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www.insead.edu
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Experience the Authentic Global EMBA (GEMBA)

**Authentic Diversity**
INSEAD is the original international business school: multicultural since 1957 and the world’s most global alumni network today.

And now there are three convenient ways to complete the programme – across all three INSEAD campuses: Europe, Asia and the Middle East. But there’s still only one INSEAD GEMBA.

Come inside to get a taste of the authentic INSEAD experience...

**Authentic Leadership**
One size doesn't fit all. Our unique, personalised process helps you to develop as a leader – yet remain true to yourself.

**Authentic Curiosity**
Discuss, debate and discover, guided by the real experts: our world-class faculty and your high-achieving classmates.
As the faculty member heading up INSEAD’s degree programmes, I’m particularly proud of what we’ve achieved with our GEMBA programme. And now, with the launch of the Asia section, I’m even prouder that we can offer you three ways to complete this most prestigious of global business degrees – without interrupting your career.

Whichever way you choose to do the programme, you will become part of a unique global community of 1,000+ degree participants and 40,000+ alumni living in 160+ countries. The practical benefits of this network are huge.

I’m also particularly proud of the Leadership Development Programme. No other degree programme – at INSEAD or elsewhere – offers you anything quite like it. With group coaching and 360-degree feedback techniques developed by INSEAD, you can become an authentic leader – true to yourself with deeper self-awareness.

Of course, there’s a great deal more to be proud of. I encourage you to read on, visit our website, attend our events and come to campus to get the full picture. And, in due course, I hope I will have the pleasure of welcoming you personally to one of our three campuses as a new GEMBA participant.

Yours proudly,

Peter Zemsky
Deputy Dean, Degree Programmes and Curriculum
The Eli Lilly Chaired Professor of Strategy and Innovation
Ten Reasons to Choose the INSEAD Global EMBA

01. Global yet incredibly convenient.
The GEMBA is one exceptional programme. But there are three ways to complete it depending on what works for you: Europe (mainly 1–2 week modules), Middle East (more but shorter modules) or Asia (largely weekends). Whichever you choose, you get to sample all three of our campuses.

02. For the focus on leadership.
Our Leadership Development Programme is unique. Combining 360-degree assessment, group coaching and peer work-shadowing, it runs throughout the programme, evolving along with your own leadership skills.

03. A fast-track to senior general management.
If your ambition is general management (C-suite, country manager, business-unit manager), rather than specialisation, the GEMBA is the perfect way to get there – and fast.

04. Highly-ranked, globally accredited.
Take it from the Financial Times*. The INSEAD GEMBA is their highest-ranked, single-school programme: 4th in the world in 2011, up from 5th in 2009 and 6th in 2008. INSEAD also has all the main international business-school accreditations (such as AACSB, EQUIS and AMBA).

05. Learning through diversity.
Most EMBA programmes claim to be diverse. But, unlike other schools, INSEAD has never had a dominant national culture. This has enabled us to turn diversity into a powerful learning tool. The greater the diversity, the more your assumptions are challenged, the more solutions you generate and the more you learn.

06. Efficient and intense.
With only 45–60 days needed away from work over a period of 14–17 months, depending on your choice of base campus, the GEMBA is probably the most efficient way to a top business degree. Of course, that makes the experience intense too – which is an added benefit, according to participants.
Intellectual stimulation.
You don’t put yourself through business school just for the sake of your career. You also want to challenge yourself, expand your mind, exercise your intellect. And the best people to help you do that are the world experts on our faculty – all with PhDs from the world-leading institutions.

Learn and work in synergy.
All our participants are successful and ambitious. Leaving work to study full time is not an option. But the GEMBA formula is not simply about convenience. It’s about using your work to inform your learning… and using your learning to improve your performance at work.

Benefit from a class full of experience.
Your classmates will have an average of 12 years’ business experience – 6 more on average than our MBA students. That’s a rich collective experience of over 1,200 years per class.

It will change your life.
But you won’t realise this until you start the programme! For now you probably just want the facts. Most are in the pages that follow – and the rest are at www.insead.edu/emba.

Welcome to INSEAD: One School, Three Campuses

INSEAD is the only business school to have three full campuses in different world regions: Europe, Asia and the Middle East. These are not simply buildings with an INSEAD sign outside. All three have faculty based there, permanent support staff and a variety of programmes running regularly. They offer year-round facilities and the opportunity to interact with participants on other programmes. They are places of continuous learning.

INSEAD’s unique structure is no accident. Founded in 1957 as a business school for the new Europe, internationalisation is in our DNA. And, as business globalised, so did we.

Today, “The Business School for the World” has 145 permanent faculty of 35 nationalities teaching and researching across our 3 campuses – which, between them, host over 9,000 Executive Education participants a year. In Europe and Asia, we also have nearly 1,000 MBA and 70 PhD students. So, if you embark on the INSEAD GEMBA, you become part of a single, remarkable worldwide learning community – as well as experiencing all three locations.

See http://www.insead.edu/aroundtheworld for a virtual campus visit.

“Spending time on each of the INSEAD campuses is the best way to live the ‘Business School for the World’ experience. It's where the continuity in teaching excellence and cultural entanglement come together.”

Gilles Rubinstenn
French
General Manager
GEMBA 2010
Europe: France  
(Fontainebleau, near Paris)

Just 45 minutes by train south of Paris, our original, landscaped 8-hectare campus is on the edge of the historic town of Fontainebleau – famous for its château and traditional French market. You can relax between classes by running or walking in the neighbouring forest, working out in the on-campus gym, using the excellent sports facilities (golf, swimming pool and all-weather tennis courts) just next door – or simply taking a stroll to the many pavement cafés, restaurants and shops down town.

Asia: Singapore

Opened in 2000, our modern 19,000m² city campus has grown rapidly to match the facilities in Fontainebleau – and, such is its success, it is about to embark on a further expansion. It is in the heart of the commercial, high-tech hub of Singapore, with easy access to the central business districts, not to mention an extraordinary range of restaurants and shopping. Added to all this, you’re only a short flight away from Indonesia, Malaysia, Thailand and the rest of South East Asia.

Middle East: Abu Dhabi

Our purpose-built, 12-storey, 6,000m² campus is right in the business centre, just 25 minutes from the airport and 10 minutes from the seaside “Corniche” promenade. In a short time, the INSEAD site has become a thriving hub of teaching and research, which is helping to define the future of business in this increasingly important region. Our campus is your gateway to many exciting business opportunities and insights.
GEMBA Structure: One Journey, Three Routes

You can choose to complete the GEMBA in the way that best suits you. Most people opt for a base on the INSEAD campus that’s closest to home, but some decide to build their business travel around modules (that is, residential sessions) on the other side of the world. And for those working in China, the Tsinghua-INSEAD Dual Degree EMBA offers a further alternative – see http://tsinghua.insead.edu/ for details.

One Class, Three (or Four) Locations
Whichever route you choose, you come together as a single class for the second half of the programme, which has modules on all three INSEAD campuses. You will also link up with participants on the Tsinghua-INSEAD Dual Degree EMBA, giving you valuable contact with peers who work in China.

One Curriculum, Four Components
All three routes cover the same broad, high-quality general management curriculum with the same faculty, wherever timetabling allows.

**Four main on-campus components:**

1. **Core Courses:** covering all the basics
2. **Electives:** further detail in your chosen areas
3. **Key Management Challenges:** cross-disciplinary studies that draw on your own experiences
4. **Leadership Development Programme:** which runs throughout the programme

In addition to the time spent on campus, equivalent to 12 working weeks, you will also need to allow roughly 5 weeks in total for independent study: preparation; writing a total of 6 essays; your final project and optional peer work-shadowing. This adds up to about 10 or 12 hours of “homework” a week.

“I’ve emerged from the INSEAD EMBA experience with skills — relevant, real-world approaches to solving today’s business challenges — shaped by the myriad perspectives of a diverse group of peers and faculty. As an alumnus, I continue to tap into a global network of leadership talent to gain valuable insights.”

**Ivan Filippov**
Russia
Deputy Head of Corporate Finance
GEMBA 2011
The Programme

Key Management Courses

ASSIA
17 Months

EUROPE
14 Months

MIDDLE EAST
15 Months

ASIA
11 On-campus Sessions

EUROPE
05 On-campus Sessions

ABU DHABI
01 Week

SINGAPORE
02 Weeks

FONTAINEBLEAU
02 Weeks

Graduation

Electives

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>EUOPE</th>
<th>MIDDLE EAST</th>
<th>ASIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAMME DAYS</td>
<td>73</td>
<td>73</td>
<td>75</td>
</tr>
<tr>
<td>OUT OF OFFICE DAYS</td>
<td>60</td>
<td>59</td>
<td>45</td>
</tr>
</tbody>
</table>

See http://global.emba.insead.edu/academics/calendar.php for exact dates.
The first half of the programme covers the fundamentals that all business leaders need. The 11 Core Courses review, revive and expand your understanding of all the key business functions.

They are delivered through: one-to-two-week modules (in France, starting in November); one-week modules (in Abu Dhabi, starting in October); or weekend sessions plus one nine-day module (in Singapore, starting in August). The choice is yours. You are also required to do some preparation and follow-up work off-campus.

Teaching styles are varied and engaging. They combine: lectures; case studies; business simulations; talks by guest speakers; professor-led discussions; group work; break-out sessions; projects; and surveys.

Each core course culminates in an exam that tests not only your understanding of the key concepts but also your ability to use them in solving problems and making decisions.
Elective Courses

The Elective Courses allow you to go deeper into some of the disciplines covered in the Core Courses and a few new areas, depending on your personal interests. You will take a total of four courses, during an intensive 2 week session in Fontainebleau in July.

For those who want to do extra electives, EMBA alumni can return for part or all of the July session in subsequent years.

Similarly to the Core Courses, Electives use an exciting variety of learning methods. However, they are assessed on a pass/fail basis to encourage you to study topics outside your usual field of expertise.

Course Topics (Sample)*

- Advanced Corporate Finance
- Brand Management
- Corporate Entrepreneurship: Building New Businesses Inside Established Firms
- Financial Statement Analysis
- Industry and Competitive Analysis
- International Financial Management
- Managerial Decision Making
- Market Orientation
- Negotiations
- Psychology of Leadership
- Rethinking Risk Management
- Social Entrepreneurship
- Social Media
- Strategy, Structure and Incentives
- Winning Strategies in Emerging Markets

*List changes every year depending on participant interest, demand and faculty availability

On-campus: Business Simulation

The programme ends in Singapore with an innovative computer-based concluding simulation – developed at INSEAD especially for the GEMBA. This enables you to exercise your general management skills and analyse the impact and interdependence of complex business decisions. Played in groups, the “game” replicates a set of international competitors, each with multiple products.
In the real world, management decisions don’t fall into the neat boxes of business-school disciplines. Nor do they necessarily fit within the departmental silos of your own organisation. This is why INSEAD has developed Key Management Challenges – broad, cross-disciplinary, cross-departmental courses that genuinely reflect the realities of doing business.

Each Key Management Challenge course draws on the learning from multiple Core Courses, as well as real life. In keeping with the breadth of subject matter, a great variety of learning and methods are used.

**Course Topics (Sample)**

- Corporate Governance
- Entrepreneurial Leadership
- Identifying New Business Opportunities
- Innovation
- Managing Multinational Enterprises
- Value Creation
- Your First 100 days: Surviving the Management Buy-In

*List changes every year depending on participant interest, demand and faculty availability*
**Off-campus: Reflection Papers**

Participants write a reflection paper on each of their chosen Key Management Challenges. Like the implementation essays, these focus on your personal experiences – and the interaction (or clash) between theory and practice, but with a view to setting objectives for improving your performance. Your mark for the papers contributes to your final grade. You may also be graded on your class participation, depending on the professor in charge.

**Off-campus: Final Project**

Participants may work individually or in pairs to complete their final project. This is usually connected to experiences at work (for example, a new venture or a major innovation) and gives you an opportunity to weave together everything you have learned and show its impact on your work. Assessment contributes to 20% of the final grade.

**Off-campus: Implementation Essays**

Participants choose two Core and one Elective Course topics on which to write implementation essays – about their own experiences of putting the theory into practice. Assessed by faculty, the essays contribute to your final grade.
Leadership
Development
Programme

While other programmes provide leadership courses, INSEAD offers a programme-long, customised programme that follows – and shapes – your personal and professional development. Delivered by the world-famous INSEAD Global Leadership Centre, it combines a whole range of innovative activities designed to bring out the leader within you.

The Leadership Development Programme (LDP) is founded on the belief that leadership is much more than management. Today’s leaders must strike a balance between reflection and action to help their organisations adapt to the unknown. They must be flexible, aware of context and able to adjust their leadership style to the situation. Just as importantly, they must know themselves and understand their impact on others.

Provided in collaboration with faculty and coaches from INSEAD’s Global Leadership Centre, the LDP will give you the tools and environment you need to grow as a leader. Together with your EMBA colleagues and accompanied by an executive coach, you will be part of a learning group whose diverse members will support, encourage and challenge each other throughout the programme. As a result, you will define ways to increase your effectiveness by broadening your behavioral leadership repertoire. Ultimately, the LDP will allow you to develop your own unique and authentic leadership style.

Throughout the programme, INSEAD also invites a broad cross-section of industry leaders to speak and answer your questions at Leader Forums, reserved for GEMBA audiences. In addition, a peer exchange enables you to shadow another GEMBA participant at work. You will analyse each other’s communication and management styles – again resulting in constructive feedback for further improvement.

The Leadership Development Programme culminates in an extensive personalised development plan, designed to continue the programme long after you have graduated.
“Experiencing different campuses around the world with peers from diverse nationalities and cultures is one of the biggest advantages of the INSEAD EMBA. It has given me a more global perspective, provided a unique network of contacts and opened doors to exciting new opportunities.”
INSEAD’s 145 diverse faculty members are among the most highly respected in the world for their research, teaching and real-world influence. Their record speaks for itself.

**Research**
Ranked in the world’s top ten by the Financial Times, our professors’ research is also rated best outside the US by the University of Texas’s influential ranking. In the academic year 2011, INSEAD faculty won 22 international awards for their work, published 15 books and wrote 84 articles for top journals. Although our professors represent 35 nationalities, over 90% received their PhDs from top US business schools – so they’ve got North America covered, as well as Europe, Asia and the Middle East.

**Teaching**
Our faculty are also dedicated and expert teachers. In 2011, they published 67 case studies for use in the classroom and won 3 major case-writing awards. They are also innovators, creators of real-time role-plays (such as ‘Your first 100 days’, now available as an EMBA elective) and computer-based simulations (such as Markstrat, used by 500 business schools worldwide).

**Real-World Influence**
Much more than teachers and researchers, our faculty work as consultants and board members for leading companies around the world. Many were practitioners and entrepreneurs before becoming professors, which is why their influence goes far beyond academia. For example, INSEAD professors invented Blue Ocean Strategy and, more recently, published the much-discussed ranking of the ‘Best-Performing CEOs in the World’. We also have three faculty members in The Thinkers 50, the definitive listing of the world’s top business
thinkers. And our professors are regularly featured in the worldwide business and news media.

**An Elite Pool of EMBA Faculty**

Faculty are excited to teach on the programme. GEMBA participants are, after all, an exceptional group of practising managers on the fast track to the very top. So, whether your base campus is in Europe, the Middle East or Asia, you can be assured that your faculty will come from the same select group – flown in where necessary, just for you.

See our INSEAD Knowledge platform, [http://knowledge.insead.edu](http://knowledge.insead.edu), or [http://research.insead.edu](http://research.insead.edu) to sample learning from our faculty and [www.insead.edu/facultyresearch](http://www.insead.edu/facultyresearch) for more details about individual faculty.
“The magic of the EMBA programme comes from the combination of diversity and experience. The participants come to the programme with knowledge and experience brought from all over the world. The diversity of the backgrounds quickly creates an atmosphere where they constantly question other participants’ views – and their own – on a multitude of issues. As the programme gradually provides frameworks and models, this collection of very valuable but somewhat eclectic knowledge starts to be reorganised into a coherent system that helps our EMBA students understand better their business environment and address the challenges faced by their companies.”

Ilian Mihov
Professor of Economics
The Novartis Chaired Professor of Management and Environment
Deputy Dean for Faculty and Research
“Centuries ago, Lao Tzu (Tao Te Ching) wrote that knowing others is intelligence, whereas knowing yourself is true wisdom. The same philosophy applies today to our Leadership Development Programme. By creating a space for reflection and experimentation, we provide you and your EMBA fellows with a unique opportunity to discover, enhance and broaden your authentic leadership capacities. We can’t promise it will easy, but if you’re willing to embark courageously on this journey, it will enable you to bring out the best of yourself. You can then leverage that self-knowledge to develop other people around you, for the benefit of your class, your organisation, and society as a whole.”
Meet Your Classmates

Ambitious. Driven. Successful.
Your new classmates on the GEMBA are everything you’d expect from one of the world’s top EMBA programmes. Although more experienced, GEMBA participants have a great deal in common with students on INSEAD’s world-famous MBA programme. They have the same international mindset and exceptional analytical ability, along with potential for leadership at the highest level and excellent all-round communication skills in English. Above all, they have the same intellectual curiosity and diversity.

The Power of Diversity
Now that business really has globalised, diversity is more important than ever before. But diversity is not just about representing international business in all its variety of cultures. It’s about covering all sectors and specialisations. On our programme you’ll find men and women who are social entrepreneurs as well as bankers, consultants and executives in multinational companies of all kinds.

Perhaps most important of all, our faculty have become experts at leveraging diversity as a learning tool. Under their guidance, your classmates will challenge your assumptions and guide you to solutions that you would never have dreamed of.

“It was very energising and inspiring to go through the GEMBA experience alongside a group of highly talented, engaged and diverse fellow participants. And over the course of the programme, many of them became close friends of mine.”

Torsten Lehmann
German
Vice President & General Manager
GEMBA 2009
Class of 2012

- 22% female
- 36 average age
- 12 years average work experience
- 111 participants
- 39 nationalities
- Diverse Professional Backgrounds
- 32 sectors of activity
- 59% living outside their home countries

Difference between INSEAD MBA and INSEAD GEMBA

<table>
<thead>
<tr>
<th>INSEAD MBA</th>
<th>INSEAD GEMBA</th>
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<tbody>
<tr>
<td>Average age: 29</td>
<td>Average age: 36</td>
</tr>
<tr>
<td>Average experience: 5.5 years in total – now probably looking at a career change</td>
<td>Average experience: about 12 years with 5 years or so in management – looking to stay in (or move up to) general management</td>
</tr>
<tr>
<td>Nearly 1,000 students over 2 intakes a year across 2 campuses</td>
<td>Fewer than 200 students over 3 sections across 3 campuses</td>
</tr>
<tr>
<td>Full time over 10–12 months</td>
<td>Part time over 14–17 months</td>
</tr>
</tbody>
</table>
Careers Support
Customised to Your Needs

GEMBA participants have diverse needs for career support. You may be part of an organisation where you are already on your way to building a successful career. Or you may be looking to progress your career in a new organisation or an entirely new field.

In other words, you require a customised approach to career services. We address both your “internal-career” needs (making the most of your career within your present organisation) and your “external-career” needs (making a change outside your organisation). In both cases, INSEAD is recognised by companies worldwide as a key source of talent and career development.

Defining Your Goals
Open to all participants throughout the programme, a series of activities, including workshops and career advice sessions, is designed to help you bring into focus your individual goals for professional development. Whether you are internal-career or external-career focused, we encourage you to take this opportunity to reflect on your career trajectory.

Using a variety of effective tools and frameworks, we support you in the process of self-assessment and discovery in parallel with the Leadership Development Programme. INSEAD’s Career Services professionals are here to help you engineer not simply greater success but also personal fulfilment in your career.

See http://global.emba.insead.edu/academics/career_services.php for more information.
The INSEAD EMBA has been for me a tremendous source of quality intellectual input, gleaned not only from a world-class faculty, but also from peers with diverse perspectives and ideas. Best of all, I’ve been able to test and refine the skills I’ve acquired, such as value creation and entrepreneurship, in the real world, and in real time.”
Welcome to the World’s Most International Alumni Network

Joining the INSEAD GEMBA gives you instant access to a truly global network of contacts: 40,000+ business leaders in 160+ countries. Of course, other leading schools have alumni scattered throughout the world, but we have a critical mass in more locations than any other. In fact, there are 39 countries where we have over 100 alumni.

We offer many easy ways to plug into this exceptional network, including national alumni clubs, an online networking platform and a range of events, including regular reunions, back at INSEAD. Our participants are always impressed by the network they acquire during the programme – and then amazed by the countless advantages of the wider network after graduation.

See http://global.emba.insead.edu/the_alumni_network/ for more information.
I’ve redefined what it means to be successful.

Lisy Lee (China)
General Manager of Corporate Communication and Investor Relation
GEMBA 2010 and recipient of the Cultural Diversity Scholarship

Before the GEMBA. I was in charge of marketing communications for a motorsport company. I’d always wanted to study marketing and management, but, at the time I went to university, it wasn’t an option. As soon as I graduated, I found a job in marketing but still yearned for knowledge that wasn’t derived from my own experience – preferably international knowledge. I did my research and discovered that, though the US schools looked international, most of their EMBA students were living and working in America.

After the GEMBA. I’ve redefined what it means to be successful. It’s not just about a better job and a higher salary (although I do have both of those now). It’s more about being an effective leader and helping your team to grow – as well as having a strong personal life. A balanced work and personal life. I meet up with my old classmates every year, when we come back to campus for electives, to catch up on news and to reminisce. In particular, we remember the Leadership Development Programme. It was one of the reasons I chose the GEMBA, but I certainly didn’t realise how insightful it would be. I honestly feel a better person because of it!
Before the GEMBA. I’d spent most of my career in one industry and one country. I was hungry for new experiences and to meet people from other industries and countries. I also wanted some more financial and general management background. INSEAD was absolutely my first choice – for its reputation, diversity and the convenient modular schedule. In fact I visited Fontainebleau in 2000 with a view to doing a full-time MBA. But time passed and I stayed in work. The GEMBA offered me a second chance.

After the GEMBA. I’m still in the same company. But for sure, I’m better at my job. And a lot has changed. I’m able to apply my new knowledge and run financial planning and control much more efficiently. Now I’m working with the company as a whole, rather than just for my business unit. Last year I was co-leader of a big project related to business model re-engineering for Russia. It included significant changes in logistics, strategy, finance, IT – some of those areas I previously didn’t feel confident in. The project was completed successfully and ahead of time. Now I co-lead other company-wide projects as well.

As a result of the GEMBA, I feel more efficient and able to make better-balanced decisions. INSEAD greatly contributed to the improvement of my cross-cultural interaction skills and developed my ability to approach things from different angles. Best of all, it’s opened new horizons. I know I can do more and do it a lot better.
Securing Your Place on the GEMBA

Our rigorous admissions process is designed to ensure the best possible fit between you and the INSEAD GEMBA. Throughout, we will be looking for the qualities that we know make the best participants:

- **Academic ability**
- **Strong leadership potential**
- **International mindset**
- **Clear motivation, drive and maturity**
- **Rich business experience**
- **Recognised achievements**

**Application Pack**

You can complete most of your GEMBA application through a simple online system. Your application is considered “submitted”, only when we have received all the elements listed below.

**01. Application Form:** to be completed online.

**02. Seven Essays:** long questions (about 500 words each) to be completed as part of the application form.

**03. Photograph:** to be supplied electronically with the form.

**04. Two References:** one from your manager or immediate superior, the other from anyone you like – also to be completed in English online (via links in the application form).

**05a. EITHER original GMAT score report sent by the test centre.** INSEAD Executive MBA code: INSEAD DL3-S8-14 Business Programs, GEMBA. Please note: if you have already taken the GMAT in the past, your score is valid for 5 years.

**05b. OR state your preference to sit the INSEAD EMBA Admissions Test, to be held on our three campuses monthly.** Please note: complete applications must be submitted at least two weeks before the test date. Test dates are regularly updated on our website: [http://global.emba.insead.edu/admissions/deadlines.php](http://global.emba.insead.edu/admissions/deadlines.php)

**06. Evidence of Proficiency in English:** most usually in the form of an Academic PTE, TOEFL, TOEIC or IELTS Cambridge score report (INSEAD GEMBA code: 7198). This requirement may be waived if, for example, English is your mother tongue, or you have worked, trained or studied in an English-speaking country.

**07. Application Fee:** of €200, payable online by credit card.

**08. Official Transcripts of Grades, Degrees and Diplomas:** for your previous education and professional qualifications. We accept transcripts in English or French. All others must be accompanied by a certified English translation. Each transcript must bear the official seal and signature of the institution. Transcripts may be submitted by the applicant or by the institution directly to INSEAD. To start evaluating your application we accept scanned copies of your transcripts. Photocopies are only accepted if officially certified by a public or professional body (solicitor, embassy, town hall, etc.). Should you be admitted to the EMBA Programme, you will be asked to send your original transcripts and degree to the Admissions Office by post.

**09. Statement of Integrity:** includes electronic signature (see online application).

*Original documents only*

See [http://global.emba.insead.edu/admissions](http://global.emba.insead.edu/admissions) for more details and the application form itself.
**Application Deadlines**

We operate a staged admissions process, with four deadlines for each of the three intakes – with groups of participants admitted at each stage. We can accept application forms between these dates as long as they are submitted before the final deadline. However, we recommend applying as early as possible, especially if you intend to seek a scholarship as well.

**Asia Intake**
- **Round One**, 22 January 2013
- **Round Two**, 12 March 2013
- **Round Three**, 30 April 2013
- **Round Four**, 18 June 2013

**Middle East Intake**
- **Round One**, 15 January 2013
- **Round Two**, 19 March 2013
- **Round Three**, 28 May 2013
- **Round Four**, 13 August 2013

**Europe Intake**
- **Round One**, 26 March 2013
- **Round Two**, 14 May 2013
- **Round Three**, 2 July 2013
- **Round Four**, 3 September 2013

**Admissions Process**

The process from submitting your application to a final decision is streamlined as far as possible but you should allow up to four to six weeks from submitting your application to the offer of a place.

**Step 1 – Acknowledgement** (guaranteed within three weeks of INSEAD receiving your full application)

**Step 2 – Initial Screening** by our professional admissions team, leading to Step 3 if successful.

**Step 3 – Interview** with an INSEAD graduate or faculty member (on campus, in your home country or via video-conference/phone).

**Step 4 – Final Decision** by our Admissions Committee, quickly followed by an email notifying you of the outcome – and leading to Step 5 if it’s positive.

**Step 5 – Acceptance** on your part, via an official Acceptance Letter and a Company Endorsement Agreement from your employer, guaranteeing that you will be free to attend all sessions that require time away from work.

See [http://global.emba.insead.edu/admissions](http://global.emba.insead.edu/admissions) for the full process.
Fees, Financing and Commitment

There’s no doubt that an EMBA is a big investment. But it also brings big returns. Add to that the fact that the GEMBA is one of the most time-efficient EMBA programmes available – and it begins to sound like remarkably good value.

Please refer to our website for the current fees and payment schedule:
http://global.emba.insead.edu/finance/financing_your_GEMBA.php

**Additional Costs**

The fees cover tuition, academic materials, access to INSEAD libraries, computing charges, lunches, parking and some group dinners. This means you need to find additional funds for transport to campuses, accommodation and individual dinners. You should also factor in the smaller costs of applying (€200), preparing for and entering the GMAT, and, where required, English proficiency tests.

**Employer Contributions**

Around half of all participants receive some financial support from their employer organisation. See page 34 for advice about securing the support of your company.

**Scholarships**

We offer a limited number of scholarships ranging in value. They are awarded to outstanding candidates whose profiles will help the GEMBA to promote international leadership and best business practice, particularly by ensuring diversity. You can apply as soon as you have been offered a place on the programme – by answering the essay question specified online and submitting details of your financial need (where applicable). If you are planning to seek a scholarship, we recommend that you apply as early as possible for your place on the programme.
Current GEMBA scholarships

INSEAD Scholarship for Women offered to motivated women who have made significant achievements in their professional lives

INSEAD Scholarship for Candidates Active in Public Services designed to assist candidates with leadership positions in NGOs, governments, non-profits and educational institutions

INSEAD GEMBA Alumni Scholarship for Social Entrepreneurs who address pressing social problems with innovative and sustainable business solutions

INSEAD Scholarship for National Diversity available to nationals from South-East Asia, South Asia, Central Asia, the Middle East, Greater China, Central and Eastern Europe, Africa and Latin America

INSEAD Scholarship for Cross-Cultural Understanding for candidates who have developed multicultural management capabilities through language study and extended periods away from their home culture

See http://global.emba.insead.edu/finance/scholarships.php for full details of scholarships.

Loans

Loans are available on a country-by-country basis, usually to candidates working there. Anyone offered a GEMBA place is also eligible for a loan from Prodigy – an innovative new financing scheme set up by INSEAD alumni for students at top business schools.

See http://global.emba.insead.edu/finance/loans.php for full details on loans.

Tax Reductions

Tax breaks are available in some countries. Ask your tax advisor for information.

See http://global.emba.insead.edu/finance/tax_reduction_options.php for details about selected countries.

Commitment

In the end, commitment is as important as financing. You will need to find the time and energy to travel to modules and complete the programme alongside a demanding job and your personal life. You will need the support of your company, colleagues and family, as you complete written assignments, gain 360-degree feedback, carry out project work and prepare for on-campus modules. It isn’t easy. But all our graduates agree that it’s worth it.
Gaining the Support of Your Employer

The support of your employer is absolutely essential to success in the INSEAD GEMBA. Even if the organisation isn’t supporting you financially, your manager will have to endorse your time out of the office. To help you make your case, here are some of the GEMBA benefits that companies have mentioned to us over the years.

**A general increase in motivation, output and loyalty** – often ensuring that an exceptional individual is retained

**Sharper leadership skills** – thanks to the Leadership Development Process, which is far more effective than any short-term training

**Useful frameworks, tools** and research insights to cascade throughout the organisation

**A more holistic and global approach to business** thanks to the exposure to diversity and a general management mindset – again a positive influence on colleagues

**A more entrepreneurial attitude**, resulting in innovation and new business ideas

**A ready-made global business network** in the form of the INSEAD alumni community

**Tangible solutions to specific problems**, through implementation essays, reflection papers and project work based on real-life experiences

**Constructive feedback and cross-fertilisation** through peer-exchange work shadowing and 360-degree assessment

**A steeper career trajectory** enabling talented managers to reach their full potential much more quickly than expected.

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**In good company**

Accenture  
Arcelor  
Astrazeneca  
Banco Santander SA  
Beiersdorff  
Booz Allen Hamilton  
BP China Ltd  
Danfoss  
Deutsche Bank  
EDF  
Faurecia  
Fresnius Kabi AG  
Hewlett Packard France  
IKEA  
Interpharma Ltd  
JP Morgan  
Metro  
Nexgen Financial Solutions  
Nokia  
Novartis Pharma AG  
Pepisco Intl / Smith Food Group  
PriceWaterhouse Coopers  
Reuters  
Rothschild Bank AG  
Sanofi Pasteur  
Schneider Electric Industries SAS  
Shell International  
Sodexho  
Thomson  
TNK BP  
UBS  
Vodafone

See [http://global.emba.insead.edu/sponsors](http://global.emba.insead.edu/sponsors) for further reasons for your organisation to support you.
Call us. Email us. Visit us. Attend our off-campus events. And in the meantime, check out our website.

We have specialists on each campus who are experts in advising people from your region. Their aim is to help you figure out whether the INSEAD GEMBA really is the right programme for you. If you like, you can simply send us your CV and ask us for some feedback. We’re also delighted to arrange a personal guided tour or for you to sit in on a GEMBA class.

**On-campus EMBA events**

Please refer to our website for a complete list of on-campus events: [http://global.emba.insead.edu/form/gemba_events.php](http://global.emba.insead.edu/form/gemba_events.php)

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United Arab Emirates

**Laith Dajani**
Tel: +971 (0) 2 651 5279
laith.dajani@insead.edu
Calendar

Core Courses (2013-2014)

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