of successful business negotiations, paying special attention to their psychological aspects. They end the week by studying the major types of transformation companies are faced with and, most important of all, how to balance the chosen change processes and the types of transformation to implement. As several business transformations are linked to new information technologies and their implementation, special attention is given to strategic alignment of these technologies with the company's business needs.

- **Week 4:**

Participants starts the week by applying all the concepts studied to this day in a complex business situation. This exercise gives them the opportunity to verify how well these notions have been integrated. A company's financial decisions are studies, as well as how these decisions contribute to creating value. Participants end the week and the program by looking into some of the best leadership practices and by comparing their own approach with these practices. This allows them to identify personality traits they must work on to become even better leaders and to plan the first steps of a personal leadership development plan.



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The Professors

During the four-week training program, some 15 experienced professors, from different academic and professional backgrounds, present the various elements required to successfully develop an integrated company strategic vision. (Course descriptions are included in the appendix.)

Taïeb Hafsi

DBA (Business Policy), Harvard University – MSc, Sloan School of Management, M.I.T., Boston – ING, École Nationale de la Météorologie, Paris – Full Professor, HEC Montréal – Holder of the Walter-J.-Somers Chair in International Strategic Management

Louis L. Roquet

DBA (Business Policy), Harvard University – MBA, HEC Montréal – MEd, Université de Montréal – President and Chief Operating Officer, Desjardins Venture Capital

Introduction to Corporate Strategy

This course allows participants to fully appreciate the value of the *Programme de perfectionnement des cadres supérieurs CIREM – HEC Montréal*.

Strategic vision starts here. During the course, participants develop a better understanding of the key issues facing a company's overall strategic management, which must be based on both clear and realistic principles.

“They say that managing is the ability to anticipate, and CIREM – HEC makes this abundantly clear. In an exceptional environment of interactive study, this program examines from every angle the skills that are essential to all managers in our complex and ever-changing world. My new training has simply taught me the art of win-win situations.”

Mahamadou Yacouba Maïga

Administrative and Financial Manager — Organisation pour la mise en valeur du fleuve Sénégal (OMVS), Dakar, Senegal



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Martin Coiteux

BA (Economics), Université de Sherbrooke – Masters (Economics), Queen's University
PhD (Political Science - International Economics), University of Geneva (Graduate
Institute of International Studies) – Associate Professor, International Affairs,
HEC Montréal

International Economic Environment

Companies are at the heart of our global economies. By innovating relentlessly and seizing the opportunities that arise from different parts of our planet, they are making history as they write their business plan. Nevertheless, the international economic space is still not without boundaries.

Participants will establish a direct link between the company strategy and the global economy. They will understand how economic rights and the standards that apply on an international scale are the result of a competition between countries, public authorities, international organizations and organized civil societies. When a company decides to do business abroad, they will see how important it is to take into account each country's distinctive traits.

Alain Chanlat

DBA (Organizational Behaviour), George Washington University – MBA, George Washington University – Diploma, ESSEC-Paris – Full Professor, HEC Montréal – Director, Centre humanismes, gestions, mondialisations, HEC Montréal

Humanities, Management and Globalization

To clearly distinguish international similarities and differences in this age of globalization, it is necessary to have a good understanding of the specificities of Western society and those of great civilizations by using a humanist approach.

Participants will better appreciate the diverse nature of human societies and, by extension, those of organizations and the individuals who work for them.

They will be able to recognize their own management style and perfect it, along with that of their company.



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Marc Gian

Masters (Sociology), University of Ottawa – Honours Bachelor (Sociology), McGill University – Head of a consulting firm in organizational development and human resources, Marc Gian et Associés

Teamwork and Organizational Effectiveness

While the previous course, Humanities, Management and Globalization, allowed executives to better understand their management style, this course continues the introspection process and looks into the dynamics of teamwork by examining the benefits of psychological diversity and synergy within the team.

The outcome: increased personal, team and company efficiency.

Leadership Practices

Executives must be made aware of their leadership approach and its impact on the work climate, and on team and company performance.

How can we define an approach that fosters a climate of participation, accountability and commitment?

Participants will be given the tools to outline the first steps of a personal plan for developing leadership.



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Jean-Marc Legentil

MBA (Corporate Strategy), Richard Ivy School of Business, The University of Western Ontario – BAA (Operations Management), HEC Montréal – President, Bell Nordic Consulting, a consulting firm in the field of operations management and human resources

Operational Strategies

An operational strategy provides a comprehensive picture of the series of decisions that shape the ability of operations to contribute to the overall strategy of an organization on a long-term basis, by finding a compromise between market needs and operational resources. The key is to meet client needs in the best possible way by using resources—equipment, information, and employees—wisely. To do so, a balance must be reached between priorities, such as cost, quality, delays, flexibility, speed, capacity, performance and innovation

G rard Ouimet

PhD (Political Science), Universit  de Montr al – MSc (Psychology), Universit  de Montr al – BA (Psychology), Universit  Laval – Certificate (Psychology), Universit  Laval – Associate Professor, Department of Management, HEC Montr al

Political Skills

Political skills are at the heart of an appropriate exercise of power and influence within the workplace.

This course teaches the art of recognizing and better understanding these skills. Participants are also taught a few pertinent techniques that they can use to wisely exercise power.

Effective Negotiations

Negotiations are an integral part of an executive's work.

For these to be successful, it is important to understand the principles, identify the issues at stake and the interests of each party, recognize the main obstacles and develop strategies to overcome them. How can those involved undertake a successful negotiations process where each party comes out a winner?



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Marc Fillion

MBA (Marketing, Finance), Columbia University, New York – BSc (Applied Science), Royal Military College of Canada – Associate Professor, HEC Montréal – Director, Centre d'excellence en gestion de la vente, HEC Montréal – Director, Learning Methods, CIREM

Réjean Forgues

MSc (Marketing), HEC Montréal – BAA (Marketing), Université de Sherbrooke – Professor, Cégep de Saint-Jean-sur-Richelieu – Coordinator of Marketing Planning and Strategy courses for the Marketing Certificate, HEC Montréal

Strategic Marketing Management

The marketing stages, managing the range of products offered, market segmentation, product positioning and competitive strategy represent some of the key marketing elements to consider.

Participants will understand the importance of properly balancing company resources, market needs and competitive activities.

Mario Lavallée

PhD (Finance), New York University – MSc (Finance), Université de Sherbrooke – CFA (Chartered Financial Analyst) – Senior Vice-President, Aon Consulting

1- Understanding and Interpreting Financial Data

2- Financial Decision Making

From now on, financial statements will no longer hold no secrets for you.

How should you analyze and interpret them? What to make of a company's financial environment? How are investment decisions made? Financial markets, value creation financial markets... all are clearly explained.

There are many ways to acquire a business, by offering different benefits. The basic elements behind these decisions will be discussed.



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Alain Rondeau

PhD (Industrial Psychology), Université de Montréal – Full Professor, HEC Montréal –
Director of the Centre d'études en transformation des organisations, HEC Montréal

Change Management

All companies must deal with change, which is why it is so important to understand the crucial issues that come with large-scale organizational change.

Participants will succeed in identifying the forces that determine a company's capacity to transform itself during periods of significant change and the __ needed to successfully accomplish the change process.

"CIREM promotes the development of an outstanding network. Participants come from all over, with serious professional obligations. All are rising career stars seeking to attain new heights. In a matter of two or three years, you will be promoted to a strategic position in your organization, thanks to a truly exceptional network."

Normand Proulx

Past Director General — Sûreté du Québec



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Anne-Marie Croteau

PhD (Information Systems), Université Laval – MSc (Information Systems), HEC Montréal – BAA (Information Systems, Accounting), HEC Montréal – BSc (Actuarial Mathematics), Concordia University – Associate Professor, John Molson School of Business, Concordia University

Strategic Information Technology Management

Information technologies play a critical role within companies, a role that changes with the business strategy in place and the maturity of organizations. Special attention will be given to the importance of strategic IT management by analyzing the concepts of strategic IT alignment, proper IT governance and the maturity of the IT architecture.

“Thanks to CIREM, I refined my management style, surmounted stumbling blocks involving other managers and took the time to identify their own particular styles. As soon as I returned to my regular duties, my management team and I began taking concrete measures designed to implement what I had learned in our day-to-day activities.”

Brigitte Dupuis

General Manager — Caisse populaire Desjardins du Mont-Royal

“Right from the start, I just loved this program, the exchange, the teamwork and the superior quality of the teaching methods. I came away with lessons that are just as valuable on a personal level as they are professionally. CIREM encouraged me to develop a greater critical sense and to step back in order to get a better view of situations and issues.”

Madeleine Gagnon

Vice-President, Human Resources — Société des alcools du Québec



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Luc Bélanger-Martin

MSc, HEC Montréal – BSc, Université de Montréal, Training Manager, HEC Montréal

Isabelle Dostaler

PhD (Management Studies), Cambridge University – MSc (Management), HEC Montréal – BAA (Operations and Production Management), HEC Montréal – Associate Professor, John Molson School of Business, Concordia University

Alidou Ouedraogo

PhD (Strategies), HEC Montréal – MSc (Management), Université d'Aix-Marseille II, BAA (Finance and Accounting), Audencia School of Management-Nantes – Assistant Professor, Strategy and International Management, Université de Moncton

Strategic Management Practices

The fourth week of the program makes room for a strategic simulation using specialized software. It perfectly summarizes the training received.

In teams, participants put their newly acquired notions to the test in a realistic business context to better understand and take on the consequences of their decisions.



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Business Leaders Who Sign Up Their Managers

“CIREM – HEC enables our up-and-coming managers to update their skills and develop innovative leadership styles. Proper training teaches them to step back in order to gain a better perspective and a broader view of the company. They apply improved strategic reasoning to the issues at hand and become more aware of their political, social and economic environment.”

Jacques Dignard

Senior Vice-President, Human Resources — Mouvement des caisses Desjardins

“Because our industry has reached maturity, growth is now mainly achieved through mergers and acquisitions. CIREM – HEC participants are sensitized to the fragility of new acquisition integration plans. So far, approximately 15 of our managers have gone through this training and, as a result, have developed a common vision and language, which tend to be more strategic than operational. In addition to helping us with our acquisitions, CIREM – HEC training has facilitated their integration.”

Jacques Landreville

Board Member — Uni-Sélect

“Hydro-Québec managers must be familiar with the organization’s many functions and facilitate their integration as a means of achieving business goals. In this respect, the CIREM - HEC program is an excellent tool because it covers a wide variety of administrative issues, including finance, marketing, operations management and human resources.”

Thierry Vandal

President and Chief Executive Officer — Hydro-Québec



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Program Details

Participants must have a working knowledge of the French language. The four-week program is offered twice a year (spring and fall) in two modules of two weeks each, separated by a four-week interval.

The program is offered only in residence to allow participants to focus exclusively on their training. To obtain the most out of the courses offered, participants must consider the program as full-time work and devote up to 60 hours a week, days and evenings (courses, lectures and practical work). They must be fully released from their professional duties.

Accommodation is mandatory. As soon as a participant has registered, CIREM immediately makes his or her room reservations.

CIREM is recognized as a training organization by the Commission des partenaires du marché du travail (a provincial consultation body dedicated to improving the efficiency of the labour market), for the purposes of applying the *Loi favorisant le développement et la reconnaissance des compétences de la main-d'oeuvre*, a Quebec act promoting workforce skills development and recognition. This enables admissible companies to obtain tax credits for training expenses. Costs incurred in training offered by CIREM meet the obligations of companies covered under the act to invest one percent (1%) of their total payroll to training.

Cost and location of training

The registration fee and training location are specified in the appended documents.

Participant registration fees are payable no later than eight weeks before the beginning of the session. They include instruction, educational material, accommodations and meals.

As the number of spaces is limited, registration applications are processed on a first come, first served basis.

Cancellation fee: \$1,000 less than six weeks before the session begins, 50% of registration cost within two weeks prior to commencement.



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Questions & Answers

What is CIREM?

The *Centre international de recherches et d'études en management* is a non-profit, non-subsidized organization. It was founded in 1973 by four business executives who recruited some thirty Quebec-based companies that became the founding members. Committed as they were to excellence within the French-language business community, they combined their efforts to satisfy an urgent need, i.e., the development of French-speaking executives, which led to the creation of an "education and training" segment. Then, in 1996, to support the training and promote the quality of the proposed program, CIREM established a partnership with HEC Montréal.

What is the nature of the partnership with HEC Montréal?

HEC Montréal (formerly *École des hautes études commerciales de Montréal*) supports the quality of the courses delivered under the CIREM - HEC Montréal program. It also appoints the program director and mandates representatives among the CIREM board of directors. Moreover, many professors employed by CIREM are recruited from HEC Montréal.

Why is training provided in residence?

Learning has proven to be more successful when participants can devote their full attention to the program. Participant concentration is then optimized. Training can be viewed as a closed retreat focusing strictly on strategic vision.

Is the *Programme de perfectionnement des cadres supérieurs* delivered elsewhere?

Though it compares favourably with the Executive Programs of major North American and European institutions, what makes the CIREM - HEC Montréal program unique is the language in which it is taught, its duration, its intensity, the number of participants (maximum 30) and its very reasonable cost.

Why is there a four-week break between the two course modules?

This break reduces the level of inconvenience that the company is liable to experience due to the absence of one of its key executives. It also gives participants an opportunity to assimilate the subject matter and do some reading in preparation for the second module.



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Why does CIREM contact the spouses?

CIREM contacts the participants' spouses, as well as their employer, to inform them of what participants will be facing during the four weeks of training, and to explain why they should only contact them in case of emergency. Participants should be able to focus on their training. A typical day starts at 8:30 a.m. and ends at 9:30 p.m. A typical week starts on Sunday afternoon and ends at noon on Saturday. The spouses are invited to attend the certificate award ceremony, which takes place at the very end of the training.

What is the value of the certificate awarded by CIREM – HEC Montréal?

The certificate recognizes that the participant has completed the *Programme de perfectionnement des cadres supérieurs CIREM – HEC Montréal*. Recognition of a three-credit course may be granted to program participants under two HEC Montréal programs, namely the management SSHGD and the Certificate. However, once they have been accepted, participants must register for a “project course” as a part of these programs. For its part, CIREM and the Ordre des administrateurs agréés du Québec have reached an agreement allowing CIREM graduates to become members of the Ordre, under certain conditions.

With what form of training can the CIREM – HEC Montréal program be compared?

The CIREM – HEC Montréal program is a condensed development program, the content of which is comparable to the subjects covered under an MBA program, but always focusing on the development of an integrated strategic vision.

Is there an Alumni Association?

There is a CIREM Alumni Committee whose mission is to promote the professional and personal growth of CIREM participants through the development of a dynamic and open network. Its make-up is equally characterized by the diversity of the businesses that are represented and the management functions practised therein.

For more information: www.diplomescirem.com.



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Founding Members and Clients, a Partial List

Since 1973, more than 250 companies and organizations have assigned executives to the *Programme de perfectionnement des cadres supérieurs CIREM – HEC Montréal*. You will find a partial list below. The asterisk (*) indicates a founding member.

A

- * Abitibi-Consolidated
- Aéroports de Montréal
- Agropur, Natrel division
- * Air Canada
- * Alcan
- ASEA Brown Boveri
- Ateliers d'ingénierie Dominion
- Atomic Energy of Canada
- Autobus Girardin

B

- Bank of Canada
- * Bank of Montreal
- Batteries Électriques Gagnon
- Bélair Direct
- Bell Business Solutions
- * Bell Canada
- Bell Mobility
- Bell Nexxia
- Béton Charlevoix and Béton Manicouagan
- Béton Québec
- Bilopage
- Bombardier
- Bombardier Aerospace
- Brique et pavé Traversy
- Office of the Auditor General of Canada;
- Business Development Bank of Canada



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C

Caisse centrale Desjardins

Caisse de dépôt et placement du Québec

Caisses populaires Desjardins:

- Beauharnois
- d'Argenteuil
- de Bois-Franc Cartierville
- de De Lormier
- de Gatineau
- de la Basse-Lièvre
- de la Haute Matawinie
- de l'Ouest de Laval
- de Rivière-du-Loup
- de Saint-Michel
- des Monts de Bellechasse
- des Seigneuries de Soulanges
- Cité de Shawinigan
- du Vieux Moulin
- de La Sarre
- de l'Île-Perrot
- de Lévis
- Dorval-Pointe-Claire
- du Bassin-de-Chambly
- du Lac-Memphremagog
- du Mont-Royal
- du Parc Sir-Georges-Étienne-
Cartier de Montréal
- Les Grands Boulevards
- Provost-de-Lachine
- Rouyn-Noranda
- St-Eustache/Deux-Montagnes
- St-Joseph-de-Hull
- St-Martin-de-Laval
- Vaudreuil-Dorion



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Canada Mortgage and Housing Corporation (CMHC)
Canada Permanent Trust
Canada Post Corporation
Canada Revenue Agency
Canadian Arsenals
Canadian Broadcasting Corporation
Canadian Hanson
* Canadian Pacific
Canadian Pacific Forest Products
Canam Manac Group
Cannon
Canton de Neuchâtel, Switzerland
Casino de Montréal
Cegerco
Cegertec, experts-conseils
Celanese Canada
Centre québécois du leadership
Cevital
CIBC
City of Gatineau
CN - CP Telecommunications
CN North America
CN Rail
Cogeco Cable
Concept SGA
Construction Cris
Construction DJL
Coopérative de l'École des hautes études commerciales
Coopérative des ambulanciers de la Mauricie
Coors Canada



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D

Daishowa Forest Products
Delmar
Démix Construction
Department of Urban Affairs (Canada)
Department of the Secretary of State of Canada
Desjardins Asset Management
Desjardins Financial Security
Desjardins General Insurance Group
Desjardins Group
Desjardins Trust
Desjardins Venture Capital
Digital Equipment of Canada
Dominion Bridge-Sulzer
Dominion Textile
* Domtar
Domtar Forest Products
Donahue St-Félicien
Drummond McCall
DuPont Canada

E

Employment and Immigration Canada
Entreprise Tunisienne d'activités pétrolières
Épiciers unis Métro-Richelieu
Epiderma
* Esso Imperial Oil
Exeltech Aerospace
Expanpro

F

Fédération des caisses Desjardins du Québec
Fédération des caisses populaires Richelieu-Yamaska
Fontaine-Alliance
Forêt Québec
Fortune 1000 Group



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G

Gatineau Police Department

* Gaz Métro

GeneChem Management

General Dynamics

* General Motors of Canada

Gérard Crête & Fils

Girardin Minibus

Graybec Calc

Graymont

Groupe Laperrière & Verreault

Groupe Procycle

H

Hershey Canada

Hupp Canada

* Hydro-Québec

Hydro-Québec's Research Institute

I

IBM Canada

ICG Propane

* Imperial Tobacco

ING Canada

Investissement Québec

* Ispat Sidbec

Ivanhoe

J

James Maclaren Industries

Johnson & Johnson

Jolichaux

K

Kruger



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L

* Labatt Breweries
La fabrique de la paroisse Notre-Dame de Montréal
La Presse
Lasalle College Group
Laurentian Bank of Canada
Le Gardeur School Board
Le Réseau du Leadership
Les Produits verriers Novatech
Logistec Corporation
Loto-Québec
Lucie and André Chagnon Foundation
Lyras Group

M

Maibec Industries
Manac
March Shipping Ltd.
Marlan's Cotton Industries
McCain Foods
MetLife
Metropolitan Rustproofing
Ministère de l'Industrie et du Commerce
Ministère des Ressources naturelles, de la Faune
Ministère des Transports du Québec
Ministère du Travail du Québec
* Molson Brewery
Montreal Trust

N

* National Bank of Canada
Nav Canada
Nordia
Nortel Networks



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O

Office québécois de la langue française
Office des personnes handicapées du Québec
Old Port of Montréal Corporation
Organisation pour la mise en valeur du fleuve Sénégal

P

Palmar
* PCI Chemicals Canada (C.I.L.)
Petresa Canada
Pharmascience
Pirelli
Premier Tech
Prévost Car
Produits Desbiens
Prudential Assurance Company Limited
Public Safety Canada

Q

Quadco Equipment
Québec Cartier Mining Company
Quebecor
Quono Corporation

R

Régie des rentes du Québec
Reycan SEC
Rona
Rôtisseries St-Hubert
* Royal Bank of Canada
Royal Canadian Mounted Police
Royal Insurance Company of Canada



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S

* Scotia Bank
Scott Paper
Sécurité publique Québec
* Shell Canada
Sidbec-Dosco (ISPAT)
Sintra
* SNC Group
Société de fiducie du Québec
Société de protection des forêts (SOPFIM)
Société des alcools du Québec
Société de transport de Montréal (STM)
Société internationale des hydrocarbures de Djibouti
Somerville Packaging
Soucy International
SSQ Financial Group
Sun Life Financial
Stablex Canada
Standard Life
St-Lawrence Ciment
Supply and Services Canada
Sûreté du Québec
Symcor

T

TD Bank
Télébec
Teleglobe
Telemedia Publishing
Terratech
Telus Québec
The Price Company
The St. Lawrence Seaway Management Corporation
Transat Tour Canada
Transcontinental (G.T.C. Group)
Transcontinental Mexico
Tribunal administratif du Québec



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U

Uni-Sélect
Université de Montréal
USNR Canada

V

Valcartier Industries
Versatile Davie
VIA Rail Canada
Vibrex
Vic Métal
Videotron

W

Wabush Mines

X

Xerox Canada

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