INSEAD

MASTER PROGRAMMES

INSEAD

MBA PROGRAMME
Empower Your Future

The Business School for the World®
### MULTIPLE PERSPECTIVES

**Class of 2017**

- **1055 Students**
  (two intakes: Jan & Sep)
- **29 yrs**
  Average age
- **93 Nationalities**
- **34% Women**
- **5.7 yrs**
  Average work experience
- **707 Average GMAT score**

#### Geographical Diversity

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific</td>
<td>33%</td>
</tr>
<tr>
<td>Southern &amp; Western Europe</td>
<td>29%</td>
</tr>
<tr>
<td>North America</td>
<td>13%</td>
</tr>
<tr>
<td>Northern &amp; Eastern Europe</td>
<td>10%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>9%</td>
</tr>
<tr>
<td>Latin America</td>
<td>6%</td>
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</tbody>
</table>
THE INSEAD MBA ADVANTAGE

Ranked the #1 global MBA programme by the Financial Times in 2016 and 2017, there is a myriad of reasons why INSEAD’s accelerated 10-month MBA programme stands out from every other programme in the world:

**Beyond Diversity**

At INSEAD, everyone is a minority. With no dominant nationality in the class, you will open up to a world of new perspectives.

**Agility & Resilience**

The intensity of a 10-month programme equips our students with the ability to multitask, react to changes and tackle complex situations.

**Global Community**

The bonds fostered with one another during the programme often translate to lifelong friendships and business opportunities. You will join the INSEAD family of over 52,000 influential alumni in more than 170 countries.

**World-class Faculty & Research**

With a combination of experience and talent, our faculty creates top-notch programmes and cutting-edge research that influence businesses around the world.

**From Aspirations to Reality**

Be it a career switch, advancement or new business venture, the INSEAD MBA helps our graduates realise their professional aspirations.

**Responsible Leadership**

Through the Personal Leadership Development Programme, we empower students with the right expertise and mindset to go out into their respective fields and create a positive impact on society, driving business as a force for good.
ONE YEAR TO CHALLENGE YOUR PERSPECTIVES

Two classes per year: Starting in January and September. Each class studies for 5 periods lasting 2 months each.

The INSEAD MBA curriculum features a digital start before the on-campus programme begins. Students can access online learning resources and bridge pre-knowledge gaps to be better prepared for the intensive programme ahead. Content innovations within the core courses and electives aim to enable our students with the relevant tools and knowledge to understand and appreciate the complexity of the interactions between business and society.

Throughout the curriculum, students also go through the Personal Leadership Development Programme (PLDP), designed to guide them towards heightened self-awareness through personalised coaching, interpersonal skills and effective communication.

The MBA programme culminates with a capstone project that simulates a real-life business scenario.

CUSTOMISE YOUR PROGRAMME

Elective Courses and Field Trips

From Period 3, INSEAD offers you a range of over 75 electives. While some students prefer to concentrate on certain disciplines, such as entrepreneurship or strategy, others choose to take courses in a wider variety of subjects to prepare for a career in general management. We also offer a range of popular electives that take learning beyond the classroom. Courses such as “Building Businesses in China” or “Building Businesses in Silicon Valley” are some examples of field trips that give you the opportunity to meet a variety of alumni, entrepreneurs and executives in different countries, creating a unique hands-on experience.

Sample Electives:
- Digital Transformation
- Entrepreneurship & Technology
- Finance Technology (FinTech)
- Identifying New Business Models
- Management Decision Making
- Market Driving Strategies
- Mergers, Acquisitions, Alliances & Corporate Strategy

Period 1

- Financial Accounting
- Financial Markets & Valuation
- Introduction to Strategy
- Organisational Behaviour I
- Prices & Markets
- Uncertainty, Data & Judgement

Period 2

- Corporate Financial Policy
- Leadership Communication Foundations
- Managerial Accounting
- Managing Customer Value
- Organisational Behaviour II
- Process & Operations Management
- Business & Society: Ethics*

*Conducted in Period 3 for the January intake.

Sample Electives:

• Digital Transformation
• Entrepreneurship & Technology
• Finance Technology (FinTech)
• Identifying New Business Models
• Management Decision Making
• Market Driving Strategies
• Mergers, Acquisitions, Alliances & Corporate Strategy
Period 3

Business & Society:
• Political Environment
• Public Policy

Macroeconomics in the Global Economy

4 Electives

Period 4

• Accounting
• Decision Sciences
• Economics & Political Science
• Entrepreneurship & Family Enterprise
• Finance
• Marketing

Organisational Behaviour

Period 5

• Finance
• Marketing
• Organisational Behaviour
• Strategy
• Technology & Operations Management
• Others (Courses in areas such as negotiations and communication)

3 Electives

Capstone: Your First 100 Days

More than 75 electives to choose from in these areas:

Campus Selection & Exchange

All students will have the opportunity to spend at least one Period on another INSEAD campus from Period 3 onwards. Depending on your intake (January or September), you may also choose to spend Period 4 or 5 at one of our partner schools (Wharton, Kellogg or CEIBS).

Wharton and Kellogg will be of particular interest to those seeking to build a career or network in North America – or simply to experience a top U.S. business school. CEIBS – available only to January starters – offers an inside view of the world’s most dynamic economy and a head start for anyone looking to do business in China.

All INSEAD students who choose to go on exchange at any of our three partner schools will be offered full access to career support and services during the exchange period.
EMPLOYMENT STATISTICS
Class of 2017

US$125,300
Worldwide median annual salary with sign-on bonus

68
Countries of employment post-graduation

78% 27%
Changed their country of work, sector or job function
Changed all three dimensions
upon graduation

Visit our website to download the full Employment
Statistics Guide:
www.insead.edu/employment-statistics
EXCELLENT CAREER OPPORTUNITIES

The global team at the INSEAD Career Development Centre (CDC) is committed to helping MBA students find their true career passions or maximise their pre-determined goals. The CDC is comprised of 40 staff located across our three campuses. It includes personal career coaches, employer engagement specialists, and operations team members who organise around

80 workshops and almost 4000 on-campus interviews throughout the year. CDC partners with students in their career searches, offering support from self-assessment to relationship building with employers. Students are able to customise their career development experience with our unique approach:

### Pre-INSEAD

Prior to your arrival, you will have an opportunity to engage with CDC through a series of live webinars covering CDC basics, CV creation, and relationship building fundamentals. These webinars best position you to arrive at INSEAD ready to engage with CDC and take ownership of the world of opportunities that INSEAD provides.

### CAREERS CORE

**Careers Core**

During Period 1 and Period 2, CDC offers six core courses, eight industry overviews, and four Practice & Perfect sessions to equip you with the skills and competencies to find your first post-MBA job, capitalise on your current employment status, and manage your long-term career.

### CAREERS ELECTIVES

**Careers Electives**

Over the remaining three periods, CDC offers a variety of career electives covering a range of subjects. Students have the freedom and flexibility to pick and choose what is most relevant to their career paths and job search focuses.

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**My career really took off after I graduated from INSEAD. It really is a fabulous springboard to a fantastic international career, as it gives you an amazing ability to work with so many different people of various countries, cultures and languages.**

Arjan Dijk

Dutch

Vice President, Marketing

Google

MBA'00D

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**INSEAD provided me with the tools I needed in order to make a career change. I had full support from the Career Development Centre and also from alumni who were always willing to talk about their experience, offer advice and introduce me to people to broaden my network.**

Thais Xavier

Brazilian

Manager, Digital Business

(Clubs and Federations)

Nike

MBA'15D
INSEAD CELEBRATES WOMEN

Celebrating and empowering women leaders — for 50 years and beyond.

The underrepresentation of women in leadership positions has garnered increasing attention in recent years, yet the pace of women’s advancement as global leaders remains slow. This is a complex problem reinforced by many social and cultural factors, but we believe that education can play a critical role in developing gender diversity in leadership. INSEAD is committed to being a key player in this space.

In 1967, INSEAD became one of the first business schools in the world to admit women to its MBA programme when it welcomed Hélène Ploix, MBA’68, and Solange Perret, MBA’68, to the Fontainebleau campus.

By doing so, INSEAD made a strong statement about gender parity in education, at a time when business schools were largely exclusive to men. Both women went on to become highly successful leaders in finance and international business, respectively, paving the way for future generations of women at INSEAD.

To commemorate this 50-year milestone, the school is launching a year-long celebration which will honour the past, present and future of women at INSEAD, while also reaffirming a commitment — to equip women for success at every stage of their career and in every organisation.

Notable INSEAD Alumnae

Carolyn Fairbairn
Director-General
Confederation of British Industry
MBA’88J

Karien van Gennip
CEO
ING France
MBA’95D

Leila Hoteit
Partner & Managing Director
The Boston Consulting Group
MBA’03J

Lucy Quist
CEO
Airtel Ghana
MBA’05J

Jade Huang
CEO
StyleSage
MBA’13J

My company is all about making women look and feel good. We achieve this by using only the finest natural ingredients while providing income to local communities. My passion, education and skills have placed me in an exceptional position to bring Africa to the world, and the world to Africa.

Sharon Acheampong
Founder, Eye Naturals Ltd.
Serial Entrepreneur
Naturalista
MBA11J
YOUR JOURNEY STARTS HERE

Admissions Criteria

ACADEMIC CAPACITY
GMAT & University degree

INTERNATIONAL MOTIVATION
Adaptability and flexibility in multicultural environments

LEADERSHIP POTENTIAL
Work experience and quality of your achievements

ABILITY TO CONTRIBUTE
How you can contribute to the community during and after the programme

Language Policy
Our MBA programme is taught exclusively in English. If English is neither your mother tongue nor the language in which your university degree was taught, you will need a certification of proficiency in English such as the TOEFL or IELTS. If English is your mother tongue, you will instead need to provide proof of intermediate-level ability in one other official language. By graduation, all students will have to demonstrate basic-level ability in a third language.

Application Deadlines
We operate a staged admissions process, with four deadlines for each of the two intakes per year. Competition for each of the rounds is equal, but the earlier you gain admission, the more time you have to secure financing and arrange logistics. Majority of our scholarships are awarded in Round 1 and 2. The application form typically opens two months before the first application deadline (Round 1) for each intake.

<table>
<thead>
<tr>
<th>Round</th>
<th>Sep 2018 intake</th>
<th>Jan 2019 intake</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>20 Sep 2017</td>
<td>14 Mar 2018</td>
</tr>
<tr>
<td>2</td>
<td>29 Nov 2017</td>
<td>02 May 2018</td>
</tr>
<tr>
<td>3</td>
<td>24 Jan 2018</td>
<td>20 Jun 2018</td>
</tr>
<tr>
<td>4</td>
<td>07 Mar 2018</td>
<td>01 Aug 2018</td>
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Admissions Process
It takes up to 10 weeks from the application deadline to the final decision. After the first round of selection, which includes a video component, two interviews with alumni will take place in your country of residence. Your file will then be presented to the Admissions Committee, which is comprised of both faculty and alumni, before the final decision is made.

Financing
Current tuition fees for the Class of July 2019 are €82,000 and are payable by instalments. These fees are revised for each class. Kindly check our website or contact us for the updated tuition fees.

Most students cover the costs of fees and living expenses through a combination of personal savings or family support, sponsorship by an employer, scholarships and loans. Of those graduating in 2017, 13% received company sponsorship and 21% received loans from Prodigy Finance: www.prodigyfinance.com.

Once you have been shortlisted for an interview, you can apply for an INSEAD scholarship. INSEAD distributed €4.6 million in scholarship funding to the 2017 graduating classes and 28% of students received awards – averaging €15,000. There are two types of scholarships:

- Need-based: applicants must provide accurate financial information.
- Non-need-based: usually allocated on the basis of academic merit, nationality, gender or educational, or professional achievements.
CONNECT WITH US

Meet Us

We would be delighted to meet you at one of our regular information sessions and campus tours which are held on Friday afternoons at 2pm on both the Fontainebleau and Singapore campuses. We also host events regularly in different cities around the world.

To find out when we will be in your region, visit www.insead.edu/mba/events