Making EMBA's More Attractive to Women

Business Schools are trying to change, but what else could they be doing?

New QS Global EMBA Rankings 2018
Is an EMBA right for you?
What it's like to study an EMBA online
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Editor’s Desk

With the modern business landscape changing at an increasing pace, it’s no surprise so many c-suite professionals are tempted to dip a toe back into the waters of education and study an executive MBA. If this sounds like you, then welcome! Contained within these pages, you’ll find our most-recent QS EMBA Rankings, as well as information about some of the top business schools for executive programs in the world.

If that doesn’t quite sound like enough, our finest EMBA specialists have been assessing the pros and cons of an executive MBA degree and digging into what a typical executive program consists of, all so you can make the right decision to advance your career.

Rankings have consistently been at the center of everything good about QS and this year’s EMBA Rankings feature a vastly improved methodology and more schools than ever before. You’ll find separate tables for different regions of the world, plus a special table purely for joint programs offered by several business schools.

Of course, there’s only so much you can learn from a league table, and that’s why we always encourage applicants to do their own research and speak to schools. There’s a very good chance that you’re reading this after receiving a copy at one of our many QS events. If so, we hope you’ve used the day to narrow down your options by learning more about the various EMBA programs offered by the schools in attendance. If you’ve not been to an event, don’t panic! There’s bound to be one coming to a city near you soon—head to our website for more information and to reserve a place.

Whatever school you end up studying at, we hope you graduate having gained life-changing knowledge and skills which you can take back into the workplace. Don’t forget to check out TopMBA.com for lots more useful information, tips and advice to help you every stage of your EMBA degree. See you there!

Craig O’Callaghan
Head of Content, QS
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# Global EMBA Rankings 2018

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<tr>
<th>2018 RANK</th>
<th>Institution Name</th>
<th>Program</th>
<th>Location</th>
<th>Overall SCORE</th>
</tr>
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<tr>
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# Global Joint EMBA Rankings 2018

<table>
<thead>
<tr>
<th>2018 RANK</th>
<th>Institution Name</th>
<th>Program</th>
<th>Location</th>
<th>Overall SCORE</th>
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<td>Columbia/HKU/IEBES</td>
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Is an EMBA Right For You?

Not sure whether an executive MBA will help you achieve your career goals? Julia Gilmore has the answers.

Admissions and funding your studies

The EMBA is designed for managers with considerable work experience, usually around 10-15 years. Considering this, it’s unsurprising that EMBA students have an average age of 38, compared to 28 in the MBA.

However, there are cases where candidates in their late 20s or early 30s are operating at an executive level, such as in industries like technology where employees tend to be promoted quickly and reach an executive level before they are 35. If you are younger but feel you fit into the executive category, an EMBA may still be right for you.

Not all EMBA courses require a GMAT, but most of the top schools will require some sort of standardized test, which could also include the relatively new Executive Assessment test. This has been designed by the Graduate Management Admission Council (GMAC), the creators of the GMAT.

"Being an EMBA candidate at a top university means you’re more likely to be able to network with major players in a vast array of industries"
Recently, there has been an increase in the number of graduates who are company-funded. It’s very common for an EMBA candidate to have the majority, if not the entirety, of accommodation and relocation expenses. It’s very common for an EMBA candidate to have the majority, if not the entirety, of accommodation and relocation expenses.

The part-time nature of the EMBA has substantial financial implications on funding your studies. As it is part-time, EMBA candidates can work and earn a full-time salary while studying, and likely won’t have to think about some of the costs associated with a full-time study program, such as accommodation and relocation expenses.

It’s very common for an EMBA candidate to have the majority, if not the entirety, of their tuition covered by their employer, in practice known as sponsorship. Students who are company-funded may be required to commit to that company for a few years after graduation. Recently, there has been an increase in self-funded EMBA students, reflected by the fact that an increasing number of schools are offering EMBA scholarships. The cost of EMBA tuition varies significantly depending on the region the program is in, the teaching standards of the program, the reputation of the school, as well as several other factors. Depending on the program, fees worldwide range from under US$30,000 to over US$150,000.

Teaching format and scheduling your degree
EMBAs are designed to suit the working professional and are part-time. Usually, EMBA students remain in their current position on a full-time basis, with some of their EMBA tuition taking place online or by distance learning. An EMBA cohort all tend to start at the same time, and stay together throughout the program, providing ample opportunities to make connections with fellow executives.

There’s a significant amount of in-class learning, which are usually organized on evenings, weekends, or intensive weeks, depending on the school. It’s also common for some classes to take place in different locations around the world.

Classwork tends to be undertaken in shorter, more intense intervals than on the full-time MBA, to minimize disruption from regular work schedules. It’s important not to underestimate the amount of work involved in an EMBA. While teaching is part-time, it’s very intensive and requires an investment of more than 20 hours a week in addition to your full-time job. Really consider whether you can add the EMBA to your schedule if it’s already full of professional and personal commitments.

If you’re unable to work weekends or evenings, you could undertake an asynchronous online-EMBA program where you fit digital classes around your schedule, but it’s important to bear in mind that a self-guided online approach requires you to be highly disciplined to succeed. Plus, in-person classroom participation with other experts in their fields is often noted as a key element of the EMBA program, something you can lose out on as an online-only student.

The MBA and EMBA tend to have the same core curriculum content, however EMBA programs, as a feature of their part-time nature, tend to have fewer electives. Nevertheless, there are also targeted EMBA programs for those who want to specialize, such as in healthcare or sustainability.

Opportunities for networking and career progression
One of the most important elements of an EMBA program is networking and being an EMBA candidate at a top university means you’re more likely to be able to network with major players in a vast array of industries.

The majority of EMBA candidates are driven to undertake the degree because of the promise of a career boost after graduation. The common goal for most middle-managers is to reach a C-Suite position, such as CEO, COO, or CIO. Typical career transitions for EMBA students are from functional manager to general manager or executive, from manager to entrepreneur, and from one company or industry to another.

Anyone who can fulfill the dual duties of being both a student and an employee can demonstrate to upper management that they have the ambition to step up to these higher-level positions within a company. An EMBA allows you to develop and enrich your core skills learned in your career as well as adding new knowledge and capabilities.

The job security offered by sponsorship may appeal to many candidates, as often sponsorship requires you to work at the company for several years after graduation, meaning you get an EMBA paid for as well as a guaranteed job afterwards. However, there may be certain trade-offs with this sort of arrangement, such as less opportunities for upward progression or salary negotiation.

If your company offers sponsorship, be sure of your obligations of the agreement in advance. The careers service offered to EMBA students are often very useful if you’re hoping to get promoted from within your company as they will offer coaching on how to get promoted and negotiate salary raises.

You should define your career goals before undertaking an EMBA, as it’s important to know how you will use the knowledge, skills, and contacts you have gained on the program to your best advantage going forward.
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How Business Schools Can Make EMBAs More Attractive to Women

Executive MBA programs historically struggle with gender equality, but schools are trying to change this. Seb Murray assesses what else they could be doing.

Closing the gender gap among students is a top priority for many business schools. After all: more diverse cohorts can contribute to redressing the gender imbalance in the top ranks of business and enrich the classroom learning experience.

Where most schools struggle is with their part-time Executive MBA courses. The gender pay gap and difficulty associated with balancing study, work and family commitments has kept the EMBA out of reach for the majority of women.

According to figures from the Executive MBA Council, of all EMBA students last year, 30 percent were women, an all-time high but far below parity.

However, most business schools are going to great lengths to enroll more women into their EMBA programs, including running glossy advertising campaigns and offering generous scholarships.

Some have been successful. At French business school Grenoble Ecole de Management, 30 students last week enrolled in a part-time EMBA course. More than 50 percent of them were women, says MBA programs director Phil Eyre.

He believes that offering electives in luxury brand management and sustainable business has helped to attract more women into the course, as they may want to work in those areas.

Making EMBA more flexible

So, what are the keys to gender balance? Some methods may seem obvious. Markus Mädler, director of the EMBA at Germany’s Frankfurt School of Management — which is comprised of 29 percent women — says that flexible modules are key to curbing gender inequity.

With family and household duties still resting on women’s shoulders in many cultures (though this is changing), the effect on work/life balance can make it hard for women to pursue an EMBA.

"It is much more difficult for a woman to attend block modules — sometimes lasting up to two weeks — because those extended periods of absence require a significant effort to organize their families, children and households," Mädler says.

So, Frankfurt implemented a “family-friendly” design: modules can be taken at weekends and in multiple locations, he says.

"It simply is easier for a woman to step out for two or three days only, and on weekends when kids don’t have to go to school and partners are more likely to be at home."

He adds that the problem is often psychological. "Our female participants confirm that the mountain seemed more unsurmountable before entering the EMBA," says Mädler.

"Once in the program they realize — and prove to themselves — that they can do it. Sometimes there is nothing better than a little bit of blind trust in yourself."

Tackling high costs

With women earning comparatively less than men, tighter budgetary constraints can be a barrier to an EMBA. At Imperial College Business School in London, tuition fees for the 23-month, part-time EMBA are £57,000.

But, like many schools, Imperial is aware of this challenge and offers a solution: scholarships of £25,000 to outstanding female students in partnership with the 30% Club, which campaigns for gender parity in business.

"Our scholarship takes people who are already senior in their companies but are looking to take that further leap up to board level," says Crystal Grant, Imperial’s director of admissions.
The EMBA is designed for senior executives looking to move into the most senior positions in their organizations, which is where women are typically least represented.

**Clear career outcomes for women**

Communicating the positive career outcomes of an EMBA is important in attracting women to the courses, according to Michael Desiderio, the Executive MBA Council’s executive director.

“Schools have put an emphasis on attracting women to their program and also, more women are recognizing that an EMBA could prove beneficial to their career progression,” he says.

“The fact that EMBA programs are now much more proactive about marketing directly to prospective students, in addition to corporations, has also helped spread the word about the effectiveness of EMBs on career progression.”

Julie Driscoll, an Imperial EMBA alumnus, received a scholarship. While studying for her EMBA, she received a promotion, from portfolio director to managing director of Pure London, the UK’s leading trade fashion event. Driscoll says the scholarship was instrumental in her career advancement: “Getting the scholarship gave me exposure that I wouldn’t have had ordinarily. It obviously got me onto the program, too, where I learnt a lot of things I didn’t know before, like accounting, finance, macro- and microeconomics. Those were really important and quite transformational subjects for me.”

Julie also benefited from the other features of the scholarship, including the opportunity to attend networking events. At one event she saw Helena Morrissey, the founder of the 30% Club. Julie was inspired by the business executive’s ability to balance a career and family of nine children.

**Tailored support can make the difference**

Special support for women, such as student-run clubs, can also help to attract a more diverse student body. A mooted “confidence gap”, with some women less likely to feel confident about their qualifications and abilities, can deter them from pursuing an EMBA, with its competitive admissions process, says Frankfurt’s Mädler.

Indeed, improving gender diversity in EMBAs doesn’t just enrich the classroom learning experience, but can contribute to curbing the gender gap in the boardroom, concludes Desiderio at the Executive MBA Council.

He says: “Gender diversity in the classroom leads to diverse thinking; diverse thinking leads to better business solutions. The business community is in need of more women in leadership roles and EMBA programs are designed to help develop leaders.”

“Business schools are going to great lengths to enroll more women into their EMBA programs, including offering generous scholarships”

“We observe that women are less assertive than men in presenting their qualifications, abilities and achievements, in particular in their CVs, resumes and written application materials,” he adds.

“You would not believe how often we then uncover truly exceptional talents during our interview process, once the female candidates engage personally with us.”

At Imperial, for example, Grant says that the EMBA course includes personalized coaching and support, “which is ideal for women who aspire to top management positions as it gives them the tools and confidence to progress to new heights in their careers”.

“Business schools are going to great lengths to enroll more women into their EMBA programs, including offering generous scholarships.”
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What It's Like to Study an EMBA Online

_Seb Murray_ sheds light on what it can be like to study an executive MBA program online.

With executives under pressure to balance work with family commitments, business schools are looking for new ways to make their EMBA courses more flexible.

To do this, technology is increasingly being used to connect far-flung students and academics and prepare them to lead in a digital world.

Examples of its usage range from virtual campuses designed to replicate networking opportunities, to virtual tutors that can help students plug skills gaps and apply for jobs.

The driving force behind the changes is the challenge EMBA students face juggling competing priorities, and using virtual collaboration tools to remotely lead global teams.

The Fuqua School of Business at Duke University in North Carolina is introducing virtual technology in its weekend EMBA — which blends online with face-to-face learning — that lets remote faculty and students see and hear each other via video. The professor will wear a sensor that triggers a rotating camera to continually follow them around the classroom, while a separate camera can capture students. The images will be beamed to remote learners in real-time.

"We believe this will especially appeal to working parents or students from parts of the US who might find it difficult to travel," says Mohan Venkatachalam, senior associate dean for EMBA at Duke Fuqua.

"That increased flexibility also translates directly into increased diversity," he says. "We want to develop leaders with the skills to bring people who are very different together — the more diverse your classmates are the more you will learn directly from them."

Using video to deliver content has also been beneficial to students on the EMBA at University of Virginia’s Darden School of Business, which is also blended. Darden has invested in creating an E-Studio that lets faculty teach remote students using Zoom — a popular videoconferencing system.

"What we hear more than anything else is that distance learning can help deliver the very technical material that we teach in finance," says Barbara Millar, assistant dean for the EMBA. "Students like that they can review every recorded lecture as they prepare for an exam — they have access to a 24/7 library with faculty explaining very complex subjects."

Executives on Darden’s course are required to attend classes on the school’s Rosslyn or Charlottesville campus once a month for three days — Millar does not see virtual study replacing the real thing. "We have been almost able to re-create the classroom experience. We are getting closer, but the technology is not quite there," she says.

While some say online learning lacks interaction Greta Maiocchi, head of admissions with MIP Politecnico di Milano in Italy, says that participants in the mostly-online Flex EMBA are actually more engaged than campus students.

"We launched the degree four years ago to move beyond the traditional face-to-face lecture with a professor speaking in the middle of the room" Maiocchi says.
The online environment is more interactive than the physical classroom, she says. "There is more discussion as people are less scared to intervene. It’s like on Facebook, where everyone wants to ‘comment’, but in a classroom some people hesitate to put their hands up."

MIP believes that technology can be valuable to EMBA students. The school will this year introduce a personalized search engine developed with Microsoft’s AI platform Cortana Intelligence, that will help students identify skills gaps. EMBAs will upload their qualifications and take a skills test. Then, the AI tutor known as "FLEXA" will suggest what courses, case studies or publications they need to take or read to progress in their career.

"If you want to find a job in a new field it will tell you exactly what you need to succeed," says Maiocchi.

Helping students thrive in an increasingly tech-driven workplace is also a focus for IMD Business School in Switzerland. EMBA and other executive students experiment with technology such as virtual reality in an innovation lab. "They try out commercially available applications, so they can get a sense of the potential for VR to disrupt their industries," says Michael Wade, director of the Global Center for Digital Business Transformation at IMD.

The EMBAs then come up with ideas for using technology within their companies. Izebel Ladron de Guevara Mendez, the CEO retailer Yoko Products, says she used the IMD lab to come up with the idea of potentially using VR to let customers remotely try on products. "We are working on a 3D experience that would let customers see themselves wearing clothing using Samsung’s HTC Vive VR device, and then hopefully buy them," Mendez says.

Students like Mendez will increasingly drive technology adoption as they demand digital tools in and outside of the classroom, says Jenna Nicholas, co-creator of a virtual reality course at Stanford Graduate School of Business in California. The program is one of many that are alike at Stanford, including LEAD — a new course in which executive students use avatars to interact in a virtual campus.

"Stanford is in the heart of Silicon Valley so staying up to date with the advancement of tech and providing the best tools for the advancement of students is a key for us," says Nicholas. So EMBAs can expect more ways to learn virtually to appear, wherever they are on the planet.
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Chicago Booth Celebrates 75 Years at the Forefront of EMBA Teaching

Chicago Booth was one of the top performers in this year’s QS Global EMBA Rankings. Julia Gilmore finds out what makes the school a success.

In 1943, two years before World War II ended, Booth welcomed 52 students into their inaugural EMBA cohort, meeting two nights a week in downtown Chicago. Many students came from iconic Chicago companies like Marshall Field’s, Walgreen Co., and the Chicago Tribune.

Richard Johnson, Chicago Booth Associate Dean for the Executive MBA program in Asia and Europe, mentions how the war impacted the decision to introduce an EMBA program at the school:

“In the wake of World War II in 1943, the school recognised the need for experienced leaders to apply their knowledge and training to urgent tasks and expand the capacity of American industry – amidst a dramatically reduced workforce due to the war effort”.

Students in this first cohort were slightly older than today’s average, with most students in their late 40s or early 50s. These students had vast amounts of work experience behind them, but little to no formal business education. Currently, the program enrolls 230 students from more than 46 countries, with an average age of 37 and average of 13 years work experience.

In 1943, the same faculty taught the part-time EMBA program as the full-time EMBA and this remains a key distinction of the MBA program at Booth to this day. EMBA students have the same curriculum and the same faculty as the full-time Chicago program, even if they are based in the London or Hong Kong campuses, so they are guaranteed the same academic rigor and experience.

Booth were also the first US EMBA program to expand abroad without relying on an international partner school. They began MBA classes in Barcelona in the 1990s, taught by the same faculty as the full-time program. The European campus relocated to
London in 2005, where it has remained as a permanent campus ever since.

In 2014, a permanent campus in Hong Kong was introduced, the same campus that hosts the number one EMBA program in the Asia-Pacific region, according to the recent QS EMBA rankings.

One school, four rankings

It’s testament to Booth’s long-standing status as a global provider of EMBA education that they feature in three different QS EMBA Rankings by Region this year, in addition to being ranked joint fifth globally. Their EMBA program is also ranked joint fourth in North America, second in Europe, and first in the Asia-Pacific region.

Though students have a choice between carrying out the majority of their studies at one of three permanent campuses (Chicago, London or Hong Kong), they also undertake residential weeks in the other two campuses, giving them a truly global EMBA experience across three continents.

Johnson enthuses about the value of having three permanent campuses, with students not being reliant on partner institutions for their global experience:

“As a result of this global presence our students belong to the same prestigious institution, no matter which campus is their ‘home’ campus. They also benefit from gaining access to a powerful and diverse global network of more than 52,000 Chicago Booth alumni in over 122 countries across the globe.”

The EMBA takes 21 months to complete across all three campuses, although the tuition fees vary across the campuses. Students based at the Chicago campus can expect to pay $189,000, as accommodation is covered for the residential weeks in Chicago as well as London and Hong Kong.

Those at the London campus pay US$159,000, inclusive of accommodation in Chicago and Hong Kong, and students based in Hong Kong will pay HKD1,305,000 (approximately US$166,243), covering accommodation in London and Chicago.

In the QS rankings, Booth’s EMBA program achieved the highest scores in Europe and Asia-Pacific for thought leadership, a ranking indicator that shows how well-regarded an institution is by external experts for research. The school also scored extremely highly in employer reputation, a fact that comes as no surprise to Johnson:

“The Executive MBA Program gives students a more critical, more structured way of thinking about business problems, and that helps them make better decisions and be better leaders. They also gain a level of confidence they never would have had around what they’re capable of achieving. The experience is transformative.

“For employers, Booth graduates are open, strategic and inclusive leaders with a firm grounding in core business principles and an analytical framework through which to make sense of complex data and translate ideas into impact, this is what we call the ‘Chicago Approach.’”

This ‘Chicago Approach’ has served the school well, from its inception as a business school in 1898 (making it the second oldest business school in North America), to the founding of the EMBA program in 1943 and its present-day status as one of the leading business schools in the world. This illustrious history is part of what makes their EMBA program so special, according to Johnson:

“Born in the midst of global disruption and change, the executive MBA Program has trained successful leaders to rise to the challenges of a rapidly evolving world and provided a world-class skill set to thrive in the business world in the days, years, and decades after receiving their Booth diploma.”
Programme Type: Executive MBA
Start Dates: February and September (Next intake - September 2018)
Programme Duration: 18 or 24 months
Format: Blended and Part-time
Entry Requirements:
- Min. Years of Work Experience - 5 years
- Min. Academic Background - Master’s degree or Bachelor’s degree with significant professional and managerial experience
- Online Application Form (+ CV, essays, letters of recommendation...)
- Admission Interview
- English test level (not required for native English speakers or students who have a degree from an English-speaking university).
Tuition Fee: £32,000 (additional costs: travel and accommodation for the residential weeks)
Funding: Support and help available
- EQUIS, AMBA & AACSB accredited
Contact:
- executive.mba@skema.edu
- www.skema.edu

SKEMA is one of the few truly global business schools. We train and educate the talent of the future so that they may thrive in the current competitive environment.

SKEMA has an AACSB, AMBA and EQUIS accreditations and has been constantly ranked as one of the world’s very best business schools in the Financial Times rankings.

Our graduates expand the boundaries of knowledge and innovation. They are at ease working in environments that are multicultural and socially diverse. As graduates of the school, we hope that they carry with them the values that they have been taught, in order to create a better and more sustainable business environment.

Our international structure, with campuses in Asia, Europe, Latin America, and the US, enables us to remain in tune with the global business environment and the world of international higher education.

With 8,000 students and 160 tenured professors, SKEMA Business School ranks as a leading global business school.

Programme Presentation
The SKEMA Executive MBA is a high-level continuing education programme for experienced executives wishing to increase their managerial and strategic skills.

The Executive MBA programme offers general modules as well as two specialisations in project management and in entrepreneurship and innovation. This intensive programme allows managers to understand new organisational models, an invaluable skill when it comes to adapting to ever-changing complex and multicultural environments. It also aims to foster participant’s overall strategic vision.

A well-suited programme structure to managers who have pressing professional commitments, as it adopts a blended learning format. The programme is designed to optimise face-to-face sessions by distance mode preparation through highly structured modules that participants can adapt to their personal and professional schedules. The programme only requires you to be out of the office fifteen days over the year.

Seminars take place in Paris, Lille (France), in Raleigh, NC (USA), in Shanghai (China) and in Belo Horizonte (Brazil).

Programme professors are tenured faculty members who bring the best of their research and real-world experience to the classroom. Small classes allow for a deeper level of interaction and participation.

Student Profile
Zaher Kassas. MEM c., Exec. MBA, B.Eng, PMP®, PMD, Lean Six Sigma Certified.

“SKEMA’s EMBA is definitely an interesting journey. This is the window to opportunity, meeting new people, gaining new knowledge, travelling the world, making new friends and colleagues, and finally unleashing the new leader in you”.

Zaher in a construction professional (engineering, MEP and renovation) with a very successful career. He has lead many huge construction projects as projects director for Rabaya Construction in KSA and now serves as a senior consultant operating in the Gulf Area and Europe.
Organisation:
Part-time EMBA for working executives
Two end-of-week sessions per month
• Two one-week intensive sessions
• Study abroad tour
Length - 18 months
Language of instruction - French & English
Starting dates - March 8th 2019
Application deadlines - January 30th 2019

Class 2017/2018 overview:
Size - 11
Average age - 40
Local students - 75%
International - 25%
Men - 40% Women - 60%
Degree background -
Business - 50%
Engineering - 20%
Communications - 20%
Others - 10%
Length of work experience - 15 years

Admissions:
Diploma from a French "Grande Ecole"
University degree (second cycle)
Minimum years of experience - 5

Selection:
1/ written application form
2/ interview in French and English

Costs:
Annual application fees - 70 euros
Annual tuition fees - 18,500 euros

Contact:
Evelyne Durel
+33 (0)1 46 43 76 14
evelyne.durel@sorbonne-universite.fr

The University of Paris-Sorbonne reputed for the excellence of its teaching and the CELSA, a reference in communications, human resources and marketing offer an innovative MBA programme with teaching about societies, cultures and markets, plus a comprehensive vision of all organisational activity.

Objective of the programme
To consolidate the skills of executives and extend their knowledge and know-how to all areas of the conduct of business activity, so that they better decide and guide their organisation within complex multicultural environments.

Content of the programme

» Fundamentals of management and conduct of business
You develop your competencies in the key areas of corporate management: strategy and organisation, finance, marketing, human resources, communication, auditing and management.

» Societies, cultures and markets
You build on your knowledge of international societies, cultures and markets. You understand how they interact and learn how to integrate them into a development strategy and your decision-making.

» Social and human sciences, communication
You benefit from an innovative approach to the conduct of business thanks to a multidisciplinary approach to the teaching of the social and human sciences and communications, to grasp the social mechanisms and stakes involved in all intelligent business action. You also benefit from CELSA knowhow as regards the integration of communications into all fields of management.

Student Profile

Véronique DELVIGNE-PHILIPPE
Scientific director Lancôme International E-MBA8

“The outstanding quality of the Sorbonne Paris Executive MBA CELSA gives you the tools you need for an in-depth, international and 360° insight into the challenges facing companies today. Not only does it teach you new skills, know-how and ways of thinking, whatever your discipline, it is an incredible and unforgettable personal experience. Today I am International Scientific Director at Lancôme and my position involves a mixture of Communications, Strategy, Marketing and, of course, my core competency, Science.”

Dorin CARCEANU
Business Process Analyst. E-MBA8

“Reborn. This is the first word coming to my mind when I think to this unforgettable adventure which was CELSA Executive MBA. I was looking for a program fitting to my personality by valuing a human management, a collaborative approach and a multicultural environment. Beside all these, I discovered as well very competent teachers and amazing colleagues. I learned through practical cases and I discovered that everything is possible by setting up the right priorities in the professional and in the personal life. Now I am taking with me the whole strength given by this Executive MBA.”
HEC LAUSANNE EXECUTIVE MBA

The HEC Lausanne Executive MBA enables motivated managers to generate and implement new ideas that impact society. The hands-on programme is designed for ambitious professionals who are seeking change: taking on new responsibilities, moving up the ladder or switching careers.

Why choose the HEC Lausanne Executive MBA?

» Join a valuable and recognised programme: You will benefit from a curriculum informed by over 35 years of teaching experience. It is accredited by EQUIS & AMBA and, for the past six years, has been ranked among the world’s top 100 Executive MBA programmes by the Financial Times.

» Experience evidence-based teaching: Our professors, tenured to the faculty, leverage the latest research and specific methodologies to deliver courses developed to match the realities of operating in demanding and dynamic work environments. You will be challenged with new perspectives that require consideration of how your actions impact both your organisation and society at large.

» Immerse yourself in a highly international environment: Situated at the heart of a key European business cluster, HEC Lausanne lies at the centre of important industry hubs such as finance, technology, sports and healthcare. The programme draws inspiration from all these industries to provide a unique teaching curriculum based on quality and innovation.

» Benefit from a great suitability to your life: Without a doubt, our programme is enriching but intense. Preparing for classes and completing assignments requires time and effort, but the scope and style of the programme help you maintain a balance with your professional and your personal life.

Curriculum

The programme lasts 16 months and courses are taught in English. Classes take place on campus in Lausanne on Friday and Saturday of every second week, with an additional two block weeks. Whilst working on real-life projects in order to apply new acquired knowledge and strategies, you will pursue an array of core business modules complemented by the modules of your chosen focus; Healthcare Management or Management & Corporate Finance.

Professional & Personal Development

Knowledge of business concepts alone is hardly enough to make you a successful manager. In the Swiss educational picture, the HEC Lausanne Executive MBA is a pioneer when it comes to including soft skills as integral part of the programme. We offer you to enrich your learning with personal development programme, individual and group coaching sessions, career management series and mindfulness practical sessions.

Our Participants Make the Difference

Learning is a social process where your classmates play a crucial role, especially in the context of the Executive MBA. We believe that it is our responsibility to create diversity and to select participants based on their professional experience, academic achievements, and personal qualities.

In our community, you will be surrounded by highly motivated people who hail from a wide variety of organisations and who have worked around the world. Together, you will make the HEC Lausanne learning experience unique.

Alumni Profile

Justyna Rudnicka
Head of Risk Management and Corporate Development
Alumna 2014

"Beyond greatly expanding my professional skills and developing my leadership abilities, the highlight of my experience was the relationship with my classmates. We were coming from very different backgrounds and cultures, but rapidly became a tight-knit group offering mutual assistance when the pace picked up. Without a doubt, the programme allowed me to meet exceptional people! Professionally, the network also enabled me to boost my career opportunities and by the end of the programme I had joined a new company. The HEC Lausanne Executive MBA requires an intensive commitment which makes completing it so rewarding and of inestimable value!"

"Throughout my experience at the HEC Lausanne Executive MBA, I developed a 360° understanding of strategy and management as well as a strong sense of coherence thanks to the hands-on aspect of the programme. The capstone projects and business modules taught me new skills that I directly applied to my professional environment. They enabled me to create a novel approach to my professional challenges and contributed to growing my department’s efficiency. The outcomes were higher than I expected! Better equipped, and just a year after completing the Executive MBA, I opened my own company and am now enjoying my new entrepreneurial life."

Olivier Girard
CEO & Ergonomist
Alumnus 2016

Contact:
Mrs. Hua & Admissions Team
executivemba@unil.ch
+41 (0)21 692 33 91
www.unil.ch/emb
Programs:
Global Executive MBA

6 Campus Locations:
London
Dubai
Shanghai
Boston
San Francisco (Rotation campus)
New York (Rotation campus)

Employment statistics:
• 40% average salary increase one year post graduation
• $159k average salary on graduation (excluding bonuses)
• Ranked 14th globally for percentage increase on pre-EMBA salary, one year after graduation

Global Executive MBA (Part-time):
Start Date: October 2019
Program Duration: 18 - 24 months (part time)
Annual Program Fee: £44,000

Scholarships:
Range of scholarships and financial assistance available. Please contact the school.

Application Fee: USD 150
Application Deadlines: October to September

Admission requirements:
• Minimum 3 years’ work experience (average 12 years)
• Bachelor degree or equivalent experience
• Proficiency in English
• You may need to submit your GMAT or GRE if you have less than five years of work experience, and TOEFL or IELTS if English is not your native language.

Global student body and alumni network:
150 nationalities across all Hult programs and campuses worldwide and over 19,000 alumni worldwide

Maximum flexibility
When it comes to adding study to already busy lives, flexibility is a must. Hult’s Executive MBA is designed to help you achieve balance between your studies and your other commitments, and it is flexible enough to change if your life does.

• Weekend classes: Classes take place over one four-day weekend each month, meaning limited disruption to your work life.
• Change campuses: Seamlessly change your home campus, and take electives at any of your 6 campuses.
• Flexible program length: Take from 18 months to two years to complete your program—or even pause the program in special circumstances.
• Study anytime, anywhere: Complete your preparation work and assignments wherever and whenever it’s convenient for you.
• Options to learn online: Choose from face-to-face or online study options for all of your core courses.

Never fall behind: If you miss a class for any reason, you can simply catch up at another time, or even at another campus. (Subject to class availability and capacity.)

Practical Application
All our professors and their classes share a hands-on approach that enables you to develop your understanding in a real-world context most relevant to you. Our courses, including the 3 month Hult Business Challenge project, are designed to focus on collaborative solutions, innovative thinking, and practical application that you can apply immediately into your professional life.

Faculty with real experience
More than just professors, our faculty are supportive and inspiring mentors who have years of business experience. From CEOs to consultants to entrepreneurs, you’ll learn directly from people who really understand business because they’ve led it themselves.

London, Dubai, Shanghai, Boston, San Francisco, and New York
Hult is not just a business school. It’s a global network that educates, inspires, and connects some of the most forward-thinking professionals from around the world.

Uniquely global
Study your core EMBA courses in London, Dubai, Shanghai or Boston, then choose to take electives in any of those campuses as well as San Francisco and New York. In total, you can choose to study at four campuses and gain a truly global perspective by circling the world. You’ll study alongside experienced professionals from 80+ nationalities on the EMBA program, learn from world-renowned and industry experienced faculty, and graduate with a global network in place.

Student Profile
Frida Kleimert
Head of Channels,
CISCO (East)
Swedish
EMBA Class of 2017

Frida chose Hult because of the flexible schedule, the practical curriculum and the international ranking.

“I choose Hult because of the flexible schedule. Being a parent, having a demanding career, and studying at the same time requires flexibility. I considered other high-ranking business schools but came to the conclusion that the curriculum was better at Hult. The material is very practical and not just theory. You immediately see how you can implement the material, then team exercises allow you to put it straight into practice. I like that it is very hands-on. For example, we’re currently working on an assignment on how to improve operations processes in our own workplaces. Assignments like these create value for your employer too. Every time I take a course at Hult I choose my organization as a case study so that both of us see the benefit.”
Dedicated to cross-cultural education with a global perspective, the United International Business Schools organization (UIBS) is an independent and accredited private higher education institution with campuses in Europe and Asia. UIBS offers flexible business and management studies at the Undergraduate/Bachelor/BBA, Graduate/Master/MBA and Postgraduate/Doctoral/DBA level.

"the inspiring excellence of a private college; the stimulating advantage of a small-scale environment"

UIBS has campuses in the following locations:
- Belgium: Antwerp, Brussels
- Italy: Milan
- Japan: Tokyo
- The Netherlands: Amsterdam
- Spain: Barcelona, Madrid
- Switzerland: Geneva, Zurich
- Academic partner locations (U.S.A.): California, New York
- Academic partner locations (EU): Dublin, Ireland

Our flexible study programs are based on the American model of higher education, allowing students to choose their courses based on program requirements, previous studies, current interests and future ambitions.

Students can choose between multiple starting dates in the fall, winter, spring and summer of each academic year. Our modular course design and program structure allows for an optimal further education planning.

Students can transfer between campuses on a quarterly basis with guaranteed program compatibility. Our quarter-based academic calendar allows for a continuous study abroad experience across Europe and Asia.

Our truly global community of students, faculty and staff, is made up of 85+ nationalities from around the world, showing great appreciation for academic qualification in the field of business and management.

Graduate programs are an excellent choice for recent college and university graduates who would like to see their employability in today's job market increase by engaging in rigorous and academically challenging graduate studies to obtain a relevant academic qualification in the field of business and management.

Our learning environment is centered around the guided learning methodology, placing more emphasis on individual learning and group study sessions, and less emphasis on a lecture-based methodology.

The guided learning methodology results in fewer lectures but more group study sessions. During these sessions, students are expected to explore and review course content as well as work on group projects and case studies assigned by the professor. Our study programs and courses are career-oriented in nature and provide students with a high level of flexibility throughout their graduate studies. Focusing on a broad range of specialized subject matters, students are equipped with the necessary skills and knowledge to be successful in today’s global economy and are prepared for a wide variety of professional development and career opportunities.

Graduate programs are an excellent choice for recent college and university graduates who would like to see their employability in today's job market increase by engaging in rigorous and academically challenging graduate studies to obtain a relevant academic qualification in the field of business and management.

Elvitz: "I’ve been able to create long-lasting friendships with international people from all over the world. UIBS has given me all the professional skills and tools I need to develop in my career.”

Philip: "The school is so diverse; you have the possibility to travel the world and change campuses. During the global study trip, so many campuses came together, and even if you don’t know each other, you have something in common, and everyone is just one big family.”

Scarlett: "The school had an incredible nurturing environment that I felt comfortable growing in. It was very challenging as well; I felt very open talking to my professors and fellow students about pushing myself forward academically and as a person.”

Alumni Profile

ALUMNI PROFILE

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Cross-Cultural Education Center
Brandschenkestrasse 38
8002 Zurich
Switzerland
admissions@uibs.org
+41 44 2011 224
www.uibs.org
EMBA Admissions Q&A:
Columbia Business School

Karen Turtle asks admissions staff at Columbia Business School to share tips for executive MBA applicants.

Columbia Business School is one of the world’s most renowned and influential schools. In this year’s QS Global EMBA Rankings 2018, Columbia’s executive MBA program is ranked seventh, while it’s also the sixth best in North America, two spots ahead of its New York rival, the NYU Stern School of Business.

In this instalment of our EMBA Admissions Q&A series, Susan Sullivan, senior associate director of admissions, and Sabrina Lazarus, associate director of admissions, discuss the enrolment process, including preparation dos and don’ts, time management, and having your sights on being superhuman.

How long does the EMBA admissions process at Columbia Business School typically take – from receipt of an application to an offer of admission?

We aim to give EMBA candidates an initial decision within six weeks. This initial decision lets them know whether they have been invited to interview or that we unfortunately will not be moving forward with their application. After the interview, EMBA candidates receive a final decision within two weeks. We recommend that candidates apply early in the cycle and be as flexible as possible for interview scheduling.

Is a GMAT (or related admissions test) score required for admission to your EMBA program?

We require a test score from all EMBA applicants, and we accept scores from three different exams: the GMAT, the GRE, or the new 90-minute Executive Assessment, which is exclusively for Executive MBA candidates. The EMBA Admissions Committee uses test scores to understand a candidate’s relative strengths and weaknesses, which is helpful when we put together our learning teams (the group of people each EMBA student will complete most deliverables with during their first few terms). We also use the scores to ensure they will be able to thrive in a rigorous curriculum. Professional experience – not the test score – is the aspect of the application we look at most closely.

What is a common mistake you see EMBA applicants make?

One of the key questions we ask EMBA applicants to address is why they wish to pursue an MBA at this time. A common mistake we’ve seen among EMBA applicants is not giving enough thought to why this particular program will best aid them in achieving their career goals. Given the rigor of the program and the intensity of the schedule, an EMBA is most appropriate for those ready and excited to dive in head-first and take advantage of the wide array of resources Columbia makes available. The most successful students are the ones who have carefully considered their motivation for the degree and its relevance to their career goals. Be prepared to be specific about why an MBA at this stage of your career makes sense.
What would you like to see EMBA applicants do more often?

One reason our applicants need to carefully consider why they are pursuing an EMBA is that it is quite time-consuming–our executive MBA students spend the same number of hours in the classroom as those pursuing a full-time MBA. We always say that our executive MBA students are superhuman, balancing managerial roles, personal commitments and family with a rigorous academic program. Our EMBA students all find a way to make it work, and we are constantly in awe of how much they are able to accomplish. Preparation is key for a smooth transition to the program, so applicants should carefully consider how they will manage their time, preparing not only their bosses and colleagues, but also their family and friends for their new schedules.

We also encourage EMBA applicants to spend some time with us on campus since there is no better way to get a sense of the Columbia Business School community and the pace of day-to-day life as an executive MBA participant than by visiting a class and interacting with our wonderful students.

The more you know about the program, the more prepared you will feel and the more specific you will be able to be in your essays and your interview.

Can you give an example of a candidate that did exceptionally well in interview, or in their written application. What was it that made them stand out?

We hesitate to tell a specific story because people then tend to think that this is the one ‘right way’ of responding in an interview or essay. Instead, the key to standing out is to be your authentic self. For essays, write the first draft for you alone by removing, ‘What are they looking for?’ from your mind. Just answer the question clearly and honestly for yourself. Everyone is different. People aiming for the exact same career goal have different backgrounds, different motivations, and will take different paths to get there. If you’ve taken the time to research our program and really reflect on your personal goals and reasons for wanting an MBA, your completed essay will be unique to you.

Similarly, the best interviews are the ones in which candidates have clearly given a lot of thought to; what they want their next career steps to be, how an MBA will help them take those steps, and what specific aspects of our program appeal to them. If you’re confident that you know the answers to these questions you’ll be able to have a genuine conversation with the interviewer – no prepared script, no sales pitch – just a thoughtful, relaxed conversation about yourself and your goals.

We should add that we do care a lot about fostering a sense of community here at Columbia Business School, so we have a strong bias toward nice people. And on that topic we will offer one example of a stand-out interview this past year: When asked what he would contribute to a learning team, one candidate said (in addition to having strong quant skills and a diverse and interesting background) that, when the team was working together at 4am to put together a deliverable, he wouldn’t be the jerk; he’d be the supportive one, filling in wherever needed in order to get things done. This person was admitted.
Voyez votre avenir en rose.

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