

Frequently Asked Questions

Why choose IESE's Global Executive MBA?

If you've decided you want to expand your business perspectives, then the next step is deciding which Executive MBA program is right for you. At IESE, we believe our Global Executive MBA is one of the most powerful choices you can make.

What makes it stand out?

- **Two flexible formats** to choose from enable you to obtain a top-ranked MBA while maintaining your existing work commitments
 - ***Bimonthly format:*** 16 month duration with 7 modules. Characterized by its 2-week residential sessions occurring every 2 months.
 - ***Monthly format:*** 22 month duration with 6 modules. Characterized by its 1-week residential sessions occurring once a month.
- **A multi-disciplined global vision** in a culturally diverse learning environment that explores a variety of international business contexts on the ground in 4 locations on 3 continents.
- **A modern, case method curriculum** rooted in the latest academic research, up-to-date technological developments and current business issues, assuring relevance and direct application to today's business environment.
- **Immediate, tangible results** as you channel cutting-edge concepts back into the workplace, benefiting colleagues and your business organization as a whole.
- **Membership in a worldwide community of peers** offering you and your company a unique global network to develop important cross-cultural business relationships in an increasingly global market.
- **A people-first perspective on business and business education**, employing a personalized, open-door approach to learning and promoting social and personal responsibility within the broader context of business decision-making.

How does IESE Business School Rank?

IESE Business School is consistently ranked among the world's leading business schools:

- 2nd MBA in the World - Economist Intelligence Unit, 2008
- 1st Business School in Europe - Financial Times, 2007
- 1st in Europe: Open Enrolment Programs - Financial Times, 2003-2006
- 1st Non-U.S. Business School - Forbes, 2007
- 3rd in Europe - Business Week Executive MBA Ranking, 2007

How is the Program structured?

The program has two intakes, each with its own structure. Both intakes are modular, offering a balanced blend of on & off campus learning and thus ensuring minimal disruption to your professional life while providing the community structure, support and immersion of a fully residential MBA.

Both formats have the following components:

- **Pre-Module:** home based study taking place before the residential session. The goal of Pre-module learning is to ensure that all participants have at least a passing familiarity with concepts to be discussed during the Residential Session.
- **Residential Session:** intensive presential learning in a classroom environment. The residential sessions are predominantly case-based, but also include lectures, guest speakers, company visits and activities. There are on average 4 classes per day in the Residential Sessions.
- **Distributed Learning:** home-based study building on the classes, visits and discussions of the Residential Sessions. Participants connect via a technological platform called the Global Campus to discuss cases, take tests and exams, submit projects and work with their teams. The time commitment is approximately 20 hours of study time per week.

What is the difference between the Bimonthly and the Monthly formats?

The Bimonthly and Monthly formats differ only in delivery structure. The content and cost of the program is the same.

BIMONTHLY FORMAT: This intake begins with a pre-module in mid-May, followed by the first residential module in early June. There are 7 modules; the program lasts 16 months, with graduation taking place in October 2010.

MODULE BREAKDOWN:	LOCATION OF RESIDENTIAL SESSIONS:
Pre-module: 2 weeks	4 x 2 weeks in Barcelona
Break: 1 week	1 x 2 weeks in Madrid
Residential Sessions: 2 weeks	1 x 2 weeks in Silicon Valley
Break: 1 week	1 x 2 weeks in Shanghai
Distributed Learning: 4-6 weeks	

MONTHLY FORMAT: This intake begins with a pre-module in late August, followed by the first residential module in early September. There are 6 modules; the program lasts 22 months, with graduation taking place in June 2011.

MODULE BREAKDOWN:	LOCATION OF RESIDENTIAL SESSIONS:
Pre-module: 2 weeks	12 x 1 weeks in Barcelona
Residential Sessions: 5 days	3 x 1 weeks in Madrid
Distributed Learning: 3 weeks	1 x 1 week in New York
Residential Sessions: 5 days	1 x 1 week in India
Distributed Learning: 3 weeks	
Residential Sessions: 5 days	
Distributed Learning: 3 weeks	
Break: 4 weeks	

What is the profile of a participant?

The average participant is approximately 37 years old and has an average of 12 years' work experience, 9 of them as a manager, mostly at an international level. Due to this international exposure, participants speak 3 languages on average.

A typical class is comprised of 40 participants representing 20 - 25 different nationalities, coming from five continents, with 50% of the class working outside of their native country.

During the program, you will be placed in a team of between 5 and 7 people. These teams are carefully arranged to ensure cultural, functional and industrial diversity, which team members can draw upon.

In addition to your work within your own team, you will also have the chance to interact with other teams and other classmates individually, as you tackle a variety of projects and assignments together.

Everything is designed to facilitate a stimulating exchange of best practices and viewpoints from high-caliber professionals and faculty.

What Qualities Do We Look For in an Applicant?

To apply for the Global Executive MBA, you must fulfill the following requirements:

- Minimum of 7 years' relevant work experience, with a minimum of 3 years' management experience
- An accredited university degree or its equivalent (in exceptional cases, demonstrated professional competence will suffice)
- Proficiency in written and spoken English
- Steady career progression
- Solid analytical skills
- Ambition and drive

I Fulfill All Those Criteria. Should I Go Ahead and Apply?

Of course. We also encourage you to contact us at the early stages of your decision process, so that our Admissions Mentors can help you review your CV. We believe this is a useful exercise, because it helps us to clarify your needs and enables you to find the best program to match your profile. Our Admissions Mentors will then be able to guide you through the entire admissions process.

How Long Does the Admissions Process Take?

The admissions process, once all the required documents are submitted, takes an average of 3 weeks. However, we recommend that candidates start the process as early as possible. It may take a while to collect all the supplementary documents required to back up your application and to move forward to your program interview. Moreover, company support, scholarships and financing arrangements may take time.

How Do I Apply?

A written application must be completed on-line at www.iese.edu/globalemba.

As part of this application, you will need to include an up-to-date CV and write 4 essays (plus 1 optional). By registering a personal username and password, you will be able to return to your own personal application form on-line and complete it over a period of time, at your leisure. Your on-line application will not be reviewed by IESE until it has been submitted.

What Are the Application Deadlines?

In view of the program's small class size, early applications are encouraged. Promising candidates who apply after the program has reached capacity will be added to a waiting list for the following intake.

The Admissions Committee will review applications and communicate decisions to applicants on a monthly basis. Candidates are encouraged to submit applications 2 weeks prior to monthly Committee Meetings, allowing time for application processing and the personal interview. Please visit www.iese.edu/globalemba for Upcoming Committee meeting dates.

If you are also applying for an IESE scholarship, the deadlines are:

- 1 December, 2008
- 9 February, 2009
- 27 April, 2009
- 29 June, 2009

How Long Should the Essays Be?

Essays have a 300 word limit, with one exception at 500 words. The essays should be concise and well thought out, speaking directly to the question at hand. We are interested in learning more about who you are both personally and professionally, allowing us to have an idea of what contribution you would make to the class and the IESE community.

How Much Does it Cost to Submit an Application?

A US\$ 130 non-refundable application fee is payable upon submission of the on-line application form.

What Else Is Required?

The following supplementary documents must be submitted prior to the interview:

- **2 Letters of Recommendation**

These can be submitted with the on-line application. However, for your convenience, we can send you a separate Letter of Recommendation form, on request. This is a Word document, which can be forwarded to your referees immediately, for easy completion. Upon completion, the Letter of Recommendation form should be sent directly to *the IESE Global Executive MBA Admissions Department*. The contents of your recommendation letters will remain confidential.

The letters of recommendation are an important tool for us to know about your professional development and capabilities at work. For this reason, the *first* letter of recommendation should come directly from your employer (or supervisor). The *second* letter of recommendation can be obtained from someone else who has worked with you (it can be a client) and who is able to testify to your professional capabilities and development in a working environment. We *cannot* accept letters of recommendation from friends, acquaintances or relatives.

- **University Transcripts**

University transcripts should be sent to us in an envelope sealed by the university. If a transcript is unobtainable, a notarized copy can be sent. In the case of the transcripts being in a language other than English, French, German, Spanish, Italian or Portuguese, a translated and notarized copy must be sent.

- **Letter of Company Support**

Your employer should indicate that it understands the time commitment and travel necessary to complete the program. Your company should also indicate whether it is prepared to provide some financial support in order for you to take on the program; if such sponsorship details are not finalized at the time of submission of the letter of company support, these can be provided later.

While the letter of company support is not essential before your admissions interview, it *must* be submitted at least a month before the beginning of the program, in order for you to be able to receive your pre-module materials and start the program.

We can provide you with a sample letter of company support upon request.

- **1 Digital Photograph or 1 Passport-sized Photograph**

- **GMAT**

The Admissions Committee considers a number of criteria when making the decision to admit a participant to the program, with the GMAT being just one of these. The Graduate Management Admission Test (GMAT) measures language, quantitative and writing skills. It provides an independent and objective measure of your skill level to help us assess whether you have the basic ability to keep up with the rigors of the program.

For information on where to take the GMAT, visit: www.mba.com

The Admissions Committee may waive the GMAT requirement for candidates who can demonstrate quantitative abilities and a solid career progression. Candidates with limited academic and/or professional experience with quantitative

subjects will be asked to take the GMAT in order to ensure that their level is sufficient to follow the more analytical course work. It is advisable to request a GMAT waiver far in advance of the final application deadline in order to leave time to take the GMAT exam if called for.

- **TOEFL**

There is no standard language exam required for candidates to prove their ability to communicate in English, however the Admissions Committee reserves the right to request the TOEFL exam in cases where a candidate's ability to express him/herself and communicate clearly with the class and in team discussion comes into questions. Fluency in written and spoken English is an absolute necessity.

How Does the Admissions Interview Work?

Once your application file is complete, the Admissions Committee will invite short-listed candidates to a personal interview. The interview usually lasts about 1 hour. It is an opportunity for you to share additional information about yourself and your experiences beyond what is covered in the written application, as well as for you to clarify any questions you may have about the program.

Interviews are conducted in person with an IESE representative or a faculty member. In addition to our Barcelona and Madrid campuses, we are able to accommodate many interview requests coinciding with residential modules, Open Days, MBA fairs and other events which are organized on a regular basis all over the world.

How Much Does the Program Cost?

The program fee for either intake (Bimonthly or Monthly format) beginning in 2009 is 86,500 €. A non-refundable deposit* of 5,000 € (deductible from the total program fee) is required to confirm your place in the program.

Tuition fees may be paid in 2 installments. The first payment which totals half of program fees is due at the end of the 1st module*. The remaining balance will be due at the end of the 4th module*.

* See *program calendars for module dates*.

What Does This Cost Include?

- Tuition
- Course materials
- Most meals during residential modules
- Access to the IESE Business Center

What Other Expenses Can I Expect to Incur?

You should expect to incur:

- Expenses in airfares to the venues of all residential sessions
- Accommodation for the residential sessions. Global Executive MBA staff will assist you in finding suitable accommodation, including hotels at discounted rates. The estimated cost for accommodation per night is 120 € in recommended hotels near IESE. In order to allow for greater group interaction, participants are encouraged to stay at recommended hotels where beneficial rates and conditions will apply
- Laptop. All participants must have their own laptop computer which meets program specifics

What Financing Options Are Available?

Many participants receive some level of financial assistance from their employer. Other options available are IESE scholarships, loans and personal funds.

Is There a Loan Program Available for Participants?

Yes. IESE has partnered with one of the leading European banks, Banco de SabadellAtlántico, to offer an exclusive Global Loan Program. Available to all applicants admitted to the program, regardless of nationality, the Global Loan enables participants to either fully or partly finance their tuition, with good repayment terms. For more information, please visit: www.iese.edu/globalemba/financing

What Scholarships Are Available?

Each year we offer a number of merit-based scholarships. The scholarships are awarded to deserving candidates in three categories – Emerging Countries, Entrepreneurs and Women In Business. Each scholarship finances up to 25% of program fees. For more information, please refer to: www.iese.edu/globalemba/financing

I Need Support from IESE in Securing Sponsorship from My Company. Can IESE Help?

We can work with you to prepare a tailored proposal to your employer for sponsorship of the Global Executive MBA. In addition, we can help present the program to your employer.

I Do Not Have a Diploma. Would I Still be Considered for the Program?

A university degree is usually required for the program. In some cases, the equivalent of a university degree is considered. The Admissions Committee will review such applicants on a case-by-case basis, concentrating on your professional experience and educational courses attended. If this situation applies to you, then you should address the matter of your educational background in the optional 5th essay question on the application form. Any candidate wishing to apply to the program without a University degree will be required to take the GMAT exam.

What Exactly Are the Distributed Learning Technologies Used?

Our IT team will provide support so that your laptop is fully compatible with the Distance Learning requirements. Technological features include: application-sharing software; asynchronous group discussion software; electronic bulletin boards; IESE CD-ROM multimedia courseware; Internet-based data search engines; real-time chat; streaming audio; web browser; e-mail; computer-based video conferencing; streaming video; and voice-over network synchronous discussions.

Participants are responsible for their own internet access while they are physically away from the campus.

What if I Am Unable to Attend One of the Residential Sessions?

Admission to the program requires the letter of company support, as well as your own personal willingness to commit yourself fully to the program. Therefore, all modules are compulsory and must be attended. Under no circumstances would job commitments, nor personal situations that are not truly exceptional, be accepted as sufficient grounds for absence.

If you needed to miss an individual class, this would have to be pre-arranged with the professor and a member of the program management team. Should circumstances force you to miss a residential session, you may discuss with the program management team the possibility of deferral to the following year.

How Much Time Should I Expect to Dedicate to the Program Between Residential Sessions?

During the distributed learning sessions, expect to dedicate around 20 hours per week to the virtual classroom and team-based projects. This section of the module is a continuation of the residential session, and provides you with the opportunity to apply what you have learned at IESE directly to your own organization. Both you and your organization will benefit, even before you graduate. Because participants are based around the world and have different professional commitments, you will never be required to be on-line at a specific time. All work is asynchronous.

Is the Program Accredited?

IESE Business School is accredited by EQUIS (efmd), and AMBA, with AACSB in process. Additionally, the school is approved by the U.S. Department of Education to participate in the Federal Stafford Loan Program.

What Is the Difference Between IESE's Executive MBA and its Global Executive MBA?

IESE's Executive MBA is a part-time, 19-month bilingual (English/Spanish) program. There are 2 different formats for this program:

- **Weekly Format:** This Executive MBA format which historically has only been offered in Madrid, is now being offered on the Barcelona campus. Classes take place on Friday afternoons and Saturday mornings. There are also three intensive residential weeks during the first year and two during the second.
- **Biweekly format:** Offered exclusively on the Madrid campus, there are classes all day on Friday and in the morning on Saturday. Additionally, there are 7 intensive 1 week modules.

The Executive MBA requires a minimum of 5 years work experience, fluency in Spanish, and the ability to commit to weekly or biweekly class presence.

In contrast, the Global Executive MBA has a modular format, with residential sessions held in Barcelona, Madrid, Silicon Valley, Shanghai, India and New York. The program is taught entirely in English and in general attracts a more experienced and international mix of students.

What Are the Best Ways to Learn about the Program?

An MBA is probably one of the most important investments you will make, and we encourage you to do your research thoroughly. Besides consulting our brochures and websites, you can attend our events, and speak to as many people as possible about the program to get different perspectives. We highly recommend:

- **Open days and residential modules.** This is the best way to find out all you want to know about the program – by experiencing it! At these events, you will be able to witness a real class, interact with participants and professors, and listen to presentations about the program.
- **Informational interviews.** These are individual meetings with the admissions mentors to address your informational needs regarding the program. They can usually be scheduled before or after our events around the world.
- **Individualized visits.** Usually at the IESE campuses in Barcelona and Madrid.
- **Alumni contact.** Let us know if you'd like to get in touch with alumni of the program. They are a good source of insights!
- **Admissions mentors.** They are on hand to guide you along your decision process. Feel free to contact them anytime. To sign up, visit: www.iese.edu/globalemba/events

For more information, please contact your admissions mentors:

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