



# GUIDE

Global Publication for MBA and EMBA Applicants

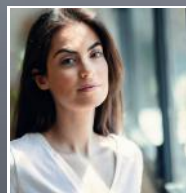
2025-2026 EDITION

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SDA Bocconi  
SCHOOL OF MANAGEMENT

# LET'S LEAD THE FUTURE

4<sup>TH</sup>  
WORLDWIDE

2<sup>ND</sup>  
IN EUROPE

FT GLOBAL MBA  
2025 RANKING



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Director of Publishing: Christophe Coutat

Chief Editor: Iliana Gylcheva-Bobova

Concept: Advent Group

Design: Evgeniy Kolev

Writers:

Abhay Chawla, Albena Belcheva, Aleksandar Protic, Candy Lee LaBalle, Guillermo de Haro Rodríguez, Hans Koenig, Iliana Gylcheva-Bobova, Jeena Dansingani, Kathy Hawes, Katrin Baendorf, Kerri Regan, Lenore Grant, Loubna Bouamane, Martin Ferrari, Mo Mabrouk, Pavadee Burapapong, Scott Edinburgh, Sergey Kouk, Silvia McCallister-Castillo, Steven Seggie, Teodora Slavova, Valentin Vassilev, Yoshito Hori, Zornitsa Licheva

Global Features: Kalina Boykova, Zornitsa Licheva

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# Guiding You for the Past 20 Years

## Christophe Coutat

Founder and CEO  
Advent Group

The year 2005 was marked with an array of new beginnings- the first ever YouTube video, the launch of Google Maps and Reddit, the discovery of dwarf planets, and the Mars Reconnaissance Orbiter setting off for Mars. We witnessed all that 20 years ago.

In your hands, you're holding another innovation for its time which continues to have an impact today: the Access MBA, EMBA, and Masters Guide, launched in 2005.

Twenty years later, the publication has grown significantly, with new sections and formats, insightful interviews, and carefully curated content, yet our mission remains the same: to serve ambitious candidates and help them on their exciting journey to a higher education diploma.

Although 20 years is just a blip in the grand scheme of time, the higher education industry has also gone through its fair share of changes. From the shift to experiential classroom models, through the growing popularity of online and hybrid programmes, to the increasing emphasis on sustainability, learning looks very different today than it did in 2005.

The MBA degree itself has been transformed. Candidates can choose between longer or shorter formats and pick from new specialisations such as data analytics and fintech. A wider variety of Executive and part-time MBA programmes cater to the changing career goals of global professionals. Diversity in class is more important than ever, while soft skills, leadership agility,

and adaptability are among the key learning outcomes.

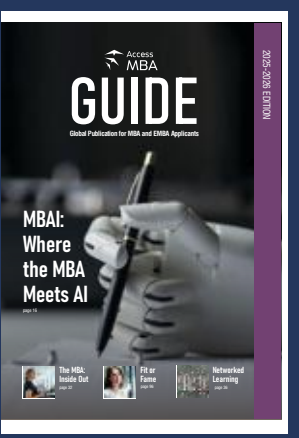
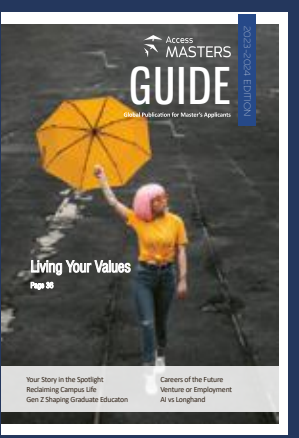
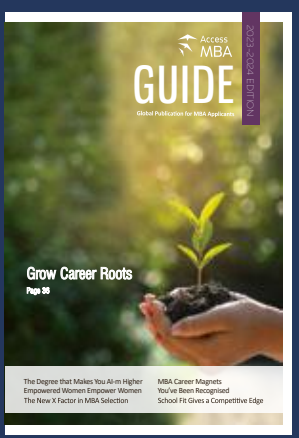
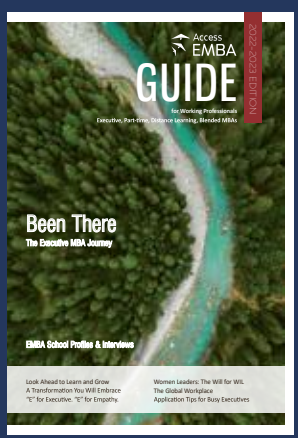
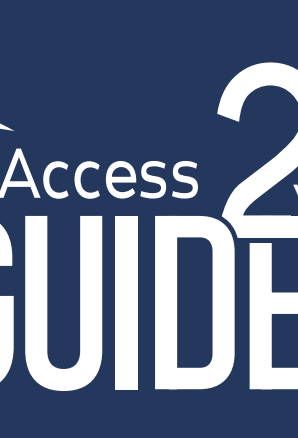
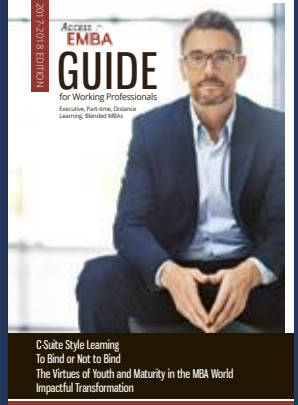
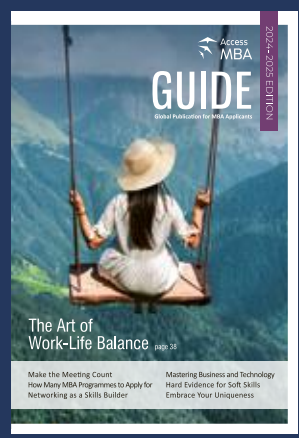
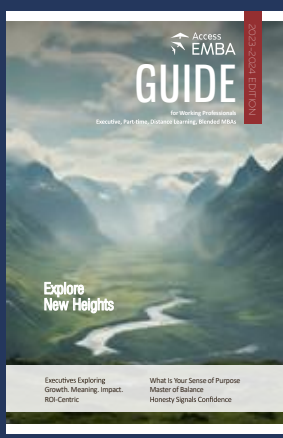
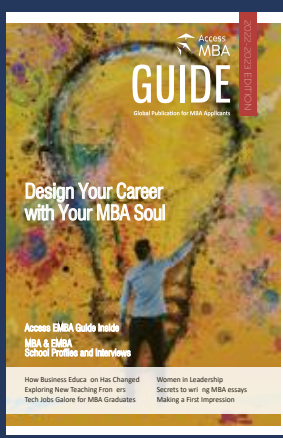
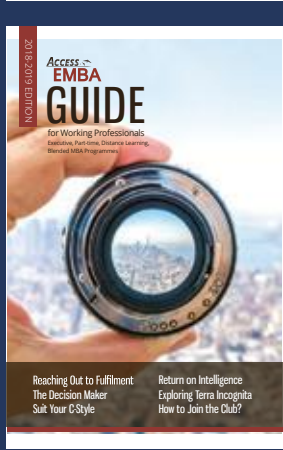
Throughout its two decades of existence, every year the Guide covers latest trends and explores student perspectives, while staying up to date with its format of delivery. From a print publication, through a digital flipbook, to a website edition, the Guide has taken many different shapes and forms.

Beyond the Guide itself, at Advent Group we have built a network of resources to support your decision-making. You can gain educational insights from our websites, discover more about school culture through the Unimy tools (read more about Unimy in the special section of the Guide), or become part of a diverse community through our events. Whether in-person or via our online platform Advent Connect, you can choose from the various paths available to make your journey easier.

At a time when information is abundant and candidates may feel overwhelmed, our goal is to provide streamlined, reliable, and easy-to-navigate content. From MBA tables and rankings to varied school profiles, each edition is filled with helpful guidance for every student who seeks it out.

Although the look and feel may change year on year, the purpose of the Guide remains the same: to help you find the right programme for your goals and support you along the way.

Enjoy the read!



# Access 20 YEARS GUIDE



# Leadership 4.0+

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## The new mindset and skills in demand to navigate organisations to success

**To thrive in the international business world in this day and age, you will need a completely different set of skills than even a few years ago.**

The world has been “driven by disruptive trends including the rise of data and connectivity, analytics, human-machine interaction, and improvements in robotics”, as described by McKinsey & Company. Looking forward, Telefonica describes the next step: “Industry 5.0 represents what will be the next industrial revolution. In it, people collaborate closely, daily and efficiently with artificial intelligence. This step pertains to the relationship between the human factor and information and communication technologies (ICT) in production processes.” While strong technical knowledge is still required, adaptability, continuous learning and soft skills can mean the difference between survival and true success in a quickly changing business world.

An MBA gives you the strong business acumen that will help you succeed and thrive in the world of business. Here are some of the top skills that you will receive during your MBA studies and make good use of in your career.

### Critical thinking for decision making

A solid knowledge base and critical thinking skills are a prerequisite for successful

and responsible implementation of AI technologies in business routine. Analysing an issue or problem to reach a solution is known as critical thinking. This can include a variety of topics, but any critical thinking discussion will almost certainly include concepts like scepticism, bias identification, rationality, analysis and evidence-based support. Critical thinking is essentially clear-headed, honest, intelligent and comprehensive thinking, which is no easy task even for the sharpest minds.

Only professionals who can rise above the noise, filter, verify and curate information and generate useful insights can make the right business decisions in a world flooded with data. Making sound judgments, taking appropriate action and finding better solutions all require critical thinking. An MBA will teach you how to focus on the key points that make a difference.

### Emotional intelligence is key

Self-awareness, self-management, social awareness and relationship management are the four main pillars of emotional intelligence. In a nutshell, this skill refers to your ability to understand your own emotions and the emotions of others and be able to influence them.

Emotional intelligence helps in stressful business situations and in adapting quickly to changes. Thanks to exceptional interpersonal skills and a strong sense of

empathy, emotionally intelligent people are able to work well with others, collaborating and communicating effectively. Regardless of your industry or position, being aware of yourself and those around you can help you gain more control over your interactions and achieve your goals more effectively.

### **Evolving leadership**

Leadership and management skills are essential to excel at any senior role. And while some people think leadership and management are the same thing, the two are not synonymous. While management focuses on the process, leadership concentrates on the people and vision that guide change. As a leader, you must balance both the end goal and the steps that need to be made along the way.

Good leaders must also be able to bring out the best in others, lead by example, and have strong values that inspire their team to work in unison. Leadership requires you to understand how to provide your employees and teams with an actionable plan and the motivation to carry it out.

### **Communication on all levels**

Despite the massive integration of AI, businesses are run by people for people and

the manner in which they communicate with one another determines how smoothly that business runs. Employee communication sets the tone for a company's culture and the way employees communicate contributes to the company's image and brand.

Communication is the bedrock of any workplace interaction; it facilitates the exchange of ideas, innovations and points of view. Communication allows you to cultivate loyal employees, entice customers to return again and again, find new ones, and secure investment. To communicate effectively, you must be proficient in written, verbal, non-verbal, and intercultural communication. MBA programmes are the best way to gain the tools you need for effective communication in your professional lives.

### **Data and digitalisation**

In a world immersed in technology and big data, it has quickly become essential for business leaders to master data analytics. The power of big data can only be a drive for strategic decision making if accurately and critically analysed.

Today, business transformation should take technological development into account.

Business leaders don't need to be tech experts but need to gain the necessary skills and mindset for operating and growing a business in this new environment.

### **Building efficiency**

There is a clear trend towards improving efficiency. It is driven partly by the increased potential for automation with AI-based technologies and by the competitive market. Businesses today have to navigate their way in a highly competitive global environment. The main ingredient for business success is proficiency in fundamental skills coupled with the unfolding potential of technological advancement.

Business schools, home to the latest research and with their finger on the pulse of real business needs, anticipate the shifts in mindset and skills needed today and for the future. MBA graduates acquire knowledge and skills that are transferable across career paths. MBA studies empower leaders with the confidence, support network and life-long learning mindset to drive organisations forward and upward.

*A solid knowledge base and critical thinking skills are a prerequisite for successful and responsible implementation of AI technologies in business routine.*



# Women Who Rise

## Stories of transformation and achievement

**In an era where women are steadily reshaping the global workforce, one path to accelerated career growth and transformative leadership stands out: the MBA. From balancing young families to pivoting into new industries or even launching businesses, women who pursue MBA degrees are rewriting the rules of what it means to lead.**

According to the Forté Foundation, in 2023 women made up 42.1% of full-time MBA enrolments across top global programmes, and those who do take the leap are seeing powerful returns in terms of promotion, salary growth, and personal confidence.

Let's explore the experience of three women who chose to challenge convention and emerge as leaders in their fields.

### **From insecurity to impact: Aditi's academic turnaround**

*"I was very insecure,"* recalls Aditi Adhikari, who had been working as a business analyst at SAP before enrolling in her MBA at Newcastle University Business School (UK). Married and taking care of a household, she questioned her ability to speak in public, lead teams, or even survive a demanding academic environment.

But support from mentors, particularly women in leadership roles, and a curriculum focused on personal transformation made a lasting difference. *"There was a whole module on personal and professional*

*development,"* she said. *"It helped me find my voice and see my own potential."* After the MBA, Aditi went on to pursue a PhD. Her journey exemplifies the ripple effect an MBA can create: one that extends far beyond the classroom.

### **Pivoting with purpose: Jen's career reinvention**

For Jen Potluri, a double master's graduate from Bentley University (US), the MBA was about intentional growth. Coming from a background outside science, she chose her courses strategically to enter the pharmaceutical industry and succeeded. Today, she works in the Finance Leadership Programme at Novartis Pharmaceuticals.

*"I was intentional with every decision – every course, every workshop, every connection I made,"* Jen explained. Even when she wasn't sure she was qualified, she leaned on Bentley's Graduate Career Development team for encouragement. *"They pushed me to pursue opportunities I might have said no to, and it paid off."*

Jen completed four six-month rotations across Novartis' core finance functions. Her story underscores how an MBA, when navigated with purpose, can unlock industries and leadership tracks that might otherwise seem out of reach.

### **Balancing family and ambition: Olga's story**

When Olga Sukha, a senior project manager with three young children, began her

Executive MBA, many questioned how she could manage it all. But for her, flexibility was key. *“I was looking for a programme that helped me get flexibility and combine courses with my private life,” she shared. “With three little kids and a job, it was only a matter of organisation and integrating my family into the plan.”*

The part-time Executive MBA at SKEMA Business School (France), which blends online courses with short, intensive residential weeks, provided that structure. *“It was really suitable,” she explained. “I could combine residential weeks, my job, and learning online. The one-to-one exchanges were very valuable for me.”*

Olga’s journey proves that an MBA doesn’t have to mean pressing pause on your personal life. Instead, it can become the bridge between your current reality and the career you envision. After completing her programme, Olga successfully launched her own business as the founder of Smart Leaf.

### Why women choose the MBA

An MBA is more than just a business degree. It’s a process of personal development.

Whether women aim to move up within their companies, transition into new industries, or start businesses, the MBA provides both the hard skills and the confidence to lead.

According to GMAC, 87% of female MBA graduates report faster career progression, and 85% see salary increases within three years. Flexibility is also improving. Executive MBAs, part-time and online formats now enable women to study without uprooting their lives.

Beyond statistics, what resonates most is the theme of transformation. These women didn’t just add letters to their names. They redefined their paths, their potential, and their professional impact.

### The power of women and MBA global events

Women & MBA communities and events play a crucial role in empowering women at every stage of their MBA. They bring together current students, alumni, faculty, and prospective candidates to share insights, offer mentorship, and build a sense of belonging in a diverse global network. They are not only platforms for information, but

also for inspiration, where real stories are shared, tough questions are answered, and valuable connections are formed.

Joining Women & MBA communities and events can provide much-needed clarity, boost confidence, and offer a realistic picture of how an MBA can fit into different lifestyles and ambitions.

### A final word

For women considering an MBA, whether they are early in their career, raising a family, or looking to change industries, the stories of Jen, Aditi, and Olga can serve as inspiration. With the right support, structure, and mindset, an MBA can be a launchpad to a future of leadership and purpose.

*“It’s just a small amount of organisation, and you make your family help you,” Olga reminds us. And Aditi adds: “The MBA helped me overcome my self-doubt and opened doors I didn’t even know existed.”*

Their message is clear: women don’t have to wait for the perfect moment to grow. They can create it any time.





# Inspiring Women to Grow with an MBA

- Annual Content and Event Themes
- Online Recruitment Events
- School Webinars and Panels
- Interactive In-person Panels

Join an international community of women eager to achieve career growth through higher education.

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**Woma**  
women achieve

# MBAI: Where MBA Meets AI

Experience the next level of digital transformation

**In an era defined by an avalanche of AI-based tools and automation, business education too is undergoing its most significant transformation in decades. The MBA, a passport to leadership and innovation, is now evolving through new technologies, designed to prepare students to lead through the next level of digital transformation. From AI-powered admissions to virtual classrooms and data-driven decision-making, today's MBA is both a product of and a response to technological acceleration.**

## MBA curricula for digital fluency

MBA programmes around the world are evolving to reflect the growing importance of digital fluency. Topics such as data analytics, machine learning, blockchain, and digital strategy are now core to many curricula.

Indeed, a 2023 GMAC survey found that 86% of business schools globally had either launched or significantly expanded tech-related content in their MBA offerings. Schools are racing to ensure their graduates not only understand technology but can lead in tech-driven environments.

For example, MIT Sloan's MBA (US) programme includes mandatory coursework on system dynamics and data-driven decision-making, while INSEAD

(France) offers a dedicated "AI for Business" elective, reflecting industry demand for managers who can speak the language of both engineers and executives. Institutions like University of Cambridge Judge Business School (UK) have embedded AI and analytics throughout their core courses - not as electives, but as essential components of modern management.

## AI in admissions and personalised learning

AI has become part of the MBA journey long before students set foot in a lecture theatre. Admissions teams now use AI tools to streamline application reviews and predict candidate success.

Many European business schools use AI-enhanced platforms to identify traits like resilience and collaboration that may not be obvious in test scores. These tools help uncover high-potential applicants from non-traditional backgrounds, increasing both diversity and access.

Once enrolled, students benefit from AI-driven learning platforms that personalise course content. Adaptive learning software adjusts difficulty levels and learning paths in real time, ensuring students with different levels of experience can progress effectively.

At IE Business School (Spain), an AI-powered virtual assistant known as the "Wow Room"

supports hybrid learning by responding to student questions and suggesting resources in real time, even during live classes. The technology replicates the nuance and attentiveness of an in-person tutor. "It's like having a digital coach," students say.

## The rise of online and hybrid MBA programmes

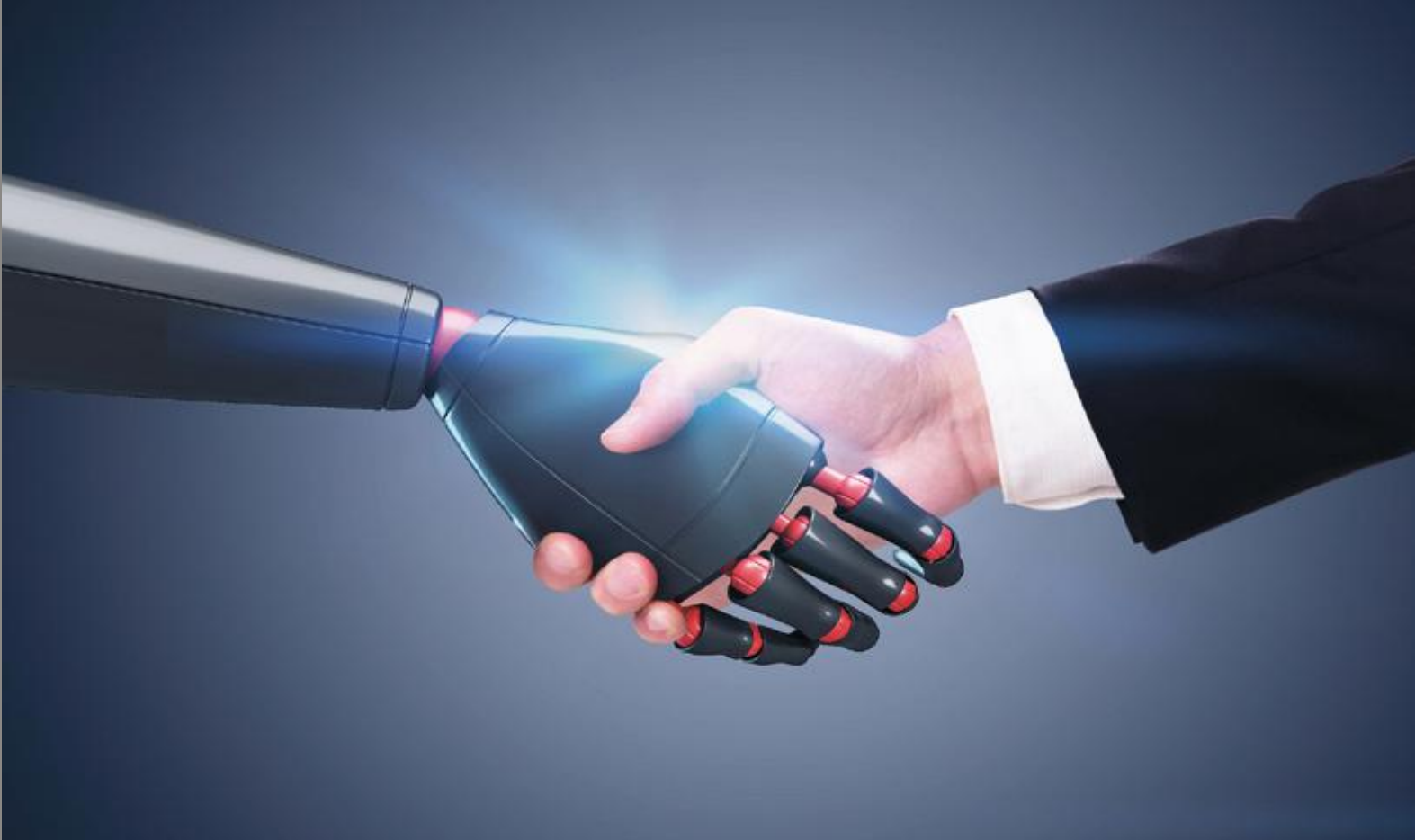
The COVID-19 pandemic accelerated the rise of digital and hybrid MBAs, but the shift has proven more than temporary. AI, VR, and collaboration platforms have made remote education not only viable but attractive.

According to AACSB International, online MBA enrolments grew by 85% between 2020 and 2023. Employers are now far more receptive to online credentials, especially when paired with practical experience or tech specialisations.

Leading programmes now feature simulated boardroom scenarios, virtual consulting projects, and digital collaboration tools that mirror real-world remote work environments. The technology doesn't just deliver content; it shapes the learning experience itself.

## New digital skillset in demand

Today's organisations need more than traditional business acumen. They want



*The future of the MBA is about mastering the balance between digital innovation and human leadership.*

graduates who understand how to manage in data-rich, fast-moving environments. A 2024 LinkedIn Learning report noted that skills in AI literacy, data storytelling, and digital ethics are among the top five emerging requirements for management-level roles.

This demand is pushing schools to offer experiential learning with real data sets and cross-functional collaboration. Programmes like the Andre Koo Technology and Entrepreneurship MBA at NYU Stern (US) are structured around this employer-led demand for digital-savvy leadership. *“In our line of work, there is an acute need for people who understand both business and technology. The Stern Andre Koo Tech MBA is primed to develop this type of talent.”*, says NYU Stern’s advisory board member Don Callahan, former Head of Technology and Operations, Citigroup.

### **Human-centric leadership in a tech-driven world**

Ironically, as technology becomes increasingly central to every aspect of business, human-centric skills are gaining renewed importance. Emotional intelligence, ethical decision-making, and the ability to lead through uncertainty are no longer “soft” skills- they are critical competencies for the modern leader. In a world dominated by data and automation, it is human judgment, empathy, and moral reasoning that often make the difference.

Today, business schools’ new mission is to develop leaders who can use technology wisely, responsibly, and with a long-term vision. Students are increasingly engaged in complex case studies involving AI ethics, algorithmic bias, and the broader implications of technology on society and the environment. As artificial intelligence and machine learning continue to raise new moral and strategic questions, MBA programmes must ensure that their graduates are equipped not just to deploy these tools efficiently, but to question their impacts thoughtfully- and to lead with both courage and conscience.

### **The MBA reimaged**

AI and emerging technologies are reinventing the MBA. Today’s programmes blend human insight with machine intelligence, theory with tech-enabled practice, and local case studies with global digital realities. For prospective students, this evolution presents a powerful opportunity- to gain the tools not only to thrive in today’s business world but to shape the one of tomorrow.

As prospective students weigh their options, it’s worth remembering that the future of the MBA is not just about mastering technology. It’s about mastering the balance between digital innovation and human leadership.

MBA SELECTION



# Make It Worthwhile

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## Build self-awareness and personalise your MBA search

**Y**ou have set your heart on an MBA programme. You can see yourself climbing the corporate ladder, switching careers or starting your own business or social enterprise. An MBA can indeed serve as a stepping stone to personal and professional growth, but before all that becomes a reality, you first need to take care of a more pressing task - gaining admission to the programme that is the best match for you.

### Understand MBA admission and selectivity

The first logical step after you have decided to pursue an MBA degree is to familiarise yourself with the requirements and the set of documents needed to apply to a typical programme:

- An MBA application CV/resume
- Bachelor's degree or equivalent from a recognised college or university.
- If you are a non-native English speaker, you need to submit a score from an English proficiency test such as TOEFL, IELTS or others.
- GMAT, GRE, Executive Assessment or other

school-specific admission test scores

- MBA participants typically have an average of five years' working experience, yet more important than the length of your working life is the nature and quality of your achievements. Also, admissions officers will be looking for evidence of your leadership potential.
- Motivation essay(s)
- Interview(s)
- Business schools have increasingly been looking for applicants who possess a certain degree of international awareness and understanding of the complexities of business in an international setting.

### Choose your student experience

Regardless of whether your MBA programme is over one or several years, you want your time in business school to be worthwhile. Like any community and organisation, each business school has a unique spirit, values and communication style, in other words its own organisational culture. While exploring the best options, you should consider the degree to which you want to challenge yourself or feel close to your comfort zone in terms of overall student experience.

Classroom teaching styles are important to enable you to grasp as much knowledge as

you need to. However, the relationships you build during peer learning, extracurricular and social activities are just as important for your success. Is the school spirit more collaborative or competitive? Is communication friendly or more formal? All this is part of what will affect your success and level of satisfaction in business school and beyond.

How can you measure your organisational culture preferences and find matching schools? Unimy.com has developed a comprehensive tool to navigate you in self-awareness and exploring school culture to help you identify the best environment for your MBA studies.

### **Quality, reputation, and personalised rankings**

Your project should be at the centre of your MBA search. Think about the company or industry you want to work in. It's useful to examine the career or recruiting reports of MBA programmes to see which one corresponds to your preferences.

The base-line for quality is an international MBA accreditation. Accreditation serves as a stamp of class guaranteeing high MBA quality and academic standards. The top three international MBA accreditation bodies are AACSB, AMBA, and EQUIS. Some programmes are accredited by more than one of these prestigious organisations, "Triple Crown" accreditation being the most outstanding.

One of the biggest mistakes you could make as an MBA aspirant is to choose a programme based solely on its position in rankings. Rankings can be one element to consider and you should always research whether they actually matter in the region and industry where you are heading after MBA graduation.

In addition, in order not to be misled, you should take rankings into account only after obtaining a deep understanding of their methodologies and only in cases where they reflect your essential MBA selection criteria. Different rankings employ different methodologies. Since none is conclusive, aspirants need to understand the methodology behind each one before deciding whether what it measures is important for them.

If rankings are important for your school selection, what can make a real difference is the personalised Unimy MBA Ranking platform. You can combine and prioritise several criteria according to your preference and get a ranking that will be meaningful for you.

### **Explore with an open mind**

Finding the MBA programme that covers your ambitions and preferences 100% requires casting a wider net. The diversity of MBA programmes around the globe has

been growing, and so are your chances of taking your career to the next level. This will boost your chances of finding the MBA programme that suits you best, where you stand a much higher chance of admission, and where you can maximise the impact and return on your investment.

The choice of an MBA programme should include a number of factors. The more thought and self-awareness you put into the selection of your programme, the more likely are you to steer your career in the desired direction. Why limit your options in advance? Explore, stay open-minded and personalise your search during the MBA selection process, then your best options will really stand out.

*Finding the MBA programme that covers your ambitions and preferences 100% requires casting a wider net.*



# Match and Connect with the Right MBA

- Get a free consultation with one of our international team experts in higher education
- Build your personalized best-matching MBA program list using the Unimy tools
- Meet one-to-one with selected school representatives in our connecting platform

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# Think Beyond Rankings

## How to choose the right MBA for you



**Sergey Kouk**  
President  
Admit Master Admissions  
Consulting & Test Prep

*Sergey Kouk is the President of Admit Master, one of North America's leading test preparation and admissions consulting centres that offers expert admissions consulting and highly popular skills-based training for the GMAT, GRE, EA, LSAT, and other standardised tests. Since 1998, Admit Master has helped thousands of candidates gain admission to top business, law, and other graduate and undergraduate programmes in Canada, the United States, and other countries around the world.*

**E**very year, thousands of professionals across the globe apply to MBA and other graduate business programmes. They are often motivated by a desire to accelerate their careers, transition into new industries, or launch their own ventures, but one of the most common mistakes applicants make is choosing a business school based on a brand name or rankings alone.

Would you buy a house without seeing it, or a car without a test drive? Most likely not. In fact, you'd probably hire a property agent to help you avoid costly mistakes and ensure the best possible outcome, yet many candidates apply to top-ranked programmes without questioning whether the school is truly the right fit for their goals, values, and lifestyle.

At Admit Master, we've worked with thousands of MBA and Master's candidates, from early-career professionals to seasoned executives, and we've seen first-hand just how important the school "fit" really is. And, because you can't resell your MBA later, choosing the right programme may be even more important than choosing your next home!

### What do applicants really want?

Today's applicants are no longer satisfied with prestige alone. Insights from recent Graduate Management Admission

Council (GMAC) surveys, along with our conversations with hundreds of candidates, show that students are asking deeper, more intentional questions:

- What kind of leader do I want to become?
- Will this programme challenge and support me in achieving my goals?
- Will it help me build confidence, resilience, and leadership skills?
- Does the school's culture align with my values?
- Will I find mentorship, career direction, and a sense of belonging?

Salary increase remains a powerful motivator (more than 68% of candidates cite it as a top priority), but it is not the only factor. Applicants are also looking for personal growth, future-proof skillsets, practical learning experiences, and a collaborative, inclusive environment.

They want to study alongside peers from diverse backgrounds, engage with tech-forward content like data analytics and sustainability, and access real-world learning through internships, consulting projects, and start-up incubators.

### Why start with your "Why"?

Before diving into applications, take time to reflect on your motivations. Are you hoping to change industries, accelerate your current path, launch a business, or broaden your global exposure? What would your ideal career look like 1, 3, 5, or 10 years after business school? Understanding your end goal will help



you evaluate programmes not just for their reputation, but for how well they align with your personal and professional vision.

You don't need to have every detail figured out upfront. Many students use the MBA experience to explore new directions, but the clearer you are about your passions and long-term goals, the more intentional and rewarding your business school journey will be.

Whether you're a Millennial seeking growth or a Gen Z professional looking to make a meaningful impact on the world, the key is to choose a programme that aligns with your purpose.

When you take the time to self-reflect, define your goals, and understand what truly matters to you, the process of choosing the right programme becomes not only less intimidating, but even more exciting.

### **Which MBA or Master's programme is the best fit for you and your goals?**

While you can't predict exactly what the future holds, one of the best ways to evaluate a programme is by examining the career outcomes of its alumni. You could start by reviewing programme rankings, but don't focus solely on the overall score. Rankings are made up of many data points, and alumni career success is just one of them. Dig into the metrics that matter most to you.

Once you've narrowed down your list of programmes, explore alumni profiles on LinkedIn. Reach out to a few graduates to ask about their career trajectories, their experiences in the programme, and how well the degree helped them reach their goals.

To assess more immediate post-MBA outcomes, review the schools' employment reports. How many students secured job offers within three months of graduation? Which companies recruit on campus? What are the median salaries for graduates?

### **How to assess ROI: financial, emotional, and professional?**

While most applicants expect financial return through higher post-MBA salaries, emotional ROI, such as mentorship, confidence, and personal growth, can be just as impactful. Consider how each school supports its students through resources such as career coaching, alumni connections, wellness services, and leadership development.

Talk to current students or school ambassadors about their experiences. These conversations often reveal insights you won't find in brochures or websites. Also, think about how each programme's schedule, location, and format fits into your life, especially if you're balancing work or family obligations.

### **How to match the format to the applicant's life stage?**

Not all business programmes are created equal. A full-time MBA might be perfect for early-career professionals seeking a bold pivot. Working professionals with more experience might opt for part-time, Executive MBA, or hybrid formats that offer more flexibility. Younger candidates are increasingly drawn to specialised Master's programmes, such as a Master's in Management, Business Analytics, or Finance, that let them build expertise earlier in their careers.

### **Can you test the cultural fit?**

School culture can make or break your experience. Some programmes are known for their competitive intensity, others for their collaborative, close-knit communities. Attend information sessions, sit in on classes, speak to recent graduates, and ask what life on campus is really like. Look at student clubs, leadership opportunities, and the diversity of the student body to determine whether you'll feel both supported and inspired.

### **Don't just apply**

Your MBA or Master's degree isn't just a line on a résumé. It's a one- or two-year investment in the person you want to become. Selecting the right programme is less about chasing the rankings and more about following your *vision*. With more than 16,000 business schools and graduate programmes worldwide, and numerous admissions consultants offering support, finding the right fit is crucial.

# Canada Stood Out as a Clear Winner

The social fabric at Ivey helped me settle in

**You had a Bachelor's degree and were also pursuing a CFA qualification. At what stage of your career did you decide to study for an MBA degree, and why?**

After a few years at Bain in India, I found myself craving more international and diverse exposure. I was also at a point where I wanted to explore other sectors and corporate roles.

I chose the MBA because it's one of the most versatile degrees for anyone aspiring to business leadership. It provides a well-rounded foundation—from finance and strategy to communication and marketing—and is widely respected across industries and geographies. For me, a global MBA was the perfect platform to pause, reflect, and intentionally reset my career trajectory while growing both personally and professionally.

**Did the programme have a special focus or electives on Finance, Consulting or other areas you were particularly interested in?**

Absolutely. Ivey's curriculum began with a strong general management foundation, but we had the flexibility to tailor our experience through electives later on. I naturally gravitated towards finance and strategy courses, but I was pleasantly surprised by how much I enjoyed classes like communications, negotiations, and marketing. The professors were outstanding, and the real-world focus made every session engaging. What I appreciated most was the ability to truly chart your own path. For me, it ended up being a diverse and enriching mix.

**What was your career trajectory before and after your MBA?**

Before the MBA, I was based in India, supporting consulting case teams on a variety of projects across sectors. After my Ivey MBA, I transitioned into client-facing roles with Bain in Canada and later moved to the US. The scope of my work expanded significantly: I began leading client engagements, managing teams, and contributing to Bain's internal strategy efforts. The MBA equipped me with the tools and confidence to step into leadership roles and accelerate my growth as a manager.

**How did your career goals shape during your MBA studies?**

I came in with an open mind. Consulting was my default path, but I wanted to explore marketing and finance as well. Through Ivey's events like "Get Connected," student clubs, alumni interactions, and 1:1 mentorship from the Career Management team, I had the chance to test each path in a meaningful way. The MBA gave me the space and structure to validate my interests—and ultimately led me back to consulting, as I realised I wanted to work across a range of business problems and consulting felt like the best fit for that breadth.

**How did you choose your study destination and business school?**

For me, the decision making was top-down. I started by choosing the country first. Canada stood out as a clear winner, owing to its open and diverse society, great quality of life, strong job market, and being a country that truly welcomes global talent.

**What are the top three benefits of choosing a business school in Canada?**

- An inclusive, welcoming society – You feel at home almost immediately.
- Global career access – Top global firms actively recruit from Canadian schools.
- Cost of education – It's generally more



**Abhay Chawla**

**Ivey Business School  
FT MBA Class of 2019  
Senior Manager, Strategy  
Practice, Bain & Company**

*Abhay is a Senior Manager in the Strategy Practice at Bain & Company in New York. He brings a decade of global consulting experience across India, Canada, and the US, with deep expertise in corporate strategy, private equity due diligence, and stakeholder value creation, particularly in financial services. He holds an MBA from Ivey Business School and a Bachelor's in Business Studies from the University of Delhi. Outside work, Abhay loves to travel and has a new-found passion for pickleball.*

Once I landed on Canada, Ivey quickly rose to the top. What stood out for me was its strong brand reputation, one-year format, and smaller class size. The smaller cohort created a tight-knit environment where you genuinely got to know each other, formed deep connections, and built friendships that still continue today.



accessible and affordable compared with many top programmes in the US or Europe, both in terms of tuition and overall living expenses.

### **Did you experience any cultural differences and what helped you settle and make the most of your MBA in Canada?**

Yes, I did, mostly around communication styles, customs, and even sports. One small but important shift was the stronger culture of small talk in professional settings. In Canada, it's natural to start conversations with a bit of friendly chat before getting down to business. Coming from a more direct work environment, it was a new (and useful) habit to build, and a great way to connect with people.

What really helped me settle was the social fabric at Ivey. The inclusive environment made it easy to ask questions, learn from others, and feel supported. Many of my classmates introduced me to their cultures, taught me new things, and made me feel part of the community from day one.

### **How did the MBA and Ivey boost your personal and career growth?**

Personally, it gave me a smooth landing in a new country. The close-knit cohort and strong sense of community helped me build friendships and feel at home quickly. I got to experience so many new things, from watching my first ice hockey game to learning golf at a classmate's "Golf Learning Day"! Those moments made the experience truly fun and immersive.

Professionally, I came out more confident. Ivey's strong brand opened doors to top

companies and exposed me to a wide range of career paths. I spoke to many organisations, explored various industries, and gained valuable perspective. The programme also helped me navigate the North American job market, build strong networks, and approach recruiting strategically—very different from the structured placement process I was used to in India.

### **How diverse was your MBA class and the Ivey campus? How did this affect you?**

Incredibly diverse, across nationalities, cultures, and professional backgrounds. From engineers and marketing professionals to lawyers, entrepreneurs, and beyond—every person brought something unique to the table. The variety of cultures and perspectives made every interaction richer. That exposure helped build my cultural intelligence, which is now essential in leading global teams and working with international clients.

### **How do you measure the Return on Investment (ROI) from your MBA?**

There's the obvious financial ROI- it accelerated my path to leadership at Bain -, but the intangible ROI is equally powerful: confidence, global perspective, lifelong friendships, and an upgraded toolkit for solving complex problems. It's a career catalyst *and* a personal transformation.

### **You moved to New York after your MBA graduation. How different is your US experience from that in Canada?**

Canada felt more community-oriented; there's a warmth that's hard to describe. The US, especially New York, is more intense and fast-

paced, but full of opportunity. Moving here helped me tap into larger client ecosystems, especially in financial services and tech. The MBA prepared me for that transition, both professionally and culturally.

### **Can an MBA degree take you anywhere in the world career-wise?**

Absolutely. I saw classmates come from all kinds of backgrounds and end up across every continent—in tech, consulting, startups, and beyond. It's not just a degree: it's a launchpad. The network, the learning, and the confidence you gain make you ready for business prime-time.

### **What should be the top three factors for selecting an MBA study destination? What is your advice to prospective MBA applicants?**

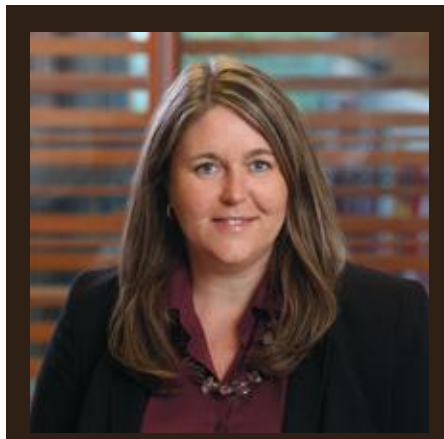
My top three:

- ROI - Weigh the full cost - tuition, living expenses, and time away from work- against the career outcomes and doors it's likely to open.
- Post-study work opportunities – Especially for international students, choose a destination that supports global talent and offers a clear path to stay and work.
- School brand and community – A strong brand opens doors, but the right cultural fit and peer group will shape your experience just as much.

Final advice: Talk to alumni, attend events, and reflect on what you want from this journey. An MBA will accelerate your career, but just as importantly, it will broaden your perspective, expand your network, and shape who you become. Treat it as a life experience, not just a credential.

# Canada: Diverse and Inclusive

Ensuring all students feel empowered



**Kerri Regan**  
**Director, Smith MBA and**  
**Master of International**  
**Business**  
**Smith School of Business at**  
**Queen's University (Canada)**

*Kerri Regan, M.Ed, BBA, is the director of the Full-time MBA and Master of International Business programmes at Smith School of Business, Queen's University. With close to two decades of experience in graduate management education, she leads strategic initiatives to enhance student success, career readiness, and global learning. A passionate advocate for inclusive, high-impact business education, Kerri draws on her academic background and deep expertise to support candidates navigating Canada's competitive MBA landscape.*

## What makes Canada an appealing study destination for MBA candidates?

Canada offers a strong value proposition: globally recognised education, post-graduation work opportunities, and an inclusive, multicultural society. International students appreciate the welcoming immigration policies and quality of life.

At Smith School of Business, the MBA experience is further enriched by a team-based learning model and a commitment to leadership development—attributes that resonate with both local and international students looking to build globally relevant skills in a supportive environment.

## How internationally diverse are MBA classrooms and business school campuses in Canada and what is the latest trend?

Canadian MBA classrooms have become increasingly diverse, with many programmes welcoming over 50% international students. This diversity enhances cross-cultural collaboration and reflects the global nature of business today.

We intentionally build the Smith MBA cohorts to bring together a range of perspectives,

industries, and geographies. A growing trend is the emphasis on inclusion—not just diversity—ensuring all students feel empowered to contribute and lead in global teams.

**Are Canadian residents interested in studying abroad full-time or in international immersions as part of MBA programmes in Canada? What are the benefits of each of these opportunities?**

While full-time study abroad appeals to some, many Canadian MBA students value shorter, high-impact international immersions that allow them to gain global exposure without stepping away from their careers or networks.

Shorter term exchange opportunities, international study trips and global consulting projects allow Smith MBA students to engage with different markets and cultures, building cross-border insight and adaptability. These experiences complement the domestic MBA and broaden both personal and professional horizons.

**To what extent does the geographical location of a business school impact the overall MBA experience, networking and career opportunities?**

Location matters, but increasingly it's the reach and strength of the school's network

that defines the MBA experience. Based in Kingston, Ontario—a small and very liveable city—Smith School of Business punches above its weight through deep industry connections across Canada and a powerful alumni network in major cities and global hubs. The intimate campus setting fosters strong peer relationships, while extensive career support ensures access to national and international opportunities.

**Based on your observations, to what extent do employers consider MBA rankings and programme reputation when recruiting talent? Why do recruiters come to your business school campus?**

While rankings can open doors and Smith has been consistently ranked among the top MBA programmes in the country, employers tend to prioritise the calibre of talent, professional readiness, and alignment with their organisational culture.

Recruiters return to Smith because of the consistency with which our graduates demonstrate leadership, communication, and critical thinking skills—qualities fostered through our team-based learning model and dedicated career coaching. Our reputation for producing collaborative, high-performing professionals often carries more weight than a ranking alone.

**Could you share insights into how the admissions process has evolved in recent years, particularly regarding international applicants and the use of AI or new technologies in MBA application and admissions?**

Admissions have evolved to better capture the full story of each candidate. While academic readiness remains important, tools like video assessments and behavioural interviews now help schools understand interpersonal skills, motivation, and alignment with the programme.

We remain committed to a human-centred approach. Technology supports efficiency, but the final decision reflects a holistic view, especially important for international applicants bringing diverse experiences and aspirations.

**What is the goal of the MBA admissions process?**

The goal is not only to assess readiness for academic rigour, but to build a cohort that will thrive together both during the programme and beyond. For international applicants, we value a global perspective, adaptability, collaboration, and strong communication skills. At Smith, we look for individuals who are curious, coachable, and eager to lead with impact. Thoughtful essays, clear career goals, and evidence of resilience and leadership can go a long way in standing out.



# Silicon Valley on Your Mind

STEM MBA connects to tech giants, startups, and venture capital

## What is the appeal of earning an MBA in the heart of Silicon Valley?

Earning an MBA in the heart of Silicon Valley offers unmatched access to the world's leading hub of innovation, entrepreneurship, and technology. At Santa Clara University's Leavey School of Business, students benefit from proximity to global tech giants, fast-paced start-ups, and influential venture capital firms. This unique setting enables real-time learning, relevant case studies, and industry immersion that simply can't be replicated elsewhere.

The appeal of the Leavey MBA extends beyond the Bay Area. Our programmes attract students from across the United States, as well as from international markets such as India, China, Mexico, Canada, Brazil, Vietnam, South Korea, and Germany. Many students are drawn to Leavey's strong academic reputation, Silicon Valley location, and flexible programme formats that accommodate working professionals from various industries and backgrounds.

## Is there a rising demand for flexible study formats? How do they ensure networking and team work?

Absolutely. The demand for flexible study options has grown significantly in recent

years, particularly among mid-career professionals seeking to balance work, life, and education. Santa Clara University offers evening, weekend, online, hybrid, and executive MBA format to meet these evolving needs.

Despite this flexibility, the Leavey MBA experience remains highly collaborative. Students engage in group projects, live virtual sessions, in-person residencies, and immersive learning experiences that foster deep relationships. The programme also offers structured opportunities for networking through alumni panels, industry events, and corporate partnerships, ensuring that students build meaningful connections regardless of how they attend.

## Who can benefit the most from part-time, hybrid and executive MBA formats and why?

Professionals who are advancing in their careers and seeking to expand their leadership skills, while continuing to work full-time, benefit most from part-time, online, or hybrid formats, and our executive MBA format. Our programmes are designed for experienced individuals who want to immediately apply what they are learning to their current roles. Our Executive MBA (hybrid) students, in particular, tend to be in senior positions or transitioning into executive leadership roles and are looking to



**Lenore Grant**  
Senior Director of Graduate  
Business Recruitment  
and Admissions  
Santa Clara University Leavey  
School of Business (US)

*Lenore Grant brings a decade of experience in higher education, serving as the Senior Director of Recruitment and Admissions for Santa Clara University's Leavey School of Business (US). Her work has focused on attracting and enrolling a diverse and talented pool of students, contributing significantly to the professional landscape of Silicon Valley and beyond. Prior to her tenure at Santa Clara University, Lenore had a career in publishing. She holds both her Bachelor's degree and MBA from Santa Clara University.*

gain strategic, high-impact business acumen without pausing their careers.

### **How does the STEM designation enhance the overall value and ROI of your MBA programme compared with a traditional MBA?**

The STEM designation significantly enhances the value and ROI of the Leavey MBA. It signals a curriculum rooted in analytical rigour, quantitative decision-making, and technological fluency, all of which are in high demand in today's AI and data-driven economy.

For international students, the designation also extends Optional Practical Training (OPT) work authorisation from 12 to up to 36 months, providing more time to gain US work experience here in Silicon Valley and boosting post-MBA career outcomes.

### **What types of roles or industries do your STEM MBA graduates typically pursue, and how does the designation influence employer perception or opportunities?**

STEM MBA graduates from SCU typically enter roles in product management, data analytics, operations, finance, and strategy across industries such as technology, healthcare, fintech, and consulting. Employers recognise the STEM designation as a marker of strong technical and analytical skills, making graduates more competitive

for high-growth, innovation-driven roles. The designation also appeals to companies looking for talent with both business insight and quantitative proficiency.

### **Can you share recent employment outcomes or salary trends for STEM-designated MBA graduates compared with non-STEM tracks?**

Santa Clara University's MBA programme, ranked #1 nationally for Career Outcomes by Poets&Quants, prepares graduates to earn significantly more than the median MBA salary, on average 46% more each year. STEM-designated MBA graduates from SCU often experience faster career growth and enhanced professional mobility compared with their non-STEM peers.

While individual outcomes depend on factors such as prior experience and industry focus, the programme's strong results, particularly in tech and consulting, reflect the high value placed on analytical expertise and the unique advantage of earning an MBA in the heart of Silicon Valley.

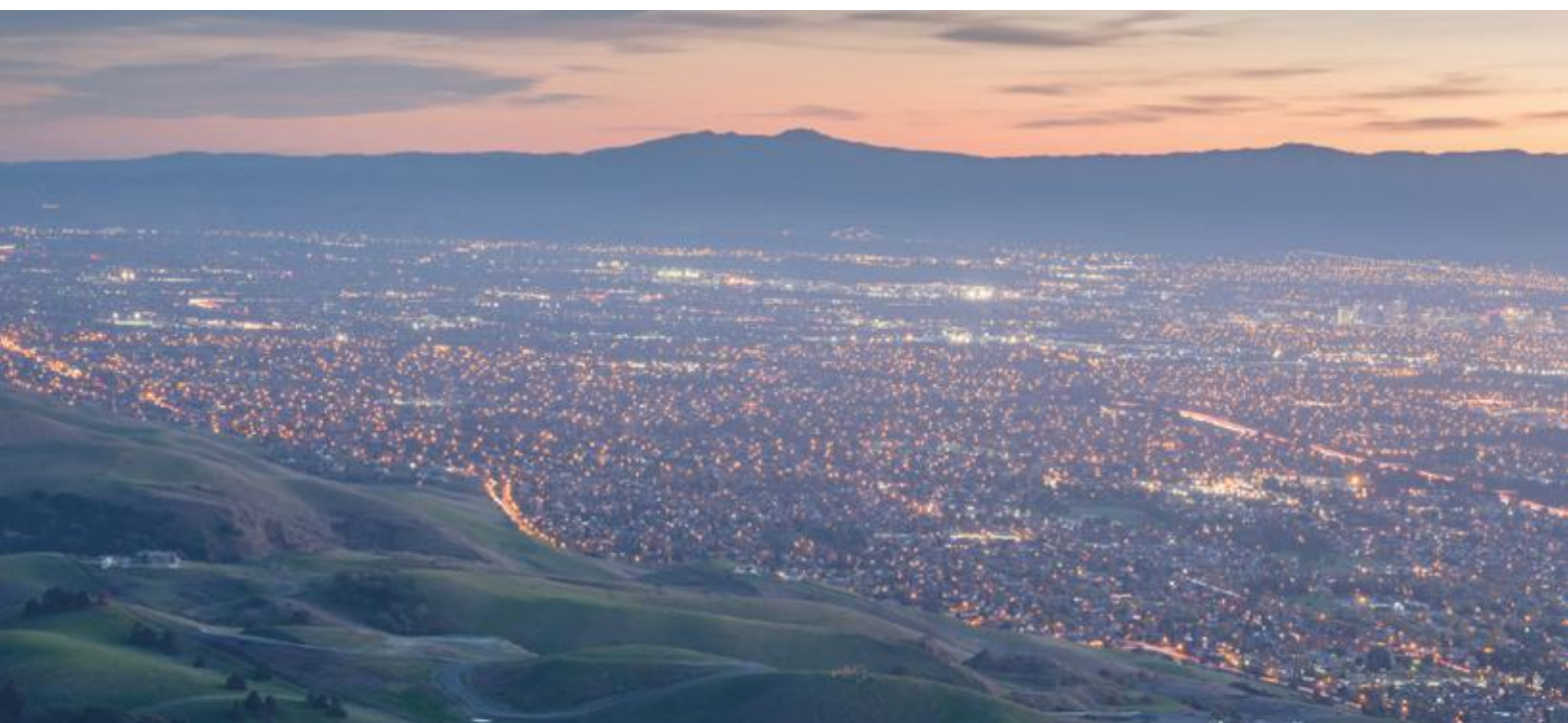
### **Are there specific admissions requirements to be considered for the STEM track within your MBA programme?**

There are no separate admissions requirements for the STEM-designated MBA track. However, students should be comfortable with quantitative coursework, as the curriculum emphasises data

analysis, decision modelling, and tech-driven strategy. A background in business, economics, engineering, or computer science can be helpful, but it's not required. The programme supports students through foundational courses and academic resources to ensure success, regardless of prior technical training.

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*The STEM designation also appeals to companies looking for talent with both business insight and quantitative proficiency.*



# Earning an MBA in New York City

High-return job market for domestic and international graduates



**Silvia McCallister-Castillo**  
Senior Assistant Dean,  
Graduate Admissions  
Fordham University, Gabelli  
School of Business (US)

*Silvia McCallister-Castillo joined Fordham University's Gabelli School of Business in 2023 as the senior assistant dean for graduate admissions. Her previous roles have spanned student recruitment and admissions, student affairs, curriculum innovation, career development, and alumni relations for master's degree and MBA programmes at IE Business School, London Business School, Yale School of Management, the University of Hong Kong, and the University of California, San Diego.*

## How does the study destination affect the MBA student experience and career prospects?

The physical location of an MBA programme significantly influences the quality of the learning journey, as well as the level of post-graduation employment opportunities available. Earning an MBA in New York City—the business capital of the world—offers an unparalleled experience.

Students at the Fordham Gabelli School of Business are immersed in a dynamic urban environment where global industries intersect and the world's high-stakes business transactions occur. From Wall Street to “Silicon Alley,” the City offers direct access to Fortune 500 companies, leading financial institutions, startups and venture capital firms, “Big Four” accounting firms, and media industry giants. Guest speakers from top corporations, real-time case studies, unsurpassed networking, and internships provide an educational advantage that few other cities can match.

## What makes the US attractive for prospective MBA students today? What are the latest trends in the motivation among international and local applicants?

The US continues to be a top choice for MBA candidates from across the country and around the world owing to its diversity, focus on entrepreneurship and innovation, and high-return job market. In

New York, salaries post-MBA are especially competitive, particularly in finance, consulting, and tech. While the City is headquarters to many of the top financial services companies in the world, it is fast becoming a hub for AI-driven businesses, attracting talent and investment on a global scale.

International MBA applicants are drawn by the promise of upward mobility after graduation in the US and in their home countries, while domestic applicants often seek the knowledge and skills to pivot professionally or to prepare to launch entrepreneurial ventures, especially in innovation-driven sectors. Increasingly, students also are prioritising measurable ROI, top-notch career development services, and access to growing and emerging industries, all part of the American and the Gabelli School MBA experience.

## How does Fordham's Gabelli School make the most of its New York City location in terms of curriculum, programme electives, and real business immersion for MBA students? Do you have other campuses?

The Gabelli School MBA curriculum is deeply integrated with NYC's business ecosystem. Electives are designed to encompass current and emerging market demands—including fintech, AI in business, and sustainable and green business—often taught by industry practitioners. The School's NYC location also enables applied



learning through consulting projects, site visits, and direct engagement with startups and corporations.

Beyond Manhattan, Gabelli MBA students also benefit from our international presence: during the MBA Gabelli Launch orientation, the entire cohort travels to Fordham's London campus and is introduced to global business perspectives and responsible business best practices as a solid foundation for the rigorous learning experience ahead.

### **In addition to corporate environments, where do MBA alumni make an impact?**

Gabelli School MBA alumni move on to highly successful careers in traditional sectors such as finance, management, and accounting. However, there has been a pronounced shift into technology, data and business analytics, private equity, and consulting.

In addition, many MBA graduates are pursuing more mission-driven careers they find meaningful, applying their newly acquired business acumen in educational settings, non-profit organisations, and local government. Employers across industry continue to value the MBA for the strategic, analytical, and leadership skills it teaches, especially as organisations adapt to complex, global challenges.

### **How diverse is a Gabelli MBA cohort and how does this affect the student experience and career prospects?**

Gabelli School MBA cohorts are truly global, bringing together students from Africa, East Asia, South Asia, Latin America, Europe, and North America. Their diversity enriches the learning experience by encouraging varying perspectives, cross-cultural collaboration, and global

networking opportunities. From a career prospective, it prepares graduates to work across global markets, manage diverse teams, and navigate the complexities of international business, qualities that are increasingly essential in today's interconnected world.

### **To what extent do MBA applicants' career goals matter during the admissions process?**

Student career goals play an extremely important role in the Gabelli School's admissions process. We seek candidates who demonstrate a clear sense of purpose and direction, whether that's advancing within their current industry or pivoting into a new one. Applicants who can definitively articulate the ways in which an MBA supports their professional trajectory—and how they plan to leverage the Gabelli School experience to further their career—are well positioned for success.

### **Can prospective MBA students estimate their ROI before they apply and what must they factor in? What is the market demand for MBA graduates?**

Yes, prospective students can and should evaluate an MBA return on investment. Factors to consider include their pre-MBA experience, the target industry in which they seek to focus and find employment, their geographical preferences for work, and the cost of living there. Salaries will vary widely based upon the sector they choose, with finance, consulting, and tech roles in NYC offering especially high compensation.

Market demand for MBA graduates remains strong, especially for those who possess solid leadership skills and data fluency, and who excel in anticipating and managing organisational change.

### **How do business schools anticipate the knowledge base and leadership skillset of the future and reflect it in MBA programmes?**

The Gabelli School's MBA is designed to prepare students for the future of business. Many faculty members come directly from industry, bringing first-hand experience to their classroom teaching. The curriculum evolves continuously, and is informed by faculty research, employer feedback, and trends identified by our marketing and employer engagement teams.

Courses go beyond foundational business skills, focusing on innovation, sustainability, digital transformation, and inclusive leadership, ensuring graduates gain the competitive advantage and are ready to lead in the rapidly evolving business environment.

### **What do MBA graduates appreciate most about Fordham Gabelli?**

The "Ramily" is an affectionate term that combines the University's Ram mascot with family. Above all, our graduates value the individuals they meet, the relationships they cultivate, and the deep bonds they form with their classmates and professors. The Gabelli School is known for its tight-knit community, collaborative culture, personalised support, and safe, friendly environment.

All are welcome! The individualised attention from faculty members and career advisors, coupled with invaluable industry connections, and the advantage of a globally minded cohort, create a transformative MBA experience that extends far beyond the classroom.

# Experience China's Business Environment

## Bridging global business practices with China's unique market dynamics

### What makes China, and Shanghai in particular, an appealing study destination for MBA candidates?

China's rapid economic growth and increasing influence on global markets make it an ideal study destination for MBA candidates. As the country's financial hub, Shanghai offers unparalleled opportunities for students to engage with multinational corporations, innovative startups, and leading Chinese enterprises. The city's vibrant international



**Fangruo Chen**  
Dean  
Antai College of Economics & Management, Shanghai Jiao Tong University

*Chen Fangruo is the Dean of Antai College of Economics and Management (ACEM) at Shanghai Jiao Tong University (SJTU). A renowned scholar, he holds a Ph.D. from the Wharton School, University of Pennsylvania, and is a thought leader in supply chain management and operations. Under his leadership, ACEM has strengthened its international reputation, achieving rankings in the Financial Times Global MBA list and maintaining triple accreditation (AACSB, EQUIS, AMBA). He is dedicated to fostering innovation, globalization, and industry impact in management education.*

business environment, combined with its cultural richness, provides an inspiring backdrop for students looking to expand their global perspective while understanding the nuances of doing business in China.

At SJTU ACEM, we emphasise bridging global business practices with China's unique market dynamics. Our location in Shanghai enables students to benefit from practical exposure to industries such as finance, technology, and manufacturing, which are all thriving in the region. For international students, studying in Shanghai also offers a chance to build valuable networks in one of the world's most dynamic cities, while local students gain insights into competing on a global stage.

### SJTU ACEM was the first business school in China accredited by AACSB, EQUIS and AMBA, back in 2011. What does this mean for prospective MBA students?

Achieving triple accreditation from AACSB, EQUIS, and AMBA reflects our commitment to the highest international standards in business education. As the first business school in China to achieve this recognition, we set the benchmark for excellence in teaching, research, and student outcomes.

For prospective students, this accreditation ensures that the MBA programme delivers a rigorous and globally recognised curriculum that meets international quality benchmarks.

It also shows our dedication to continuous improvement and innovation in management education. Graduates from our programme join an elite network of alumni whose degrees are valued by top employers worldwide.

Additionally, this recognition provides students with opportunities to engage in global exchange programmes, collaborate with leading international institutions, and benefit from a curriculum that incorporates the latest global trends in business and management. Triple accreditation assures students that their education at ACEM will prepare them

for leadership roles in an ever-evolving global business environment.

### What features bring your core programmes to the Financial Times' top 60 in the world?

ACEM's consistent ranking among the Financial Times' top 60 MBA programmes globally reflects our focus on academic excellence, global outlook, and career impact. Since entering the global top 100 in 2014, ACEM MBA has been the only programme from a mainland Chinese business school to consistently remain on this list. Notably, in 2018, it ranked 34th globally, achieving first place in both salary increase and employment rate.

Key features of our programmes include a globally oriented curriculum, integration of theory and practice, and a focus on China's business environment. Our faculty, comprising world-class scholars and industry experts, bring cutting-edge research and real-world insights into the classroom.

The International MBA (IMBA) programme further enhances global exposure, offering courses entirely in English designed to develop cross-cultural management skills. It attracts students from diverse international backgrounds and provides opportunities for global exchange and dual-degree programmes with top universities worldwide.

Career outcomes are a strong focus, with high placement rates, competitive salaries, and access to a global alumni network. Located in Shanghai, ACEM offers unparalleled opportunities to engage with leading companies and gain practical experience in China's dynamic economy.

### SJTU and ACEM have 100+ year history. How do tradition and innovation shape the quality of MBA education and career prospects of SJTU ACEM students?

ACEM's century-long legacy is deeply rooted in a tradition of excellence, beginning with its

founding when the college received funding and support from the American Aetna Group, after which it was named. This connection to its origins reflects the university's motto, "When you drink from the stream, remember the spring," reminding us to honour our past while driving forward with innovation to meet the evolving needs of business and society.

Our MBA programme embodies this balance of tradition and innovation. We integrate timeless values such as integrity, responsibility, and community into a cutting-edge curriculum that includes experiential learning, global partnerships, and advanced research opportunities. This approach ensures that MBA students not only gain a strong foundation in management but also develop the agility and foresight to tackle dynamic challenges in their careers.

By honouring tradition and embracing innovation, SJTU ACEM continues to shape leaders who embody excellence and create value for both business and society.

### **What international immersion does the MBA programme, institutional partnerships and alumni network provide?**

The ACEM MBA programme provides extensive international immersion through global exchange programs, dual-degree options, and study tours. We partner with over 100 top universities and institutions worldwide, including MIT, Cambridge, Oxford, Yale, and Stanford, offering students valuable global exposure and cross-cultural understanding.

A key highlight is our collaboration with MIT on the China Leaders for Global Operations (CLGO) programme, the first of its kind in China. This 2.5 year-full-time programme combines an MBA from ACEM with a Master of Engineering from Shanghai Jiao Tong University, modelled after MIT's renowned LGO programme. It equips students with advanced expertise in global operations management and leadership through MIT faculty instruction,

study opportunities, and connections with top multinational companies.

Our alumni network, spanning industries and continents, provides students with mentorship, networking events, and career development opportunities. These international experiences, combined with local insights, prepare graduates to excel in both domestic and global markets, enhancing their career prospects with practical skills and global perspectives.

### **How do education institutions anticipate the skillset of the future and make sure students are ready for what lies ahead?**

At ACEM, we continuously adapt our curriculum to address the evolving needs of the business world and society. Our focus on digital transformation, sustainability, and data-driven decision-making ensures that our students are equipped with the skills needed for the future.

We integrate cutting-edge topics such as AI, big data, and ESG (Environmental, Social, and Governance) into our courses, while also emphasising leadership, critical thinking, and adaptability. At the same time, we place great importance on fostering cross-cultural communication and leadership skills. Opportunities such as exchange programmes and international study visits allow students to develop a global perspective and enhance their ability to navigate cultural diversity. Additionally, a deeper understanding of Chinese culture is included as part of the curriculum, enabling students to connect with one of the world's most dynamic economies.

Experiential learning, such as consulting projects, case studies, and internships, ensures that students can apply their knowledge in real-world settings. By collaborating closely with industry leaders and leveraging insights from our research centres, we align our education with emerging trends. This holistic approach ensures that ACEM graduates are not only job-ready, but also prepared to lead and innovate in a rapidly changing global landscape.

### **Where does the MBA degree take ACEM alumni career-wise and around the world and what is the impact they make?**

ACEM MBA graduates are highly sought after by top employers worldwide, excelling in industries such as finance, consulting, technology, and manufacturing both in China and internationally. With strong connections to multinational corporations and leading Chinese enterprises, our graduates are prepared to thrive in a globalised economy and make meaningful contributions to business and society.

The impact of our alumni extends beyond their individual success. Many hold leadership positions where they drive innovation, foster cross-border collaboration, and contribute to sustainable development. Since its founding by ACEM in 2002, the China MBA Entrepreneurship Competition has become one of the most influential entrepreneurial events among Chinese business schools. Over 23 editions, the competition has attracted participation from more than 180 business schools and has incubated over 1,200 startups, many of which have grown into industry leaders. These ventures have created significant employment opportunities and contributed to economic and social progress.

In addition, ACEM was honoured with the 2022 National Teaching Achievement Award (Second Prize) for its project on "Building a Full-Cycle Practical MBA Entrepreneurship Talent Training System." Established in 1989, this prestigious award represents the highest level of recognition in Chinese higher education and highlights ACEM's leadership in integrating entrepreneurship education with real-world application.

Through a combination of cutting-edge education, innovative competitions, and a global alumni network, ACEM continues to strengthen its reputation as a leader in cultivating future business leaders and entrepreneurs.



# Technovate: Japan's GLOBIS MBA

The #1 MBA in Japan is on a mission to become a world's top MBA



**Yoshito Hori**  
**Founder and President**  
**GLOBIS University, Graduate**  
**School of Management**  
**(Japan)**

*Yoshito Hori is the founder and president of GLOBIS University. He is also a founding partner of GLOBIS Capital Partners, and president of the G1 Institute, a platform to create a better Japan. His other roles include founder of the KIBOW Foundation, a project to support revitalisation following the Great Tohoku Earthquake, and owner of the Ibaraki Robots, a professional basketball team in his hometown of Mito. He received his BS in engineering from Kyoto University and holds an MBA from Harvard Business School.*

## What is the GLOBIS ecosystem and how does it create a stimulating learning environment for MBA students?

Our ecosystem is about people, capital, and knowledge. We are finding out that we need strong entrepreneurship to move things forward or create them from scratch, so, we need to create an innovative spirit. So far, we have been quite successful in educating leaders, creating new industries, and disseminating knowledge as required to innovate societies.

GLOBIS provides more than full-time, part-time, online, nano and pre-MBA programmes. GLOBIS is an ecosystem with a business school, the GLOBIS University, a venture capital company, GLOBIS Capital Partners, and publishing companies, GLOBIS Unlimited, and GLOBIS Publishing/ Insights. This is how we cater to the three key elements in management: people, capital, and knowledge.

## What is GLOBIS' ambition?

When we started in 1992, we wanted to become the #1 business school in Asia. We worked for 30 years and in 2022, we realised we had achieved this goal in terms of scale, number of MBA students and corporate education training, and revenue.

We also realised there is a growing demand for online studies. However, there are no boundaries for online or virtual teaching, so, we could target the world.

At the same time, I am a venture capitalist. Thus, I know technologies will change champions, so I thought if we can leverage technologies, we can become the #1 in the world. Then, we changed our goal from becoming the #1 in Asia to becoming the #1 in the world in what we call the Technovate, Technology and Innovation, era.

**GLOBIS has five unique features: practical education, a quality guarantee and refund system, entrepreneurship, kokorozashi (personal mission) for each MBA student, and a Technovate stream of electives combining venture capital, technology, and innovation courses. Which features makes the programme stand out among the world's top MBA programmes?**

We have tried to become a different animal in the business school world. We don't want to become Harvard, Stanford or Oxford. We want to become GLOBIS. To be different, we had to be unique.

Most of our five differentiating features are unique. No other business school has a quality guarantee and refund, a 100% practical faculty background, and is created from scratch in an apartment classroom. No other school has Venture Capital on the scale that we have or talk about kokorozashi. The combination of these features is what makes GLOBIS unique.

If we have to single out just one uniqueness, this would be Technovate. We have a strong technology background,



schools that have AI patents. From our experience, it is clear that AI can teach students so that they acquire knowledge, however our research and goal are for AI to teach the case method discussion, and that time may come.

We are also assessing the skillset needed for successful leaders so that we can provide the best learning programme. In the future, education could become more personalised because everyone is different.

When this time comes, expected in 2040 or 2050, we want to be at the forefront of this technology in business school education. This is what we call the #1 business school in the Technovate era.

### **Can entrepreneurship and innovation be taught?**

I didn't have the answer, but I thought about your question. Entrepreneurs believe in their potential. Everybody has unlimited potential. People tend to lock their potential by their mindset, so the mindset has to be changed.

What can be taught is how to grasp changes with new services or products, new business models, how to create good organisations, and how to procure capital.

Spirit can't be taught. It has to be influenced, so you need to have a good environment in order to be surrounded primarily by entrepreneurs. You can simulate such situations in business education.

### **How important are 'human skills' in a world of technology?**

You need to have soft skills whenever you work with people to motivate, get energised, direct, have a rapport and a good emotional attachment.

We use technology to communicate. We must learn to use technology well. We can also refer to these as human skills or Technovate skills.

### **How can MBA students make the most of their studies?**

GLOBIS helps students maximise their post-MBA opportunities, enlighten their perspectives, develop skills, and meet interesting people who will become their support network and friends.

GLOBIS alumni always tell me they are grateful to themselves for their decision to join the MBA programme, so my advice to prospective students is to come join GLOBIS, change their lives, and have a happy life and a better sense of purpose. Find your purpose, and make an impact.

and over 200 engineers investing in AI. We feel technology is and will change business education.

Managing Venture Capital tells us what new management or business models are being created in different industries. Applying these new business models leveraging technology into business education makes GLOBIS quite distinctive.

**Almost 60% of GLOBIS MBA students are international, coming from Asia, Europe, North America, Africa, Latin America, the Caribbean, and Oceania. What attracts them to your MBA programme, and where does their post-MBA career progression take them?**

I've been asking students this simple question: why did you decide to join

GLOBIS? First, many like the concept of Technovate. Second, comes the concept of kokorozashi, the purpose. Third, they wanted to be in Japan, to which quite a few have been attracted in their childhood through Manga animation and culture. Fourth, they like the entrepreneurial story and spirit of GLOBIS.

In terms of career progression, 75% work in Japan, 85% are employed three months after graduation, many receive full-time offers from their internships arranged by GLOBIS University, and the annual salary increase is 58%.

**In your vision, how can technology and AI enhance education and personal development?**

GLOBIS has several patents for AI in education. I am not aware of other business



# The MBA: Inside Out

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## A close look at the MBA core curriculum

**T**he MBA curriculum contains courses designed to pave the way to a successful business career. It is, so to speak, the soul of the MBA. Scrutinising the different core courses that make up an MBA programme will help us understand why this degree is among the most coveted among business professionals across industries, functions, and location.

### Core, Electives, and Streams

MBA programmes typically consist of core courses, elective courses, and/or streams. The core courses are designed to equip students with fundamental business knowledge and skills essential for success in the ever-evolving business landscape. The elective courses or streams, on the other hand, allow participants to tailor their programme to suit their individual needs. Having said this, it's important to highlight that MBA programmes are actually quite diverse.

Still, let's look at some of the courses that form the core of the MBA learning experience. It is important to note that they are taught from a managerial perspective

e.g. managerial accounting, managerial finance, etc. The goal is to build a high-level of awareness of all aspects of business development and leadership.

### Strategy

This course basically helps students develop the skills for formulating strategy and how to sustain a competitive advantage. The Strategic Management field attempts to explain why and how some firms outperform others in the marketplace, developing competitive advantage and sustaining it over time. Students can learn why some companies are consistently more successful than others, and why some companies get left behind when their environment changes while others thrive. Programme participants often step into the shoes of senior managers and executives and devise strategies to boost performance and growth at their companies in the face of intense competition and uncertainty.

### Managerial Finance

The Finance course in MBA programmes strives to provide participants with the analytical tools employed in financial statement analysis so they have a strong grasp of the fundamental techniques required for financial management. Topics

covered in such courses usually include basic analytical skills and principles of corporate finance, functions of modern capital markets and financial institutions, and standard techniques of analysis, including capital budgeting, discounted cash flow valuation, and risk analysis. MBA programmes usually have not one, but several finance courses spread across the terms of the programme.

### **Data Analytics**

MBA participants should be able to analyse data to make business decisions. MBA

programmes integrate data analytics in their curriculum in recognition of the fact that in today's complex business environment informed business decisions cannot be based on intuition alone. Different business schools use different methods to familiarise students with the tools for using data to make informed management decisions.

### **Entrepreneurship**

The majority of MBA programmes offer entrepreneurship courses to prepare participants for their successful "pursuit of

opportunity without regard to resources currently controlled". Entrepreneurial courses are very useful because they examine how individuals convert knowledge, aspiration, and insight into action. They also address the rising need for intrapreneurial skills and mindset for corporate environments. Social entrepreneurship has been yet another growing field that benefits from structured knowledge as part of an MBA.

### **Digital Transformation**

Once optional or electives, lately Digital Transformation courses are becoming part of the core curriculum of many MBA programmes. They provide skills and knowledge of concepts, methods, techniques, and procedures for the planning and application of digital technologies in a business context, the development and introduction of digital business models, and the management of interdisciplinary teams in the context of digital transformation in companies. Such courses ensure the key skills needed on senior management level to lead complex projects related to digital transformation in various industries. These sources enable students to analyse and solve complex problems and assess complex ethical and legal issues in a digital context.

### **Ethics**

Digitalisation, AI, climate change, and financial crises have put ethics in the spotlight. Ethics has become one of the hottest topics in the business world. It is therefore understandable that business schools keep offering courses dedicated to the topic, teaching future managers how to integrate social and environmental issues within their responsibilities. The central objective of ethics courses is to prepare managers to heed social and environmental issues while increasing the competitiveness of their respective companies. Ethics courses often place an emphasis on sustainability and the belief that companies have ethical and societal responsibilities that go beyond their economic responsibilities. Ethics in a digital world is fast-growing field.

### **Leadership Communication**

Business leaders must be effective communicators since they have to deal with complex issues, audiences, and situations. They need to be able to successfully pitch new products and ideas or present strategic plans. To do these things, business professionals need a broad set of communication skills. These courses explore the relationship between effective leadership and effective communication. Their objective is to teach students the elements of effective and persuasive communication, with the emphasis often placed on presentations and public speaking. Students polish their communication strategies and methods





through discussion, examples, and practice, which includes a variety of in-class exercises.

### **Organisational Behaviour**

The purpose of Organisational Behaviour courses is to develop skills in observing, understanding, and leading behaviour in organisations. Students should be ready to delve into psychology, social psychology, and sociology and explore their implications for leadership and managerial practice. Such courses focus on understanding the multi-dimensional facets and key processes underlying human behaviour, how they affect key organisational outcomes, and how knowledge of these can maximise one's leadership effectiveness. Organisational culture has also grown to be an essential part of leading successful organisations.

### **Managerial Accounting**

Accounting is a staple component of MBA programmes across the world. Accounting courses are designed to help MBA students understand how financial accounting and reporting are used in business for decision-making. What are the functions, limitations, and challenges of financial accounting? What constitute financial accounting reporting practices? Accounting courses provide

answers to these questions. The aim is to turn MBA participants into knowledgeable consumers of financial information who are able to engage in financial analysis. Graduates can use this knowledge as investors, financial advisors, or management consultants.

### **Economics**

Business professionals have to be aware of the basic principles of economics. Economics courses usually go through the fundamental principles of microeconomics, including markets, supply and demand, competition, strategic interactions and public policy. Participants learn how to make decisions and formulate strategies by taking into account the local and international business environment. Managers seeking to maximise firm value need to not only understand their markets, but also be able to predict future developments.

### **Marketing**

Courses in marketing analytics, strategy and planning are indispensable for MBA programmes. They are designed to give a solid foundation to enable business professionals to apply marketing concepts, and prepare and evaluate marketing plans. To become good marketers, MBA participants

need to master a wide range of key skills. The ability to analyse markets and plan strategies requires knowledge of behavioural sciences, the social context, and the competition. MBA students learn how to use marketing tools to carry out a firm's strategy in its target markets. They also become familiar with concepts such as segmentation, branding, pricing, distribution, and promotion.

### **Negotiation**

The ability to negotiate is at the heart of a good business deal. Whether you are signing an agreement with suppliers, trying to attract prospective customers, or raising money from investors, you need to be an effective negotiator. Through negotiation courses, programme participants learn to design and execute deals, claim their fair share of the value that is created, avoid mistakes, and think strategically. They typically develop their negotiation skills in a series of simulations in the context of deal-making and dispute resolution.

This diversity of courses requires candidates to do some thorough research taking into account their personal preferences and career plans. Applying for the right MBA programme is much easier when you know what you want and how to achieve it.

# Networked Learning

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Peer learning and network that lasts decades and spans continents

**H**ow do you imagine your business school classroom? Do you see students quietly huddled over textbooks or laptops, or is it a well-respected professor giving a lecture that first comes to mind? The MBA learning experience is more diverse, more exciting, and more demanding. An MBA classroom can be big and impressive, brimming with different cultures and languages. It can also be small and intimate, enriched by deep discussions and lively group work. But one thing is certain – some of the most valuable learning happens between classmates.

## Plant the seeds of learning with peers

Traditional courses, case studies, and lectures are just one side of the MBA experience. The other part is filled with invaluable peer learning. *“My biggest sources of learning are my fellow MBAs,”* says Cara Laviola, alumna at Ohio State University’s Max M. Fisher College of Business (US).

Having constant access to people of different nationalities, industries, and backgrounds makes all the difference while studying and acquiring new business leadership skills. An accountant

can help a healthcare professional figure out taxes for an entrepreneurial venture. A tech entrepreneur can share insights on digital transformation with a manufacturing executive. A mother of three can offer words of advice and support to a first-time parent.

It can be much easier to go through late-night study sessions or challenging moments when you share the journey with fellow classmates, and few things can be more motivating than seeing your new friends work just as hard as you to achieve their goals. *“By working with my peers, I learn something new every day about myself and about diverse ways of thinking. It’s these interactions that have helped me to grow as a person and as a leader,”* Cara Laviola adds.

## Growth stems from bonding together

The classroom is an environment for building lasting relationships as much as it is for learning. When MBA students spend months together, whether collaborating on projects or sharing personal stories, a deeper bond develops than just academic teamwork. It creates a foundation of trust that transforms how students learn.

Psychological safety in class plays a big role in the effectiveness of the programme and the success of

participants. When vulnerability is welcomed rather than seen as weakness, classmates can feel comfortable sharing their struggles, asking for help, and admitting when they don't understand something. *"To be able to confide in others and have them confide in me is one of the greatest gifts this programme has given me. I don't take it for granted, and I know others don't either,"* reflects Tuhina Chakrabarti, Executive MBA Metro NY at Cornell SC Johnson College of Business (US). This mutual trust allows students to learn not just from each other's expertise, but from their failures and authentic experiences.

New friends and acquaintances made in the MBA classroom become the bedrock for lifelong learning that extends far beyond graduation.

### **Branches of a diverse network that spread wide**

The MBA network that begins with your peers quickly grows to become much more diverse. Students create strong bonds within their class, but the connections they make with professors, alumni, and industry experts prove invaluable as well. These are the people who have the potential to turn into your mentors and to provide new learning opportunities even after graduation. A professor might introduce you to new

research that reshapes your thinking about leadership. An alumnus working in your industry might share insights that help you solve a problem. Connections made through school events can provide real-world context that no textbook can offer.

The diversity of this network – spanning generations, industries, and levels of expertise – means there's always someone who can offer the perspective you need. *"In a busy everyday life as the managing partner, I appreciate having access to people I respect from both large corporations and with outstanding academic skills,"* highlights Claudia S. Mathiasen, EMBA alumna at Copenhagen Business School (Denmark), about her MBA circle.

### **In lifelong learning, roots run deep**

As the business world moves at an ever-faster speed and new technologies disrupt the routine, the importance of learning throughout your whole life and career also increases. While a solid MBA network is crucial for finding career opportunities after graduation, it may prove even more valuable in the long run.

Mhorag Doig, Head of Alumni Careers at London Business School (UK), believes

that professionals can benefit from turning to this network for growth and advice. *"Mentors, managers, peers, and industry connections can provide valuable insights into skill gaps, emerging industry needs, and hidden opportunities that can inform our goal setting in a meaningful way,"* she notes.

Many business schools recognise the need for lifelong learning by offering opportunities exclusively for their alumni. The Wharton School of the University of Pennsylvania (US), for example, provides online alumni courses covering topics from artificial intelligence to corporate governance. More than 3,700 alumni from 75 countries are currently part of this network. Institutions like INSEAD (France), Hult International Business School, and Harvard Business School (US) have electives, free coaching, and other initiatives on hand to help their alumni keep learning. These programmes allow graduates to stay up-to-date with emerging trends while reconnecting with their academic community.

The best part is that alumni courses and executive programmes just scratch the surface of the lifelong MBA network. Twenty years later, you might still be learning from the person who sat next to you in Finance class. That's the quiet power of peer education: it builds up over time.



**MBA CAREERS**



# The Power of Presence

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## How MBA students thrive through networking

**A**n MBA is more than a credential – it’s a turning point. Whether you’re pivoting careers, launching a business, or scaling the corporate ladder, your success can’t rely on knowledge alone. It will be powered by relationships. The conversations you spark, the trust you build, and the people who advocate for you – these form the real engine of career momentum.

In today’s hyperconnected world, MBA candidates often default to LinkedIn invites or virtual meetups. But the strongest professional networks are built – or strengthened – offline. Networking during an MBA is as important as coursework: it fuels mentorship, industry insight, and partnership opportunities. Whether you’re eyeing a consulting path, a tech pivot, or entrepreneurship, who you know – and who knows you – can unlock doors that credentials alone cannot.

### **The professional and personal value of a strong network**

Networking delivers a high return on investment. According to Harvard Business Review, the people who network strategically – starting with an MBA programme – build stronger, more productive relationships.

Professionally, a strong network leads to job opportunities, mentorship, career pivots, and sometimes even co-founding opportunities. In the start-up world, investors frequently cite “founder market fit” and warm introductions as key reasons they fund early-stage companies. In corporate settings, internal recommendations often fast-track promotions or special project assignments.

But the value isn’t just transactional. Networking also fosters emotional resilience. The MBA experience can be intense and isolating at times. Knowing that you have a group of peers and mentors to lean on makes a difference. Professional networks help people feel supported, inspired, and connected to purpose.

And as industries change, whether through AI, sustainability trends, or post-pandemic shifts, your network is often the first place you’ll hear about emerging roles, opportunities, or even skills in demand.

### **Core networking skills: what sets you apart**

#### ***Curiosity and active listening***

Networking isn’t about pitching yourself – it’s about learning about others. Jim Benton, former Microsoft VP, says: “Connecting with people outside your



*immediate circle... initiating conversations and showing genuine curiosity... makes you appear smart and thoughtful, potentially benefiting your career in the long run” (New York Post). A few simple questions – “What projects excite you?” or “What trend are you tracking?” – can reveal common ground and spark lasting connection.*

#### **Personal branding & storytelling**

Your MBA teaches numbers and strategy – but your story is what makes you memorable. By framing your narrative around purpose and value – why you pursue an MBA and what you bring to the table – you create resonance and recall.

#### **Follow-through and generosity**

Networking is a constant investment in your future and business. Always send a meaningful follow-up: a thank-you email with a quick takeaway, a helpful article, or an offer to connect them to someone else. That generosity builds trust and reciprocity.

#### **Strategy and goal setting**

Go into networking with purpose. Know who you want to meet – alumni in your target industry, professors, industry leaders – and identify value you can exchange. Professionals who network strategically – starting with shared context like an MBA programme – find deeper, more impactful relationships.

#### **Where MBA networking actually happens**

Much of your most valuable networking will take place right in the business school classroom. Project teams, debates, and case discussions naturally lead to deeper connections. Peers become collaborators,

sounding boards, and – eventually – referrers. Alumni from the University of Colorado’s Leeds School of Business describe their MBA classes as *“the snowball that started the avalanche”* of introductions and insights.

Beyond campus, industry conferences and guest speaker events provide key exposure. When Ben Wadling, now a Senior Brand Manager at AstraZeneca, attended a Net Impact speaker session during his MBA, he followed up with the speaker, sparking a relationship that led to an internship.

Then there’s the alumni network – a massively underutilised but highly responsive resource. As one MBA candidate shared in a Reddit thread: *“Almost all of the alumni I’ve reached out to have responded positively just because we went to the same school. That shared identity is a door opener.”*

Even structured speed networking sessions can be useful, particularly when followed by personal outreach. A short but memorable interaction can turn into a coffee chat, and later, into a referral or partnership.

#### **Putting networking into practice**

To make the most of your MBA network, try the following:

**Be intentional.** Identify people you want to learn from – alumni, guest speakers, professors, classmates – and reach out with a purpose.

**Be present.** Attend events, show up early, stay late. Often, the best conversations happen before or after the “main event.”

**Be generous.** Offer help, share knowledge, make introductions. The more value you offer, the more you’ll receive in return.

**Be consistent.** Networking isn’t a one-time event – it’s an ongoing process. Stay in touch with connections, even briefly, to keep relationships alive.

The single most impactful competency in your MBA journey may be your ability to create real human connections – to listen, to offer, to engage deeply.

Great networking doesn’t happen by accident. It’s built through consistency, presence, skill, and generosity – online and offline alike. As you develop your strategic mindset and global perspective, remember: your MBA isn’t just a qualification – it’s a community you build along the way.

In the end, the strength of your network matters as much (if not more) than the strength of your CV. Make the most of face-to-face opportunities. Bring curiosity, intention, and warmth. The lifelong value of your network starts with the people you meet today.

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# Reshaping the MBA Job Market

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## Trends to know

**The global job market is undergoing a profound transformation, driven by technological advancements, shifting workplace dynamics, and evolving societal priorities. For current and prospective MBA students, understanding these trends is essential for aligning their education and career strategies with emerging opportunities. From the rise of AI tools and language models to the widespread adoption of remote work, the employment landscape is changing at an unprecedented pace. So, what are the key trends reshaping the job market that MBA candidates should navigate to thrive in this dynamic environment?**

### The impact of AI and language models on business roles

Artificial intelligence, particularly generative AI and large language models, is revolutionising industries by automating tasks and enhancing decision-making.

According to the World Economic Forum's Future of Jobs Report 2025, technological advancements, including AI, are expected to transform 60% of businesses by 2030, creating 170 million new jobs while displacing 92 million.

For MBA graduates, this presents both opportunities and challenges. Roles in areas such as financial modelling and market research, traditionally core to post-MBA careers, are increasingly automated by AI tools. However, new opportunities are emerging in AI strategy, data analytics, and digital transformation leadership.

Business schools are adapting swiftly to prepare students for this AI-driven future. MBA programmes now offer core or elective courses in AI strategy and machine learning, with institutions like NYU Stern (US) and MIT Sloan (US) introducing tech-focused tracks to meet employer demands. In 2024, 52% of MBA programmes worldwide are accredited and increasingly incorporate data science and AI-related courses.

Testimonials from students highlight the value of these adaptations. Employers



are also seeking MBA graduates who can bridge technical and strategic domains as they need leaders who understand AI's potential and can align it with business goals. This demand underscores the importance of combining technical proficiency with the leadership and strategic skills in MBA programmes.

### **The dynamics of remote and hybrid work**

The normalisation of remote and hybrid work, accelerated by the Covid-19 pandemic, continues to redefine workplace norms. A 2025 report by Robert Half found that 48% of job seekers prefer hybrid roles, while 26% seek fully remote positions. For MBA graduates, this shift expands access to global opportunities, allowing them to work for companies in tech hubs like London or Silicon Valley without relocating. Remote work has opened doors to international roles once never thought possible.

This trend also influences hiring practices. Flexible work arrangements help companies to attract top MBA talent from diverse regions. The World Economic Forum notes that remote work, powered by digital collaboration tools, has made talent more mobile. For MBA students, this means cultivating skills in virtual collaboration and cross-cultural communication.

### **The growing demand for sustainable and ethical leadership**

As businesses grapple with climate change and social inequality, sustainability and corporate social responsibility (CSR) are becoming integral to MBA curricula. The Future of Jobs Report 2025 identifies climate-change mitigation as a top transformative trend, with 47% of employers expecting it to reshape their operations. Roles in green finance, sustainable supply chain management, and environmental policy are on the rise, offering MBA graduates opportunities to lead in the green economy.

*"The demand for responsible leaders isn't just a trend - it's reshaping the business world. The Financial Times introduced corporate social responsibility into its MBA rankings in 2019, reflecting a shift from focusing solely on high salaries to assessing leaders' societal and sustainability impact,"* notes Professor Stephan Stubner, Dean at HHL Leipzig Graduate School of Management (Germany).

Business schools are embedding sustainability into their programmes. Florida International University's (US) MBA includes case studies on balancing profitability with environmental impact. A 2024 GMAC report highlights that 54% of US MBA programmes saw increased

interest from international students seeking sustainability-focused education.

### **Skills-based hiring and lifelong learning**

The shift towards skills-based hiring is transforming recruitment. Employers are moving away from traditional qualifications, focusing instead on competencies like critical thinking, data analytics, and adaptability. Hays reports that communication and self-motivation are among the most in-demand soft skills in 2025. For MBA candidates, this trend emphasizes the importance of continuous learning.

MBA programmes are responding by promoting lifelong learning. A 2022 TalentLMS survey found that 59% of HR leaders plan to invest in upskilling, with 79% emphasising training as a competitive differentiator.

### **Navigating economic and demographic shifts**

Economic uncertainty and demographic changes are also reshaping the job market. The Future of Jobs Report predicts a net growth of 78 million jobs by 2030, driven by ageing populations in higher-income economies and expanding working-age populations in lower-income ones. This creates demand for MBAs in healthcare management, education, and talent

strategy. Also, the ageing population has increased the need for strategic leaders in healthcare.

Peter F. Drucker, a pioneering voice in business and management, highlights the critical importance of understanding economic and demographic shifts, an essential perspective for MBAs navigating today's complex world: *"The basic assumption for our time must be that populations are inherently unstable and subject to sudden sharp changes, and that they are the first environmental factor that a decision maker, whether businessman or politician, analyses and thinks through,"* he writes.

The job market is evolving rapidly, shaped by AI, remote work, sustainability, skills-based hiring, and demographic shifts. For MBA students and prospective candidates, aligning education with these trends is essential for career success. By choosing programmes that integrate AI, sustainability, and global perspectives, and by committing to lifelong learning, you can position yourself as a leader in this dynamic landscape.

An MBA equips you with the skills to navigate a fast-changing environment, ensuring you remain competitive no matter what the future holds. Whether you're considering an MBA or already enrolled, now is the time to embrace these trends and shape a future-ready career.

*"The demand for responsible leaders isn't just a trend – it's reshaping the business world."*

Prof. Stephan Stubner,  
HHL Leipzig Graduate  
School of Management



# Start from Day One

## How to lay the groundwork for future job hunt

### **A**t what stage of career development is the best time to consider MBA studies?

There are two windows of opportunity for considering an MBA and an Executive MBA: for an MBA, it's when the candidate is starting his or her career and has two to three years of work experience under his belt, and for an Executive MBA, it's after 10 years, including some managerial experience. Those two instances tend to be pivotal moments in the candidate's career when important transitions happen, so the MBA is the perfect tool for that.

### **How do Admissions Committees factor in the career plans of MBA applicants in the admissions process?**

It accounts for 50% of the decision. Admissions Committees are investing in the candidate when they offer them a spot on the programme, so they want to make sure it is going to the right person with ambitions that are compatible with the school's own objectives.

### **Today, is the MBA degree valued in particular industries or across the board?**

In any industry that requires managing people and making strategic decisions, the MBA

is the gold standard for hiring competent leaders who can deliver results. And with the growing use of Artificial Intelligence (AI)



**Martin Ferrari**  
MBA Consultant, Project  
Manager  
Le Cours Lavoisier

*Martin has been an MBA admissions coach for 15 years, helping more than 500 students get admitted to the most competitive MBA programmes in the world from Harvard to Wharton and MIT. Together with his team, he now specialises in European MBAs and Executive MBAs, and helps candidates from all walks of life not only get into top European programmes such as INSEAD, HEC, and LBS, but also obtain substantial scholarships.*



in every aspect of business, the MBA will become ubiquitous at higher levels of management.

**What is the difference between ranking and reputation of a business school and how does each of them affect career opportunities?**

Reputation more than ranking is what sets top MBA programmes apart. The value of the alumni network is the value of the MBA because the return on investment (ROI) of the programme is directly tied to it. A well-ranked MBA programme with a poor alumni network is worthless.

**Do MBA admission tests such as the GMAT, Executive Assessment and GRE bring value beyond business school admissions?**

Both the GRE and GMAT are standardised tests that help schools compare individuals with radically different profiles, and this is the reason they are used for MBA admissions. Other than that, there is no proven correlation between

those test scores and IQ, career success, or any skills beyond those immediately involved in test taking.

Investment banking candidates sometimes put their GMAT scores on their resume, but it does not impress recruiters as much as a summer internship at a leading bank.

**What are the milestones of a career growth strategy with an MBA from business school selection through graduation?**

Once accepted, a smart MBA candidate will not focus on becoming the top of his or her class, but rather spend time networking and getting involved with events in and outside of campus. This is where the real value of the MBA is created.

They will also ask their teachers for support and contacts to start planning for their careers from day one and lay the groundwork for their future job hunt. The MBA is a dynamic environment where things happen fast and opportunities are plentiful.

*In any industry that requires making strategic decisions, the MBA is the gold standard for hiring competent leaders who can deliver results.*



# Partners in the MBA Application Journey

Taking the mystery and misery out of MBA admissions



**Candy Lee LaBalle**  
AIGAC President  
Founder & MBA Admissions  
Expert, mbaClarity

*Founder of mbaClarity, Candy Lee LaBalle is world-ranked top MBA admissions consultant and President of AIGAC. For nearly 20 years, she has helped 700+ of her clients get accepted into the world's most elite business schools in the US, the UK and Europe. Committed to an ethical approach in admissions consulting, she has been an active member of AIGAC since 2007, supporting its mission to drive transparency, ethics and professionalism in the business of helping applicants. She can be found providing non-AI-generated, unfiltered admissions advice on LinkedIn.*

## What is the AIGAC story? How can you describe it as the AIGAC president?

As president of the Association of International Graduate Admissions Consultants (AIGAC), I am proud of our role in making admissions consultants trusted partners in the MBA application journey.

We've done this by staying true to our mission "to promote ethical standards and professional development" in graduate admissions consulting. Through a rigorous vetting process, we ensure 200+ members are experienced, ethical, and dedicated, earning the trust of stakeholders across the MBA ecosystem.

By providing members with annual conferences, private Q&As with business schools, and workshops on everything from AI tools to managing applicant (and consultant) stress, we stay at the forefront of the industry. I wouldn't be a world-recognised consultant and AIGAC president without this visionary, committed organisation.

## How do graduate admissions consultants help MBA applicants?

Research "how to apply to an MBA" and you'll find plenty of checklists: take admissions test, choose schools, ask

recommenders, write essays, etc. However, each step raises countless questions. What school is right for me? Which test should I take, what score do I need? Should my recommender be an alum of my top school? What should I say in my essays? How can I stand out?

Walking an applicant through all of this is what I call 'taking the mystery (and misery) out of MBA admissions'. AIGAC Board member Niketa Desai, of Admit Beacon, elaborates: *"We add most value by helping applicants identify their unique life experiences and present them to admissions committees so that they stand out among a pool of incredibly accomplished applicants."*

## Can applicants be successful on their own, without MBA consulting?

Plenty of applicants go it alone and gain admission to business schools. However, as Maria Wich-Vila, longtime AIGAC member and founder of ApplicantLab, points out, *"There are many places in the application where we could have strengthened their case, and this could have led to an admit at a more competitive school or even a scholarship"*.

While there's a ton of great advice out there (see AIGAC.org, for example), mistakes happen. These include essays that don't show an applicant's personality,

poor recommender choices, and confusing goals.

No AIGAC consultant can guarantee admission, but we do ensure you avoid those mistakes. That alone increases your chances of getting into your dream school.

### **At what stage of the MBA selection and application journey is consulting help most impactful?**

AIGAC consultants add value at any stage of the MBA application process, but impact is greatest when engaged early, ideally six to nine months before application deadlines. This timeframe allows you to conquer standardised tests, thoroughly research schools, reflect deeply on your goals, and craft a compelling narrative. And starting early means we can guide you on ways you can even improve your profile before applying.

### **How can MBA applicants ensure they build an authentic MBA application when they work with a consultant?**

*“The details of your story are what make you memorable in the minds of the AdCom reader,”* says Marlena Corcoran, an AIGAC member since 2007 and founder of Athena Mentor. *“An admissions consultant can help you discover what that is, and what makes your story sparkle.”*

But to be truly authentic, you need to do the work. As Wich-Vila points out, *“this is why working with an ethical admissions consultant is so important”*. We guide and support you, but ultimately, it is you who must tell your story. Also, outsourcing your essays is a violation of school codes of conduct and can result in a direct rejection.

### **So, what about AI? How should an applicant make best use of it, or not?**

At recent AIGAC conferences hosted by Columbia, IESE, and Haas, consultants and AdComs agreed - AI is here to stay. It's integrated into MBA curricula, used by professors, and considered an essential post-MBA employment skill.

Still, writing essays with AI is discouraged. An M7 AdCom recently told AIGAC members, *“your application process shows your values”*. And highly desirable values in business school include integrity and self-reflection.

Niketa Desai points out another problem, *“AI-generated essays come out like slices*

*of bread, blandly the same”*. In the ultra-competitive MBA application process, being the same can be fatal. AIGAC consultants avoid that by being your partner, getting to know the real you, and not being afraid to say, *“this isn't working”*. It's emotional and intense and AI just can't replicate that.

Instead, use AI for school research, generating and structuring ideas, refining tricky sentences, reducing text, and grammar.

### **When is storytelling the winning approach in MBA application – the resume, the essays, the interview, the social media?**

Storytelling is everything! As Corcoran puts it, *“It's the backbone of your application, providing the plot: what you've been through, where you are now, and the values and mission that are driving you through an MBA to your future goals.”*

Every part of your application - essays, resumes, recommendations, videos, interviews - plays a part in the story, and this is where an AIGAC admissions consultant makes a difference. We help you reach your MBA dreams by uncovering your authentic story and true ambitions through deep reflection and inspiring you to shape them into a compelling narrative that is true to you.

---

*“The details of your story are what make you memorable in the minds of the AdCom reader.”*

Marlena Corcoran, AIGAC member and founder of Athena Mentor



# Questions about the MBA? MLT has the Answers.



## Want to apply for B-School?

### TRY OUR MBA PREP PROGRAM!

MBA Prep provides aspiring professionals with personalized guidance and effective tools to successfully:

- »» Navigate the business school application process
- »» Optimize your MBA experience

## Want to improve your B-School experience?

### TRY MBA PROFESSIONAL DEVELOPMENT!

MLT's MBA Professional Development (PD) program provides aspiring MBA candidates with the tools and network to:

- »» Maximize your business school experience
- »» Take your career to the next level

## What MLT Offers:

### MBA PREP

### MBA PD

Personalized Coaching	Work with a coach to develop a winning game plan for school admission	Work with an executive coach who is knowledgeable in your industry of choice
Personal Clarity	Cultivate personal clarity and identify which schools are your best fit	Assess passions, strengths, constraints, and experiences to maximize happiness and impact
Access to critical resources	Access top MBA program admissions officers at events hosted by B-school and corporate partners	Access top companies seeking to hire Fellows for internships and full-time jobs
A robust Network	Meet with driven, high-performing peers in the MLT community	Connect with high-achieving leaders across private and public sectors and industries
A Career Roadmap	Connect your long-term career goals to your near-term action plan	

# 96%

of MBA PD Fellows receive **at least one MBA internship offer.**

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# 93%

of MBA Prep Fellows are accepted into a **Top 10 Business School.**

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[mlt.org/mba-pd](http://mlt.org/mba-pd)

## MBA Prep Key Dates

Application Opens late-August

## MBA PD Key Dates

Application opens in Fall '25 for those beginning an MBA in Fall '26

## A.J. Tella, MBA Prep '21

"After my MBA Prep journey, I'm on a trajectory that I previously had only dreamt about. I'm starting an Ivy League MBA program at my #1 choice, and I owe it all to MLT."



# It Sounds Good... But Is It You?

An MBA admissions expert on AI and the risk of losing your voice

## What's the biggest misconception MBA applicants have about using AI to help write their essays?

That clean writing equals good writing. I see a lot of essays that are smooth, articulate, grammatically perfect... and completely forgettable. What applicants don't always realise is that admissions officers aren't just looking for clarity. They're listening for you, for



**Loubna Bouamane**  
Founder,  
The Admission  
Concierge

*Loubna Bouamane PhD is the founder of The Admission Concierge and an expert in the MBA/MSc admissions field. She has over 15 years' experience in higher education. Her professional path has led her to work in several business schools including Babson College and Harvard Business School and five years as the Director of Admissions at the University of Miami. She has been a featured speaker both domestically and internationally at various MBA fairs and has led webinars with GMAC.*

your voice, your thought process, your values. AI can help you write faster, but it doesn't help you dig deeper, and that depth is what makes essays work and makes your application stand out.

### So it's not just about whether AI was used. It's about how.

Exactly. I'm not anti-AI. If an applicant wants to use it to brainstorm themes or tighten up their structure, that's fine. The danger is when it becomes a substitute for actual self-reflection. I've seen applicants rely on it too early or too heavily and the result is always the same: polished, but hollow. AI can generate a sentence, but it can't generate insight. That still has to come from the applicant.

### What's your approach when a client says, "Can I just run this through ChatGPT"?

I usually say, "You *can*, but should you?" And then I ask them to read the output out loud. Nine times out of ten, they realise something's off. It doesn't sound like them. It doesn't feel rooted in anything real. It's like someone put their résumé through a corporate blender.

That's when the real work begins. We go back to the actual moments that shaped them- a challenge, a risk they took, a value they held onto and rebuild from there. That's what gives the essay weight, and that's what makes your story sound real.

### Can you share a time when a client used AI in a way that worked?

Absolutely. I had a client who was great at numbers, but struggled with writing. She used

AI to lay out a rough structure for her goals essay- just bullet points and transitions. But then she rewrote everything in her own words, added real-life examples, and explained why those goals mattered to her personally.

The final draft sounded nothing like the AI version and that's a good thing. It had her fingerprints all over it. That's the kind of responsible use I'm all for.

### With so many people turning to AI, has authenticity become a new kind of edge?

It really has. A few years ago, I pushed clients to go deeper because it made essays more powerful. Now, it also makes them stand out. Everyone has access to the same tools, but not everyone has taken the time to reflect, to connect the dots in their story, or to write something that actually sounds like them. So yes, ironically, the more AI is used, the more valuable realness becomes.

### Any parting advice for applicants trying to balance efficiency with authenticity?

Don't be afraid to slow down. There's so much pressure to sound impressive, but what really impresses B-schools is clarity and self-awareness. Take the time to think about what you've learned, what you're building towards, and why it matters. That's the work AI can't do for you and it's also what makes your application unforgettable.

# MBA Essay Writing

Your top questions answered



**Scott Edinburgh**  
President and CEO, Founder  
Personal MBA Coach

Scott Edinburgh, a Wharton MBA and MIT Sloan graduate, sat on the Association of International Graduate Admissions Consultants Board of Directors for six years. He is founder of Personal MBA Coach and has been guiding clients for 17 years. Scott was the #1 US consultant on Poets&Quants for 2024 & 2025 and Personal MBA Coach has been Poets&Quants' #1 boutique admissions consulting firm for the past 3 years. Last year, our clients earned over \$11M in scholarships.

## What role does the MBA essay play in the application?

The essay is a critical part of the MBA application and often the hardest to get right. It is your opportunity to explain your story, highlight what sets you apart and show the admissions committee where an MBA fits into your overall plan. While other parts of the application focus on data points, the essay adds context and helps schools understand who you are and what drives you. Admissions directors see plenty of applicants with strong test scores, more than they can accept in any year. The MBA essays help admissions directors evaluate who will bring a unique perspective to the classroom and show up as an active, engaged contributor on campus.

## What are the most common essay topics and what are admissions committees looking for in each?

At Personal MBA Coach, we break down essays into five key categories. Below, we have shared a bit more about each of the most common essay types.

*Goals/Why MBA Essay:* A goals/why MBA

essay is the most common essay type we see at Personal MBA Coach. These are generally straightforward (think dry) essays that tell the admissions committee what you plan to accomplish in your career and where an MBA fits in. Schools that have historically asked a goals/why MBA essay include: Chicago Booth, Columbia Business School, London Business School, Kellogg (and many more).

*Leadership Essay:* Leadership essays are a less common, but increasingly popular essay type. While all admissions committees are looking for leaders, leadership essays require candidates to reflect directly on their leadership style. They often ask applicants to give an example of their leadership action or explain what has shaped their leadership style. Harvard Business School and Kellogg are two schools that rely on such an essay.

*Contribution Essay:* Contribution essays have also become increasingly popular among top MBA programmes. Admissions committees are always tasked with identifying the students most likely to add value on campus, so we have not been surprised to see more and more programmes directly ask candidates to detail how they will actually contribute to their communities. For these essays, you

will want to be very specific about what you will do when you arrive and explain to the admissions committee why you are qualified to make this contribution. If you have a unique expertise or perspective, a contribution essay can be a great place to show it.

*Personal Story Essay:* A few years ago, the personal story essay was a much more popular essay type. While we are now seeing fewer traditional personal story essays, reflecting on your personal story is still an important part of the MBA application process. Arguably the hardest essay, the personal story essay requires applicants to show the admissions committee who they are and what set them apart from other applicants. Stanford GSB is one notable school that relies on such an essay.

*Wild Card Essay:* Finally, there are wild card essays, which are unique from school to school. Where there are many examples of wild card essays, two of the most well-known and unique wild card essays are NYU Stern's Pick 6 and Duke's 25 Fun Facts. These are generally personal in nature and let the admissions committee learn a bit more about who an applicant is outside of information found in a resume or in a goals essay.

### **When should you start writing?**

While it may be tempting to leave your essay writing until later in the application cycle, but we do not recommend that. You should start thinking about your

essays the moment you decide to apply to business school, brainstorming examples and asking yourself questions that would help you answer personal-story essays.

### **How should you get started?**

We advise applicants to follow a five-step process.

Step 1: Begin by brainstorming potential topics, shortlisting your most compelling stories and examples.

Step 2: Develop a rough outline and decide which are your strongest points to include.

Step 3: Draft. Be careful to keep the final length in mind as you draft and try to keep your first draft within 10-20% of the final word count, otherwise you will waste too much time cutting and not enough time refining your ideas.

Step 4: Edit. Our average client essay goes through 4-6+ rounds of revisions, so it's important that you do not rush the process.

Step 5: Proofread. Have someone unfamiliar with your essay read it for clarity and consistency.

### **Can you copy and paste your essays across schools?**

While there might be some opportunity to leverage choice pieces of one essay or story for more than one school, overall, schools ask different questions for a

reason. Simply copying and pasting essays rarely works. Instead, your responses need to directly answer the school's specific prompt and, where possible, show why you are a good match for a school's unique culture and values. Schools can easily tell when an essay is not tailored, and that can hurt your chances of success.

### **Should you use AI to write my essays?**

This is a question we are often asked and one that is discussed at length at the annual AIGAC Conference where leading admissions consultants meet with top admissions directors globally. The short answer is that while AI might have a small role in proofreading (if your target school allows this), AI does not write strong MBA essays. AI models are largely not trained on what specific schools are looking for, and they are not able to provide the specificity and authenticity necessary to tell your story. Personal MBA Coach has found that time and time again, applicants who rely on AI are doing themselves a disservice.

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*While other parts of the application focus on data points, the essay adds context and helps schools understand who you are and what drives you.*

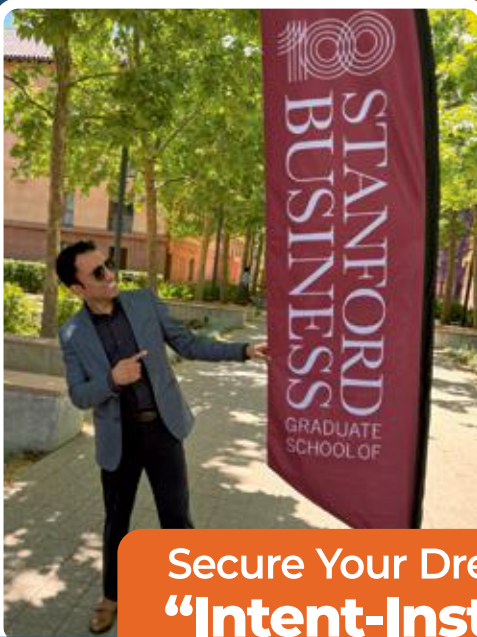
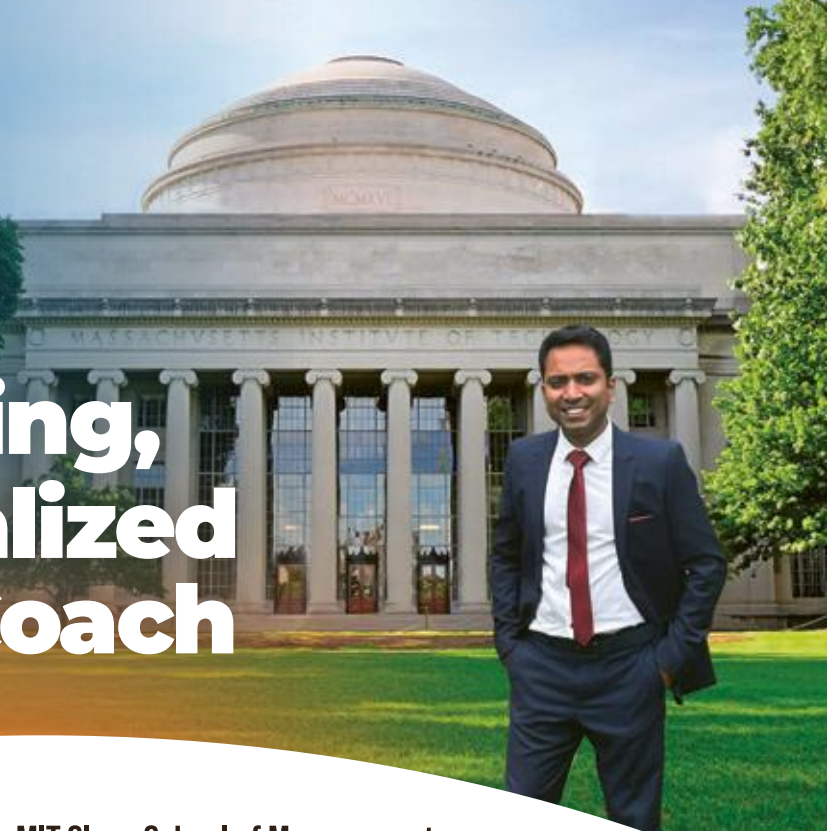




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**25%** Average Tuition Fee Waiver

- Nayelli Garcia Avalos** (Mexico): MIT Sloan
- Mackenzie Nix** (USA): UCLA
- Sonali M.** (India): Stanford
- Alexandra Magdei** (Moldova): INSEAD
- Rajdeep Singh** (India): Harvard
- Bhavya Agrawal** (Nepal): Duke

“ Prashant's unique insights and connections at each school helped me narrow my shortlist and tell my story with impact; his no-nonsense approach was a refreshing change.  
– Avnish Anand, INSEAD

“ Prashant helped me move from vague ambition to crystal-clear purpose. His probing questions and steady encouragement kept me going, and I secured an admit with a significant scholarship  
– Karan Narang, Harvard

“ With just 10 days to deadline, Prashant made the application process a sail-through. I converted 2 of 3 schools and joined my dream MBA.  
– Sheena Saraf, Cambridge



Reach out for a detailed profile evaluation:

[prashant@admitsquare.com](mailto:prashant@admitsquare.com)





# MBA

Features 2025-2026

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# Empowering Future Leaders: Insights from CUHK's Dynamic MBA Programme



## Cultivating skills and connections for success in the Asian Century

### What are some of the unique experiences and expertise of your MBA students and faculty?

The CUHK MBA programme is distinguished by three strategic pillars: global academic excellence, the LEAP with BEAM ecosystem, and a focus on the Asian Century. Our students benefit from a comprehensive learning experience that combines rigorous academic teaching from world-class faculty with practical engagement through our “Leadership Experience through Active Participation” (LEAP) programme. This dual approach equips students with the essential skills to navigate the complexities of today’s business landscape.

The LEAP programme is specifically designed to extend learning beyond the classroom, fostering lifelong connections among students, alumni, and industry leaders. It is founded on four competency pillars: leadership excellence, entrepreneurship and sustainability, Asian Century industry and AI+, and personal and career intelligence. This framework ensures that our graduates are not only knowledgeable, but also agile leaders who are ready to make an impact in Asia’s dynamic markets.



**Roanne Law**  
Assistant Director, MBA programme, The Chinese University of Hong Kong

*Roanne Law is the Assistant Director of the MBA Programme at CUHK Business School, one of the region’s pioneering and longest-running programmes since 1966. With extensive experience in student recruitment and marketing, she leads strategic planning and initiatives in her role. Roanne is also committed to enhancing the programme with innovative initiatives focused on sustainability and the opportunities of the Asian Century, ensuring that students are well-prepared for the future.*

Through experiential learning opportunities, such as executive mentorship and industry projects, students develop both hard and soft skills. The CUHK MBA prepares them to thrive in the Asian Century, making them agile, future-ready leaders equipped to tackle challenges and seize opportunities.

### How does your programme prepare executives for business leadership in a constantly disrupted world?

The LEAP programme includes a variety of outcome-based activities specifically aimed at leadership development. The orientation scheme serves as a foundational component, providing incoming students with the essential skills and mindset required for success. This intensive programme features events such as the Asian Century Summit, Alumni Townhall, leadership challenges, and business skills workshops, all designed to cultivate leadership agility, institutional readiness, and a global entrepreneurial mindset.

Moreover, the Elite Mentorship Programme pairs students with experienced alumni who serve as leadership role models. This relationship not only empowers students, but also enhances their personal and professional development through tailored guidance.

Additionally, the Ecosystem of Future Leaders Scheme fosters collaboration among student leaders, allowing them to practice their leadership skills in real-world environments. This hands-on experience is crucial for developing skills that are tailored to the challenges of the Asian Century, such as planning, contextual leadership intelligence, and impact multiplication.

### From your point of view, are MBA career paths becoming more diverse?

Yes. As we transition into the Asian Century, where Asia plays a pivotal role in the global economy, career paths for MBA graduates are indeed becoming more diverse. Our programme prepares students for this evolving landscape by encouraging the exploration of emerging industries and new business models.

To support this, we have launched the Career Accelerating Programme (CAP), designed to enhance personal and career intelligence competencies. This programme focuses on career competency building, accelerating career experiences, and personal skills development, all tailored for our full-time MBA students and recent graduates.

Our “Career Doctors,” who are seasoned executives and alumni, provide personalised career consultation plans to help students

refine their personal and professional goals. This support system ensures that graduates are well-equipped to navigate the complexities of the modern business world and seize diverse opportunities.

### How would you describe your school learning environment (academic, extracurricular, services)?

Our learning environment at CUHK Business School has been thoughtfully designed to prioritise student engagement and support. We emphasise professionalism and care in our interactions with students, faculty, and staff, ensuring a welcoming atmosphere conducive to learning.

The MBA programme balances academic rigour with experiential learning, with approximately one-third academic coursework and two-thirds LEAP-related activities. We recognise that personal transformation is a lifelong journey, and our commitment to supporting students extends beyond graduation. Once enrolled, students become lifelong members of our community, benefiting from continuous networking and mentorship opportunities.

Our administrative structure is focused on facilitating a supportive and enriching environment, allowing students to thrive academically and professionally while developing essential leadership skills.

### What builds the MBA ROI? Are there any new factors that affect it?

The ROI of an MBA extends far beyond obtaining a degree; it encompasses the value derived from experiential learning, networking, and personal development within a condensed time frame- 12 to 16 months for the CUHK MBA. Key to measuring ROI is how effectively students leverage their learning and networks to achieve their career aspirations.

We maintain clear communication channels and establish checkpoints to help students align their goals with actionable steps. Many LEAP activities are designed with specific objectives, enabling students to prioritise their efforts effectively. Networking opportunities, relevant coursework, and industry events significantly enhance the overall value of the programme.

Additionally, the strength of our close-knit community cannot be underestimated. The support and connections formed within this environment contribute significantly to the personal and professional journeys of our students, ultimately enhancing their MBA experience and ROI.



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## PROGRAMME PRESENTATION:

The MBA programme at ACEM is unique in that it offers students a global perspective with a Chinese focus, using foreign professors, exchange programmes, and courses taught solely in English. Our programme

attracts top domestic applicants who learn alongside international peers and exchange students from the world's leading business schools. The IMBA is ideal for MBA candidates seeking to grasp both Eastern & Western standards in business. It delivers solid management fundamentals while attaching great importance to their practical application in China. Backed by the century-long history of SJTU, ACEM boasts many connections and cooperation with universities worldwide and provides a variety of business training for students. This prepares our IMBA graduates to meet the needs of economic globalisation with both solid professional experience and modern managerial theories.

## PROGRAMME INFO

<b>Programme name</b>	IMBA
<b>Programme format</b>	Full-Time
<b>Specialisations</b>	Global Perspective, China Focus, Innovation Driven, Industry In-depth
<b>Language of instruction</b>	English
<b>Application deadlines</b>	June 2026
<b>Starting dates</b>	September
<b>Accreditations</b>	AACSB, EQUIS, AMBA
<b>Rankings</b>	#63 QS Global MBA Rankings 2025 #4 Globally Career Progress Financial Times 2022 #37 Global MBA Ranking Financial Times 2020 #1 Top MBA for Women Financial Times 2018

## OTHER STUDY LOCATIONS

### Study abroad

Dual-degree programmes with IE, ESCP, and Rice, and exchange programmes with over 60 other leading business schools across six continents. Students are encouraged to enrich and diversify their undergraduate learning experience.

## SHANGHAI, CHINA

### STUDENT BODY

**Male vs. Female ratio:** 52:48  
**Age range:** 24-49 years  
**Average age:** 30 years  
**International students:** 30%  
**International student diversity:**  
 Europe: 5%  
 North America: 16%  
 Asia: 63%  
 Oceania: 16%

### CAREERS

**Salary increase after graduation:** 160% salary increase rate (Financial Times, 2022)

### ADMISSION REQUIREMENTS

**University degree:** A Bachelor's or equivalent degree from an accredited college or university  
**Aptitude tests:**  
 GMAT - Required: if the applicant's Bachelor degree is not related to business, economics or management, he or she needs to provide GMAT report. Minimum required score- 550  
**Language tests:**  
 IELTS (min. required score)- 5.5  
 TOEFL iBT (min. required score)- 90  
**References:** 2 reference letters (professional or academic)  
**Minimum work experience:** 2 years

### COSTS

**Application fee:** RMB 800 or USD 120  
**Tuition fees:** The tuition fee for 2025 IMBA programme (2 years) is RMB 368,000 and can be paid in two annual instalments  
**Scholarships:**  
 Early Bird Scholarship  
 Interview-Performance Scholarships  
 Full-Time GMAT(GRE) Scholarship  
 CFA Scholarships  
 During MBA Study Scholarship

### CONTACTS

**Name:** Kayla Xu  
**Email:** kayla.xu@sjtu.edu.cn  
**Telephone:** +8602152302513  
**Website:** www.mba.sjtu.edu.cn/en/

# Original Thinking Delivered Together

## MANCHESTER, UK

### STUDENT BODY

**Admission rate:** 3:1  
**Male vs. Female ratio:** 55:45  
**Age range:** 24-41 years  
**Average age:** 30 years  
**International students:** 95%  
**International students diversity:**  
 Europe - 2%  
 North America - 1%  
 Central/South America - 19%  
 Middle East - 8%  
 Asia and Oceania - 63%  
 (East Asia - 10%; South East Asia - 20%;  
 South Asia - 31%)  
 Africa - 4%

### CAREERS

**Salary increase after graduation:** 108% average salary increase after 3 years (FT 2025)  
**Companies that are recruiting from our MBA programme:** American Express, McKinsey and Company, Johnson and Johnson, Amazon, Google, Microsoft  
**Industry placement post-graduation:** Technology - 25%; Consulting - 21%; Financial Services - 16%, Other - 38%

### ADMISSION REQUIREMENTS

**University degree:** Master in Business Administration  
**Aptitude tests:** It is a requirement to take an admissions test, normally GMAT or GRE. The option of taking the Manchester admission test may be offered in some circumstances.  
**Language tests:**  
 IELTS (min. required score): 6.5  
 TOEFL iBT (min. required score): 90  
 CAE (min. required score): Grade C (old scale) or minimum overall score of 176,  
 CPE (min. required score): Grade C (old scale) or minimum overall score of 176  
 PTE (min. required score): 59  
 Other Language tests- We accept a wide range of English language tests/qualifications  
**References:** Two references with at least one professional reference  
**Minimum work experience:** Minimum of three years' post-graduation work experience with strong, consistent career progression and achievement

### COSTS

**Application fee:** No fee  
**Tuition fees:** GBP 50,000  
**Scholarships:** Alliance Manchester Business School Scholarships between 10% and 50%

### CONTACTS

**Name:** MBA Recruitment Team  
**Email:** mba@manchester.ac.uk  
**Telephone:** +44 161 306 1344  
**Website:** www.alliancembs.manchester.ac.uk/study/mba/full-time/



Alliance Manchester Business School, part of The University of Manchester and one of the UK's most prestigious institutions, has been shaping ambitious leaders since 1965.

Ranked 5th in the UK, 14th in Europe and 46th in the world in the latest Financial Times MBA rankings, we are a world-class business school with a global footprint.

Boasting career services ranked 1st in Europe and 3rd globally, our alumni go on to achieve great success in their careers and see an average salary increase of 116%. Some of our key recruiters include American Express, Citigroup, Amazon, Johnson and Johnson and the big 'four'.

### PROGRAMME PRESENTATION:

The Manchester Full-time MBA is one of the world's most practical MBA programmes. You will gain unbeatable

experience for your CV by taking on three consultancy projects with real clients. It doesn't get more hands-on than that!

Our MBA course gives you the flexibility to study over 18 or 15 months. You will have access to personal career support, an international alumni network, electives at five global centres, internship opportunities and more. Plus, you will join a diverse, supportive community of MBA students from around the world. This is a great opportunity to study at one of the UK's most popular universities, at the heart of one of the UK's most exciting cities.

In addition to our full-time MBA, we also offer two programmes for professionals who want to study whilst continuing to work. These programmes are the part-time Manchester Global MBA and the Global Executive MBA.

### PROGRAMME INFO

<b>Programme name</b>	Full-time MBA
<b>Programme format</b>	Full-time (18 or 15 months)
<b>Language of instruction</b>	English
<b>Starting dates</b>	September 2026
<b>Accreditations</b>	AMBA, EQUIS, AACSB
<b>Rankings</b>	5th in the UK, 14th in Europe and 46th in the world; 1st in the UK and Europe and 3rd globally for career service (Financial Times Global MBA Ranking 2025)

### OTHER STUDY LOCATIONS

<b>Study abroad</b>	Dubai, Hong Kong, Shanghai, Singapore
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# Move Your Future Forward with the Bayes MBA



**1st in London for value for money and graduate employment within 3 months** (Financial Times Global MBA Ranking 2025), the Bayes Full-time MBA drives real career transformation.

Bayes Business School is located in the heart of the City of London, between the financial district and entrepreneurial hub Tech City—offering unparalleled access to global firms, fast-growing startups, and leading industry professionals. Here, you will tap into a vast network of contacts and opportunities.

Our Full-time MBA is a transformative 12-month programme designed to prepare you to lead in a rapidly changing world. The curriculum blends academic rigour with hands-on learning—

through consultancy projects, real-time challenges, and strategic business pitches. You will build the innovative mindset, agility, and leadership needed to shape the future of business while expanding your professional network across industries and global markets.

**Career impact is core to your MBA programme,** delivered through personalised 1:1 coaching and a dedicated module focused on leadership development, strategic career planning, and advanced communication skills.

**With interdisciplinary modules in AI, advanced analytics, ESG, and climate strategy,** you will graduate ready to lead across sectors. As a graduate, you can take one free elective annually to keep your skills up to date.

## PROGRAMME INFO

<b>Programme name</b>	Full-time MBA
<b>Programme format</b>	Full-time (Bayes also offers two-year part-time Executive and online MBA programmes)
<b>Specialisations</b>	Finance and Investment Innovation and Entrepreneurship Marketing Strategy and Digital Transformation Sustainability and ESG
<b>Language of instruction</b>	English
<b>Application deadlines</b>	See Bayes website for deadline details
<b>Starting dates</b>	September 2026
<b>Accreditations</b>	AMBA, EQUIS, AACSB
<b>Rankings</b>	1st in London for both value for money and graduate employment within 3 months (Financial Times Global MBA Ranking 2025) 7th in the UK, 21st in Europe (Financial Times Global MBA ranking 2025) 2nd in the UK, 5th in Europe, 13th globally for Entrepreneurship (Poets and Quants World's Best MBA Programmes for Entrepreneurship 2024)

## LONDON, UK

### STUDENT BODY

**Male vs. Female ratio:** 56:44  
**Average age:** 30 years  
**International students:** 90%

### CAREERS

**Companies that are recruiting from our MBA programme:** McKinsey & Company, Goldman Sachs, Microsoft, Amazon, Deloitte  
**Industry placement post-graduation:** Consulting - 22%; Technology - 14%; Financial Services - 19%; Other - 45%

### ADMISSION REQUIREMENTS

**University degree:** A good university degree (upper second-class honours degree (2:1) or higher) or appropriate professional qualification. Alternatively, at least six years' relevant business experience if you do not have a degree.

#### Aptitude tests:

**GMAT -** Minimum score is 555 (or 600 under the previous version), average 640  
**GRE -** Accepted, the converted equivalent of 555 at GMAT

#### Language tests:

**IELTS (min. required score) -** 7.0, with no less than 6.5 in each individual section  
**TOEFL iBT (min. required score) -** Overall score of 100 with a minimum of 25 in writing and no less than 23 in any other section  
**PTE (min. required score) -** Overall score of 69 with a minimum of 62 in writing and no less than 60 in any other section

**References:** Two references, one of which must be from your current manager or supervisor

**Minimum work experience:** 3 years full-time professional experience, gained after graduation.

### COSTS

**Application fee:** GBP 100

**Tuition fees:** See website for details

**Scholarships:** Bayes offers scholarships and awards covering up to 50% of tuition fees for eligible MBA candidates. Please see the Bayes website for more details.

### CONTACTS

**Name:** MBA Recruitment Team

**Email:** bayes-mba@citystgeorges.ac.uk

**Telephone:** +44 (0)20 7040 0286

**Website:** www.bayes.citystgeorges.ac.uk/mba

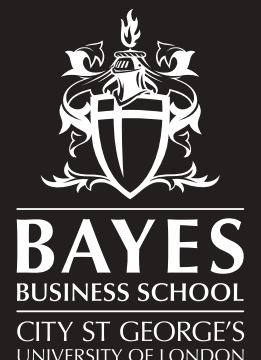
# **Trainee Underwriter at AXA ▶ Full-time MBA in London ▶ Vice President of Barclays Bank Switzerland**

**Gemma Samworth, Full-time MBA (2021)**



**Always ▶ progressing**

Move your future forward with a Bayes MBA  
at [bayes.citystgeorges.ac.uk/mba](https://bayes.citystgeorges.ac.uk/mba)



# Lead to Shape the Future



ESCP Business School was founded in 1819, making it the world's oldest business school. Throughout its 200-year history, ESCP has remained committed to educating accountable, bold and creative leaders who launch trends, bring new solutions and initiate the codes of tomorrow.

ESCP's six campuses in Berlin, London, Madrid, Paris, Turin and Warsaw are the stepping stones that enable students to experience ESCP's European approach to management grounded in multiculturalism.

## PROGRAMME PRESENTATION:

The objectives of the ESCP full-time MBA are to:

- Provide students with the business skills and mindset to change or make

progress in their career or launch their own venture.

- Train tomorrow's responsible leaders through a multicultural, hands-on experience that covers all the functional areas of management.
- Provide students with a range of diverse perspectives, teaching methods, and approaches.
- Enable students to learn to think critically and to become responsible, high-impact leaders.
- Students who choose the on-campus or hybrid formats are given the opportunity to study and live in up to 3 European cities: Paris, Berlin/London or Madrid/Turin. In this way, the MBA equips young professionals with the business skills and mindset for a successful international career.

## PROGRAMME INFO

<b>Programme name</b>	Full-time MBA
<b>Programme format</b>	0 or 22 months, on-campus or hybrid
<b>Specialisations</b>	4 specialisations: - Consultancy - Entrepreneurship - Fintech & Innovation - Luxury
<b>Language of instruction</b>	English
<b>Application deadlines</b>	See website
<b>Starting dates</b>	See website
<b>Accreditations</b>	AACSB, EQUIS, EFMD MBA, EFMD EMBA, 5 European Higher Education standards, UK Degree Awarding Powers HCERES
<b>Rankings</b>	In 2025, the full-time MBA is ranked 28th worldwide and 10th in Europe in the Financial Times Global MBA Rankings -1st worldwide in terms of International Course Experience -3rd worldwide in terms of Value for Money -4th worldwide in terms of ESG Teaching and Carbon Footprint

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Berlin (Germany), London (England), Madrid (Spain), Paris (France), Turin (Italy), Warsaw (Poland)
<b>Study abroad</b>	Berlin (Germany), London (England), Madrid (Spain), Paris (France), Turin (Italy)

## EUROPE

### STUDENT BODY

**Male vs. Female ratio:** 42:58  
**Average age:** 30 years  
**International student diversity:**  
 22+ nationalities  
 Europe: 30%  
 North & South America: 14%  
 Middle East: 7%  
 Asia and Oceania: 45%  
 Africa: 4%

### CAREERS

**Companies that are recruiting from our MBA programme:** Cartier, Longchamp, BearingPoint, L'Oréal, LVMH  
**Industry placement post-graduation:**  
 Banking/Finance: 9%; Consulting: 15%;  
 Technology management: 14%; Other: 62%

### ADMISSION REQUIREMENTS

**University degree:** 4-year degree (240 ECTS) or a Master's degree + 2 years of professional experience OR  
 A 3-year Bachelor's degree (180 ECTS) + 3 years of professional experience  
**Aptitude tests:**  
 GMAT - Required  
 GRE - Required  
**Minimum work experience:** 3 years

### COSTS

**Application fee:** EUR 180  
**Tuition fees:** EUR 60,500  
**Scholarships:** See website

### CONTACTS

**Name:**  
 LONDON: Vatsal Chandra  
 MADRID: Alejandra Rubio  
 BERLIN: Barbara Schledorn  
 PARIS: Isabelle Perna  
 TURIN: Alessia Ferlito  
**Email:**  
 mbalondon@escp.eu  
 mbamadrid@escp.eu  
 mbaberlin@escp.eu  
 mbaparis@escp.eu  
 mbaturin@escp.eu  
**Telephone:** Tel: +44 207 443 8825  
 Tel: +34 91 171 90 25  
 Tel: +49 30 32 00 72 39  
 Tel: +33 6 73 11 96 24  
 Tel: +39 3470873233  
**Website:** [escp.eu/programmes/MBA-in-international-management](https://escp.eu/programmes/MBA-in-international-management)

# Become a Responsible Global Business Leader



Success at ESSEC means achieving professional excellence, personal fulfilment, and a positive societal impact. Our Full-Time MBA provides a solid business foundation within a global and multicultural context, emphasising hard and soft skills. Focus areas include Sustainability, Digital Leadership, and Innovation & Entrepreneurship, complemented by industry-specific workshops and global networking in Luxury, Finance, Consulting, or Product Management. This approach ensures graduates are prepared to lead confidently and effectively in a dynamic global market.

## 5 REASONS TO CHOOSE THE ESSEC GLOBAL MBA:

1. Personalise your journey by selecting electives within **3 key topics**,

and enhance your experience with **4 Career Labs** offering industry-specific workshops, networking opportunities, and global expeditions.

2. Receive personalised guidance aligned with your career goals from our **dedicated talent centre**.

3. Study at the heart of Europe's premier business district in **Paris - La Défense**.

4. Take your career to the next level and experience high post-MBA employability.

5. Join a diverse cohort where **100%** of the students are **international**.

## PARIS, FRANCE

### STUDENT BODY

**Male vs. Female ratio:** 45:55

**Age range:** 25-40 years

**Average age:** 30 years

**Degree background:** Business – 35%; Engineering – 21%; IT – 16%; Media & Communications – 11%; Political Sciences – 3%; Other – 14%

**International students:** 100%

**International student diversity:**

Europe: 10%

North America: 10%

Central/South America: 7%

Middle East: 5%

Asia and Oceania: 58%

Africa: 10%

### ADMISSION REQUIREMENTS

**University degree:** Bachelor's degree or higher

**Aptitude tests:** A competitive GMAT, Executive Assessment, GRE, or TAGE MAGE score

**Language tests:**

Advanced English level

**References:** 2 professional references

**Minimum work experience:** 3 years

### COSTS

**Application fee:** EUR 130

**Tuition fees:** EUR 50,000

**Scholarships:** There are various merit-based scholarships available, including women in leadership, digital transformers, and sustainable leaders and entrepreneurs, among others.

### CONTACTS

**Name:** Global MBA Team

**Email:** [global-mba@essec.edu](mailto:global-mba@essec.edu)

**Telephone:** + 33 (0) 1 46 92 41 68

**Website:** [www.essec.edu/en/program/global-mba/](http://www.essec.edu/en/program/global-mba/)

# 91%

Received **job offer** within **6 months** of graduation

# 94%

of graduates work in an **international environment**

# 52%

of graduates changed **location, industry and function**

## PROGRAMME INFO

<b>Programme name</b>	GMBA
<b>Programme format</b>	Full-time (12 to 16 months) with an apprenticeship option available (24 months)
<b>Language of instruction</b>	English
<b>Application deadlines</b>	There are multiple rounds of admissions from October to June. Please visit our website for more information.
<b>Starting dates</b>	September 2026
<b>Accreditations</b>	AACSB, EQUIS, AMBA

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Paris, France and Singapore (optional residency)
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# Become a Leader-Maker of the New World

**ESSCA SCHOOL OF MANAGEMENT**

**MBA Business & Technology**  
ESSCA in partnership with ARTS ET MÉTIERS

Established in 1909 in Angers, France, ESSCA School of Management is a triple-accredited (EQUIS, AMBA, and AACSB) international business school, member of the prestigious Conférence des Grandes Écoles renowned for its academic rigour and practical application.

Arts et Métiers, a leading engineering school in France with a distinguished international reputation in education and research, boasts over 250 years of tradition in mechanical, industrial, and energy engineering.

## PROGRAMME PRESENTATION:

ESSCA School of Management, an international business school, and Arts et Métiers, a leading engineering school, have launched a hybrid part-time MBA programme, MBA Business and Technology. Combining the expertise of two renowned schools

based in Paris, France, the strategy and leadership programme aims to help you acquire fundamental leadership skills and become a leader engaged in technological transformation and sustainable development.

This 18-month MBA is divided into seven thematic challenges over three semesters.

If you are interested in high responsibility positions or missions that create a real impact on the future of our world, this MBA is for you.

Join our MBA programme in Business and Technology to become a future leader-maker. Get ready to learn to lead societal and technological transformations and sustainable development projects within organisations to create a meaningful impact!

## PARIS, FRANCE

### CAREERS

#### Industry placement post-graduation:

Main targeted industries : Consulting, Aerospace/Automotive, Electronics, Energy, Oil and Gas, Food, Professional services, Textile, Transport, Health/Pharma/Biotech

### ADMISSION REQUIREMENTS

**University degree:** 3-year degree minimum (preferably 5-year degree)

**Aptitude tests:** GMAT- Recommended

#### Language tests:

TOEIC (min. required score)- 850

Other language tests- ESSCA English evaluation

**References:** One reference letter

**Minimum work experience:** 3 years

### COSTS

**Application fee:** No application fee

**Tuition fees:** EUR 28,500

**Scholarships:** Scholarship based on a professional project (up to 50% tuition reduction)

### CONTACTS

**Name:** Raluca Loury (MBA Manager)

Orsolya Sadik-Rozsnyai (MBA Director)

**Email:** contact.MBA-BT@essca.eu

**Website:** [esscaonlinecampus.edu.eu/courses/mba-business-technology/](http://esscaonlinecampus.edu.eu/courses/mba-business-technology/)

## PROGRAMME INFO

<b>Programme name</b>	MBA Business & Technology
<b>Programme format</b>	Part-time: Hybrid MBA 70% online 30% on campus (optional)
<b>Specialisations</b>	Business and Technology
<b>Language of instruction</b>	English
<b>Application deadlines</b>	One month before starting dates
<b>Starting dates</b>	September 2025, November 2025, February 2026
<b>Accreditations</b>	AACSB, AMBA, EQUIS, CEFDG

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Online campus, Paris campus (France)
<b>Study abroad</b>	International Challenge: Industry of the Future (optional)

## Become a LEADER-MAKER of the New World

- ▶ HYBRID PART-TIME
- ▶ 70% ONLINE / 30% ON CAMPUS
- ▶ FULLY ENGLISH
- ▶ STRUCTURED OVER 18 MONTHS

LEARN MORE



# Dare to Do the Impossible



More than 140 years old, HEC Paris stands the test of time. Since our founding in 1881, we have continuously enabled our students to develop the knowledge and skills needed to become responsible business leaders. As a leading institution for management education, we offer an extensive array of programme options tailored to every student's needs and career ambitions and to help them reach their full professional potential.

## PROGRAMME PRESENTATION:

At the HEC Paris MBA, you will find the ideal environment to realise your full potential and become a business leader for

the 21<sup>st</sup> century. Working alongside your high-achieving peers and with world-class professors, you will build your competence in an energising, collaborative community that mirrors the diversity of today's global economy.

The HEC Paris MBA has two intakes each year, in January and September. All of the MBA students follow exactly the same core curriculum regardless of intake and specialisation. Students from both intakes have the opportunity to merge together into one class during the customised phase, creating a sense of teamwork in a collaborative community.

## PROGRAMME INFO

<b>Programme name</b>	HEC Paris MBA
<b>Programme format</b>	Full-time
<b>Specialisations</b>	Specialisations: Entrepreneurship, Finance, Management & Organisations, Strategic Marketing, Strategy Concentrations: Tech & AI, Reshaping Business for Sustainability
<b>Language of instruction</b>	English
<b>Application deadlines</b>	Rolling admissions with deadlines and decision dates every month
<b>Starting dates</b>	Fall 2025, January 2026, Fall 2026
<b>Accreditations</b>	AACSB, AMBA, EQUIS
<b>Rankings</b>	#5 European and #9 Global, FT 2025; #2 European and #6 Global QS 2025

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Jouy-en-Josas, France
<b>Study abroad</b>	We offer a number of dual degree programmes, as well as international exchanges with 30 partner business schools located around the world. <a href="http://www.hec.edu/en/mba-programs/mba/learning-experience/international-exchanges">www.hec.edu/en/mba-programs/mba/learning-experience/international-exchanges</a>

## JOUY-EN-JOSAS, FRANCE

### STUDENT BODY

**Male vs. Female ratio:** 60:40  
**Age range:** 25-35 years  
**Average age:** 30 years  
**International students:** 95%  
**International student diversity:**  
 Europe: 17%  
 North America: 9%  
 Latin America: 14%  
 Asia and Oceania: 51%  
 Africa and Middle East: 9%

### CAREERS

**Salary increase after graduation:** 136%  
**Companies that are recruiting from our MBA programme:** Amazon, L'Oreal, McKinsey & Company, BCG, Bain & Company, Schneider Electric  
**Industry placement post-graduation:**  
 Banking/Finance: 22%; Consulting: 25%;  
 Technology management: 16%; Other: 37%

### ADMISSION REQUIREMENTS

**University degree:** Undergraduate  
**Aptitude tests:** Required  
 GMAT- minimum above 60% for the quantitative and verbal sections, average score: 690  
 GRE- Minimum at or above the 65<sup>th</sup> percentile for the quantitative and verbal sections  
**Language tests:**  
 IELTS (minimum required score): 8.5  
 TOEFL (minimum required score): 90  
 TOEIC (minimum required score): 850  
 PTE (minimum required score): 72  
**References:** 2  
**Minimum work experience:** 2 years

### COSTS

**Application fee:** EUR 200  
**Tuition fees:** EUR 99,000  
**Scholarships:** All admitted applicants will have the opportunity to be considered for scholarships such as:  
 HEC Paris Scholarship for Excellence  
 HEC Paris EMBA Diversity Scholarship  
 HEC Paris EMBA Impact Fellowship  
 Forté Foundation Scholarship for Women Candidates

### CONTACTS

**Connect with us:**  
[www.hecparis.my.site.com/forms/s/mba](http://www.hecparis.my.site.com/forms/s/mba)

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MBA program**



**We build leaders with the character,  
competence, and courage to change the world**

*Learn more at [hec.edu](https://hec.edu)*



# Reinventing Higher Education



Our dynamic and holistic postgraduate programmes will unlock the door to your future.

Don't put your education on hold—launch your professional journey!

IE University was founded in 1973 by a group of entrepreneurs who had one goal in mind: to reinvent higher education.

Since then, we've become a reference for innovation and high-impact learning across the globe. With transformation deeply rooted in our DNA, our goal is to empower students to thrive in the world today, while getting ready to make their mark on the world of tomorrow.

We offer a technology-based learning ecosystem that trains future leaders to drive change through innovation, a global vision, an entrepreneurial mindset and a unique focus on the humanities. Our life-enriching programmes encourage students to develop their disruptive mindset, priming them to seize future opportunities and flourish on both a personal and professional level.

## PROGRAMME PRESENTATION:

Everything we do, from creating new programmes, to selecting faculty or

defining programme courses, is based on our four main pillars. These values make up our DNA; they define who we are:

### Technological Immersion and Culture of Innovation

IE is committed to the holistic integration of technology in education and business, shaping and empowering leaders who are ready to face the challenges of the digital world.

### Entrepreneurial Mindset

IE promotes the development of an entrepreneurial ecosystem, boosts intrapreneurship and supports its students and graduates in the creation and development of startups around the world.

### Humanities to understand the World

IE values the humanities as a key element in understanding the reality of the world we live in through a global vision and critical thinking.

### Diverse Nationalities, cultures and ideas

IE promotes diversity to ensure a unique experience, enriched by the contributions of students from around the world. Freedom and respect for diversity are intrinsic to our identity.

## PROGRAMME INFO

<b>Programme name</b>	International MBA, Executive MBA, IE Brown Executive MBA
<b>Programme format</b>	Full-time, Part-time, Online
<b>Language of instruction</b>	English, Spanish
<b>Application deadlines</b>	Rolling admission process all the year round
<b>Fall 2022 - Spring 2024</b>	
<b>Starting dates Fall 2022 - Spring 2024</b>	From September 2022
<b>Rankings</b>	Financial Times: Open-enrolment Executive Education ranking — 10th in the world Executive MBA (Global) — 19th in the world Executive MBA (Global) — 6th in the world, 4th in Europe QS: Executive MBA Rankings: Joint Programmes — 5th in the world QS Executive MBA Rankings: Joint Programmes — 5th in the world Poets & Quants: Top MBA programs for Entrepreneurship — 4th in the world

## SPAIN

### STUDENT BODY

**Male vs. Female ratio:** 65:35

**Age range:** 23-51 years

**Average age:** 32 years

**Degree background:** Banking, Insurance, Financial Services 28%; Consulting 23%; Consumer Products and Retail 22%; Technology & Telecommunications 20%; Real Estate & Construction 12%;

**International student diversity:**

Spain: 13.00%

North America: 16.00%

MEA: 18.00%

LATAM: 18.00%

Europe: 24.00%

Asia-Pacific: 11%

### ADMISSION REQUIREMENTS

**University degree:** In any field

**Aptitude tests:**

We are extremely flexible with testing, allowing applicants to select the GMAT, GRE or our in-house IE Global Admissions Test (ieगत)

**Language tests:**

IELTS- minimum 7

TOEFL iBT- minimum 100

CAE- Cambridge Advanced C1

CPE- Cambridge Proficiency

**References:**

2 academic or professional references

**Minimum work experience:** 3 years

### COSTS

**Application fee:** €150

**Tuition fees:** From EUR 82,300

### CONTACTS

**Name:** IE Business School

**Email:** info@ie.edu

**Telephone:** +34 915 689 600

**Website:** www.ie.edu/business-school/

# YOUR FUTURE IS OUR BUSINESS

CURATED  
LEARNING  
FOR THE  
NEXT BEST  
YOU.



**At IE Business School, we fit the program to you—not you to the program. We know that there’s no such thing as a one-size-fits-all journey, so we offer a personalized, flexible learning experience to match your unique career goals. You’re in charge of your future—and we’re here to help you become the next best you.**

**The future won’t wait. Neither will you.**

Our MBAs and Executive MBAs are designed for ambitious professionals ready to go further. Gain global insights, strategic expertise, and real-world experience from top academics and industry leaders. With flexible formats, durations, and locations, there’s a program built for your career—and your ambition.



Find out more at  
[www.ie.edu/imba](http://www.ie.edu/imba)



# A World of Possibilities



## Frankfurt School

Frankfurt School of Finance & Management is a leading business school in Europe. It holds triple-crown accreditation from AACSB, AMBA, and EQUIS. Well-anchored in Frankfurt am Main, the EU's financial capital, the university unites talented people from all over the world on its modern campus and is home to one of the most research-intensive business faculties in Europe.

### PROGRAMME PRESENTATION:

Our MBA's is specifically designed for ambitious young professionals who want to accelerate their careers.

Our part-time MBA allows candidates to take advantage of a uniquely flexible schedule (2 block weeks, 11 extended weekends, and 6 electives over 21 months) to build their management toolkit and develop their full leadership potential.

The full-time MBA is designed for aspiring professionals wishing to tackle real challenges in international business, make a career change, or enhance their managerial skills in preparation for their next leadership role. The full-time MBA is an accelerated 12-month programme.

### PROGRAMME INFO

Programme name	MBA
Programme format	Full-time, Part-time
Language of instruction	English
Application deadlines	31 July 2025
Starting dates	September 2025
Accreditations	AMBA, AACSB, EQUIS
Rankings	FT Global MBA 2025 Ranking: #96 Worldwide; #32 in Europe, #4 in Germany

### OTHER STUDY LOCATIONS

Campuses	Frankfurt (Germany)
Study abroad	Bocconi University – Full-time SMU – Singapore

## FRANKFURT AM MAIN, GERMANY

### STUDENT BODY

**Male vs. Female ratio:** 31:69

**Age range:** 30-38 years

**Average age:** 32 years

**Degree background:** Technology – 20%; Insurance – 10%; Life Science – 10%; Transportation – 10%; Banking – 5%; Consulting – 5%; Financial Services – 5%; FMCG – 5%; Healthcare/Pharmaceuticals – 5%; Information Technology – 5%; Mechanical Engineering – 5%; Media – 5%

**International students:** 94%

**International student diversity:**

Europe: 14%

North America: 6%

Central/South America: 9%

Asia and Oceania: 40%

Africa: 14%

Middle East: 3%

### CAREERS

**Salary increase after graduation:** 26%

**Companies that are recruiting from our MBA programme:** Allianz Global Investors, Bosch, Commerzbank AG, Deloitte Consulting GmbH, Deutsche Börse

**Industry placement post-graduation:** Automotive/Engineering: 14%; Banking/Finance: 23%; Consulting: 17%; Other: 46%

**Industry placement post-graduation:**

Automotive/Engineering: 14%;

Banking/Finance: 23%; Consulting: 17%;

Other: 46%

### ADMISSION REQUIREMENTS

**University degree:** Bachelor's or equivalent

**Aptitude tests:**

GMAT - average score: 642

GRE and Business Test can be taken as alternatives to the GMAT

**Language tests:**

IELTS (minimum required score): 7.0

TOEFL (minimum required score): 90

**References:** 2

**Minimum work experience:** 3 years

### COSTS

**Application fee:** No fee

**Tuition fees:** EUR 42,000

**Scholarships:** 6 scholarships available

### CONTACTS

**Name:** Ann-Marie Stephenson

**Email:** a.stephenson@fs.de

**Website:** Fs.de/mba

**Luiss  
Business  
School**

# A world ahead

Looking for more than just a business degree? At Luiss Business School, the MBA is a transformative journey – intimate, global, and boundless.

Refine your skills, challenge conventions, and join a vibrant community where innovation meets purpose. Choose the path that fits your life and ambitions:

## ◆ Full-time MBA

PROGRAMME INFO

Study in Rome, Italy, and dive into a global network and international opportunities

## ◆ Part-time MBA

Advance your career and balance study and work with weekend classes in Rome or Milan, Italy

## ◆ Flex MBA

Learn from anywhere through immersive, real-world projects



[www.luissbusinessschool.it](http://www.luissbusinessschool.it) - [mba@luissbusinessschool.it](mailto:mba@luissbusinessschool.it)  
Campuses & Hubs: Rome, Milan, Amsterdam, Dubai

# Unlock Your Leadership Potential



We are a triple-accredited business school and part of Newcastle University, a research-intensive Russell Group University. We have a proud history spanning more than 180 years and we are committed to delivering world-class academic excellence.

Our vision is to be a community creating a better, more responsible, inclusive, and just future for all. Building on over 100 years of business education at Newcastle University, the Business School was established in 2002. Today, we continue to drive innovation and leadership in the global business landscape.

## PROGRAMME PRESENTATION:

The Newcastle University MBA is much more than a management programme. It's a journey of self-discovery and transformation.

You will learn to think and behave differently. You'll question established norms and search for new answers.

The programme offers purposeful transformation in an immersive learning experience, designed to align with

your personal management career aspirations.

You will take part in global opportunities and a range of hands-on business experiences. You will graduate ready to challenge and change the world around you with capabilities to excel in any industry or entrepreneurial venture.

Leverage the power of the Newcastle University MBA to accelerate your career, pivot into a new industry, or transition across management disciplines. Gain exclusive access to our extensive alumni network and the vibrant North East business community, opening doors to mentorship, collaboration and transformative professional growth.

We've been professionally accredited by AMBA for over 35 years, highlighting our commitment to exceeding the rigorous international standards for MBA education.

Push boundaries, seek new answers, and transform your business thinking with the Newcastle University MBA.

## NEWCASTLE, UK

### STUDENT BODY

**Male vs. Female ratio:** 65:35

**Age range:** 24-38 years

**Average age:** 30 years

**Degree background:** Accounting, Agriculture, Business, Economics, Engineering, Finance, Humanities, HR, Law, IT, Management, Media

**International students:** 10 nationalities represented in our cohort. Countries include: China, Colombia, Egypt, India, Indonesia, Italy, Japan, Taiwan, Thailand and the United Kingdom

### ADMISSION REQUIREMENTS

**University degree:** 2:1 honours degree or international equivalent

**Aptitude tests:** You do not need to take the GMAT to study our MBA. If you have taken the GMAT, then we will consider it alongside your other qualifications and experience.

#### Language tests:

IELTS (minimum required score): overall 6.5 or equivalent. We accept a wide range of English language tests. For more information on this, please visit our website.

**References:** 2 references

**Minimum work experience:** 3 years of relevant management work experience

### COSTS

**Application fee:** No application fee

**Tuition fees:** GBP 33,250

**Scholarships:** There will be a range of partial- and full-fee MBA scholarships available for students. Terms and conditions apply. See our website for full details

### CONTACTS

**Name:** MBA Recruitment Team

**Email:** [mba@newcastle.ac.uk](mailto:mba@newcastle.ac.uk)

**Telephone:** + 44 (0)191 208 1589

**Website:** [ncl.ac.uk/business/mba](http://ncl.ac.uk/business/mba)

## PROGRAMME INFO

<b>Programme name</b>	Master of Business Administration (MBA)
<b>Programme format</b>	Full-time
<b>Language of instruction</b>	English
<b>Application deadlines</b>	No application deadline*
<b>Starting dates</b>	September
<b>Accreditations</b>	AMBA, AACSB, EQUIS
<b>Rankings</b>	Tier One (CEO Magazine's Global MBA Rankings 2025) Top 40 (Corporate Knights 2024)

\*For international applications, please consider visa processing times in your country.



# Change Together, Lead with Impact

**SDA Bocconi**  
SCHOOL OF MANAGEMENT

Established in 1971, SDA Bocconi School of Management is the best international business school in Italy. The footprint and spirit of its founders – according to whom every learning experience is a transformative journey – are alive today more than ever.

It is one of the few business schools that hold the so-called “triple crown”, three of the most prestigious international accreditations: AACSB, EQUIS, and AMBA. It is also the only Italian business school to feature in all the major international rankings.

Lastly, our school is located in the heart of Milan, one of Europe’s cultural and economic centres and a cosmopolitan environment known for its unique lifestyle.

## PROGRAMME PRESENTATION:

The SDA Bocconi Full-Time MBA, ranked #4 globally and #2 in Europe by the Financial Times, provides a top-end learning experience that goes beyond classroom education and faculty excellence. It is designed for international students with diverse backgrounds who are willing to invest in high-return management education and are looking for a transformational learning experience to become drivers of organisational change. Four pillars guide the full-time MBA vision: transformative experience, responsible leadership, sustainability, innovation and entrepreneurship.

## MILAN, ITALY

### STUDENT BODY

**Male vs. Female ratio:** 83:63

**Age range:** 25-34 years

**Average age:** 29 years

**Degree background:** Economics – 44%; Engineering – 31%; Law – 9%; Humanities – 8%; Sciences – 8%

**International students:** 73%

**International student diversity:**

Europe: 35%

North America: 13%

Central/South America: 25%

Asia and Oceania: 19%

Africa and Middle East: 8%

### CAREERS

**Industry placement post-graduation:**

Banking/Finance: 16%; Consulting: 26%;

Manufacturing: 16%; Other: 46%

### ADMISSION REQUIREMENTS

**University degree:** Bachelor’s or equivalent

**Aptitude tests:**

GMAT - Required

GRE - Required

Other Tests: SDA test

**Minimum work experience:** 3 years

### COSTS

**Application fee:** EUR 120

**Tuition fees:** EUR 82,000

**Scholarships:** 40 among tuition waivers and scholarships

### CONTACTS

**Name:** Giorgia Bava

**Email:** [Giorgia.bava@sdabocconi.it](mailto:Giorgia.bava@sdabocconi.it)

**Telephone:** +0039 0258363293

**Website:** [www.sdabocconi.it/en/mba-executive-mba](http://www.sdabocconi.it/en/mba-executive-mba)

## PROGRAMME INFO

<b>Programme name</b>	Full-time MBA
<b>Programme format</b>	Full-time
<b>Specialisations</b>	Finance and Private Investment; Innovation and Entrepreneurship; Customer Experience Management; Luxury Business Management ; Digital Transformation and AI
<b>Language of instruction</b>	English
<b>Application deadlines</b>	April 2026
<b>Starting dates</b>	September 2026
<b>Accreditations</b>	AACSB, EQUIS, AMBA
<b>Rankings</b>	#2EU #4WW Financial Times Global MBA Rankings 2024

# Challenge Yourself, Then Challenge the World

## Leeds University Business School

The Leeds MBA is a dynamic, practice-driven programme designed for ambitious professionals ready to lead with impact. Under the guidance of our Programme Director, named one of Poets & Quants Best 40 Under 40 MBA Professors in 2025, the MBA is continuously evolving to reflect the demands of modern business.

Our cohort is entrepreneurial at heart: 1 in 4 students have previously launched a business, and many engage with Spark, our enterprise support hub, which offers guidance during the MBA and for seven years beyond. Innovation thrives here.

Each student takes part in a global study tour, collaboratively selecting the destination and engaging with local businesses on a real-world project. Back on campus, our MBA Masterclass Series brings C-suite leaders into the classroom

every fortnight, offering invaluable insights.

We champion practice-based learning through three live challenges focused on enterprise planning, consulting, and innovation, each set by industry. Students also explore cutting-edge topics like design thinking, generative and agentic AI.

Our careers support is exceptional, with access to expert consultants throughout the programme and for three years after graduation. While we don't publish rankings, we foster a collaborative culture where students support one another and build lasting professional relationships.

With GBP 500,000 in scholarships available, we're committed to attracting the brightest minds to Leeds. Join a programme that's as ambitious as you are.

### LEEDS, UK

#### STUDENT BODY

**Male vs. Female ratio:** 50:50  
**International students:** 97%  
**International student diversity:**  
 Europe: 3%  
 North America: 2%  
 Central/South America: 2%  
 Middle East: 2%  
 Asia and Oceania: 89%  
 Africa: 2%

#### CAREERS

**Salary increase after graduation:** 67%  
**Companies that are recruiting from our MBA programme:** NHS, Amazon, EY, Citigroup, Jaguar Land Rover

#### ADMISSION REQUIREMENTS

**University degree:** A good Bachelor degree (equivalent of a UK 2:1 honours degree), or an acceptable professional qualification  
**Aptitude tests:** Not required if you meet all the entry requirements  
 GMAT (if required) - minimum required score: 600  
**Language tests:**  
 IELTS (minimum required score): IELTS Academic: 6.5 overall with no less than 6.0 in each component  
 TOEFL (minimum required score): At least 88 overall with a minimum of 19 in Listening, 20 in Reading, 22 in Speaking and 21 in Writing  
 PTE (minimum required score): 64 on PTE Academic, with at least 60 in each of the skills  
**References:** Contact details of 2 professional references  
**Minimum work experience:** A minimum of 3 years' postgraduate work experience with appropriate management responsibility (internships not included)

#### PROGRAMME INFO

<b>Programme name</b>	Leeds MBA
<b>Programme format</b>	Full-time
<b>Language of instruction</b>	English
<b>Starting dates</b>	Fall 2025, Fall 2026
<b>Accreditations</b>	EQUIS, AACSB, AMBA, Small Business Charter
<b>Rankings</b>	QS #72 in the world, FT #37 in Europe QS #9th in UK

#### OTHER STUDY LOCATIONS

<b>Campuses</b>	Leeds, United Kingdom
<b>Study abroad</b>	Chosen by our students

# The Leeds MBA.

Join us on a **life-changing journey**.

Our one-year MBA will **accelerate your professional growth** and prepare you for senior management roles.

You'll be equipped to adapt to the challenges of a **constantly changing world**, giving you a distinct advantage in your career. We'll help you to focus on your own personal goals and develop the practical skills you need to **make a real impact**.

“

*The Leeds MBA was a rewarding and enriching experience that helped me develop new skills whilst exposing me to new cultures. Group tasks and case studies helped me relate to practical situations... and consulting assignments put the classroom concepts to the test. This has been a once-in-a-lifetime opportunity for me to work on my future career goals.”*

Tanweer Hassan, Leeds MBA class of 2023



Join one of the UK's most  
prestigious business schools.  
[business.leeds.ac.uk/leeds-mba](https://business.leeds.ac.uk/leeds-mba)

World Ranked - Triple Accredited - Award Winning



# Where Leaders Are Shaped



The Lisbon MBA Católica|Nova is a prestigious joint venture between two top European business schools, Católica-Lisbon and Nova SBE, in collaboration with MIT Sloan in Boston. It offers world-ranked, triple-accredited MBA programmes where students access top faculty services, and an immersive experience focused on innovation and entrepreneurship.

Located in Lisbon, a vibrant tech and start-up hub, students enjoy a dynamic lifestyle with safety, affordability, and rich cultural experiences. The programme blends a global perspective with local insight, fostering a diverse community, leadership labs, and executive mentoring driving personal and professional growth. Graduates join a global alumni

network, including MIT Sloan Affiliate Alumni, unlocking lifelong learning and international opportunities.

## PROGRAMME PRESENTATION:

The Lisbon MBA International is a one-year, full-time programme for high-potential professionals aiming to boost or pivot their careers. Ranked #1 in Portugal and #24 in Europe (FT Global ranking 2025) and delivered in English, it combines rigorous academic study with hands-on learning, leadership development, executive mentoring, and real-world business challenges, fostering personal transformation and career acceleration.

## PROGRAMME INFO

<b>Programme name</b>	The Lisbon MBA International
<b>Programme format</b>	12 months Full-time in-person attendance
<b>Specialisations</b>	Strategy and Marketing / Finance / Technological Innovation and Entrepreneurship
<b>Language of instruction</b>	English
<b>Application deadlines</b>	4th Round: 20 November 2025
<b>Starting dates</b>	13 January 2026
<b>Accreditations</b>	Triple Crown Accreditation from EQUIS, AMBA, AACSB
<b>Rankings</b>	FT Global MBA Rankings: #1 in Portugal, #24 in Europe, #77 in the World, #3 in the world in international course experience QS Rankings: #36 in Europe.

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Lisbon, Portugal / Cascais, Portugal / Boston, USA
<b>Study abroad</b>	Boston, USA

## LISBON, PORTUGAL

### STUDENT BODY

**Male vs. Female ratio:** 53:47  
**Average age:** 32 years  
**Degree background:** 34% Business; 27% Engineering; 20% Social; 13% Social Sciences; 6% Arts and Humanities  
**International students:** 60%

### CAREERS

**Salary increase after graduation:** 89% after 3 years  
**Companies that are recruiting from our MBA programme:** Accenture, Bayer, EDP, Microsoft, Siemens,  
**Industry placement post-graduation:** Consulting: 18%; Health/ Pharma/ Biotech: 11%; Technology management: 21%; Other: 50%

### ADMISSION REQUIREMENTS

**University degree:** Yes  
**Aptitude tests:**  
 GMAT- minimum required score: 555  
 GRE- minimum required score: 312  
**Admissions Exam Waiver Eligibility:** Candidates with a Bachelor's Degree in a quantitative field such as Engineering, Economics, Mathematics, or similar from a reputable university and over 8 years of professional experience (including at least 4 years in a management role).  
**Language tests:**  
 IELTS (minimum required score): 6.5  
 TOEFL (minimum required score): 93  
 CAE (minimum required score): C  
 CPE (minimum required score): C  
**English Waivers:**  
 be a national of an English-speaking country (US, CA, UK, NZ, etc);  
 present a full university degree during which all courses were taught exclusively in English;  
 worked full-time in an English-speaking country for more than 1 year.  
 CV in English  
**References:** 2 professional references  
**Minimum work experience:** 3 years

### COSTS

**Application fee:** EUR 200  
**Tuition fees:** EUR 39,500  
**Scholarships:** Scholarships covering up to 40% available to promote excellence, meritocracy, entrepreneurship, and diversity.

### CONTACTS

**Name:** The Lisbon MBA Admissions Team  
**Email:** admissions@thelisonmba.com  
**Telephone:** +351 936 143 473  
**Website:** www.thelisonmba.com



# Leadership, Entrepreneurship & Consultancy



Sheffield University Management School is part of the University of Sheffield, a world top-100 university (QS World University Rankings 2026) and a member of the prestigious Russell Group of leading UK research universities. We pride ourselves on our Triple Crown accreditation by AACSB, AMBA & EQUIS, placing us among the global elite of business and management schools.

## PROGRAMME PRESENTATION:

The Sheffield MBA focuses on Leadership, Entrepreneurship, and Consultancy. Whether you're aspiring to take a more challenging role, switch industries, relocate or start your own business, the Sheffield MBA will help you to shape and succeed in your next move. You'll be

able to understand and adapt to complex situations, solve problems, rise to challenges, and lead your organisations forward.

At Sheffield, your personal, professional and career development is our priority. This unique module is integrated throughout the programme via interactive workshops, expert speaker events, networking, field trips, and more. It's empowered by world-leading academics, career experts, industry leaders, and our robust alumni links.

Your studies will be enriched by the London Career Safari and an international study trip to Frankfurt and Mannheim in Germany, with the majority of the costs already covered in your tuition fee.



## SHEFFIELD, UK

### STUDENT BODY

**Male vs. Female ratio:** 70:30  
**Age range:** 23-42 years  
**Average work experience:** 5.5 years  
**International student diversity:**  
 UK: 8%  
 South Asia: 63%  
 Southeast Asia: 13%  
 Northeast Asia: 8%  
 Southeast Africa: 4%  
 West Africa: 4%

### ADMISSION REQUIREMENTS

**University degree:** 2:2 undergraduate honours degree or equivalent  
**Language tests:**  
**IELTS** (min. required score) - 6.5 with a minimum of 6.0 in each component or equivalent  
**Minimum work experience:** 3 years' full time postgraduate work experience. This should include appropriate management experience and show good career progression.

### COSTS

**Application fee:** No fee  
**Tuition fees:** GBP 35,840  
**Scholarships:** A number of scholarships worth up to 50% of the tuition fee are offered throughout the year on a competitive basis to talented and ambitious professionals. No separate application is required as all MBA candidates will automatically be considered for these scholarships.

### CONTACTS

**Email:** [mba@sheffield.ac.uk](mailto:mba@sheffield.ac.uk)  
**Website:** [www.bit.ly/sheffieldmba](http://www.bit.ly/sheffieldmba)

## PROGRAMME INFO

<b>Programme name</b>	The Sheffield MBA
<b>Programme format</b>	12-month, full-time
<b>Language of instruction</b>	English
<b>Application deadlines</b>	Application deadlines
<b>Starting dates</b>	September 2026
<b>Accreditations</b>	AACSB, AMBA, EQUIS, CMI, CIMA
<b>Rankings</b>	Tier One- Global MBA Rankings, CEO Magazine

# For What Matters



Located in the heart of New York City, Fordham University's Gabelli School of Business is deeply committed to transformative business research and education that serves as a catalyst for meaningful and lasting change, while providing students with the competitive edge they need to succeed in the rapidly evolving global business environment. Students are immersed in a dynamic urban landscape where industries intersect and the world's high-stakes business transactions occur. New York City offers direct access to Fortune 500 companies, financial institutions, start-ups, Big Four accounting firms, and media giants. Guest speakers from top corporations, real-world case studies, unsurpassed networking opportunities, and internships provide an advantage that few business schools can match.

## PROGRAMME PRESENTATION:

The full-time MBA offers a transformational experience blending academic excellence with real-world immersion. Our STEM-designated curriculum evolves with the market and is deeply integrated with NYC's business ecosystem. Electives encompass current and emerging market demands, including fintech, AI, and sustainable business. The NYC location also enables consulting projects, site visits, and direct engagement with start-ups and corporations. MBA students benefit from our international presence at our London campus, where they are introduced to global business perspectives as a solid foundation for the rigorous learning experience ahead.

## PROGRAMME INFO

<b>Programme name</b>	Full-Time MBA Programme
<b>Programme format</b>	Full-Time
<b>Specialisations</b>	Accounting, Communications and Media Management, Finance, Fintech, Information Technology, Management, Marketing, ESG Finance, Blockchain, Corporate Compliance, Electronics Business, Entrepreneurship, Global Sustainability, Healthcare Management, International Business
<b>Languages of instruction</b>	English
<b>Application deadlines</b>	Express Round: 25 August 2025 Fall 2026 Round 1: 10 October 2025 Fall 2026 Round 2: 19 January 2026 Fall 2026 Round 3: 20 March 2026 Fall 2026 Round 4: 12 June 2026
<b>Starting dates</b>	Fall 2026: End of July 2026 (Dates TBD)
<b>Accreditations</b>	AACSB
<b>Rankings</b>	#58 (tie) in US News and World Report's Best Business Schools #78 (Financial Times – Business Schools Globally)

## OTHER STUDY LOCATIONS

<b>Campuses</b>	New York (USA)
<b>Study abroad</b>	London (UK)

## NEW YORK CITY, USA

### STUDENT BODY

**Male vs. Female ratio:** 65:35  
**Age range:** 24–44 years  
**Average age:** 29 years  
**Military/Veterans percent:** 10%  
**Degree background:** Business: 45%; Humanities: 12%; Engineering: 12%; Health Sciences: 7%; Social Sciences: 24% (commonly law, political science, economics)  
**International students:** 50%  
**International student diversity:** Europe: 4%; North America: 51%; Central/South America: 13%; Asia and Oceania: 28%; Africa: 4%

### CAREERS

**Salary increase after graduation:**  
 Average Base Salary: USD 134,000  
 High Base Salary: USD 192,000  
**Companies that are recruiting from our MBA programme:** Amazon, EY Parthenon, Goldman Sachs, Google, Jefferies  
**Industry placement post-graduation:**  
 -85% Accepted Offers 3-Months After Graduation  
 -93% of International Students Accepted Offers After Graduation  
 -90% of Accepted Offers are in the United States  
 Top 3 Functions:  
 1) Finance/Accounting; 2) Marketing/Sales;  
 3) General Management

### ADMISSION REQUIREMENTS

**University degree:** Required  
**Language tests:**  
 IELTS (recommended score) - 7  
 TOEFL iBT (recommended score) - 100  
 PTE (recommended score) - 68  
 Other language tests:  
 DET (recommended score) - 120  
**References:** Up to 2 professional references; 1 required  
**Minimum work experience:** 3 years of professional work experience

### COSTS

**Application fee:** USD 140  
 Application fee is waived for any applications submitted by the Round 1 application submission deadline  
**Tuition fees:** Fall 2025: USD 129,107 Tuition Only  
**Scholarships:** Full-Time MBA:  
 Dean's Scholarships- USD 30,000 and up (merit-based)  
 ROMBA scholarship- USD 20,000

### CONTACTS

**Name:** Nikki de Castro, Senior Assistant Director of Admissions  
**Email:** Ldecastro1@fordham.edu  
**Telephone:** +1 (347) 842 3029  
**Website:** www.fordham.edu/gabelli-school-of-business/



**HULT**  
INTERNATIONAL  
BUSINESS SCHOOL

# The MBA For Those Made to Do

## **GLOBAL ONE-YEAR MBA**

Accelerate your career in international business with a transformative campus experience that immerses you in diversity and takes you across the globe in one year. Learn business by doing it to graduate with the skills most in demand with employers worldwide—so you can make an immediate impact that matters.

[HULT.EDU/MBA](https://hult.edu/mba)



# A Year-Long MBA - A Lifelong Advantage



Ivey Business School at Western University develops leaders who think globally, act strategically, and address critical issues facing society through high-impact research and transformative learning experience.

## PROGRAMME PRESENTATION:

Our full-time MBA programme is an action-oriented learning experience designed to accelerate your success in the real world. You will be the decision maker asked to analyse the data and develop alternatives.

## THE IVEY DIFFERENCE

At Ivey, we recognise that completing your MBA means time away from the workforce. That's why our programme is designed in one year instead of two, maintaining a world-class intense curricular package that will help you to achieve your career goals and return to the workforce quickly.

## CASE STUDY METHOD

We are the only case-based programme in Canada. We go beyond lecturing, employing approximately 300 cases per year and bringing real-world examples to the forefront of the class.

## OUR COHORT

At Ivey, we attract exceptionally strong candidates from diverse backgrounds. We hold our faculty to the same high standards. Ivey's full-time faculty members have a global scope, with over half holding international citizenship and representing 27 countries.

## GLOBAL LEARNING OPPORTUNITIES

Beyond their diverse classroom experience, Ivey MBA students also have the opportunity to extend their learning with an international study trip and an international exchange programme.

## PROGRAMME INFO

<b>Programme name</b>	MBA
<b>Programme format</b>	Full-time
<b>Specialisations</b>	Finance, Entrepreneurship, Marketing, Corporate Strategy & Leadership, International Management
<b>Language of instruction</b>	English
<b>Application deadlines</b>	7 July 2025; 22 September 2025; 17 November 2025; 9 January 2026
<b>Starting dates</b>	March 2026
<b>Accreditations</b>	EQUIS
<b>Rankings</b>	# 1 MBA Programme in Canada for 9 years (Bloomberg Businessweek, 2014-2019, 2022-24) #1 in Canada for Compensation (Bloomberg Businessweek, 2024-25) #1 in Canada and #13 globally for ESG and net zero teaching rank (Financial Times Global MBA Ranking 2025) #1 in Canada for Sector Diversity (Financial Times Global MBA Ranking 2025) #1 in Canada for Networking (Bloomberg Businessweek, 2024-25) The most Faculty members with Doctorates in Canada (Financial Times Global MBA Ranking 2025)

## OTHER STUDY LOCATIONS

<b>Campuses</b>	London, Ontario, Canada (FT MBA)
<b>Study abroad</b>	Brazil, Spain, Norway, China, Hong Kong, Singapore, India, South Africa, Italy, Switzerland, United Kingdom

## LONDON, CANADA

### STUDENT BODY

**Admission rate:** Maximum enrolment 156

**Male vs. Female ratio:** 60:40

**Age range:** 24-35 years

**Average age:** 29 years

**Degree background:** Business – 46%; Engineering – 20%; Arts – 15%; Sciences – 19%

**International student:** 40%

**International student diversity:**

Canada: 45%

Central/ South America: 4%

India: 27%

China: 8%

Africa: 12%

Southeast Asia: 2%

Other: 2%

### CAREERS

**Companies that are recruiting from our MBA programme:** CIBC, Deloitte, Scotiabank, Kearney, Bain & Company

**Industry placement post-graduation:**

Banking/Finance: 24%; Consulting: 27%;

Technology management: 12%; Other: 37%

### ADMISSION REQUIREMENTS

**University degree:** At least a Bachelor's (three-year) degree

**Aptitude tests:**

GMAT- Required if applicant does not qualify for exemptions ([www.ivey.ca/MBA](http://www.ivey.ca/MBA))

Minimum required score: 555 Focus Edition, 600 Original

Average score: 670 (original)

GRE- Required, minimum required score: 315

Other: LSAT, minimum required score: 160

**Language tests:**

IELTS (min. required score): 7

TOEFL iBT (min. required score): 100

**References:** 2

**Minimum work experience:** 2 years

### COSTS

**Application fee:** No fee

**Tuition fees:** CAD 83,250 Domestic

CAD 132,994 International

+ Ancillary Fees (~CAD 6700)

**Scholarships:** Merit-based scholarships.

85% receive an admission scholarship.

CAD 15,000 – CAD 70,000

Specific fellowships include Forte Foundation and ROMBA.

### CONTACTS

**Name:** Lindsay Lippmann

**Email:** [llippmann@ivey.ca](mailto:llippmann@ivey.ca)

**Website:** [www.ivey.ca/mba](http://www.ivey.ca/mba)

# Business Elevated

SANTA CLARA, CALIFORNIA, USA

## STUDENT BODY

**Male vs. Female ratio:** 55:45  
**Age range:** 22-50 years  
**Average age:** 27 years  
**Degree background:** Engineering (65%); Business (25%); Other (10%)  
**International students:** 20%  
**International student diversity:**  
 Europe - 4%  
 North America - 17%  
 Central/South America - 1%  
 Middle East - 1%  
 Asia and Oceania - 76%  
 Africa - 1%

## CAREERS

**Salary increase after graduation:** 30%  
**Companies that are recruiting from our MBA programme:** Amazon, LinkedIn, Nvidia, VMWare, Apple  
**Industry placement post-graduation:**  
 Banking/Finance- 18%; Consulting- 15%;  
 Technology management - 35%; Other - 32%

## ADMISSION REQUIREMENTS

**University degree:** Bachelor's  
**Aptitude tests:**  
 GMAT- Required- waivers available, average score 640  
 GRE - Required- waivers available, average score 313  
**Language tests:**  
 IELTS (min. required score)- 6.5  
 TOEFL iBT (min. required score)- 90  
 Other language tests: Duolingo, min. required score- 110  
**References:** 2 required  
**Minimum work experience:** 3 years for MBA only

## COSTS

**Application fee:** USD 100  
**Tuition fees:** USD 96,670  
**Scholarships:** Merit only between 5% and 20%

## CONTACTS

**Name:** Lenore Grant  
**Email:** gradbusiness@scu.edu  
**Telephone:** 408-554-4539  
**Website:** www.scu.edu/business



## Santa Clara Leavey School of Business

Fuelled by the spirit of Silicon Valley innovation, all of our top-ranked programmes at the Leavey School of Business provide rigorous study and high impact experiential learning, culminating in rock-solid business acumen. Plus the University's Jesuit, Catholic tradition imbues all students with unwavering ethics and a commitment to social responsibility. This combination makes Leavey the perfect place to nurture the next generation of business leaders who will positively impact their organisations and society.

### PROGRAMME PRESENTATION:

Ranked #1 in Silicon Valley and top 20 in the nation by US News & World Report, the Leavey Evening MBA Programme at Santa Clara University offers working professionals like you the skillset, tools, and connections to take your career to

the next level, change careers, or start a business of your own. Harnessing the expertise and innovation of Silicon Valley, the Evening MBA Programme delivers an exceptional education based on real-world application, giving you unparalleled access to a rich network of professors, peers and fellow professionals. Offered in a convenient twice-a-week, evening format, the 2-year programme enables you to elevate your career without disrupting your flow.

The Evening MBA is also available as a STEM MBA, providing international students up to three years of OPT. With STEM MBA's focus on Data Science and Business Analytics, students will learn to collect, verify and use data to achieve enhanced business decisions, and present value-added strategies to senior management.

### PROGRAMME INFO

<b>Programme name</b>	Evening MBA
<b>Programme format</b>	Full-Time and Part-Time
<b>Specialisations</b>	Business Sustainability, Marketing, Finance, Data Science and Business Analytics, Entrepreneurship and New Venture Creation, Leading Innovative Organisations
<b>Languages of instruction</b>	English
<b>Application deadlines</b>	Fall: 1 April (priority), 1 June Spring: 20 January
<b>Starting dates</b>	Spring: 30 March 2026
<b>Accreditations</b>	AACSB
<b>Rankings</b>	MBA #19

### OTHER STUDY LOCATIONS

<b>Campuses</b>	Santa Clara, CA (United States of America)
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# Elevate Your Career with an MBA and Invest in Your Future



As a St. John's University student, you can have it all: an education that broadens your mind, the chance to serve those less fortunate, the fun and excitement of New York City, and the inspiration and support you need for future success.

## PROGRAMME PRESENTATION:

Our 36-57 credit MBA programmes enable students to enrol in onsite, online, or flex courses. Our flex courses are seven weeks onsite, followed by seven weeks of online learning, with a focus on case studies and real-world projects.

## PROGRAMME INFO

<b>Programme name</b>	Tobin MBA, STEM MBA, and Accounting MBA
<b>Programme format</b>	Full-time and Part-Time, Online, in person (on our Queens or Manhattan campuses) or hybrid
<b>Specialisations</b>	Tobin MBA offers 18 concentrations in: 1) Artificial Intelligence, 2) Business Analytics, 3) Educational Leadership, 4) Enterprise Risk Management, 5) Entrepreneurship, 6) Finance, 7) FinTech, 8) Healthcare Systems, 9) Information Systems, 10) Interdisciplinary Business, 11) International Business, 12) Strategic Management, 13) Marketing Analytics, 14) Marketing Management, 15) Risk and Financial Advisory, 16) Risk Management, 17) Sustainability, and 18) Taxation STEM MBA – students select 2 of 8 concentrations: 1) Artificial Intelligence, 2) Business Analytics, 3) Enterprise Risk Management, 4) Finance, 5) FinTech, 6) Information Systems, 7) Risk Management, and 8) Sustainability,
<b>Language of instruction</b>	English
<b>Application deadlines</b>	Rolling admission Recommended deadline – 1 April for Fall Admission and 1 November for Spring admission
<b>Starting dates</b>	3 September 2025 Spring 2026 – 21 January 2026 Fall 2026 – 2 September 2026
<b>Accreditations</b>	Middle States Accreditation and AACSB

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Queens, NY, USA and Manhattan, NY, USA
<b>Study abroad</b>	We do not have study abroad on the graduate instance, but we do have global destination coursework which allows students to study in various countries for 1-2 weeks in a semester. Past locations include London, England, Rome, Italy, Paris, France, Zurich, Switzerland, Munich and Berlin, Germany, Athens, Greece, and Bermuda.

## NEW YORK CITY, USA

### STUDENT BODY

**Admission rate:** 4:1 (applicants vs. admitted students)

**Male vs. Female ratio:** 43:57

**Average age:** 28 years

### CAREERS

**Companies that are recruiting from our MBA programme:** PWC, Deloitte, EY, Protiviti, and AON

### ADMISSION REQUIREMENTS

**University degree:** Bachelor's equivalent

#### Aptitude tests:

GMAT- Optional, minimum required score- 550

GRE- Optional, minimum required score- 550

GMAT equivalent

#### Language tests:

IELTS (min. required score)- 6.5

TOEFL (min. required score)- 80

PTE (min. required score)- 54

Other language tests- Duolingo- 105

**References:** One reference letter from a professor or a professional

**Minimum work experience:** Not required, but 2 years of full-time experience is preferred

### COSTS

**Application fee:** USD 70

\*Application fee can be waived for candidates who attend an Access MBA event.

**Tuition fees:** USD 1,655 per credit

**Scholarships:** Work Experience, Alumni Scholarship, Endowed Scholarships, External Scholarships, Graduate Assistantships and Fellowships, GSRM, and Zurich Fellowship Scholarships range from 2K to full tuition

### CONTACTS

**Name:** Office of Graduate Admission

**Email:** Tobingradnyc@stjohns.edu

**Telephone:** +1-718-990-1345

**Website:** www.stjohns.edu

# Improving Management Skills Based on Real-world Practice



IPADE was founded in 1967 by a group of important Mexican businessmen. Their goal was to develop future leaders with the ability to drive social and economic growth rooted in personal integrity, social responsibility, and a global vision.

IPADE is the leading business school in Latin America and represents the biggest and most important business network in the region.

## PROGRAMME PRESENTATION:

Our full-time MBA is a 21-month-long education experience designed to develop well-rounded business leaders, covering a comprehensive business curriculum. Our programme emphasises experiential learning, case studies and a global perspective. Participants engage in real-

world business challenges and benefit from a diverse and collaborative learning environment, with a strong emphasis on ethical leadership and social responsibility.

Participants have access to a strong network of alumni and industry connections, enhancing their post-graduate opportunities. Graduates emerge with a solid foundation in business acumen, business leadership skills and a global mindset, making them well-prepared for leadership roles in a dynamic business landscape.

Our programme is based on three fundamental pillars: knowing - exchanging a professional experience, doing - hands on business and being - how to become good business leaders.

## MEXICO CITY, MEXICO

### STUDENT BODY

**Admission rate:** 5:1  
**Male vs. Female ratio:** 55:45  
**Age range:** 24-32 years  
**Average age:** 27.5 years  
**Degree background:** Engineering 46%; Administrative 37%; Social Sciences 9%; Other 7%  
**International students:** 28%  
**International student diversity:**  
 Europe: 50%  
 North America: 11%  
 Central/South America: 21%  
 Asia and Oceania: 13%  
 Africa: 5%

### CAREERS

**Salary increase after graduation:** Average 95%  
**Companies that are recruiting from our MBA programme:** Amazon, Grupo Bimbo, UBER, BBVA  
**Industry placement post-graduation:**  
 Banking/Finance: 25%; Consulting: 25%; Health/Pharma/Biotech: 15%; Other: 35%

### ADMISSION REQUIREMENTS

**University degree:** Bachelor's degree  
**Aptitude tests:**  
 GMAT - Recommended  
 GRE - Recommended  
 Other tests: IPADE's institutional admission exam  
**Language tests:**  
 IELTS (minimum required score): 6.5  
 TOEFL (minimum required score): 97  
 TOEIC (minimum required score): 850  
 Other tests: Duolingo 125  
**References:** 2 references: 1 academic and 1 professional  
**Minimum work experience:** 2 years

### COSTS

**Application fee:** No application fee  
**Tuition fee:** USD 65,000  
**Scholarships:** Multiple financial aid mechanisms: scholarships / student loans

### CONTACTS

**Name:** Rosa Garcidueñas  
**Email:** rgarcidueñas@ipade.mx  
**Telephone:** +52 55 5354 1800 ext.1139 /  
 Whatsapp: +52 55 10345914  
**Website:** www.mkt.ipade.mx/full-time-mba

## PROGRAMME INFO

<b>Programme name</b>	Full-Time MBA
<b>Programme format</b>	Full-time
<b>Specialisations</b>	Management, Social Responsibility, Humanism
<b>Language of instruction</b>	English
<b>Application dates</b>	Rolling admission process, all year round
<b>Starting dates</b>	First week of September
<b>Accreditations</b>	AMBA, EQUIS, AACSB
<b>Rankings</b>	The best MBA in Mexico, ranked 1st for 14 consecutive years – revista EXPANSIÓN. 6th worldwide in the “International course experience” category – 10th worldwide in the “Career progress” category – Financial Times

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Mexico City, Monterrey- Mexico
<b>Study abroad</b>	Mandatory exchange programme with partnerships with over 80 Business Schools on five continents.



Your MBA Orientation Platform, combining more than 20 years of candidate orientation experience with state-of-the-art AI technology, giving the best match between candidates and schools.

# A School Is More Than Just a Name

Match and connect with the right MBA

**L** launched by Advent Group in 2018, Unimy's mission is to help MBA candidates worldwide find and connect to the best-matching business and management programmes online.

Innovative by design, Unimy makes the most of Advent Group's 20+ years of human expertise in matching MBA candidates and business schools globally in person and online.

Coupled with AI, advanced technology, and research, Unimy provides highly personalised MBA selection and guidance services with insights beyond just the name of a school.

## Because school culture matters

Your MBA experience is holistic and being in the right environment will help you thrive. Each business school has a unique organisational culture and spirit. The Unimy Culture Fit guides you to the schools that fit best with your values and preferred style.

After completing a five-minute survey, you will have your unique cultural profile. You

can then see how well the school of your choice aligns with your culture profile and we will also give you an additional list of three Top 100 Financial Times business schools that match the best.

## Because rankings can be personal

Unimy has been revolutionising business education rankings with the launch of its 360° MBA Ranking in December 2023.

This is the first ranking that puts the MBA candidates' priorities at the heart, allowing them to rank schools by the criteria most important to them and setting priorities - career outcomes, diversity, faculty, acceptance rate, and school culture. This personalised approach makes the 360° MBA Ranking a truly unique resource - all the world's top 100 MBA programmes, ranked by you.

## Because your dreams have a match

The choice of study destinations, delivery formats, and the variety of MBA programmes is abundant. This means you can dream big and fine-tune your MBA preferences.

Unimy's MBA Matching AI tool helps you identify 10 MBA programmes that closely match what you are looking for. Our consultants will guide you further to refine your list and arrange to meet directly with school representatives.

## Because alumni stories inspire

Once in your shoes, MBA students and alumni provide insights into the business school experience and post-MBA growth.

MBA stories inspire, but most importantly they help you consider details in school selection you can't anticipate on your own. Peer learning is at the heart of the MBA experience. Student and alumni stories and connections bring peer insights before you start your MBA studies.

## Because it's all about you

The MBA is a once-in-a-lifetime experience empowering your personal and professional growth and impact.

**Match and connect with the right MBA at [unimy.com](https://www.unimy.com)**

# Demanding. Fulfilling. Rewarding.

## What makes the MBA student experience?

**Months of challenges, collaboration, and self-development, but a lifetime of transformation and memories: this is the MBA experience. Although it is worth exploring all of its individual components, whether it's the courses, networking, or diversity, its greatest strength lies elsewhere.**

The value is wholistic – all aspects work together to offer a full, immersive, varied MBA journey. The MBA experience also enriches students through each school's unique organisational culture that builds on those of the city, region, and country.

Being essential, student experience is an important criterion for school selection. It can be sensed through contacts with university representatives, students and alumni; it can be felt during a campus visit and open days. Luckily, school culture can also be measured and compared with the research-based Unimy Cultural Fit. And yet, what makes the MBA student experience so important in the programme?

### A window to innovation

From the very first study discussion, the MBA experience begins rewiring how students think, but not in isolation or behind textbooks. Instead, transformation happens through the demanding studies and diverse points of view shared in real time. When a former software engineer sits beside a healthcare administrator and a marketing director, all dissecting the same problem, the learning goes beyond any individual

course or assignment. The MBA becomes a catalyst for something far more profound than just learning about business frameworks. It becomes a window into entirely different ways of solving problems, making decisions, and understanding markets.

Amid the intensity of the MBA, students may find themselves naturally gravitating toward classmates whose backgrounds complement their knowledge gaps. A former consultant might explain market entry strategies while learning about supply chain optimisation from an operations veteran. This creates a collaborative learning environment that no other classroom could replicate.

The curriculum's demanding pace works in a way that strengthens these connections rather than hindering them. Networks are built on genuine respect, collaboration, and support, far deeper than typical professional connections. As a result, there is the chance to develop unique intercultural exchanges and lasting relationships.

### Cultural mix

Choosing an MBA programme or study destination is as much about the international diversity and networking as it is about the courses and projects. A late-night group work session can also mean a bonding experience over pizza, sharing stories from around the world.

The multicultural aspect turned out to be among the most valuable perks of IESE Business School for Prahlad Narasimhan Chari: *"The programme has around 450 students, split into six sections, each with around 75*

*students. The classroom is diverse, intense, and collaborative,"* highlights the Asian-born student doing his MBA in Spain. *"My team includes people from Brazil, Argentina, South Korea, England, Chile, and the US, and I've learned as much from them as I have from the curriculum."*



Within the format of the MBA, whether on campus or elsewhere, different cultures always seep through, in all aspects of that word. On the one hand, there are the students' individual backgrounds, their professional experiences, communication styles, ideas, and dreams. At the same time, each institution has its own ways too. Some cultural layers mix to form entirely new and unique combinations, while other traditions stand firm. To this day, at Oxford University, where 60% of all graduate students are from outside the UK, there is a specific set of guidelines for wearing academic student gowns on special occasions and during exams.

### Beyond the classroom

Both on campus and outside it, networking shapes much of the MBA student experience for participants. Extracurricular activities, clubs, and alumni events are just some of the unmissable opportunities for making connections, as well as learning from others. *"The most amazing resource at LBS is its alumni, so I drew on this as much as possible, meeting everyone whose job seemed interesting to me,"* says London Business

School MBA alumna Dominique Carrie. *"I heard about my second internship, at Social Finance, through meeting with alumni too."*

Extracurricular activities don't simply complement the curriculum – they add to it in unexpected ways. Professional development workshops organised by student societies sometimes provide more context and examples for the theory covered in class.

Cultural festivals and celebrations can also become unlikely venues for new insights, partnerships, or networking. A Diwali (Hindu festival) celebration organised by a South Asian student association might feature discussions about emerging market opportunities. A networking dinner with Latin American students might offer perspectives on regional business practices. These social gatherings deepen friendships and expand global business awareness, creating connections that prove invaluable long after graduation.

### The ripple effect

Because everything in an MBA programme is connected, these interwoven experiences

create lasting impact for students. Graduates often credit their career breakthrough not just to technical skills learned in class, but to a connection made during a guest lecture or extracurricular project, like Geraldine Alias, who completed her MBA from Harvard Business School (US), and was part of Harvard's Alumnae Circles – small groups of women who meet monthly to learn from and inspire each other. *"Advice from members of my Circle group has fundamentally helped me become a better person – a better friend, parent, work colleague, boss, wife, sister, and family member. They have impacted all facets of my life."*

This is precisely why the MBA experience proves bigger than the sum of its parts. The intense but rewarding curriculum provides the foundation, the diverse community offers perspectives, and the culture creates the environment where transformation happens. When these elements combine, they generate something no single component could achieve alone – a personal and professional journey of growth that extends far beyond any degree or qualification.



# Why Culture Counts

## Two alumni stories of cross-cultural MBA experience in Europe



**Pavadee Burapapong**

**MBA Class of 2023  
Alliance Manchester Business  
School (UK)**

**A**s Pavadee Burapapong from Thailand and Hans Koenig from the US discovered at their respective European business schools, school culture fit can make the difference between a good MBA experience and an exceptional one.

Unimy brought together two international MBA students at leading schools in Europe to tell us about their cultural, professional, and personal transformations studying on a different continent. Pavadee went to Alliance Manchester Business School (AMBS) in the UK, while Hans chose ESSEC in Paris. Their journeys reveal how the right study environment can mould individuals into leaders – something today’s MBA candidates can evaluate through Unimy’s Cultural Fit tool.

**To start with, we wanted to know more about where you are each from and what your home culture is like. What values do you cherish and always carry with you in your work and studies?**

**Pavadee:** I’m from Bangkok, Thailand. My home culture is typically Asian where people respect seniority and are not overly competitive. We value manners and friendliness.

I believe that everyone should be responsible within their work setting and act with integrity and politeness. I also believe that it is important to respect colleagues, clients, and others, especially when you manage various parties simultaneously. Furthermore,

you need to enjoy the challenges, connect with people, and learn to relax so that you can recharge your energy and be ready to fulfil your goals.

I also think that if you have earned enough, you should share with others or contribute to society.

**Hans:** I was born and raised in Yuma, Arizona. My family had lived in the US Midwest for generations before moving to Arizona. Like many Americans, past generations had emigrated to the US from Europe, particularly Germany and Ireland.

Growing up in a border town, I was constantly exposed to a mixture of cultures and languages, particularly the Mexican culture and Spanish language. This exposure was the first step in my desire to see the world and experience different cultures.

My family raised us to be respectful, friendly, independent, and critical thinkers. We were taught to work hard and cooperatively, making sure to be inclusive to others and helping out along the way. This has translated to many areas of my life.

**And what made you choose the business schools that you did? You both travelled a long way to find the right MBAs for you.**

**Pavadee:** I chose AMBS because of the reputation of its MBA in the UK, its learning-by-doing approach, and an elective focusing on FinTech. In addition to London, the region itself is strong in FinTech. For



**Hans Koenig**

**MBA Class of 2023  
ESSEC Business School  
(France)**

example, there is the annual Manchester conference organised by FinTech North, where everyone welcomed me.

A worldwide network of alumni is also important as it will assist you even after graduation. I also considered the duration of the MBA, as I preferred a programme longer than one year because I wanted to make the most of my MBA and constantly improve myself to achieve my post-MBA goal.

I can't imagine what my life would be like and how much I would regret it if I had not chosen to study for an MBA. I am already starting to miss my friends from the 12-month programme and 15-month programme as my MBA journey is about to end soon!

**Hans:** For many years I had dreams both of moving to Europe and of completing my MBA. With COVID making big changes to the world and giving me extra time to do my research and study for the GMAT, I began looking for a programme that fit my needs.

I liked the ESSEC Global MBA programme structure, offerings, and location. I initially appreciated ESSEC's reputation, being well-ranked on multiple global rankings and having a strong reputation in Europe, particularly in France. When looking further into the programme, I was excited about the variety of courses with concentrations on the digital future of business and the importance of sustainability. It offered several career services I did not see elsewhere, such as company visits, mixers, and international business trips. It was also in a city I felt I truly wanted to spend a period of my life in, allowing me to live in the centre of Paris.

**From your individual perspectives, what is different about European business education compared with the other parts of the world familiar to you?**

**Pavadee:** Class discussion and group interaction are critical at AMBS and those drive creativity and knowledge-sharing. It is

important to learn from others – not only the professors, but also your classmates and peers from more than 30 countries. We were taught to embrace diversity and give feedback so that we could grow through our team together.

It's totally different in Asian culture as you are not expected to be as proactive and confident. At AMBS, extracurricular activities are consistent throughout the year, while lectures and internship applications are also demanding.

**Hans:** One of the biggest differences between my business school experience in France compared to what I see in the US is the structure and speed with which the programmes are carried out. In the US, many full-time MBA programmes are two years long, whereas in Europe, many are only one. This really increases the speed and sometimes the pressure felt as you work from class to class and project to project.



My classmates and I also had a bit more of an international focus during my MBA in Europe compared to my past experiences in the US. We all come from different parts of the world and shared a similar interest in learning about each other's cultures.

**You both mentioned diversity and internationalism as being an instrumental part of your MBA education. Can you tell us more about those?**

**Pavadee:** I wanted to explore a culture that was different from mine so that I could learn more from the cohort, especially in the MBA programme where there were many people with a wide range of expertise and experience. I have literally gone out of my comfort zone and have grown a lot since I came to study and started expanding my network by attending industry conferences and events. I even participated in the Venture Capital Investment Competition in 2022 and our team was selected as one of the finalists.

Each person has their own background and culture, but what makes it all possible is teamwork. The most important things are communication, open-mindedness, and inclusion because each of us has different motivations and our own priorities. Everyone should feel they are respected and comfortable sharing their ideas and opinions. Sometimes we intended the same meaning and ended up discussing it for a while because of different wording.

Another challenge is working with people across different time zones. The toughest one was when I joined the Singapore FinTech Festival 2022 and had to manage three projects at the same time while other teammates connected from different time zones. You need understanding and support to make progress and our hard work did pay off.

**Hans:** I feel after the MBA at ESSEC, I am more knowledgeable about both business and the world than I was before. ESSEC taught me the foundational elements that one learns in business school, like strategy and finance, but it also taught me a lot about working across teams, industries, cultures, and languages. It helped me polish many of my business skills, while at the same time exposing me to industries and people I would never have had the chance to meet before the MBA.



*As part of the ESSEC Global MBA programme, Hans completed a 5-month internship with AFI KLM E&M's Innovation team. He supported the collaboration between the innovation teams along with multiple strategy and analytics projects.*



*Pavadee and other MBA students at AMBS participated in a sports event among European MBA Schools called the MBA Tournament (MBAT) at HEC Paris campus in May 2022.*

# A Place to Thrive

## Bentley MBA alumna Jeena Dansingani delves into school culture fit

**Choosing the right MBA programme goes far beyond rankings and curriculum. There's another crucial element that can make or break your business school experience: organisational cultural fit.**

**School culture shapes everything from daily interactions to the professional network that will support your career. It influences your learning style, stress levels, and ultimately your satisfaction with this major investment, yet prospective MBA students have rarely had the opportunity to explore this aspect through more objective methods.**

Unimy's MBA Cultural Fit has changed that. This tool provides you with scientific, data-driven insights into business school cultures and how your values align with different schools' communities.

When Jeena Dansingani was researching programmes, she wasn't just seeking academic excellence – she wanted a place where she could thrive personally and professionally. Coming from a multicultural background, she understood the importance of finding an environment that would support and nurture her development.

In the following interview, Jeena shares how the school culture of McCallum School of Business at Bentley University (US) fit her MBA aspirations and shaped her student experience.

**We wanted to find out more about your cultural journey before and into an MBA. What were you looking to find in a business school community?**

I am a south Asian female who was born and raised in Jamaica. Growing up in Jamaica, I was exposed to a melting pot of diverse people and cultures that was different from my own family's Indian background. Consequently, I have always been curious to learn about people and their stories, which I believe has developed the extroverted personality I have today. I think every person you encounter is unique and has a story that can broaden your perspective and mindset.

For me, applying to business school was more than just getting a degree. It was being in a place where I could help develop myself both personally and professionally. I wanted to find a place where I would be known by my name and not by my student ID number. I also wanted to learn more about how to tie IT concepts to business strategies. After doing research, the McCallum School of Business at Bentley University provided not only an IT-infused MBA, but they enforced that small classroom size so that you gained personal access to the professors.

**According to the Unimy school culture results, Bentley values a flexible approach to time management compared to other schools globally. What is your approach to managing your time?**

Balancing your schedule is key to being successful in all aspects of your life. This means understanding and knowing when and what to prioritise in order to determine a plan of action. For me, I rely heavily on calendars and to-do lists. They help me keep track of all the deliverables, tasks, and elements I am working on, as well as all the events and organisations I am involved with.

I not only do this for school, but also in my personal life. Visually seeing what I need to do also helps me understand when I have to spend more time in the books versus when I can have an afternoon free to explore a new coffee shop.

**Unimy also found that Bentley rewards individual work over group work more so than most other US schools. What do you think about this and do you like working in a team or more independently?**

My motto from day one has been teamwork makes the dream work! I enjoy working in a group when I am surrounded by other driven and eager students or individuals. However, I believe that Bentley provides a balance in creating opportunities for you to do both – work independently and in a group setting. This helps you improve your ability to work with people and understand different perspectives.

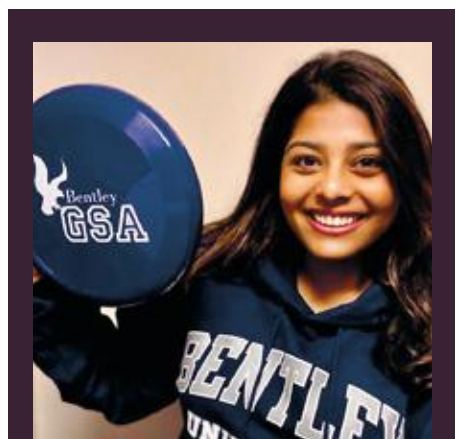
As I enjoy talking to other people, I haven't had any issues with working in a group as I believe all the students attending Bentley are there for the same reason I am: building themselves for a better future so their mindsets are already programmed to add value.

**Another of Unimy's findings concerns whether a school prefers a more liberal or more classical style. This applies to dress-code as well. We found Bentley sticks to established etiquette. What is it?**

Professors are dressed professionally and though classes can be casual, a professional setting is created. With that, your findings are accurate: Bentley sticks to an established etiquette.

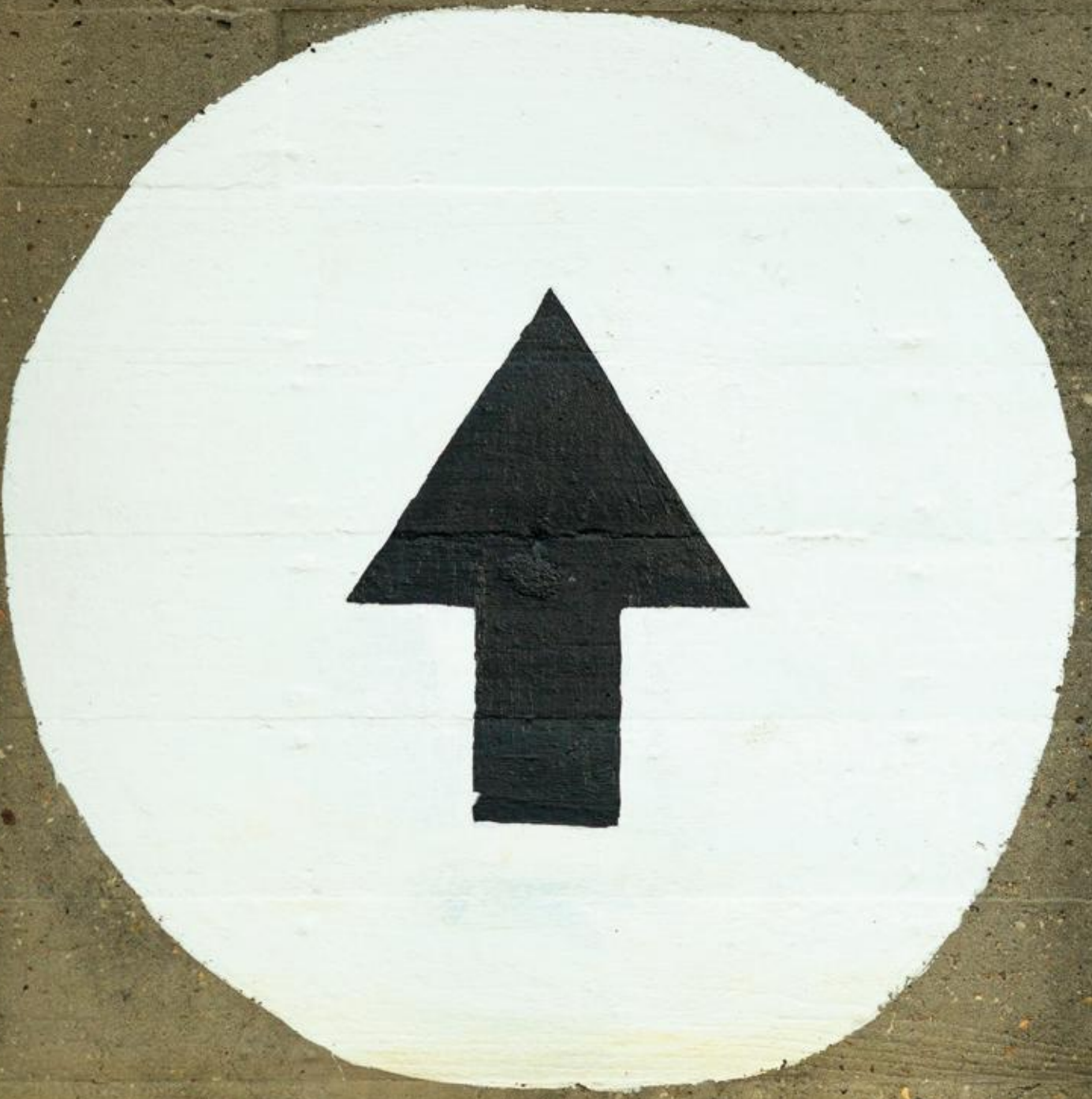
**Finally, how would you summarise your experience at Bentley in one sentence?**

My experience at Bentley has been empowering. It has reminded me that I am in charge of the future I'm building for myself.



**Jeena  
Dansingani**

**MBA Class of 2024  
Bentley University:  
McCallum Graduate School of  
Business (US)**



# Fit or Fame

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## Top ranking criteria and how culture makes a difference

**From a purely academic tool to a mass media opinion-making machine, MBA rankings have changed dramatically since 1977 when they were first invented. In the beginning it was the Carter Report, whose criteria were limited to the publications of faculties in academic journals. The Ladd & Lipset Survey, which started in the same year, examined how faculties ranked schools, but it wasn't until 1988 when BusinessWeek published its first ranking that the whole game of assessing, criticising, and wooing between business schools and big media really began.**

Rankings are a helpful tool if used properly, as they contain a lot of valuable information for applicants, but as always, there is a drawback: they tend to overshadow more important factors, such as, for example, whether a school is really suitable for a candidate, whether it fits their career goals, and whether it is recognised by the applicant's preferred industry.

To this day, cultural fit between student and institution is rarely part of the methodology of mainstream rankings. While they excel at measuring quantifiable outcomes, they don't capture the intangible elements that determine whether a student will actually thrive in a particular environment – factors like teaching philosophy, peer collaboration, and institutional values.

To be able to navigate the world of rankings more objectively, start by learning how different publications get their results. What are the main criteria used and are they relevant to you at all?

### **Employment rate and career progression**

Rankings typically measure employment rates three months after graduation, along with career progression metrics like promotions and job function changes. These numbers can be useful to MBA candidates as they reflect how well schools prepare students for the job market. After all, career advancement is one of their primary goals and measuring the extent to which programmes achieve it can be informative.

However, successful post-MBA employment can mean different things across regions and industries. Silicon Valley start-ups may value different metrics than traditional consulting firms. Keep in mind what your goals are in terms of global versus local employment when considering ranking data.

### **Salary increases and weighted salary**

Comparing pre-MBA and post-MBA income and weighted salaries naturally appeals to prospective students as they associate these numbers with programme value and return on investment (ROI). In the Financial Times MBA Ranking, average post-MBA salaries and salary

increases three years after graduation (including value for money and career progress ranks) make up about 40% of the total score.

At the same time, cultural factors can influence salary expectations and career motivations. Nordic countries emphasise the work-life balance over pure income, while emerging markets may prioritise different career trajectories.

That's why more and more rankings now adjust their data according to purchasing power to create fairer comparisons, e.g., a USD 100,000 salary in New York differs vastly from the same amount in Mumbai.

### **Class and faculty diversity**

Owing to the great value of having varied perspectives in class, diversity metrics have long been another important factor in MBA rankings. International representation, gender balance, and faculty diversity can all reflect what the classrooms of different schools look like. Watch out for the number of nationalities represented, the male-to-female ratio in class, and faculty credentials.

Still, cultural contexts can vary and the meaningful integration of different nationalities or genders might matter more to you than statistical achievements. The best programmes balance diverse representation with genuine inclusion and ensure that both lead to a better learning experience.

### **ROI and value for money**

An extremely important factor to consider, return on investment data compares career benefits against total MBA costs, including tuition, living expenses, and opportunity costs of time out of the workforce. Rankings have different methodologies for this, from simple calculations to complex models that account for long-term career progress.

This metric addresses prospective students' fundamental question: is a particular programme worth it? However, ROI calculations rarely speak for cultural factors such as different career progression patterns, salary expectations, and each person's definition of success. If you prioritise job security over high salaries or if you value entrepreneurial opportunities over corporate work, you

may want to look at ROI in rankings more critically.

### **Culture fit**

Organisational culture has been studied for years when it comes to corporate and work environments, but universities and business schools have their own unique values, common practices, and norms of behaviour too. Despite the importance of culture and the way it can impact the learning experience of students, it has not been measured by most of the mainstream MBA rankings.

Some MBA applicants never understand the importance of finding a business programme with the right cultural fit until they set foot on campus. How could a prospective student make the most of their studies or networking if they felt disconnected from the school environment? For example, they may

prefer building a friendly and relaxed relationship with professors, but the accepted norm at the school might call for more formal relations.

Now, as part of Unimy's 360° MBA Ranking, candidates have the opportunity to gain a deeper and more personal insight into the business schools that best fit them culturally. The 360° MBA Ranking lets you choose the criteria that matter most to you – including cultural fit – when selecting an MBA programme.

In the future, the schools that recognise and communicate their cultural strengths – alongside other achievements – will attract students who are not just statistically successful, but genuinely fulfilled by their educational experience. After all, the best MBA programme isn't necessarily the highest-ranked one; it's the one where you can thrive both academically and personally.



# UNIMY 360° MBA RANKING

The first ever 360° MBA Ranking published by Unimy reveals the aggregate results of the personalised rankings of prospective MBA students throughout the year.

**C**heck out the **Top 25 MBA programmes in the 2024 overall ranking, and the leading schools on four of the ranking criteria.**

## Ranking methodology

The Unimy 360o MBA Ranking takes into consideration aspects of the MBA experience that are the most important to prospective students: career and graduate success outcomes, diversity, academic quality, and acceptance rate. It combines these with Unimy's School Culture Fit Index, a unique study that examines the learning environment, campus life, and organisational culture in each business school.

Each school is ranked on five criteria. To get their personalised ranking, prospective students arrange the order of those factors according to what matters most to them when searching for the ideal MBA programme.

The ranking methodology lets users change the order of the five criteria

according to their importance. They then assign each criterion zero to three stars to show its significance. If cultural fit is within their top four criteria, users take the Cultural Fit Test to include insights on the learning environment and campus culture.

Data related to the criteria regarding career outcomes, diversity, and faculty is based on the Financial Times MBA rankings. Data related to acceptance rates is based on US News Rankings and other published sources. Data related to cultural fit is based on Unimy's own research into the organisational culture of business schools (the Cultural Fit Index). Each prospective student receives a list that is tailored according to their preferences.

## Get your personal top 100 MBA ranking

If you are exploring business schools featuring among the top ranked ones worldwide, get your personal Top 100 MBA programmes list ranking based on your set of criteria and priority order. Scan the QR code and start now.



## 2024 Top 25: MBA Programmes

With IESE Business School in Spain claiming the coveted first position, a highly competitive global field of elite business education emerges.

American institutions demonstrate their continued dominance among MBA programmes, occupying 14 of the top 25 spots, including names such as Cornell, Wharton, Duke, and Kellogg.

European schools maintain a strong presence with eight schools represented, while Asia is represented by China's CEIBS which rounds out the top five.



- 1** *IESE Business School* (Spain)
- 2** *Cornell University: Samuel Curtis Johnson Graduate School of Management* (USA)
- 3** *London Business School* (UK)
- 4** *University of Pennsylvania: The Wharton School* (USA)
- 5** *CEIBS* (China)
- 6** *Duke University: Fuqua School of Business* (USA)
- 7** *Northwestern University: The Kellogg School of Management* (USA)
- 8** *MIT: Sloan School of Management* (USA)
- 9** *ESCP Business School* (France)
- 10** *Yale University: School of Management* (USA)
- 11** *Dartmouth College: Tuck School of Business at Dartmouth* (USA)
- 12** *Columbia University: Columbia Business School* (USA)
- 13** *University of Cambridge: Judge Business School* (UK)
- 14** *HEC Paris* (France)
- 15** *Stanford University: Stanford Graduate School of Business* (USA)
- 16** *Harvard Business School* (USA)
- 17** *University of California Berkeley: Haas School of Business* (USA)
- 18** *University of Virginia: Darden School of Business* (USA)
- 19** *New York University: Stern School of Business* (USA)
- 20** *The University of Chicago: Booth School of Business* (USA)
- 21** *Imperial Business School* (UK)
- 22** *INSEAD* (France)
- 23** *IMD Business School* (Switzerland)
- 24** *Georgetown University: McDonough School of Business* (USA)
- 25** *SDA Bocconi: School of Management* (Italy)

# UNIMY 360° MBA RANKING PER CATEGORY

## 2024 Top 10: Career Outcomes

Career outcomes form a crucial component of Unimy's personalised ranking. They are an important indicator for the return on investment and long-term value of MBA education.

This measure particularly benefits students who wish to prioritise programmes with strong post-graduation employment rates or high average starting salaries.

By incorporating career outcomes into your ranking results, you can identify MBA options with strong employment prospects that match your professional goals.

- 1 **IESE Business School** (Spain)
- 2 **Cornell University: Samuel Curtis Johnson Graduate School of Management** (USA)
- 3 **London Business School** (UK)
- 4 **University of Pennsylvania: The Wharton School** (USA)
- 5 **CEIBS** (China)
- 6 **Northwestern University: The Kellogg School of Management** (USA)
- 7 **Duke University: Fuqua School of Business** (USA)
- 8 **Yale University: School of Management** (USA)
- 9 **MIT: Sloan School of Management** (USA)
- 10 **University of Cambridge: Judge Business School** (UK)

## 2024 Top 10: School Culture

School culture, like any organisational environment, profoundly shapes the MBA experience and professional development of all students.

As the first MBA ranking to include culture among its criteria, Unimy emphasises how important it is for candidates to get to know the atmosphere and communication styles in their top school choice.

A strong cultural fit of the school to a candidate's personality and values can impact the quality of classroom discussions, networking opportunities, and personal growth throughout your studies.

By prioritising school culture in MBA ranking results, you can identify programme options where you will thrive while building lasting professional relationships.

- 1 **IESE Business School** (Spain)
- 2 **London Business School** (UK)
- 3 **CEIBS** (China)
- 4 **Cornell University: Samuel Curtis Johnson Graduate School of Management** (USA)
- 5 **ESCP Business School** (France)
- 6 **University of Cambridge: Judge Business School** (UK)
- 7 **Imperial College Business School** (UK)
- 8 **IMD Business School** (Switzerland)
- 9 **University of Pennsylvania: The Wharton School** (USA)
- 10 **Northwestern University: The Kellogg School of Management** (USA)

## 2024 Top 10: Diversity

For candidates who find the level of diversity in an MBA especially important, getting immersed in an inclusive learning environment can make all the difference.

The unique perspectives of diverse nationalities and genders shared in class contribute to more valuable discussions and better prepare students for leadership roles.

A highly diverse MBA programme ultimately means a richer educational experience for everyone, as well as better preparation for managing cross-cultural teams.

- 1 **IESE Business School** (Spain)
- 2 **ESCP Business School** (France)
- 3 **CEIBS** (China)
- 4 **London Business School** (UK)
- 5 **IE Business School** (Spain)
- 6 **Imperial College Business School** (UK)
- 7 **University of Cambridge: Judge Business School** (UK)
- 8 **HEC Paris** (France)
- 9 **IMD Business School** (Switzerland)
- 10 **SDA Bocconi: School of Management** (Italy)

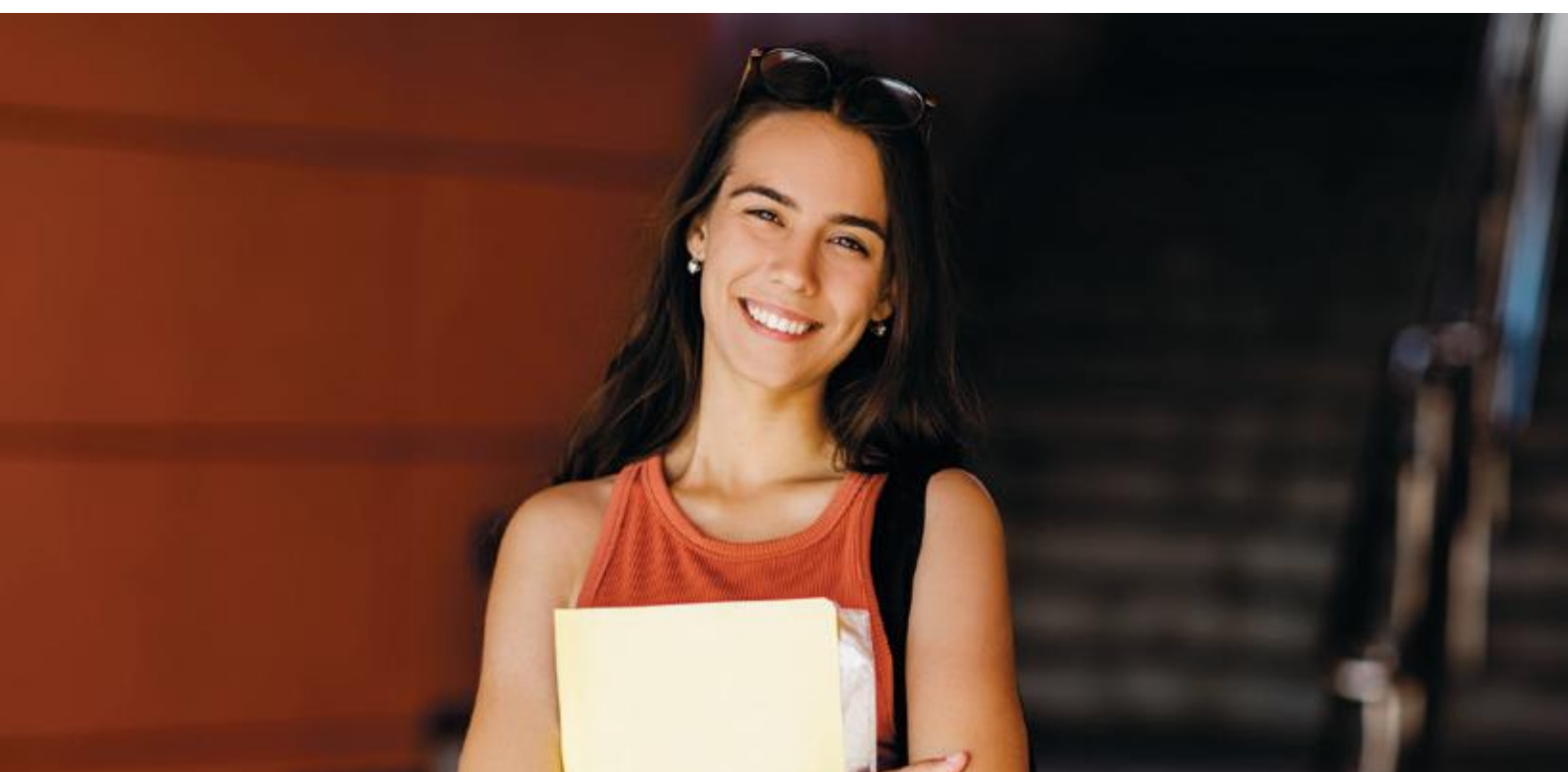
## 2024 Top 10: Faculty

Students who care deeply about engaging coursework and access to cutting-edge research should pay attention to ranking criteria related to faculty.

The academic credentials of business school teachers and professors don't tell the full story, but they can be an indicator of the depth and rigour of the educational experience.

Faculty members bear the responsibility of bridging theoretical knowledge and practical insights in a way that inspires MBA students and prepares them for the business world.

- 1 **IESE Business School** (Spain)
- 2 **London Business School** (UK)
- 3 **Imperial College Business School** (UK)
- 4 **ESCP Business School** (France)
- 5 **IMD Business School** (Switzerland)
- 6 **CEIBS** (China)
- 7 **University of Cambridge: Judge Business School** (USA)
- 8 **Cornell University: Samuel Curtis Johnson Graduate School of Management** (USA)
- 9 **Northwestern University: The Kellogg School of Management** (USA)
- 10 **University of Pennsylvania: The Wharton School** (USA)





# GUIDE

Global Publication for Working Professionals

2025-2026 EDITION

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# Explore. Experience. Excel.

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## The value of the Executive MBA

**Executive MBA (EMBA) studies are an educational experience that can diversify and advance senior executives' professional profiles and career paths. However, this is just the top of the iceberg. In addition to the value it creates in the context of business education, the EMBA is strategic and instrumental for leadership mastery, personal transformation, and growth.**

The EMBA is a four-word abbreviation that can mistakenly be perceived as the next step in the evolution of business education after the full-time MBA degree. The EMBA simply stands for Executive Master of Business Administration. However, the value that participants get from the two programmes – MBA and EMBA - does not differ in the quality of the education or the type of degree. What makes the difference is the profile of the participants, the value of their experiences, and the goals and reasons for being in business school.

So, let's elaborate on what the "E" in "Executive" MBA can actually stand for below the water line.

### Excel to grow

While a typical MBA programme requires at least five years' work experience, EMBA programmes are designed for more experienced professionals who have been in business for more than a decade. It is safe to say that typical EMBA participants are people who are ready to make sense of the bigger picture. They have worked hard to become top-notch professionals in their fields, developed their technical skills, excelled in a variety of business-related disciplines, and are ready to raise their game and take the next step in their professional development.

The Executive MBA is essentially an investment in the person's growth not only as a professional, but also as a human being. The EMBA goes a long way towards helping participants mature as individuals in general

by improving their communication style, sharpening their emotional intelligence, and deepening their abilities to resolve conflicts constructively. This directly relates to their professional performance and immediately impacts the way they execute every task within their responsibilities.

## Explore for self-discovery

Have you ever met a person who was a remarkable professional – truly talented and totally dedicated to their work – but leading teams was not their strong suit? The reality is that a person's professional expertise and impressive work skills do not always translate into good managerial skills, let alone into an inspiring leadership style.

There is a popular myth that great leaders are born. Fortunately, this could not be further from the truth. Great leaders are made and it is a process that definitely begins with self-discovery and objectivity about personal strengths and weaknesses.

*"The better you know yourself, the better you can lead in personal and group settings," says Dominic Liechti, who holds an Executive MBA degree from IMD (Switzerland). "I learned a great deal about finance, marketing and strategy, but leadership and the personal reflection that accompanies it, along with peer feedback and coaching sessions, were the most rewarding aspects for me," emphasises Dominic.*

EMBA programmes are conducted in a part-time, modular or blended schedule, thus

enabling participants to create immediate impact in their work environment while acquiring new knowledge, skills, insights, and a powerful network. It is a learning experience in itself to witness the change in communication and interaction with subordinates or business partners, project management styles, and approach to challenges.

What EMBA programmes do very well is provide a rich and diverse context to nurture self-reflection. As the participants in such programmes are usually people with extremely diverse work experience from various fields, they all bring something different to the table. They have all made mistakes, learned lessons, and moved on. So, they benefit each other with their different perspectives and different points of view. That is the perfect instrument that turns the EMBA programme into a kaleidoscope of mirrors for the participants. This diverse, supportive, and safe learning environment is an excellent tool for executives to gain awareness of their blind spots and cognitive biases, and of how those impact both the way they do their jobs and lead their teams. In addition, the EMBA provides students with actionable strategies and customisable ideas for improving as individuals.

## Experience transformation

Daring to get out of the comfort zone with an EMBA experience can help you engineer the fundamental change you feel you need to embrace. While EMBA programmes are intense in terms of the official "school"

workload, they evoke even more dynamics when it comes to personal transformation.

Our careers impact so many facets of our personalities that we often end up becoming completely different people in the process. The EMBA programme is a very effective tool for making sense of that process and the obstacles along the way. The programme often triggers crucial internal transformative experiences for participants. They go through a deep immersion process that not only challenges the students' assumptions and beliefs, but also helps them use real-life professional situations as a chance to apply everything they learn as they go.

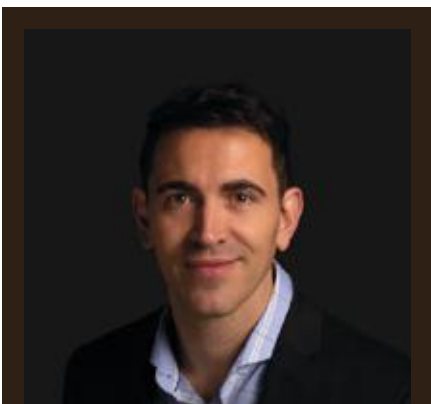
There is clearly no magic wand that can transform your career overnight. This is a process that requires patience, dedication, a willingness to face some painful topics, a readiness to admit your weaknesses, and a determination to work on them. And it can be truly overwhelming, considering that you cannot just leave everything behind. The EMBA degree cannot promise to transform you as an individual and a professional without complete cooperation on your side. But this type of experience can be the most important navigator on your journey – both professional and personal.

So, although above the waterline "E" stands for "executive", it is up to you to spell out what really matters to you most and to give it a new meaning – be it explore, experience or excel.... just to start the list.



# Steering Toward Innovation

## The transformative power of creativity and perseverance



**Aleksandar Protic**  
University Lecturer,  
Bachelor of Science  
CAO, Executive Master

*Aleksandar Protic teaches at the École Polytechnique, where he also serves as Chief of Talent Recruitment, Admissions and B2B of a tech programme for senior leaders: the Executive Master's (École Polytechnique, Columbia university, UC Berkeley, SMU Singapore, and TUM Munich). With the President of Sorbonne University, in 2009 Aleksandar co-founded the Sorbonne UNESCO Club, later transformed into the Academie Tesla. Former Vice-President of the European Federation for UNESCO Centres, Clubs and Associations, Aleksandar focuses on using technology and innovation for sustainable development.*

### Where does your passion for executive education stem from?

My journey began with a deep yearning to evolve and grow. Early in my career, I realised that to achieve my dreams, I needed to invest in my education and personal development. I set my sights on attending executive education courses at prestigious institutions like Harvard and Oxford. To make this dream a reality, I worked tirelessly to earn the necessary funds. The effort was immense, but every moment was worth it. Attending these courses was not just about gaining knowledge; it was about transforming myself and opening doors to new opportunities.

As I progressed in my career, I discovered a profound joy in guiding others on their own transformative paths. This realisation fuelled my passion for continuous learning. I never stopped attending courses and seeking new knowledge because I believe that investing in our own growth enables us to uplift others.

### Are there evergreen business leaderships skills?

I strongly believe that greatness lies in humility and service to others. The timeless virtues of empathy, clarity, and purpose can illuminate the path of leadership. Emotional intelligence, strategic insight, and steadfast resilience form the foundation of lasting leadership, empowering us to confront challenges with poise and grace. What endures is not just the ability to lead, but

the courage to elevate others along the way. When leaders embody values that never expire, they shape cultures that flourish across generations.

### What are some of the new skills and mindset needed for today and tomorrow and why?

In a world shaped by rapid technological advancements, adaptability and continuous learning are our compass, steering us toward innovation. Together with adaptability and openness to new ideas it can inspire us to embrace change with vision and courage.

The rising popularity of courses in technology, innovation management, and cross-disciplinary studies reflects their essential role in fostering autonomy, expanding opportunities, and enhancing our capacity to engage with the complexities of the modern world in the tech world. Sundar Pichai's rise to become the CEO of Google is a testament to the power of continuous learning. Pichai's journey from a modest background to leading one of the world's most innovative companies highlights the importance of embracing new technologies and staying curious. His ability to adapt to the ever-changing tech landscape has been crucial to his success.

These examples illustrate that adaptability and continuous learning are not just skills but mindsets that can propel us toward a brighter future. By embracing these principles, we can navigate the complexities

of the modern world with confidence and courage, unlocking new opportunities and driving innovation.

### **Do different types of organisations e.g. public bodies, corporations and start-ups need different types of leaders?**

While the essence of leadership remains constant, each organisation calls for a unique expression of it, tailored to its mission and culture. True leadership transcends roles and titles, emphasising the importance

of serving others in all capacities. It's the courage to adapt, the humility to listen, and the vision to empower that make leaders thrive in different environments. Great leadership is not about control: it's about creating conditions where others can grow, innovate, and exceed their own expectations.

### **What are some of the ways to build an executive skillset today?**

Cultivating an executive skillset involves a blend of formal education, mentorship,

and introspective practices that align one's values with actions. While traditional classroom learning offers structured knowledge, online platforms provide flexibility, and mentorship delivers personalized guidance, making a combination of these approaches essential for comprehensive executive development. Additionally, experiential learning through real-world projects bridges the gap between theory and practice, fostering a well-rounded skillset.

### **How does today's generation of leaders learn best and are there differences across cultures and education environments?**

Today's leaders thrive in environments that foster collaboration, experiential learning, and a global perspective. While the core principles of leadership are universal, cultural nuances influence how they are expressed and practiced. There is a huge value, both personally and professionally, in understanding and embracing different perspectives. By embracing diversity and continuous learning, leaders can unlock their full potential and inspire transformative change in their organisations and communities.

### **How does an École Polytechnique's Executive Master differ from Master's, MBA and Executive MBA programmes?**

École Polytechnique's Executive Master uniquely integrates cutting-edge technological insights with leadership development, offering a holistic approach to executive education. Our university traditionally educates top French leaders, but internationally is the 4th best university to educate the world's officially most successful business leaders. Our world-class curriculum is designed with our global partners such as UC Berkeley, Columbia, SMU Singapore, and TU Munich.

Taught by Nobel laureates and leading practitioners in their fields, the programme ensures that participants receive unparalleled expertise and real-world insights. Additionally, the curriculum is tailored to a small cohort, fostering a personalised and immersive learning experience that maximizes individual growth and networking opportunities.

### **What issues in business leadership does École Polytechnic address and why?**

According to Forbes, tech skills are the best currency in modern times, and according to Harvard Business School, Innovation is a key driver of organisational longevity and growth. Therefore, École Polytechnique's unique academic offer is solving the main contemporary issues. The programme addresses the pressing need for leaders who can navigate the complexities of technology and innovation with ethical foresight. By focusing on the intersection of technology



and leadership, it prepares executives to lead with vision and responsibility.

**You are considered to be one of the experts on the life and work of the famous tech innovator Nikola Tesla. How can Tesla inspire us to better use technology and innovation today?**

Tesla's relentless pursuit of knowledge and innovation serves as a beacon, reminding us of the transformative power of creativity and perseverance. His ability to envision a future shaped by technology encourages us to think boldly and act decisively, and his vision of innovation inspires us to use technology as a tool for the greater good. Unlike many of his contemporaries, Tesla's work was driven by a profound sense of purpose and a desire to improve humanity, making his contributions uniquely impactful. His interdisciplinary approach, bridging gaps between physics, engineering, and arts, showcases the importance of holistic thinking in driving technological advancements.

**What is the best stage in one's career to consider executive education and why?**

The pursuit of knowledge knows no age. Each stage of life offers unique opportunities for growth and transformation. Investing in executive education at any point in one's career can reignite passion, sharpen skills,

and open new avenues for impact. Early-career professionals can benefit from executive education by building a strong foundation and gaining advanced skills that set them apart in competitive fields. Mid-career professionals often find that executive education provides the tools needed to transition into leadership roles or pivot to new industries. Even for those in the later stages of their career, executive education can offer fresh perspectives, update their knowledge with the latest industry trends, and prepare them for consultancy or mentorship roles. It is never too late to go back to school. Lifelong learning is a key driver of personal and professional fulfilment, and the skills acquired can be applied in myriad ways to continue making meaningful contributions.

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*Adaptability and continuous learning are not just skills but mindsets that can propel us toward a brighter future.*





# Executive Choices

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## What to factor in EMBA selection

**B**usy executives eyeing an Executive MBA have much to consider when choosing the right EMBA programme. They should know that adding an executive degree to their accomplishments may provide the boost they need to take their career to the next level, or give them the foundation of knowledge to achieve professional and growth and even start their own business.

**The choice of the right programme involves careful analysis of a number of factors. So, what are they?**

### Ensuring a good fit

An EMBA programme is intense and demanding. So why are you considering it? Analyse your motivations before choosing a programme. Do you want a promotion, and are you certain this is the right way? Are you considering gaining more expertise or starting your own business venture? Knowing how you want this degree to change your life is the first step towards choosing the right programme.

Before embarking on the quest for the right programme, you should ask yourself what you stand to gain from an EMBA and which specific benefits will help you achieve your goals. Subjecting your motivations to scrutiny will give you the pointers on what you should look for in a programme.

Is it networking opportunities you are most in need of? EMBA programmes are one of

the major reasons for executives returning to school. Explaining to business professionals why networking is important is like preaching to the converted – they know it's essential. Another feature of the EMBA is its ability to help participants view a problem from a global point of view. Business leaders nowadays should be able to take cultural differences into account, be flexible, and adapt to sudden changes in global business.

Also, many executives go to business schools to plug gaps in their knowledge or rearrange the knowledge they already have. And last but not least, the EMBA is as much about growing as a person as anything else. To grow as a leader you should grow personally as well. Certainly, the EMBA has a lot to offer, but to make the most of it participants should know what they really want to achieve.

### What personal impacts do I need to consider?

Pursuing an EMBA programme will have a significant impact on your life in many ways. You – and perhaps others – will have to make some sacrifices to attain the degree, but there are several things you can do to make the transition easier, to have the least amount of negative impact on your life and those of others, and to have greater success in your EMBA programme.

#### *Personal commitments*

Your friends and family members will be impacted by your decision to pursue an EMBA, but the level of impact can be minimised by discussing what will change in your life and for how long. You will need full support from your friends and family, so ensure you have it before you begin the journey.

### **Professional responsibilities**

Despite the fact that executive programmes are meant to be combined with a full-time job, before enrolling in an EMBA programme you should check with your employer. You will miss some time at work and have an additional load from your studies, so your employer's flexibility and understanding will be key. Something to keep in mind is that some programmes actually require employer endorsement before a candidate is accepted.

### **Finances**

EMBA programmes can be costly, but if you do not have the full tuition amount up front, there are financing options available to you. You can research scholarships and student loans, and sometimes your company will sponsor you, which means it pays for all or part of your tuition as a benefit since it recognises the value in a better-educated employee, although this support is binding. So, plan your financial portfolio carefully based on your resources and career plans.

## **Choosing the right EMBA programme**

Once you have analysed how the pursuit of an EMBA will affect your personal and professional life, it will be time to take the next step and analyse the EMBA programmes themselves.

### **Location and schedule**

Executive MBA programmes are designed for professionals with years of business and/or managerial experience. Typically, potential EMBA students are already rooted in their community and cannot simply pack up and move to a campus. This is why many EMBA

programmes offer a significant portion of their curriculum online fully immersive thanks to technological advancements. Programme administrators, however, realise the value of on-site courses and peer networking, and so there will be modules of the programme during which you will need to be on a campus. This might take the form of a 2-3 day weekend every couple of months, or a full week of coursework periodically. You will know the schedule way ahead of time, so you will have time to make the necessary arrangements.

### **Professors and peers**

Many EMBA programmes boast a faculty with a minimum of a doctorate degree or are seasoned business executives, so that you receive the best education possible. It is easy to find out who your professors will be and how qualified they are. You could even take the investigation a step further and arrange a meeting to talk with one or more of them.

Since it is an executive MBA programme, you can be guaranteed a classroom of professionals like you, with business experience to share and discuss. The average age of an EMBA student can well be above 40 and students have an average of 15+ years of professional experience. You will benefit from this peer networking in many ways by tapping their base of knowledge for tips and information to benefit your own career and decision-making. Plus, you will get the benefit of support from your classroom of peers.

### **International exposure**

If your goal is to raise your career to an international level, you may benefit greatly from the type of international exposure that is possible with some EMBA programmes. However, you should determine if you will

have the time and resources to travel around the world, visit partner schools in other countries, and work on international projects if the programme requires it. There has been a rise in Global EMBA and multi-campus programmes. However, you can choose a local or a regional EMBA which can still take you across countries or continents for brief study visits or projects.

### **Specialisations**

If you want your EMBA to focus on a narrow topic, you may be able to find a programme with a specialisation such as Entrepreneurship, Digital Transformation, Innovation, Sustainability or a particular industry. These programmes will provide you with more in-depth information about a specific topic once you have completed the core curriculum classes.

*"The HEC Paris Executive MBA offers students a choice of 8 different specialisations in 12 locations that allow you to gain expertise in a field of management or industry of your choice and network with key players and decision-makers." Some of the notable ones in 2025/2026 are focused on board governance, innovation and entrepreneurship, the future of energy, and luxury industry.*

An EMBA degree is not necessarily the beginning or end of a journey. Just as with any endeavour, you will get out of it what you put into it. Take the time to prepare yourself by exploring all of your options before you begin the programme, and then maximise your career options by using the knowledge you have gained to achieve greater success.



# En Route to Empowering Leadership

How a single event led to the final school choice



**Mo Mabrouk**  
IESE Global Executive MBA,  
Class of 2025  
Founder and CEO of Pencilight

*Mo Mabrouk is the Founder and CEO of Pencilight, a decorative lighting brand based in Egypt, and Pencils Advertising, a marketing agency in Abu Dhabi. After 15 years working abroad in design and advertising, he returned to Egypt in 2020 to start Pencilight, growing it into a globally recognised brand. A 2025 graduate of the IESE Global Executive MBA, Mo combines creativity and entrepreneurship with a passion for building ethical businesses, scaling Egyptian design to international markets and building Egyptian IKEA.*

**Y**ou have gained several degrees in various fields of study and on different continents. How do you know when it's time to go back to school?

I felt I had reached a ceiling. Pencilight was growing fast, but I knew we needed more structure to scale internationally. I had the creative and operational side figured out, but I lacked the frameworks for strategy, finance, and global leadership. The pandemic also pushed me to rethink my role as a founder. I wanted to step back from being only a doer and become a leader who empowers others. That was my trigger to go back to school.

**What was your career trajectory before and after your MBA?**

Before the GEMBA, I was running two businesses mainly on intuition and hands-on management. I built Pencilight from scratch, moving back to Egypt after 15 years abroad, and we managed to break even in four years. Following the GEMBA, I have a clear international roadmap, structured governance, and a leadership team that can operate without me in the day-to-day. Personally, I shifted from founder-led chaos to building systems and culture that can scale.

## How did you choose your GEMBA study destination and business school?

I chose IESE for my GEMBA because I wanted a truly global programme with diverse classmates and campuses in different countries, something that would expose me to different cultures and business environments.

The turning point came when I attended the Access MBA/Premier EMBA event in Milan. I originally went just to explore options without planning to apply, but the event allowed me to meet representatives from many schools in one place and compare them directly. My conversation with the IESE representative was very intensive and left a strong impression on me. Within four weeks, I applied to IESE, completed three interviews over three weeks, and decided to join. That single event played a huge role in my final decision.

## You mentioned rediscovering yourself as a leader and a human. What specific experiences or moments triggered that transformation?

Two things: the leadership modules and the peer feedback. The programme forces you to reflect deeply on your behaviour, your blind spots, and even your personal life. During one module, I realised I had been leading from urgency and firefighting, not from inspiration. Hearing honest feedback from classmates — who became like family — helped me realign my leadership style and priorities.

## What strategies helped you manage the intense demands of the programme while running two businesses?

I delegated more than ever before. I built a leadership team and trusted them to make decisions without me. I also learned to prioritise ruthlessly — some things had to wait, and that was OK. Lastly, I integrated what I learned directly into my businesses in real time, so the MBA wasn't separate from work; it became part of it.

## Did the global exposure during the IESE GEMBA shift how you think about strategy, culture, or scaling a business?

Completely. Being in classrooms in New York, Singapore, Barcelona, and the UK showed me how context changes everything, from operation to supply chains to leadership

styles. It made me more adaptable and more aware of cultural nuances. Now, as we scale Pencilight to the GCC and Europe, I design strategies that are globally inspired, but locally relevant.

## What would you do differently if you could start the journey over again?

I would involve my team earlier. Initially, I kept my MBA separate, but when I started sharing insights with them, it accelerated our growth. Also, I'd keep a better journal: you process so much during GEMBA, and writing it down helps connect the dots long-term.





# Executive Networking Events

- In-person meetings
- Alumni panel discussions
- Networking opportunities



# Bridging Technology and Humanity

## The importance of maintaining human skills in an increasingly automated world



**Dr Guillermo de Haro Rodríguez**  
Vice Dean, Graduate and Executive Programmes, IE School of Science and Technology

*Dr Guillermo de Haro Rodríguez has combined his academic passion with a successful entrepreneurial and management career. He is a telecommunication engineer with an MBA Cum Laude at IE Business School (Spain) and two doctorates, one in engineering and another in applied economics.*

*Prof de Haro has extensive experience as an Academic Director in several international institutions.*

*He has several awards for teaching excellence at IE and other institutions. He is also an author of books and articles and an accredited journalist.*

**Y**ou believe learning is best for teaching and teaching is best for learning. How does this translate into the daily routine of managers and business leaders in an EMBA or other executive-level programmes?

Years ago, I was appointed as COO for a retail chain in Spain. My first assignment was to work for two weeks in two different stores of the company, during different shifts and in different positions. As far as I'm aware, more companies are following this approach, based upon the same fundamental principle: walk the talk. When you are in a decision-making position it is easy to forget what it's like to be on the other side. Putting yourself in the position of the customer or the employee helps you get a better view and make better decisions. Also, learning from others you can compare it with what you offer, and even get ideas or best practices.

**Has the Case Study method, used in many business schools, evolved over time and how? Can you apply the Case Study method to any education level and classroom or are there any prerequisites?**

The Case Study method was a discovery for me. Coming from an engineering

background, it was mind blowing. What most amazed me about the methodology was the approach to simulating what you encounter in life in many situations. Incomplete information, unnecessary data, no clear solution and the need to compete and collaborate with others to find a suitable solution. Like all methodologies, it fits better with some types of students and learning some disciplines than others, but the underlying philosophy persists.

**There is a trend to focus education on STEM. Why is that? In a world of science technologies, what do you think is the value of Social Sciences, Humanities and the Arts?**

I think there is a trend to always focus on employability in education. Nowadays, like many other times before, new technologies are reshaping the world, so consequently the STEM disciplines are back on top of the list. But when we look at sources like the World Economic Forum and we review the Top 10 Skills for the Future during the past years, 70 to 80% of them are focused on Human and Social aspects. Decision making, critical thinking, problem solving, resilience, learning, negotiation... Even in hard sciences, in the end we're trying to solve problems for humans working with humans. At IE University we have four pillars. One of them is innovation, including the use of new technologies. Another one

is a focus on Humanities in everything we do.

**What should business-savvy leaders, corporate and entrepreneurs, know about technologies and tech professionals know about business to be successful in collaborating or driving their organisations forward?**

The basic knowledge about technology must be how it may impact your organisation, if it automates tasks,

increases the operations' speed, helps track and monitor. Focus always on the impact of technology on the organisation. This includes the impact on the people in the organisation. The implementation of new technologies always must come from organisational needs. If you purchase technology to be more efficient without creating first an efficient organisation, you will end up like the people who pay for the gym to be fitter, but end up not going to the gym and spending money without real results. Tech professionals have to speak business language and understand the impact of what they are developing in

organisations. They are both sides of the same coin.

**You delivered an inspiring MERIT Masterclass: Coping with AI Implementation. What are the most common challenges in this critical process?**

The talk was based on our research that shows that being ready for AI isn't just about knowing the tech or having the right strategy. It's about how leaders handle stress, adapt emotionally, and stay steady when things get uncertain. It's not about assuming every leader is equally ready: it's about understanding how they deal with the challenges AI brings and supporting them accordingly.

Too often, AI transformation gets talked about like it's just a tech upgrade, but underneath all that is a very human issue: can leaders cope, adjust, and help others navigate the unknown? Not every leader reacts the same. Some dive in excitedly, others feel drained or unsure. Instead of seeing this as a weakness, we should treat it as a valuable signal, a way to guide smarter, more human-centred transformation.

To provide some practical approaches about what leaders should do next, I would recommend first using some simple tools to get a sense of how your team is handling stress and uncertainty around AI. From there, tailor the support. Executives might need personal resilience coaching, while middle managers could benefit more from clear, structured learning to build their confidence. And talk openly about how people feel about AI. This is key to making real progress. Finally, keep checking in, as AI keeps evolving.

**What is your perspective and advice on planning AI implementation in education and in the workplace?**

Our learning and decision-making tool is our brain. At a basic level, learning means making changes in the brain, and most specifically, generating connections between neurons. In the last 1,000 years the structure of our brain has remained more or the less the same, so the tools that we know that worked to learn still work. For example, repetition can help generate those connections between neurons. Practice also generates solid learning. Several researchers have demonstrated that plasticity of the brain is related to learning and memorisation.

Using technological tools that help in the learning process could be very helpful or dreadful. Unfortunately, we usually



enjoy the latter. Several studies published recently and, in the past, demonstrated the appropriate process. First, you learn the skill, competence, content or discipline - coding, accounting, marketing. Once you know how to do it, once you acquire the experience, the tool can help you speed up the process.

### **Which is easier – training AI or training people?**

They're different. The training processes are not so easy to identify in the black boxes of deep learning. There is a lot of work growing in this field. Prompt Engineering tries to provide some guidelines on how to be sure that your LLM is trained. GPT is an acronym that includes "Pre-Trained" on it, which is another bias. Personally, I prefer to train people; it is more rewarding, you change the lives of people for good, and over time you can see your impact and their impact. But nowadays we need to learn to do both.

### **Do you think we are moving from human to 'humAI' classrooms and workforce?**

Tools that help improve the learning process or productivity in any industry will always be widespread and widely used, as long as they are properly implemented via a humanistic perspective. Companies are basically people solving problems. Since last year, all our students at Master's level have a course on "AI for Productivity", delivered in collaboration with top adjunct

faculty from Google, Microsoft and other referent companies in the field. Another course, "Ethics and AI", is based on a multimedia case study developed by the Lifelong Learning team. Both are short courses, but they help us be sure that everybody understands the basics and join the programmes with the right mindset.

### **Could you share some examples of AI implementation in education, from IE or other education institutions?**

ChatGPT was launched in November 2022. In April 2023 at IE University, we were using ChatGPT to solve the biggest pain point for our students when learning how to code. When the code does not work and the student does not understand why, waiting for the next class or for a friend to help generates stress. LLMs can speed that process by providing personalised tutoring. On the other hand, if you use the tool to generate the code, not only are you not learning the skill, but when you try to learn it properly it is even more complicated. This effect, that we have known for ages, is magnified with these tools nowadays.

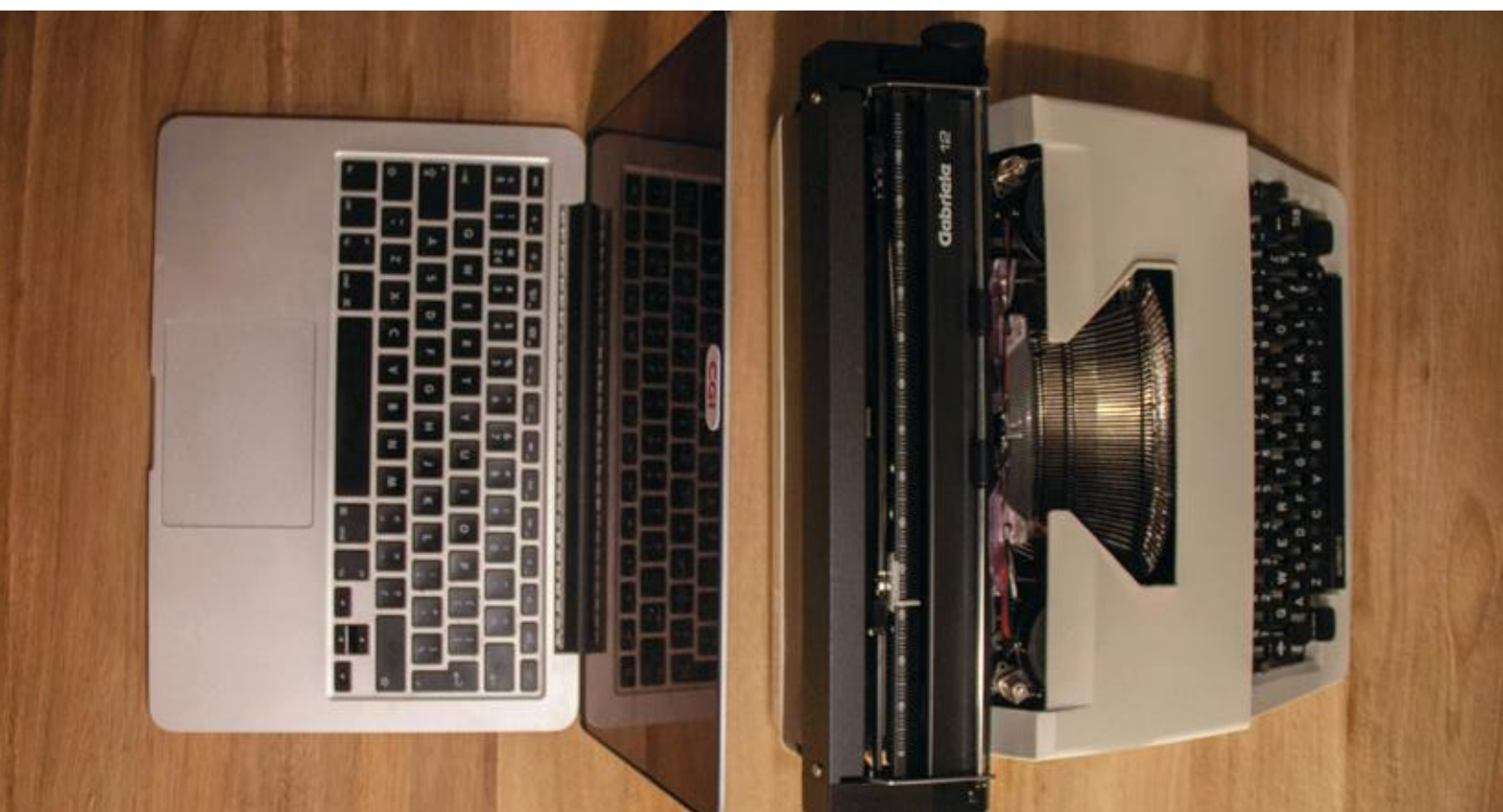
### **How do education institutions anticipate the skill set of the future and make sure students are ready for what lies ahead?**

In our case we are a strongly industry-connected institution. Consequently, on top of researching and reading the main sources regarding future trends, the future

of employment, etc., we also receive first-hand information from all the companies that collaborate with us. Capstone projects, internships, mentorships, adjunct faculty, masterclasses, gateway and research projects, all of them are offered to our students thanks to our collaborations with companies like Nvidia, Google, IBM, AWS, Microsoft, Aramco Digital, BMC Software, Indra, Open AI and many more. They are the first ones giving us clues of what is to come.

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*Being ready for AI is about how leaders adapt emotionally and stay steady when things get uncertain.*



# Educating Changemakers

## Fostering a new learning mindset



**apl. Prof Dr Katrin Baedorf**  
**apl. Professor of Finance**  
**WHU – Otto Beisheim School of**  
**Management**  
**Programme Director**  
**Kellogg-WHU**  
**Executive MBA Programme**

*Apl. Professor Katrin Baedorf completed her studies in economics and mathematics at the University of Bonn in 2001 and began her career at McKinsey & Company. Since 2006, she has held several positions at WHU (Germany), including Assistant Professor of Finance, Director of the Center of Private Banking, and Director of the Dean's Office. Since September 2024, she has served as Programme Director of the Kellogg-WHU Executive MBA. In addition, she continues to contribute to teaching as a Lecturer in Finance.*

**Y**ou have been a McKinsey consultant. You are now the Programme Director of a global Executive MBA programme. What is the value of EMBA studies for different career paths – corporate, consulting, entrepreneurship?

The Executive MBA has become more vital than ever in an era shaped by global uncertainty, digital transformation, and evolving business dynamics. Our EMBA provides corporate professionals with the strategic lens they need to innovate and to lead organisations through times of complexity. With regard to consulting, participants gain cross-industry insights and a stronger executive presence, crucial for client trust and leadership roles. Entrepreneurs, as well as all our students, benefit from structured learning, access to a global network, and tools for scaling their ventures sustainably. Across all career paths, the EMBA fosters authentic leadership, critical thinking, and responsible decision-making. At Kellogg-WHU, we educate changemakers who are ready to take responsibility in a world where future leadership must be globally informed, collaborative, and impact-driven.

**As a successful female leader, what do you think are the opportunities that can springboard women to business leadership?**

Leadership opportunities for women have evolved, driven by societal change, regulatory frameworks, and a growing awareness of the benefits of diversity. At Kellogg-WHU, we believe that a balanced and inclusive environment fosters better decisions and allows for more long-lasting impact. We actively support women through our flexible course structure, individualised planning, and our programme culture, one which values and wants to hear from a diverse set of voices. Our female leadership initiatives help women balance their careers, families, and personal aspirations. We want every participant to see themselves as a changemaker, regardless of their gender, background, or professional trajectory.

**To keep the MBA curriculum ahead of the trends, how do business schools anticipate the knowledge and skillset of the future?**

Business schools must stay in close dialogue with the corporate world,

their alumni, and other thought-leaders. At Kellogg-WHU, we continuously review and update our curriculum to reflect student interests and globally significant topics, such as digital transformation, sustainability, and new leadership paradigms. We maintain corporate advisory boards, leverage research partnerships, and stay agile in our programme structures. Our goal is to equip students with not just current knowledge, but a learning mindset that will help them lead through unknown and difficult situations in the future.

**What are the latest trends in your academic fields of expertise, Finance, that business leaders should prepare for? How do EMBA studies build this knowledge, mindset, and skillset?**

There are several major trends in finance at the moment, including the integration of sustainability metrics (ESG), digital assets, and the decentralisation of finance into mainstream portfolios. Risk management

is also becoming more data-driven and holistic, especially in the face of increased geopolitical and climate-related risks. The Kellogg-WHU EMBA helps leaders understand these developments through analytical training, case-based learning, and access to cutting-edge research. We focus on helping executives make strategic financial decisions with impact.

**How can industry, business and business schools collaborate better and what is the added value of this collaboration in today's world?**

The answer lies in long-term, mutually beneficial partnerships. Increased collaboration between business schools and the corporate world creates shared value in three key areas: talent, knowledge, and impact. For example, as a platform for changemakers, WHU aims to unite academia and industry to set the standard for responsible leadership and to drive Europe's societal and economic transformation. Through programmes such as the Kellogg-WHU Executive MBA or WHU's other Executive Education courses, we help companies retain and upskill top talent in fields such as digital transformation, sustainability, and strategic finance.

At the same time, companies gain access to WHU's high-calibre student body, contribute real-world case studies to the curriculum, and tap into our global alumni and faculty networks. This partnership acts as a bridge to global markets and new collaboration opportunities, and such alliances thrive when both sides commit to open dialogue and maintaining a shared vision. The onus is therefore on both schools and companies to take this initiative: while business schools have to proactively pursue collaboration, companies need to recognise the strategic value of academic engagement.

**What are the story and the ambition of the Kellogg-WHU partnership?**

The Kellogg-WHU Executive MBA is rooted in a partnership that has been flourishing for over 25 years, driven by a shared commitment to academic excellence and leadership development. Our ambition has always been to bring the best of two worlds together, leveraging Kellogg's global EMBA network and WHU's reputation for entrepreneurial rigour and excellence in management education.

This collaboration goes beyond mere academic alignment; it includes shared



values, faculty exchange, and the co-creation of courses designed to shape tomorrow's leaders. We are united by a vision to assist executives in their professional development, executives who assume a global perspective and act responsibly across cultures and industries.

### **What are the benefits of collaborative EMBA programmes such as the Kellogg-WHU EMBA?**

Few EMBA programmes in Europe can claim the depth of integration and shared purpose that defines the Kellogg-WHU programme, part of Kellogg's Global EMBA network. This is not just an international module embedded into a curriculum; it is a partnership founded on a common mindset and vision. Participants from across the Kellogg Global EMBA Network - with campuses spanning across North America, Europe, and Asia - come together with shared values, one such example being "high impact, low ego".

This unique cohesion fosters a collaborative, transformative environment that stands apart from other intercontinental offerings. It's not just about global exposure; it's about belonging to a truly global community.

### **WHU is proud of its innovative spirit. What are some of Kellogg-WHU's innovations?**

Innovation and an entrepreneurial mindset are part of WHU's DNA. The 2025 Redstone University Startup Index confirms WHU

is Europe's most efficient university for entrepreneurship, particularly as it pertains to the founding of start-ups. To date, WHU's students and alumni generate 88 new start-ups per €100 million of annual university budget, a figure far above the average of 25 start-ups for business schools specifically, and significantly higher than the overall 17 start-up average for all of Europe's top 100 universities. WHU's alumni have founded or co-founded 15 unicorns, a testament to the school's entrepreneurial strength.

This spirit is embedded into the EMBA journey at Kellogg-WHU, both for those who intend to launch a start-up, as well as for executives seeking to bring more entrepreneurial thinking to large organisations. We offer cutting-edge courses, such as our pioneering GenAI module, plus global electives that increase one's cultural agility and provide strategic insights.

Kellogg's own strengths in leadership, negotiation, and marketing complement this with innovative course design and experiential learning. Together, we instil in our students a mindset that embraces experimentation, digital fluency, and agility.

### **What value do industry events such as the MERIT Summit bring to the Kellogg-WHU programme?**

The MERIT Summit offers an exceptional opportunity to foster dialogue among business leaders, academic experts, and

HR professionals. It aligns perfectly with our commitment to thought leadership and co-creation. Such platforms enhance visibility, spark new collaborations, and allow for shared learning across sectors. We are proud to contribute to and learn from the MERIT community.

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*It's not just about global exposure; it's about belonging to a truly global community.*

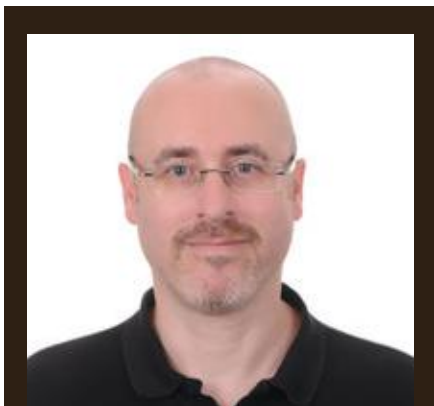


# Hybrid Learning Reimagined

## High flexibility and academic excellence for global professionals

**W**hat is the student profile of Executive MBA programmes? ESSEC provides several EMBA.

ESSEC EMBA participants are experienced professionals with 7 to 20 years of work behind



**Prof. Steven Seggie**  
Academic Director  
Weekend and Hybrid EMBA  
ESSEC Business School (France)

*Steven Seggie is a marketing professor and the Academic Director of the Weekend and Hybrid EMBA at ESSEC Business School in Paris, France. He has published multiple articles in journals such as the Journal of Marketing, MIT Sloan Management Review, Journal of Product and Innovation Management, and the Journal of the Academy of Marketing Science on topics such as product launch during recessions and managing interorganisational relationships. Steven consults and teaches in the areas of innovation, digital transformation, and pricing.*

them and bold ambitions ahead. Across formats, participants share key characteristics, such as a desire for change and a mindset that is open, curious, and ready to grow.

Our cohorts are also highly diverse, representing over 20 nationalities and spanning industries and functions, from tech and healthcare to entrepreneurship. This diversity enriches discussions and enhances peer learning throughout the programme.

**How do EMBA participants learn best and what are some of the teaching innovations ESSEC has introduced? Is the Hybrid EMBA one such innovation?**

Participants learn best when they have a clear sense of why they are pursuing the programme and what they hope to achieve. This clarity drives their success and is something we actively look for during the admissions process.

In the classroom, learning is most impactful when faculty blend cutting-edge research with real-world application. To stay ahead of the curve, our curriculum is constantly evolving. That's why it's anchored around four core pillars: leadership, AI, ESG, and innovation.

Another major innovation is the launch of the Hybrid track. Highly flexible, it blends 70% online learning with 30% in-person sessions, preserving academic excellence while accommodating global professionals.

**From your interactions, what common motivations have you observed among participants?**

Participants join our EMBA because they are seeking change. Some want to accelerate into more senior leadership roles; others are looking to pivot into a new sector. Some are driven by an entrepreneurial mindset and want to explore launching their own venture. The common link between them all is a desire to redefine the next phase of their careers.

**How do business schools anticipate the skillset and knowledge business will need in the short and in the long term?**

We do this in two key ways. First, by maintaining close ties with the outside business world through our alumni network, corporate partners and industry experts. This helps us stay attuned to the real-time challenges and future trends.

Second, our faculty are world-class – they're thought-leaders driving research in their fields and are shaping the very changes that will redefine business in the coming years. By learning from them, participants have a front row seat in helping shape what comes next.

**How do you ensure the same level of rigour, peer engagement, and learning impact in the digital environment?**

The challenge in a digital environment is not content delivery itself; it's maintaining the same quality of experience as in a traditional in-person format.

We've redesigned our materials and teaching approaches specifically for online delivery. It's not about replicating the classroom virtually, but about reimagining how participants engage, collaborate, and learn. From the course structure to faculty training and platform design, everything is built with these priorities in mind.

**With the Hybrid EMBA cohort spanning continents, how does the programme build cohesion, especially as participants collaborate in fixed MultiCompetency Teams (MCTs)?**

Cohort cohesion was a core focus when designing the Hybrid track. The opening

residency in Paris is dedicated to building strong bonds among participants. I like to think of it as a "cohort vaccine". Subsequent residencies serve as "booster shots" to reinforce these connections. In between, participants work closely together in a dynamic digital environment, particularly within their MCTs, ensuring continuity and collaboration throughout the 18 months. Many also organise virtual social events, further strengthening the community.

**Why and how does ESSEC weave the themes of leadership, ESG, AI, and innovation into the EMBA curriculum?**

These four themes are embedded throughout the curriculum because they reflect the forces shaping the future of business.

Leadership is a given: it's at the heart of what it means to be an executive. ESG reflects the

growing importance of environmental and social responsibility in decision-making. AI is already transforming industries, and while the full impact isn't yet known, leaders must be prepared to navigate it. Finally, innovation and entrepreneurship are more relevant than ever. Whether launching ventures or working in traditional companies, participants need to understand how start-ups operate, as potential customers, competitors, or suppliers. Our goal is to prepare participants not only to keep up with change, but to lead it.

**How do the four residencies - two in Paris, one in Hong Kong, one in Cape Town - enhance participants' global mindset, cross-cultural leadership, and network building compared to a fully online EMBA?**

These residencies are a vital complement to the online component: they allow participants to build relationships, develop trust, and experience diverse business contexts firsthand.

By spending time together in key global hubs, participants gain first-hand insights into regional economic dynamics, leadership styles, and cultural contexts. These immersive experiences expand participants' global perspectives and networks in ways that a fully online EMBA cannot replicate.

**How is return-on-investment (ROI) assessed, especially for those investing in a premium hybrid format?**

ROI in an EMBA is often measured through career progression, salary increases or promotions, and those outcomes are important. But the return is also deeply personal and long-term. Participants often report a shift in mindset, greater strategic clarity, and a stronger sense of purpose. They grow not only in their roles, but as leaders. Ultimately, the ROI is as much about who you become as what you achieve.





# A New Type of ROI

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## How to grow with an EMBA?

**With EMBA degrees growing in popularity, you could be forgiven for wondering why successful business people who have achieved wealth and eminence would return to school. What is it that prods them to rearrange their busy schedules to accommodate classes and study-related trips?**

### Get on top of things

Lately, the phrase 'business as usual' doesn't really apply to the dynamics, disruptions and opportunities in the world. There are plenty of examples globally and across industries. Navigating organisations requires business leaders to grasp trends and transform them into decisions for their teams, products, stakeholders, and communities. It has always been so, but the speed of change has been accelerating in the recent years.

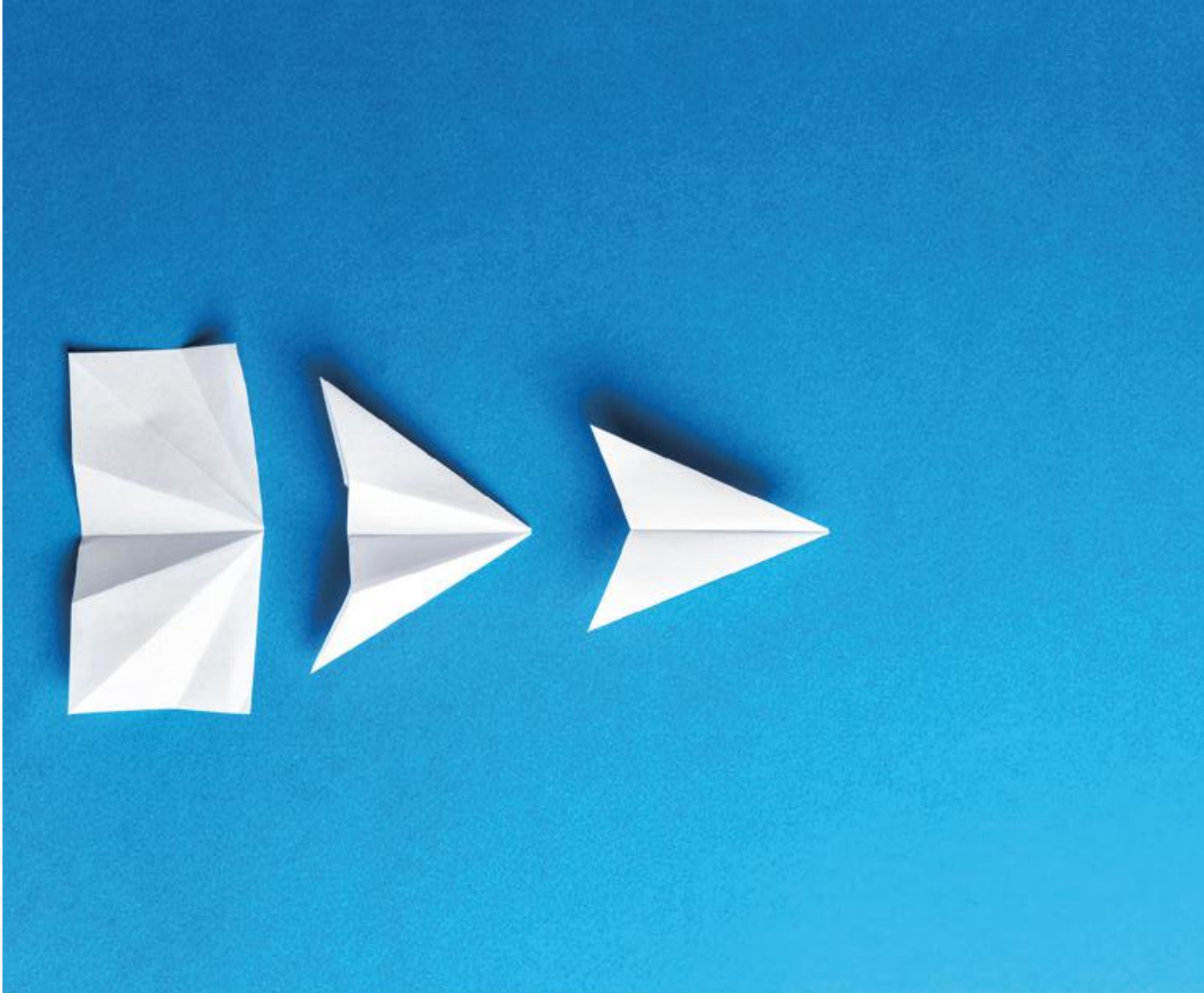
Joining an EMBA programme is a smart way to understand the latest trends from a business and leadership perspective.

How are AI technologies transforming businesses? How does sustainability matter? How can you integrate scientific advancement? What are the ethical issues, and how can you be a socially responsible company in the long-term? In business school, you will get the latest knowledge and research, peer perspectives, trend-makers' lessons, and unique innovative solutions.

### A significant impact on career progression

Most EMBA graduates share that the degree results in promotions, significant salary increases over time, career progression, and even the founding of their own business. It might be striking at a first glance that higher remuneration is often not among the top reasons for enrolling in an EMBA programme. Rather, it is the willingness to increase business knowledge, leadership skills, and peer network that could positively impact change for their career course.

Every prospective EMBA participant will have to weigh the advantages and



disadvantages of returning to the classroom. Revisiting their own needs and goals is an important step in recognising the specific value the degree will bring to their career, so, let's go through the outstanding benefits associated with the EMBA.

### **Gaining a global perspective**

The world has become more diverse and complex. Many business schools put a premium on the global aspect of their programmes. There are already many Global Executive MBAs on offer, with the term "global" being used by schools to express the fact that studies take place in multiple campus locations around the world, and also to point out the diversity of the classes. Maryam Haghighi, an INSEAD GEMBA alumna highlights: *"Having 57 nationalities in one room, the diversity of the way they are thinking and expressing themselves – it was so enriching"*.

There is a good reason why global, multifaceted perspectives in business are so important. The EMBA aims at providing business professionals with the skills and

knowledge to succeed in business today, and to identify and seize opportunities anywhere in the world. Business leaders nowadays should be able to navigate cultural differences, evolve with changing business climates, and adapt quickly to the shifting needs of global business.

### **Life-long learning network**

Another of the most valued benefits to EMBA students, apart from the global mindset, is the opportunity to build a network of outstanding individuals, many of whom were cherry-picked by their companies to attend the programme. *"You have an instant network of supercharged, over-achieving friends"*, says Kathy O'Shaughnessy, an EMBA graduate of Columbia University (US).

It should be pointed out that EMBA networking is slightly different from MBA networking. MBA networking is more focused on the creation of possible partnerships and new career opportunities. EMBA participants are typically well advanced in their careers, which means they are not as interested in new business endeavours

as MBA graduates. Instead, they need experienced peers with whom to discuss the issues they are facing, and who can help them gain new perspectives.

Of course, networking spans beyond the classroom. Depending on the business school and its convening power, participants may have the opportunity to rub shoulders with heads of state, CEOs, Nobel laureates, eminent scholars, successful entrepreneurs, senior policy makers, and investors, amongst others. The networks students create during their studies are often for life and are something they can call upon throughout their careers.

### **The power of learning**

EMBA participants usually have extensive managerial experience, but few of them have had any formal business education. That is why many feel that there are gaps in their knowledge and understanding of business processes that need to be plugged. Sandra Dias, an EMBA graduate from Kellogg-Schulich (Canada), says: *"Getting a degree stemmed more from an insecurity I carried throughout most*

*of my career. No matter how many times I double- or triple-checked spreadsheets, forecasts, or business plans, a little voice inside my head would say, 'Are you sure? Are you 100% sure?'"*

For many, the EMBA is a way to rearrange and structure the knowledge they have amassed through experience over the years. Some business professionals do this at an earlier stage with an MBA. Bernd Hochstaedter, EMBA alumnus of Mannheim Business School (Germany), says: *"Thanks to the EMBA, I assess situations now more from a management point of view and in a very structured way. In our extremely fast-changing world, in which traditional industries can be disrupted overnight, I now feel prepared to take the right decisions for the future."*

Viviana Alvarez, EMBA alumna at ESADE (Spain), concurs: *"The Executive MBA not only provides you with in-depth knowledge of the latest in management trends, but also fosters a cooperative setting in which you can rethink existing paradigms and strengthen your decision-making skills."*

Quite a few EMBA graduates point out that the programme helped them improve their decision-making as a result of gaining core knowledge and general management understanding. They also stress the improved ability to think entrepreneurially in any organisational context and perform an in-depth analysis of complex issues, among other things.

## **Achieving personal growth**

Learning to be a better professional and a better person go hand in hand. Participants have the chance to look around, compare leadership styles, and figure out ways to improve not only professionally, but also personally. The EMBA is an opportunity for self-analysis and introspection. Sandro Vitale, EMBA alumnus of ESCP Europe, recalls the start of his programme: *"The first day, one of the professors told us: 'Not all of you will become CEO, but each of you will have the chance to develop him/herself as a human.'"*

There is no way one can grow as a leader without growing as a person, and business schools know this. Therefore, they allow students to examine their own management styles and develop themselves as leaders who can inspire others. They are encouraged to explore their strengths and weaknesses to gain greater insights about themselves and their potential. As Vyara Stoycheva, London Business School (UK) EMBA alumna puts it: *"The very first thing you learn about at business school is you. The person you learn from? Yourself."*



# From Executive to Empowering

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## Five EMBA alumni stories of transformation and lasting impact

**T**he Executive MBA is a game-changer when it comes to career development and salary growth, and the data available proves it year after year. Professionals consistently report high satisfaction with the skills, network, and return on investment (ROI) achieved both during and after their studies. Graduates received a nearly 20% increase in their earnings (salary and bonuses combined) after completing their EMBA, according to the 2024 EMBAC Student Exit Survey. Many of them were even promoted (36% of survey respondents) or received more responsibilities (53%) during the programme itself.

It's true that numbers often speak louder than words, but sometimes it's the personal stories of alumni that show how an EMBA can reshape not just careers, but entire life trajectories.

### Ready for the long run

In a fast-moving environment, an Executive MBA enables high-level leaders to not simply

stay relevant, but to excel and stay ahead of the curve. Beyond textbook theory, the programme develops crucial soft skills and leadership agility among students. These capabilities become essential for continued success well beyond graduation. Getting a promotion thanks to the programme is a big milestone, but what happens five or ten years later is where the EMBA value really shines through.

HEC Paris alumna Marie Skinner says she continues to apply the lessons learned during her EMBA in the French school even today: *"The leadership classes had the most lasting impact. They emphasised the importance of self-awareness, which helped me embrace and refine my own leadership style – one rooted in authenticity."* As Head of Global Sales and Marketing at Arcondis, she restructured the department, aligned it with sales needs, and transformed its role within the company.

Since graduating in 2021, she is still reaping the rewards of her experience: *"The EMBA gave me the confidence to take on new challenges and expand my skill set. This is my first global role, and [...] I'm still learning every day. I feel incredibly fortunate to be continuously growing in my career."*



## Sparking collaboration

Many experienced professionals choose an Executive MBA programme because of its perfect fit for a high-intensity working life. The part-time format and evenly dispersed modules allow students to balance their studies alongside their job. Even more importantly, it's an opportunity to take what you have learned in class and apply it in practice almost immediately.

Still, it is possible to completely change the trajectory of your career even at the start of the studies like Lama Yamine did. *“Just a few months into the EMBA programme, I met my co-founder Sebastian”,* the former banker who graduated from the Kellogg-WHU Executive MBA explains. *“We had a strong bond from day one, finding we had similar life experiences and values. I shared an idea with him, for which I already had some initial funding, and asked if he might be interested in starting a company with me. After a few weeks, he quit his job to join me.”* The Kellogg-WHU alumna's story is proof that an EMBA opens doors to once-in-a-lifetime opportunities and enables students to pursue entrepreneurial projects from the get-go. The combination of business education, network access, and increased confidence frequently leads MBAs to start their own companies or join early-stage ventures.

## Reinventing yourself

While most Executive MBA students may not be after a full career pivot (changing industry, role, and location all at once), achieving growth through change is in their DNA. They pursue this challenge because of the potential for self-development and continued learning, even if it's a difficult task. *“We do tell students switching from one industry to another or one function to another requires some thought and attention, but it's do-able”,* says Jamie Breen, former assistant dean of MBA programmes at the University of California Berkeley's Haas School of Business (US). Despite the challenges, about a third of Haas EMBA students will change industry or function after graduation.

Pawel Kosciukiewicz's journey at IMD Business School (Switzerland) followed a similar path. A financial services and automotive expert with 16 years' experience, throughout the EMBA he felt the need to “step into an environment of higher risk”. That's how he landed a role with electric vehicle company Lucid Motors and since graduating in 2021, he has already climbed to Head of Europe Financial Services

Strategy and Operations. *“I’m wearing many different hats [...]. My EMBA helps me maintain effectiveness while being much more flexible than I was before”*, Pawel adds.

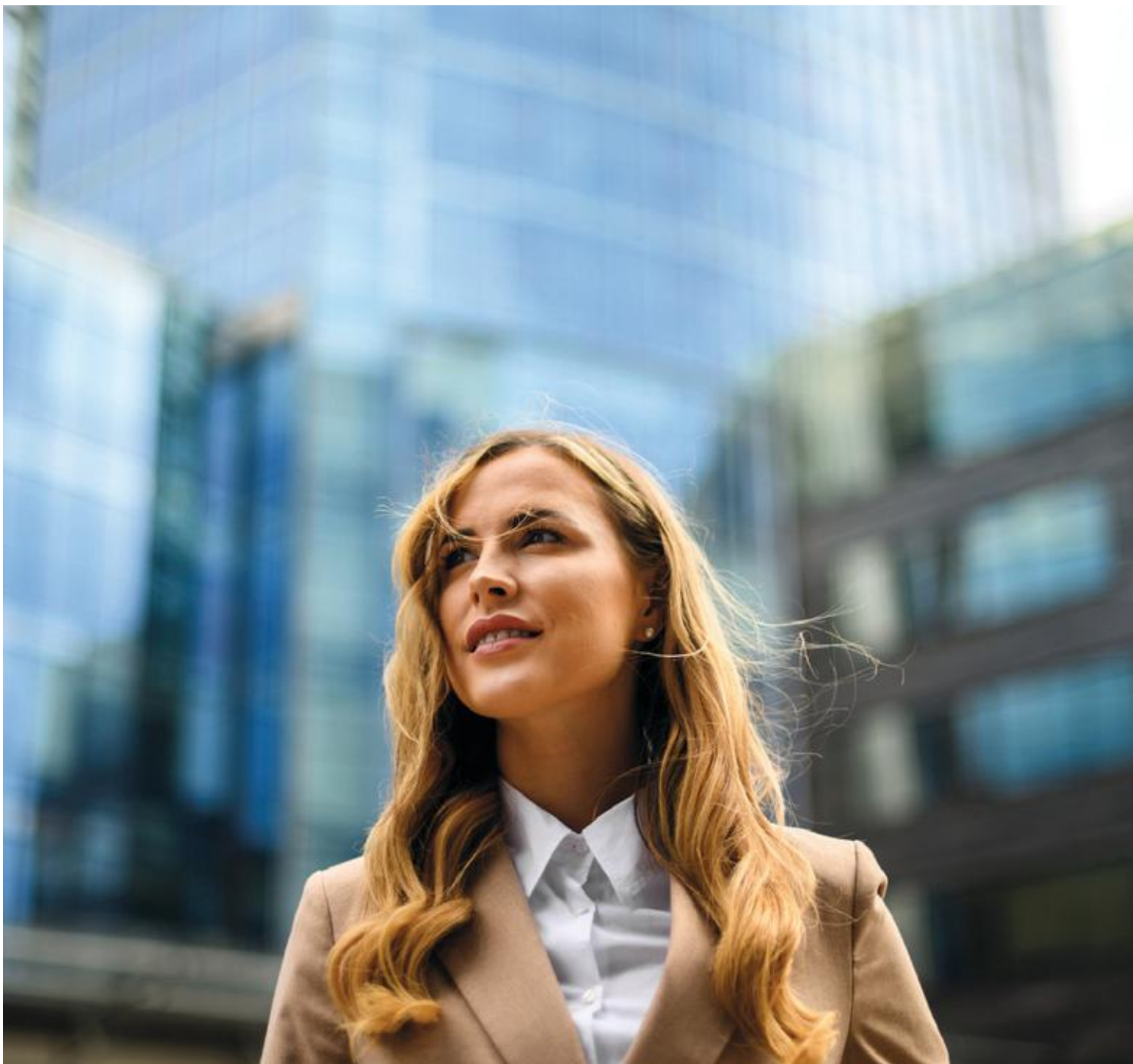
### **A far-reaching impact**

When exploring the value of business education, we often tend to focus on the “me, me, me” aspect of it and forget the positive ripple effects on the outside world. As a result of the development of new skills and network, graduates drive innovation and transformation for their organisations. They become more open and more capable of mentoring other professionals who may find themselves in their shoes. They help move industries forward and address areas of improvement. Graduates become the kind of

senior executives who champion EMBA education for their own teams.

This commitment to lifting others extends well beyond the workplace, as McGill-HEC Montréal Executive MBA graduate Gustavo Ramirez Nieto explains: *“I believe in the transformative power of education and self-improvement, and I am dedicated to instilling this belief in others. Whether through volunteering, community engagement, or simply leading by example, I will continue to contribute to a society where everyone, regardless of their background, has the opportunity to thrive.”*

In this way, the EMBA becomes not just a personal investment, but a catalyst for positive change that extends far beyond any individual career trajectory.





# Milestones of EMBA Admission

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Gain insight into how AdComs assess your potential

**F**or aspiring C-level managers, entering a business school for Executive MBA (EMBA) studies is like joining a premier club of top business leaders. Such elite and powerful networks of peers have, of course, their requirements. They usually boil down to a high calibre professional profile, potential to contribute, strong recommendations, and paying a fee. Joining the executive class makes a huge difference professionally and personally, so it is not easy and can often be quite competitive.

With this in mind, let us review the milestones for gaining a seat in an EMBA classroom.

## High calibre profile

### *Professional eligibility*

The basic eligibility requirement is professional experience. In order to be initially considered for EMBA admission, applicants need to have at least five years' full-time professional experience and at least three in a managerial role. This is really just the bare minimum, as some business schools may have higher requirements. Also, in reality, the average level of work and managerial experience in the EMBA classroom is much higher, but EMBA



participants have quite a diverse range of experiences and consequently students' ages vary between 35 and 50+.

Admissions committees, however, will scrutinise the quality and relevance of the professional experience, as this is actually the most essential factor. Evaluators will be looking at career progression, scope of managerial responsibilities, leadership potential, international exposure, achievements, and areas of improvement relevant for business school studies.

### **Academic potential**

Although at this stage of their career most applicants have long since left school, EMBA gatekeepers need to make sure prospective students have the academic potential to succeed during intensive studies conducted in English. In addition, the studies will cover a range of academic subjects, as well as immerse participants in the experiential and insightful learning typical of executive education.

As EMBA programmes confer an academic MBA degree (Master of Business Administration), eligibility for admission requires at least a first university degree (Bachelor's or equivalent). In addition to this prerequisite, the potential for

academic success is evaluated in several ways. Fluency in English for academic studies and international communication is a must, so applicants may be required to submit their scores in language proficiency tests such as TOEFL, IELTS, etc. They assess all four language skills – reading, writing, speaking, and listening comprehension - as all of them will be actively used in the EMBA classroom and social experience on- and off-campus.

Analytical, critical thinking, quantitative, and data analysis skills are also subject to evaluation prior to admission. They are assessed via tests such as the GMAT (Graduate Management Admission Test), Executive Assessment exam, GRE (Graduate Record Examination), or an in-house test delivered by the school.

Each business school has its own unique set of requirements and ways to assess the prerequisite skill set.

### **Your benefits package**

Business schools aim to make sure that the EMBA experience will be highly beneficial and personalised to meet a participant's individual goals, so the Admissions Committees (AdComs) will be exploring applicants' expectations and

their relevance to the particular programme. Even though they all fall under the common label of EMBA, programmes actually differ quite a lot, as does the culture in each business school.

Applicants' professional, career, and personal development goals should be very clear at the start of researching where to apply. EMBA seekers have many executive level opportunities to interact directly with EMBA programme and admission teams and alumni, so that they can fine-tune their expectations, and choose the best programme. At the time of the application, the AdComs will expect that you state your goals and explain clearly how the particular programme will help achieve them.

During the actual application, the way you will benefit from the EMBA experience will be discussed in your application essays, letters of recommendation and during the admissions' interview. All facts and stats should be well supported by the CV/resume and the application data form.

### **Potential to contribute**

Executive-level peer learning, self-awareness building for personal and



leadership growth, and unique sets of perspectives and experiences are among the highlights of EMBA programmes. EMBA teams aim to put together a diverse class that will ensure both high standards and a fertile learning environment, so, similar to corporate talent acquisition teams, EMBA admissions' look very carefully at what applicants can and are willing to contribute to the EMBA class, not only professionally, but also as personalities.

At the application for admission stage, the applicant's portfolio should be well presented in the application essays, CV/resume, application data form, and letters of reference. In addition, all details and eventual red flags will be discussed during the admissions interview. The interview also reveals a lot about applicants' personalities and whether the school and programme will be a good culture fit for them.

### **Strong recommendations and endorsement**

Joining a premier community often happens through recommendation. Similarly, EMBA programmes require letters of reference from executives who really know you well professionally. They are expected to comment both on your potential for growth to C-level roles and the appropriateness to join executive studies. It is important that referees highlight specific areas of improvement and how the business school experience can address them to take the participant to the next level.

Endorsement is another common requirement for joining EMBA studies. No matter whether the employer will sponsor the studies financially, many business schools require the company to give their consent to their team member pursuing the EMBA experience. Business schools view this as the basic level of sponsorship by which the company acknowledges the time their high-potential employee will dedicate to the programme. EMBA studies are delivered part-time and participants keep their jobs and active roles in the company throughout their studies. While this can be quite challenging for EMBA participants, it is certainly highly beneficial to the employer who benefits immediately from the knowledge and skills acquired during the programme, so endorsement becomes a win-win-win agreement between the school, the EMBA participant, and the employer.

### **Fees, waivers, and sponsorship**

The undisputable high value of the EMBA experience, the powerful business and support network, and worthwhile ROI, measured not only in financial terms, are all worth the investment. Joining an EMBA gives real chances for diverse options for employer sponsorship. Business schools, on their part, always find a way to make it possible for outstanding participants to make their studies affordable.

It pays off to research all options, start negotiating and preparing to conquer the merit-based financial support well ahead of the actual application. Some extra effort may be required to compete for school scholarships and waivers, such as an additional essay, a high GMAT score, or a project presentation. Plan your strategy and resources, as taking advantage of school or employer support will not only expedite your ROI, but will add gold stars of appreciation to your profile.

The EMBA premier community of business leaders is well established and recognised globally. It's time for you to gain your seat in Executive Class.

*The professional, career, and personal development goals of applicants should be very clear at the start of researching where to apply.*



# Your Story. Your Vision.

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## EMBA admission essays, CV, interview

**The EMBA application process is a journey of self-reflection and visualising the personal and career transformation you aim for. Storytelling is a big part of the application for admission. It takes various forms – the CV, essays, interview and even your social media activity. Letters of reference add an external perspective on your experience, traits, and potential.**

Your storytelling has a curious and attentive audience – the Admissions Committee. This can comprise the director of admissions, admissions officers, alumni, programme director, and even the head of career services. Every member of the AdCom has a different perspective, but they take the admissions decision collectively.

### Holistic approach

You should know that the admissions team is your partner available to guide and navigate you throughout the process. *“Our application process is selective, thorough and friendly. We are keen to know more about your personal*

*ambitions and leadership goals”,* says the University of Cambridge, Judge Business School (UK).

There is no single most important element of your application package. Every EMBA recruiter or admissions officer will highlight the holistic approach is assessing applications. *“We evaluate each application holistically, wanting to know as much about your motivations and goals as we do about your professional and academic achievements. We strive to build a class of students diverse in industries, aspirations, and backgrounds”,* we read on the EMBA web-page of Berkeley University, Haas School of Business (US).

### Class diversity

As described by Berkeley Haas, EMBA classrooms are meant to be diverse to enrich peer learning and ensure a variety of perspectives. That is why AdComs aim to get to know you well – professionally, academically and as a personality. Business schools clearly state what they are looking for, so that you can get a feel of where you belong, and also highlight your potential in your story.



*“Your academic, professional, and personal backgrounds. They could be anything. But a thirst for knowledge and desire to build a global network? Inspirational leadership? Grounded awareness? Those are crucial”,* states the Kellogg-WHU Executive MBA Programme (Germany).

### **Student profile**

EMBA programmes are aimed at *“established senior executives with management responsibilities (teams, resources, budgets and/or projects), strong leadership potential and clear motivations for applying to an executive programme”,* reveals the admissions section of Cambridge Judge School of Business. This gives concise guidelines on what you should highlight in your application regarding managerial experience and achievements, provide facts, support with numbers and examples.

Note that, ‘clear motivation’ is three-fold. First, what transformation you are aiming for. Second, how the programme will help you achieve your goal and what you expect to learn during your studies. Third, what unique experiences you will bring and are willing to contribute to the classroom.

When crafting your profile description, think what differentiates you from other professionals with your academic and professional background, from your peers in the workplace, from applicants of your nationality. This will make your profile unique and outstanding.

### **Tell your story**

You have multiple ways and formats to tell your story. They work together as a puzzle building your full-colour image. Each element adds something unique, but all are interconnected, so plan how to complete your story through these diverse channels.

### **CV/ Resume**

The CV or resume, along with your LinkedIn profile, are the only elements that admissions officers can review before you even apply. They can give you feedback and advice on how competitive your profile is for the programme so that you can build an application strategy.

The CV/resume is a concise format that highlights your experience, academic and professional background and achievement, most relevant to EMBA studies. The CV

should be focused on EMBA application and tailored to each EMBA programme.

### **Essays**

Essays, one or several, are the best way to reveal your aspirations, values, and vision. Concise (up to 500 words), they have to be well thought-out, informative and authentic. Essays should focus on the essay question and be well structured, yet, they should convey your unique personality. Some business schools welcome video essays. This is an even more personalised format that prepares you for the interview.

500 words in writing or up to 60-seconds of video may seem both too long or too short to you depending on your personality. In both cases, these storytelling application formats require days and weeks to prepare, fine-tune and finalise, so, start early and keep in mind the puzzle of your storytelling.

### **LinkedIn**

For EMBA application, you can think of your LinkedIn profile as a dynamic and content-

rich CV format. You can elaborate on your experiences and achievements, provide links, feature videos and articles, or direct to your website. Most of these features are hard to squeeze into your CV.

You can also think of your LinkedIn activity as revealing your values, competence, and communication style. This is shown in your posts, comments, shares. Finally, the recommendations you give or receive in your LinkedIn profile also tell a lot about you, so, make sure you work on your LinkedIn profile as it adds a lot to your EMBA application.

### **The interview**

The admissions interview is a culminating stage that puts you in the spotlight and one of the best storytelling opportunities in the application process. It is a two-way communication, so make the most of it. There are no right or wrong answers. Most often it is about the way you think and approach a topic. The interview is a friendly conversation that helps you and the interviewers understand more about your expectations, experiences, and style.

If you are truly convinced that the school is the right fit for your goals and personality, it will be easy to convey this. That is why it is important to research programmes in detail and work thoroughly on your application package. This is a considerable part of the interview preparation.

That said, note that there are different types of interviews, so make sure you get the details in advance and prepare accordingly.

### **Convey your style**

Telling your story is not just about skills, numbers, and achievements. It's very much about conveying your authentic style. A 500-word essay can reveal a lot about you. As mentioned above, AdComs aim to get to know you really well.

*"The ideal ASB candidate is energetic, talented, curious and entrepreneurial-minded. We seek highly motivated students who are excited to be a part of an innovative MBA programme and whose presence will enhance the experience of their peers", says Asia School of Business (Malaysia).*



Make sure each element of the application package conveys your style and personality. This will make your application memorable. Don't wait for the interview so that you can shine. Start from your LinkedIn and your CV. Inspire the reader with your essays. This sets the stage for the final step: the face-to-face interview.

The EMBA application for admission is not self-marketing. It's a journey of self-reflection, awareness, and grounded visualisation of your next stage in life. It is itself a learning experience and self-discovery.

*The admissions interview is a culminating stage that puts you in the spotlight and one of the best storytelling opportunities in the application process. Most often it is about the way you think and approach a topic.*





# EMBA

Features 2025-2026

## Gain an Insight into the Features of Top Universities and Business Schools

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## BAYES BUSINESS SCHOOL

# Move Your Future Forward with the Bayes MBA



Bayes Business School is a leading global business school situated in the City of London, home to some of the brightest business minds. Located between the Square Mile financial hub and the innovative Tech City, you will have access to a vast network of contacts and opportunities.

The Bayes Executive MBA is a two-year, part-time programme for ambitious professionals balancing study with their career. With options available in weekly evenings or monthly long weekend formats, you can immediately apply your learning to your workplace. Flexibility is built in, with the option to switch formats if your needs evolve.

The programme emphasises practical, real-world learning through live projects, consultancy week, and international electives. You'll be

taught by world-leading faculty with industry experience, learn alongside an experienced diverse cohort and gain access to a global alumni network of over 50,000 professionals.

Career impact is core to your MBA programme, delivered through personalised executive coaching and a dedicated module on strategic career planning, leadership development, and board-level communication.

As a graduate, you will continue to benefit from lifelong learning opportunities, including an annual free elective to keep your skills up to date.

Bayes also offers the Global MBA, a two-year part-time programme that allows you to study online while advancing your career.

## LONDON, UK

### ADMISSION REQUIREMENTS

**University degree:** A good university degree (upper second-class honours degree (2:1 or higher) or appropriate professional qualification. Alternatively, at least six years' relevant business experience if you do not have a degree.

**References:** Two references, one of which must be from your current manager or supervisor

**Minimum work experience:** 5 years' full-time work experience, gained after graduation.

### COSTS

**Application fee:** GBP 100

**Tuition fee:** See website for details

**Scholarships:** Bayes offers scholarships and awards covering up to 50% of tuition fees for eligible MBA candidates. Please see the Bayes website for more details.

### CONTACTS

**Name:** MBA Recruitment Team

**Email:** bayes-mba@citystgeorges.ac.uk

**Telephone:** +44 (0)20 7040 0286

**Website:** [www.bayes.citystgeorges.ac.uk/mba](http://www.bayes.citystgeorges.ac.uk/mba)

### PROGRAMME INFO

<b>Programme name</b>	Executive MBA
<b>Programme format</b>	Part-time weekend or evening (full-time and part-time online MBA programmes are also available)
<b>Specialisations</b>	Finance and Investment Innovation and Entrepreneurship Marketing Strategy and Digital Transformation Sustainability and ESG
<b>Language of instruction</b>	English
<b>Application eadlines</b>	See Bayes website for deadline details
<b>Starting dates</b>	March 2026, September 2026
<b>Accreditations</b>	AMBA, EQUIS, AACSB
<b>Rankings</b>	3rd best in London, 6th in the UK, and 53rd in the world (Financial Times Executive MBA ranking 2024)



# Mastered Mergers and Acquisitions ▶ Applied it on the job ▶ Scaled start-up globally

Harry Young, Modular Executive MBA (2024)



**Always ▶ advancing**

Move your future forward with a Bayes MBA  
at [bayes.citystgeorges.ac.uk/mba](https://bayes.citystgeorges.ac.uk/mba)



**BAYES**  
BUSINESS SCHOOL  
CITY ST GEORGE'S  
UNIVERSITY OF LONDON

# Empowering Leaders for Positive Change



The ESSEC Executive MBA programmes are designed for senior executives who wish to enhance their leadership and strategic management skills. We offer 3 different EMBA programmes:

- **ESSEC & Mannheim EMBA** (Modular Format)
- **ESSEC Weekend EMBA** (Weekend Format)
- **ESSEC Hybrid EMBA** (Hybrid Format)

## 5 REASONS TO CHOOSE OUR EXECUTIVE MBA PROGRAMMES:

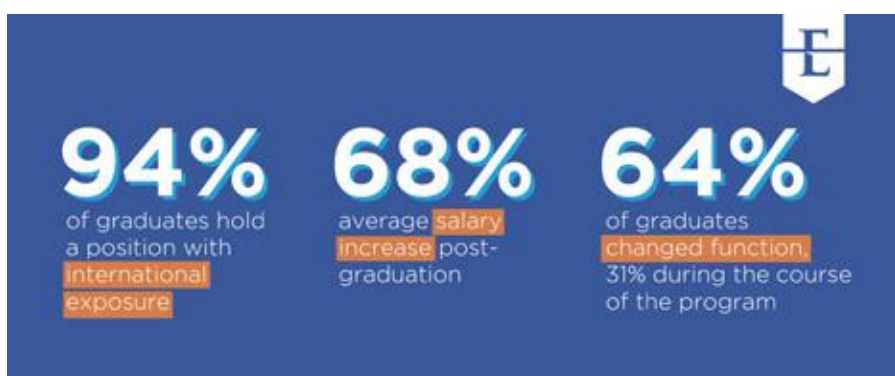
- 1. Three unique formats tailored to your professional needs** to help you find the programme that best aligns with your schedule, learning preferences, and professional goals.
- 2. A multicultural perspective on business** thanks to **international residencies**, equipping

you with **agility, cultural acumen, resilience, and a deep understanding of global business environments.**

**3. A collaborative approach to leadership** with **group work and collaborative learning** through innovative approaches such as **Multi-Competency Teams, Strategic & Entrepreneurial Projects, the Social Class Project, and the Leadership Seminar.**

**4. A strong focus on trending topics** such as **Leadership, ESG, AI, Entrepreneurship, Innovation, and Digital Transformation.**

**5. A network of excellence** that provides a wealth of perspectives and experience through connections built with **EMBA peers, faculty, industry experts, and alumni**, spanning diverse industries, functions, and regions.



## PROGRAMME INFO

Programme name	ESSEC Executive MBA Programmes
Programme format	Part-time: Modular (4 to 5,5 days every month and a half), Weekend (3,5 days every 4 weeks) or Hybrid (70% online, 30% in-person)
Language of instruction	English
Starting dates	ESSEC & Mannheim EMBA: October 2025 & October 2026 ESSEC Weekend EMBA: May 2026 ESSEC Hybrid EMBA: March 2026
Accreditations	AACSB, EQUIS, AMBA
Ranking	#11 Executive Education, FT, 2025

## PARIS, FRANCE

### STUDENT BODY

**Male vs. Female ratio:** 60:40 on average

**Age range:** 32-55 years on average

**Average age:** 38 years

**Degree background:** Engineering – 29%, Business/Management – 18%, Finance/Accounting – 14%, Humanities – 11%, Sciences – 11%, IT/Computer Sciences – 8%, Economics – 5%, Other – 4%

**International students:** 80%

**International student diversity:**

Europe: 52%

North America: 5%

Central/South America: 5%

Middle East: 2%

Asia and Oceania: 34%

Africa: 2%

### ADMISSION REQUIREMENTS

**University degree:** A first academic degree

**Aptitude tests:**

Not Required

**Language tests:**

TOEIC- 830 (or equivalent)

**References:** 2 professional references

**Minimum work experience:** 7 years

**Minimum managerial experience:** 3 years

### COSTS

**Application fee:** EUR 150

**Tuition fee:**

ESSEC & Mannheim EMBA: EUR 65,000

ESSEC Weekend EMBA: EUR 58,800

ESSEC Hybrid EMBA: EUR 49,000-58,500

**Scholarships:** ESSEC scholarships cover from 5% to 25% of the full tuition, depending on the candidate's profile. Can be combined with the Early Bird offer.

### CONTACTS

**Name:** Carlos LOPEZ BONILLA

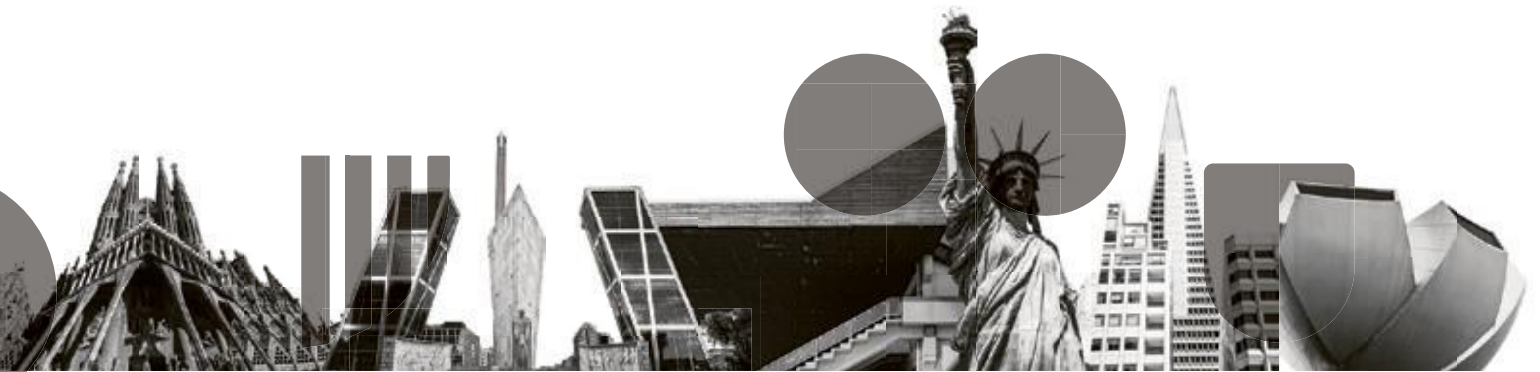
**Email:** [executivemba@essec.edu](mailto:executivemba@essec.edu)

**Telephone:** +33 (0) 7 60 31 91 55

**Website:** [www.essec.edu](http://www.essec.edu)

# Global

# Executive MBA



Barcelona

Madrid

Munich

New York

Singapore

San Francisco/Silicon Valley

## Next-level **leadership** for global gamechangers

You've pushed to get to where you are today and now's the time to take your talent to the highest level. Head to the world's most influential and inspiring business hubs and immerse yourself in the strategies of the best business minds on the planet.

Meet professors, colleagues and peers who are setting new agendas and creating new tomorrows.

**Blended, flexible learning over 16 months.**  
**Start date: March 2026.**

Get involved, get engaged, get inspired. Get the inside track on what's happening in the world's fastest-moving markets and make your next move.

It's time to go again.  
It's time to go global.



# Dare to Do the Impossible



More than 140 years old, HEC Paris stands the test of time. Since our founding in 1881, we have continuously enabled our students to develop the knowledge and skills needed to become responsible business leaders. As a leading institution for management education, we offer an extensive array of programme options tailored to every student's needs and career ambitions and to help them reach their full professional potential.

## PROGRAMME PRESENTATION:

The HEC Paris Executive MBA, perennially ranked among the world's best, supercharges your career. Our participants represent the cream of the corporate crop, averaging 15 years of high-performance work experience on entry. The programme will transform your career trajectory, whether you want to join

the C-suite, change sectors, or create your own business.

The 18-month degree programme features four key components: Core Courses, Leadership Development, Specialisations, and a Capstone Project, allowing you to generalise, specialise, and customise the programme to fit your specific goals. The international mobility option, which enables you to complete part of the programme in industry hubs around the world, is a defining feature of the HEC Paris Executive MBA.

The programme is your chance to join a world-class alumni network that boasts over 80,000 members across 150 countries, providing you with business opportunities and unlimited possibilities to exchange with like-minded peers, decision-makers, and headline-grabbing executives worldwide.

## PROGRAMME INFO

Programme name	Executive MBA
Programme format	Part-time
Specialisations	Board Governance, Driving Excellence in Healthcare, Innovate like an Entrepreneur, Luxury, Today & Tomorrow, Making Artificial Intelligence Real, Making the Right Financial Decisions, Shape the Future of Energy, Test Your Startup Project
Language of instruction	English
Application deadlines	Rolling admissions with deadlines and decision dates every month
Starting dates	Jouy-en-Josas: September & January Paris: Flexible start dates from March to May Middle East: February & April
Accreditations	EQUIS, AACSB, AMBA The HEC Paris EMBA is also accredited to grant a Master's degree meeting European standards and, by extension, is registered on the RNCP (Répertoire National des Certifications Professionnelles).
Ranking	#2 Worldwide – QS Global Executive MBA Rankings 2025

## OTHER STUDY LOCATIONS

Campuses	Jouy-en-Josas (France), Paris (France), Doha (Qatar), Riyadh (Saudi Arabia)
Study abroad	Boston (USA), Doha (Qatar), Frankfurt (Germany), Jouy-en-Josas (France), London (UK), Milan (Italy), New York (USA), Paris (France), Philadelphia (USA), Riyadh (Saudi Arabia), San Francisco (USA), Toronto (Canada)

## JOUY-EN-JOSAS, FRANCE

### STUDENT BODY

**Male vs. Female ratio:** 3:1

**Age range:** 32-50+ years

**Average age:** 40 years

**Degree background:**

Financial Services: 28%; Manufacturing: 10%

Media: 10%; Technology: 10%; Other: 42%

**International students:** 80%

**International student diversity:**

Europe: 42%

North America: 5%

Central/South America: 4%

Middle East: 25%

Asia and Oceania: 11%

Africa: 14%

### CAREERS

**Companies that are recruiting from our EMBA programme:**

Dior, GE, Pernod Ricard, PwC

**Industry placement post-graduation:**

Financial Services: 26%; Technology: 14%

Consulting: 10%; Other: 50%

### ADMISSION REQUIREMENTS

**University degree:** Required, but may be waived with proof of secondary education or international athletic representation.

**Aptitude tests:** Choice of GMAT, GRE, Executive Assessment or in-house HEC Management Test required.

**Language tests:**

IELTS minimum required score: 8.5

TOEFL minimum required score: 90

TOEIC minimum required score: 850

Other language tests (min. required score):

Duolingo English Test: 135/160

**References:** 2 professional recommendations

**Minimum work experience:** 8 years

### COSTS

**Application fee:** EUR 200

**Tuition fee:** EUR 110,000

**Scholarships:** All admitted applicants will have the opportunity to be considered for scholarships such as:

HEC Paris Scholarship for Excellence

HEC Paris EMBA Diversity Scholarship

HEC Paris EMBA Impact Fellowship

Forté Foundation Scholarship for Women Candidates

### CONTACTS

**Name:** [www.hecparis.my.site.com/forms/s/emba](http://www.hecparis.my.site.com/forms/s/emba)

**Email:** [admissionemba@hec.fr](mailto:admissionemba@hec.fr)

**Website:** [www.emba.hec.edu](http://www.emba.hec.edu)

# Beyond the Comfort Zone

## How a risk executive leveraged the HEC Paris Executive MBA to expand her world view and accelerate her career

### When and how did you decide to pursue an EMBA degree programme?

Throughout my career I have been driven by a strong desire to gain international exposure and develop a diverse perspective across various sectors and cultures. As I progressed professionally, I realised the growing importance of enhancing my leadership skills.

A pivotal moment came when I was part of my company's senior management team and was given the opportunity to attend a one-week programme at a leading university in Switzerland. That intensive week opened my eyes to the transformative potential of executive education. The insights, strategic frameworks, and global developments I encountered convinced me that pursuing an Executive MBA would be a valuable next step, combining practical experience with advanced academic knowledge.

Inspired by this, I applied to three prestigious universities and was fortunate to be accepted by all. After careful consideration, I chose HEC Paris for its outstanding academic reputation, its truly diverse cohort representing multiple nationalities, and its flexible programme format.

### What was your most valuable experience during your studies?

As a senior leader, one of the key reasons I chose HEC was its strong emphasis on leadership throughout the curriculum. The programme truly lived up to this expectation and the most impactful experience for me was the two-day Outdoor Leadership Seminar.

Initially I was quite anxious about the seminar, mainly because I was worried that the physical activities might be challenging or uncomfortable. To my surprise, it turned out to be one of the most rewarding and enjoyable experiences during my time at HEC.

The seminar placed us in practical, real-world scenarios where we could directly apply leadership concepts discussed in class.

Through simple yet effective exercises, we gained greater self-awareness, identified our strengths and areas for improvement, and saw ourselves as leaders operating in uncertain and volatile environments. It also deepened our understanding of the importance of cultural intelligence and the need for effective, continuous communication, especially during significant change or adversity.

### What specialisations did you focus on beyond the core curriculum, and why?

During my EMBA journey, I joined the Innovate Like an Entrepreneur specialisation. As part of this specialisation, I spent a week at Babson University in Boston.

I can confidently say this was an incredible experience with a lasting impact. The guest speakers were brilliant, sharing real-world experiences that I consider invaluable.

Having spent many years in risk management, I tend to be naturally risk-averse. This course helped me appreciate the importance of balancing risk and reward, enabling me to better recognise opportunities and think outside the box: an essential skill for survival in today's VUCA world (Volatile, Uncertain, Complex, and Ambiguous).

### How would you describe the organisational culture in your EMBA programme? Was it a good fit or a challenge for you?

Honestly, the culture and approach demonstrated by the HEC team during the enrolment process played a significant role in my decision to choose the programme. They were open and supportive, and guided me seamlessly through the application process.

This welcoming and collaborative culture persisted throughout the EMBA programme, which reinforced my positive perception of the school and experience.

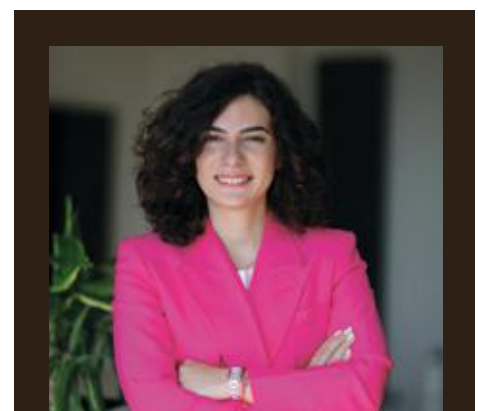
### Do you feel satisfied with your investment?

I can confidently say that the EMBA has been one of the most exciting, valuable,

and enriching journeys of my life. Most importantly, it has significantly contributed to my personal growth.

The international exposure has been remarkable, building friendships with peers from over 20 different nationalities and diverse industries and broadening my perspectives.

The programme also had a strong impact on my career. Shortly after graduation, I was promoted to Deputy Chief Risk Officer. I believe that the experience I gained from programme will continue to support my professional development and open doors to future leadership opportunities.



**Natia Pachikashvili**  
Executive MBA Class of 2024  
Deputy Chief Risk Officer (CRO)  
at TBC Bank

*Natia is a seasoned risk professional with over 15 years of progressive experience in the financial industry. She currently serves as Deputy Chief Risk Officer at TBC Bank, one of the leading banks in the Caucasus region. She is also the Deputy Chairperson of Georgia's largest leasing company.*

*Natia earned her Executive MBA in 2024 with distinction. She also holds the Financial Risk Manager (FRM) and Chartered Financial Analyst (CFA) charters.*

# Life Changing Business

**KING'S**  
College  
LONDON

**KING'S**  
**BUSINESS**  
**SCHOOL**

King's Business School is triple accredited by AACSB, EQUIS and AMBA, and is rated one of the top 10 business schools in the UK for management research (Research Excellence Framework, 2021).

Based in the heart of London, we offer a full range of executive education, undergraduate, and postgraduate programmes. We are part of an internationally renowned research-intensive university with a track-record of pioneering thinking and the limitless energy of the city's businesses, policy-makers, entrepreneurs, and change-makers to draw on. We are committed to positive change and put life-changing business at the heart of our research and education.

## PROGRAMME PRESENTATION:

An Executive MBA is an investment in your future, but at King's, an Executive MBA is an investment in everyone's future. Lead the way. Develop into the best leader you can be. Our Executive MBA will equip you to deal with complex challenges in business, help you become an inspiring leader, and immerse you in a community of influential peers.

Delivered both in-person and online, we have designed this programme to fit around your personal and professional life. You'll be exposed to the latest developments in everything from neuroscience to strategic transformation. One-on-one coaching, skills workshops, and resilience training will build your confidence to lead and succeed.

## LONDON, UK

### STUDENT BODY

**Admission rate:** 2:1  
**Male vs. Female ratio:** 46:54  
**Age range:** 29-53 years  
**Average age:** 37 years  
**International students:** 57%  
**International student diversity:**  
 Europe: 79%  
 North America: 7%  
 Middle East: 3,5%  
 Asia and Oceania: 7%  
 Australia: 3,5%

### ADMISSION REQUIREMENTS

**University degree:** At least a 2:1 undergraduate Bachelor's (honours) degree (or equivalent international qualification). If you have a lower degree classification or a degree in an unrelated subject, your application may be considered if you can demonstrate relevant and significant work experience or offer a related graduate qualification.

**Aptitude tests:** Not required

#### Language tests:

IELTS- 7.0 Overall; at least 6.5 in each skill  
 TOEFL- 100 overall; at least 25 in writing + 23 in each of the other skills.  
 TOEIC- 185 overall; at least 17 in all skills  
 CAE- 185 overall; at least 17 in all skills  
 CPE- 185 overall; at least 17 in all skills  
 PTE- 69 overall; at least 62 in each communicative skill

**References:** One professional reference

**Minimum work experience:** 7 years

**Minimum managerial experience:** 3 years

### COSTS

**Application fee:** GBP 130

**Tuition fee:** GBP 57,150

**Scholarships:** Women Excelling in Business, BAME in Business Scholarship, Non-profit Scholarship, ESG & Sustainability Scholarship, Law Scholarship, Entrepreneurship Scholarship, Engineering Scholarship, Arts & Media Scholarship, NHS Scholarship, SME Leaders Scholarship

### CONTACTS

**Name:** Nicole Yee

**Email:** ExecutiveMBA@kcl.ac.uk

**Telephone:** +44 07880 300730

**Website:** [www.kcl.ac.uk/business/executive-mba](http://www.kcl.ac.uk/business/executive-mba)

## PROGRAMME INFO

<b>Programme name</b>	Executive MBA
<b>Programme format</b>	Part-time
<b>Language of instruction</b>	English
<b>Application deadlines</b>	Rolling throughout the year
<b>Starting dates</b>	October 2026
<b>Accreditations</b>	AACSB, EQUIS, AMBA

## OTHER STUDY LOCATIONS

<b>Campuses</b>	London, United Kingdom
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KING'S  
BUSINESS  
SCHOOL



Learn to **lead** with purpose. To tackle world challenges with bold solutions. To go beyond **the** bottom line – and shape a lasting legacy along the **way**.

With unrivalled access to global hubs of finance, tech and policymaking at your fingertips, join the changemakers shaping business for better with King's Executive MBA.

Search King's EMBA today.

LEAD THE WAY

## Original Thinking Delivered Together

MANCHESTER  
1824

The University of Manchester  
Alliance Manchester Business School

Alliance Manchester Business School, part of The University of Manchester and one of the UK's most prestigious institutions, has been shaping ambitious leaders since 1965. A triple-accredited business school with global reach, AMBS offers transformative learning grounded in rigorous research, industry engagement, and international collaboration.

### PROGRAMME PRESENTATION:

The AMBS Global Part-time MBA and Global Executive MBA are designed for working professionals seeking flexible yet high-impact career development.

**The Global Part-time MBA** accelerates your leadership journey, combining flexible online learning with energising, face-to-face workshops across global locations. Designed

for ambitious professionals, it empowers you to apply fresh insights instantly, elevate your impact at work, and grow into a confident, forward-thinking leader.

**The Global Executive MBA** empowers visionary senior leaders to thrive in times of uncertainty, drive innovation amid rapid change, and confidently tackle the complex, high-stakes challenges of modern global business. Designed for impact at the highest level, it transforms experience into strategic leadership excellence.

Both programmes provide a dynamic, borderless classroom experience and access to a vibrant alumni network. Participants emerge with a globally recognised MBA and the skills to lead with confidence in complex, international contexts.

### PROGRAMME INFO

<b>Programme name</b>	Global Part-time and Global Executive MBA
<b>Programme format</b>	Global Part-time MBA 24 months Global Executive MBA 18 months
<b>Language of instruction</b>	English
<b>Application deadlines</b>	January 2026 intake- December 2025 July 2026 intake – June 2026
<b>Starting dates</b>	January and July 2026
<b>Accreditations</b>	AMBA, EQUIS, AACSB
<b>Ranking</b>	#2 Worldwide – QS Global Executive MBA Rankings Ranked 5th in the UK, 14th in Europe and 46th in the world in the latest Financial Times MBA rankings, we are a world-class business school with a global footprint.

### OTHER STUDY LOCATIONS

<b>Campuses</b>	Manchester, Dubai, Hong Kong, Shanghai, Singapore
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## MANCHESTER, UK

### STUDENT BODY

**Admission rate:** 1.52:1

**Male vs. Female ratio:** 64:36

**Age range:** 24-58 years

**Average age:** 36 years

**Degree background:**

Engineering & Technology: 33.15%; Business & Economics: 30.94%; Natural Sciences: 13.26%; Social Sciences & Law: 13.26%; Humanities & Arts: 6.63%

**International student diversity:**

Europe - 14.06%

North America - 1.79%

Central/South America- 2.23%

Middle East - 22.32%

Asia and Oceania - 41.52%

Africa- 14.29%

### ADMISSION REQUIREMENTS

**University degree:** Master in Business Administration

**Aptitude tests:** GMAT or GRE is not required.

Applicants are invited to take the Manchester Admissions test to complete their applications. This is a 45 minute aptitude test that requires no preparation.

**Language tests:**

Formal language tests are not required. We speak with all applicants and make a judgement on their suitability. The majority of our applicants use English in their jobs or have studied in English previously.

**References:** Two references with at least one professional reference

**Minimum work experience:** For our Global Part-time MBA, you will need at least 3 years' post-graduation work experience with strong, consistent career progression and achievement.

For our Global Executive MBA, you will need a minimum of 8 years' professional experience and significant professional experience in management roles where you influence a company's strategy, decisions and goals.

### COSTS

**Application fee:** No fee

**Tuition fee:** Global Part-time MBA- Jan 26 GBP 33,000 | July 2026 GBP 34,000  
Global Executive MBA – Jan 26 GBP 43,250 | July 2026 GBP 44,250

**Scholarships:** Bursaries of 12.5%

### CONTACTS

**Name:** MBA Recruitment Team

**Email:** mba@manchester.ac.uk

**Telephone:** +44 161 306 1344

**Website:** www.alliancembs.manchester.ac.uk/study/mba/full-time/

# Connecting Technology, Business and People



ACADEMY FOR  
CONTINUING  
EDUCATION

The TU Wien Academy for Continuing Education stands at the intersection of technological innovation and executive leadership, empowering professionals to excel in a rapidly changing world. Located within the large Technische Universität Wien (TU Wien) with 200 years of history, the Academy combines rigorous academic standards with real-world applicability, ensuring that graduates emerge as strategic leaders prepared to shape industries and communities.

## PROGRAMME PRESENTATION:

Our executive education programmes are designed to foster transformative leadership, deeply strategic thinking, and sustainable innovation. Participants experience personal growth and professional advancement, enhanced by a strong international network and access to expert insights at the forefront of technology and management. We offer MBA and

Executive MBA programmes in a modular format (weekend format, on average once a month Thursday to Saturday) tailored for professionals aiming to climb to senior management or C-suite roles, emphasising leadership, strategic management, and digital transformation. Study in Vienna at the renowned TU Wien and benefit from:

- **Technological Edge:** Leveraging TU Wien's renowned expertise in technology and engineering.
- **Leadership Excellence:** Focusing on developing strategic, visionary leaders who drive innovation and change.
- **Global Perspective:** A diverse, international faculty, and participants enrich learning experiences and networks.
- **Experiential Learning:** Unique learning journeys, expert talks, and high-impact events beyond the traditional classroom.

## PROGRAMME INFO

<b>Programme name</b>	MBA and Executive MBA Programmes
<b>Programme format</b>	Part-time, modular at the weekend (15 full days per semester) on-site, 3 semester + Master's thesis
<b>Specialisations</b>	EMBA and MBA Advanced Technologies and Global Leadership (English) EMBA and MBA Strategic Management and Technology (English) EMBA and MBA Innovation Management and Entrepreneurship (English) EMBA and MBA Space Architecture and Management (English) EMBA and MBA Future Supply Chain Management (German) EMBA and MBA General Management (German)
<b>Languages of instruction</b>	English and German
<b>Application deadlines</b>	August (for October intake) and January (for March intake)
<b>Starting dates</b>	October 2025 and March 2026
<b>Accreditations</b>	FIBAA
<b>Rankings</b>	#1 MBA Ranking Austria 2025 Industriemagazin #197 QS World University Ranking 2025 #301-350 Times Higher Education, World University Rankings 2025

## OTHER STUDY LOCATIONS

<b>Campuses</b>	Vienna, Austria
<b>Study abroad</b>	Caltech (California Institute of Technology) in Pasadena, CA (USA)

## VIENNA, AUSTRIA

### STUDENT BODY

**Male vs. Female ratio:** 62:38

**Age range:** 24-65 years

**Average age:** 39 years

**Degree background:** 29% BSc, 59% MSc, 11% PhD, 1% other degrees

**International students:** 79% European

### ADMISSION REQUIREMENTS

**University degree:** At least undergraduate Bachelor's degree. If you have a lower degree, your application may be considered if you can demonstrate relevant and significant work experience

**Language tests:** Will be checked in an individual online admission interview with the Academic Director

**Minimum work experience:** 3 years for MBA and 5 years for Executive MBA

### COSTS

**Application fee:** No fee

**Tuition fees:** EUR 34,890 for EMBA and MBA Advanced Technologies and Global Leadership, EUR 27,890 for all other Executive MBA and MBA. Tuition is tax exempt, excl. travel and accommodation costs

**Scholarships:** Available according to applicant's profile. Max 30% of the tuition fee. Cannot be combined with the Early Bird offer

### CONTACTS

**Name:** Monika HUEMAYER

**Email:** mba@tuwien.ac.at

**Telephone:** +43 1 58801 41708

**Website:** tuwien.at/ace

**Calendly:** [www.calendly.com/monika-huemayer-tuwien/30min?back=1&month=2025-08](https://www.calendly.com/monika-huemayer-tuwien/30min?back=1&month=2025-08)

