

IMD DEGREE PROGRAM

The IMD
MBA

90 exceptional
people



One year
Real world, solid education
Leadership development

MBA PROGRAM



Competition and markets do not guarantee progress. They are conduits for business advance. For business to drive progress, it is not enough to figure out *how* to address customer demands, excel in operations or comply with regulatory standards. Rather, business needs to know *why it does what it does* and *at which value and costs to whom?*

This calls for the broadest appreciation of issues at stake and for leadership based on technical competence, self-awareness and moral judgment.

IMD's MBA program is designed with these requirements in mind. They inform our choices of program content, teaching method and research agendas; and they help us to select the best group of 90 participants every year.

We cater to a select group of experienced, mature and globally minded participants and we offer real-life, solid education recognized for its direct applicability and impact.

IMD's choices continuously earn it the highest praise for offering executives an educational experience second to none.

As you prepare yourself for the next phase of your career, we would be happy to talk to you or put you in touch with our alumni to help you decide if we are the right choice for you.

Ralf Boscheck
Lundin Family Professor of Economics & Business Policy
MBA Program Director



"Our world today needs leaders, in both the public and the private sector, who are committed and well prepared to erase poverty and inequality."

I had no doubts that I would get the best tools at IMD. I had high expectations and they were certainly met." **Diego Molano Vega, MBA 2001, Minister, Ministry of Information and Communication Technology, ITC, Colombia**



"Next to the learning at IMD, two things will have a lasting impact: first, knowing the destination is not nearly as important as knowing how to get there. IMD taught me the relevant questions to ask myself. Second, I have gained friends for life – people I can rely on through thick and thin."

Galina Antova, Bulgarian/Canadian, MBA 2011, Associate, CEO Excellence Program, Siemens AG



Financial Times
2013
First in open executive programs worldwide
First in placement success & international mobility

2012
First in open executive programs worldwide

Business Week
2012
First in leadership

Forbes
2011
First overall
First in 5 years return on investment

You want to ... Make a Difference!

- use your international experience and recognized leadership potential for a career leap
- widen your managerial and technical competencies
- assess real-life business challenges and confidently select adequate responses to them
- recognize moral dimensions when dealing with managerial dilemma
- increase self-awareness, inspire group performance and assertively shape your future
- benefit from personalized learning and individual coaching and share knowledge with a small group of exceptional classmates and international executives
- join one of the world's most selective networks of business executives

IMD ... A Global Meeting Place!

- an institute entirely devoted to excellence in real-life executive development
- an international faculty recognized for its
 - unique blend of academic thought leadership and real-life problem-solving skills
 - no-nonsense approach to managerial education
- a vibrant community of
 - research and learning activities linking more than 180 corporations worldwide
 - media platforms accelerating the generation and application of ideas
 - alumni clubs connecting executives across more than 140 countries
- situated in the center of Europe
 - in one of the globe's fastest growing science and technology hubs
 - with dedicated research/engagement resources around the world
 - a fertile ground for countless start-ups and home of global blue chip companies
 - with close links to international institutions such as the WHO, WTO or the UN, as well as to EPFL, Europe's premier science & engineering university

IMD's MBA program ... Selective, Solid, Transformational!

- a one-year, full-time curriculum that joins intensive building blocks and integrative projects with personalized studies and opportunity for reflection
- develops business acumen, technical competencies and leadership capabilities
- heightens self-awareness and the recognition of trends and challenges in varied contexts
- offers a participant-faculty ratio of 2:1 and the services of top-class technical professionals
- typically enrolls 90 participants of 40+ nationalities with an average age of 31, seven years of international work experience, a command of three languages and excellent GMAT scores

PROGRAM STRUCTURE

- **Prior to the Program**, a range of diagnostics are used to determine the successful applicants' understanding of quantitative business basics. If needed, we will require prior preparation through IMD-guided online modules, readings or a one-week 'immersion course'. We also probe into participants' industry and managerial backgrounds and leadership preferences to personalize projects, prepare faculty and fine-tune the general curriculum.
- **Business Fundamentals** covers five main elements: *Building Blocks; Integration, Trade-offs & Managerial Dilemma; Entrepreneurship; Organizational Context; and Executive Briefings*. Assignments range from full-fledged industry analyses, marketing, and business plans to organization audits, next-stage financing proposals for new ventures and personal leadership narratives. These tasks are interspersed with integrative exercises, group projects and individual, comprehensive exams. Personal end-of-module debriefs assess each participant's level of technical competences, performance within the class as well as relative to individual learning agendas; subsequent tutoring sessions concentrate on personal development goals, career and recruitment strategies.
- **In Context** features four core components: *International Consulting Projects; a Discovery Expedition; Navigating the Future* as well as *Leadership Challenges*. Assignments include substantial strategy assessment and implementation projects for corporate clients and NGOs; a discovery expedition to explore political and cultural obstacles to improving a region's social, economic and business conditions; an assessment of major global trends and their likely consequences for market evolution, business models and stakeholder interests. The module culminates in an exploration of leadership issues surrounding group performance – as experienced during project work, while relating with client teams, or as observed when discussing regional transformation or responses to global trends. Again, personal end-of-module debriefs assess participants' performances and offer advice on personal development and recruitment.

"The leadership and personal development I cultivated at IMD gave me the confidence to inspire others in my current role at Johnson & Johnson. It also helped me to fulfill my passion to make a difference in the lives of people through healthcare – right now, not later."

Philip Dao, American, MBA 2007, Country Director, Johnson & Johnson Medical Inc., Vietnam

"IMD's MBA program creates the ideal environment to explore yourself, identifying your personal and professional gaps, and to acquire the competencies needed to accomplish your goals."

Juan Benitez Garcia, Colombian, MBA 2009, MSE Adviser, DuPont Nemours SA, Switzerland

IMPACT

Over 30 years of experience with consulting projects for major international clients as well as small and medium-sized businesses; 520 completed assignments in 65 countries. www.imd.org/mba-icp

"IMD's MBA project team brought some invaluable insights to the table and developed specific diagnostics that are now part of our day to day analysis. A truly outstanding job."

Ragnvald Naero, Senior Vice President, Statkraft AS, Norway

Examples of recent, MBA sponsored civil society/NGO missions:

- Cotlands - HIV Hospice and Orphanage, Johannesburg, South Africa
- SEWA - Self-employed Women Association, New Delhi, India
- IITA - International Institute of Tropical Agriculture: Research to Nourish Africa, Ibadan, Nigeria

"Our project for SEWA India made a real and lasting contribution to the lives of women in the Delhi slums - it also changed ours."

Stephanie Weg, German, MBA 2010, Co-founder, YNovation, Switzerland

- **Business Forefront** covers three main elements: *Electives; On Movers, Shakers, Preachers & Pragmatists; Personal Directions*. *Electives* provide an opportunity to individualize the curriculum and pursue deeper insights in a number of particular fields. *On Movers ...* reflects upon diverse and often conflicting value orientations when dealing with managerial and leadership dilemmas. *Personal Directions* employs exercises, peer reviews, and individual coaching sessions to deepen participants' proficiency with respect to the range of leadership roles and means to deal with particular situations and challenges. Personal debriefs conclude the module.
- **Two threads of activities** are followed throughout the program: *Personal and leadership development* builds self-awareness and the ability to assess, navigate and shape organizational contexts and agendas. It combines classroom interactions and experimental learning with individual reflection and optional, highly valued, psychoanalytical testing and coaching. *Career services* teams assist with personalized coaching, workshops and a variety of on-and off-campus recruiting events including regional recruiting fairs across the world. IMD MBA graduates are highly sought-after, experienced individuals that require an optimal return on their investment. IMD's award-winning career services are built to reflect their needs.
- **Upon graduation**, IMD MBAs typically continue to be involved with IMD's network of research communities, keep abreast with relevant business content via IMD's online curricula, and participate in the various activities offered by IMD's corporate learning network.



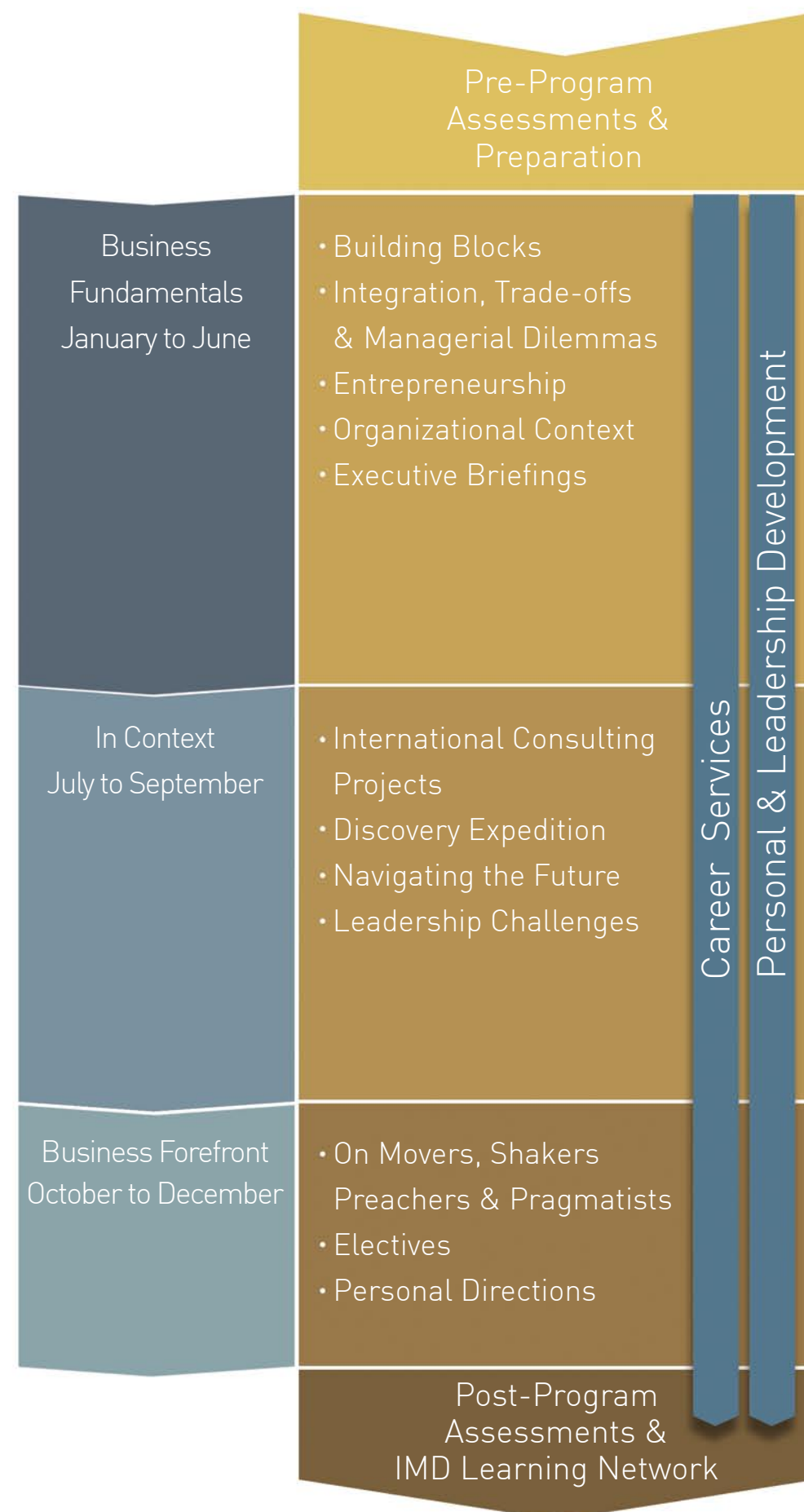
IMD
Experience



MBA
can change the world



IMD
Business School



A.T. Kearney, Abbott, Accenture, a-connect, ADB, AES Corporation, Alavarez & Marsal, Alcan, Alstom, Amazon, AMEX, Amgen, ArcelorMittal, Ariston Thermo, AsiaGlobal, Investments, AstraZeneca, ATS Group Ltd, Bain & Company, Bank Muscat, Barclays, BASF, BAT, Bayer, The Boston Consulting Group, Booz & Company, Borealis, Boston Scientific, BT Group, BRP, Bunge, Campbell Alliance, CEMEX, Citi LatAm, Clinton Health Access Initiative, CMS, CNH Global, Creveld Consultants, Danaher Corporation, Danfoss, Deloitte, Dexia, Disney, DnB NOR, The Dow Chemical Group, DuPont, Eaton Corporation, Ecolab, Edmiston, Emerson Process Management, Emirates Int. Telecom, Essent, Expedia, Fidelity Investments, FIL Investment Management, Firmenich, Fortis, FrieslandCampina, Frog Capital & Eden Ventures, Galderma, GE Healthcare, GE Money, GE Oil & Gas, Google, GrandVision, Grisons Peak, Hach Lange, HALL Investments, Hexagon Group, Hilti, Hinduja Bank, F. Hoffmann-La Roche, Holcim, Honeywell, IBM, IDEO, IFC, IMS Health, InBev, Johnson & Johnson Global, Johnson & Johnson Procurement, Jaguar Land Rover, JF Robertson & Partners, Julius Baer Group, Kedge Capital, KHDA, KPN, Laureate University, Lilly, L'Oréal, Luxottica Group, LVMH, Maersk, Mahindra Satyam, Marakon, Materialise, McKinsey & Company, Medtronic, MIGA, Moneysupermarket.com, Monitor Group, Monsanto, MTS Group, myGoodness International, NagraVision, Nestlé, Nestlé Professional, NetApp, Nike, Nilfisk, Nissan, Novartis Pharma, O-I Europe, Oracle, Pentair, PepsiCo, Philips, Philip Morris International, Polo Ralph Lauren, PPG Industries Europe, PricewaterhouseCoopers, Procter & Gamble, Roland Berger Strategy Consultants, Roquette, Royal Dutch Shell, Samsung GSG, SAP, SCAD, Schindler Group, Siemens, Sodexo, Solera Holdings Inc., Standard Chartered Bank, Statkraft, Straumann Group, Stryker, SunPower Corporation, Swiss Life, Syngenta, Synthes, TECOM Investments, The Global Fund, TomTom International, Trinity, UCB Group, Unilever, Vale, Vestas Wind Systems, Vodafone, WealthTouch, Wipro Technologies, ZS Associates.

ENTERING THE PROGRAM



We don't just look for 90 exceptional participants!

- o We look for the best group of 90 – those who have demonstrated the potential and desire to make a difference and who are committed to learning from each other.
- o Prerequisite qualifications include:
 - Bachelor's degree or equivalent from an accredited institution
 - GMAT (80% of our MBA participants score between 620 and 750)
 - A minimum of three years full-time work experience
 - A strong command of written and spoken English
 - At least one language in addition to English
- o Admission is based on your written application, recommendations and the results of a three-part assessment day:
 - Your written application must demonstrate strong academic ability, solid career progression, international outlook, responsible decision-making, business achievements and real leadership capacity. Your essays should clearly express your values and priorities.
 - Three letters of recommendation should inform about your personality, business achievements and leadership capabilities. At least two should come from business-related sources.
 - Lasting a full day, the assessment consists of a personal interview, an impromptu presentation, and a case study discussion. We will have an opportunity to assess your intellectual capabilities, integrity and ability to work with others. You have a chance to evaluate us, meet participants and possibly attend classes.

Fees & Financial Aid

- o CHF 60,000 for tuition, CHF 25,000 for all program and project-related fees, including all teaching materials, personal coaching, travel and accommodation for International Consulting Projects and Discovery Expedition, four-course lunch at IMD five days per week, joint events with executives at IMD
- o Accepted applicants with financial needs may apply for scholarships and/or a bank loan. For the most up-to-date scholarship and loan opportunities visit www.imd.org/mba-finance.



"IMD's MBA class is small and yet very diverse. You benefit from wide-ranging perspectives and you truly live a stretch."

Edikan Ekpu, Nigerian, MBA 2012, Stanbic IBTC Capital, Nigeria



"Using the assessment day to get a glimpse of the IMD experience was a great idea. I was pleased to see the high caliber of fellow applicants and air of collaboration. Looking back, the year has been reflective of the intensity and learnings of that day."

Saira Rajan, Singaporean, MBA 2012, Commercial Strategy Manager, Mars Foods UK

IMD MBA Scholarships

5 x IMD MBA Alumni Scholarships	-CHF 30,000 each
Africa & Middle East Scholarship,	
Eastern Europe Scholarship,	
Asia Scholarship, Latin America	
Scholarship, Western Europe/	
North America/Oceania Scholarship	
4 x IMD MBA Merit Scholarships	- CHF 10,000 each
2 x IMD MBA Future Leaders Scholarships	- CHF 30,000 each
Van Oord Scholarship	- CHF 30,000
Nestlé Scholarship for Women	- CHF 25,000
IMD MBA Jim Ellert Scholarship	- CHF 20,000
Staton Scholarship	- US\$ 50,000

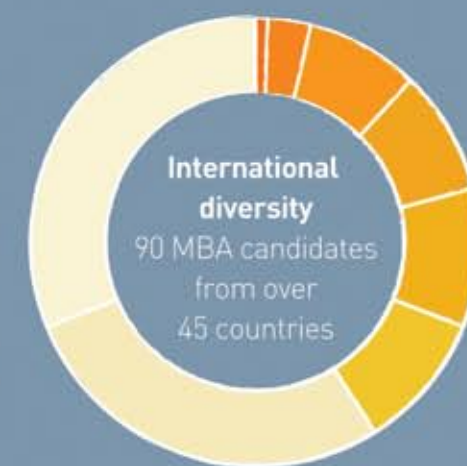


LIFE AT IMD

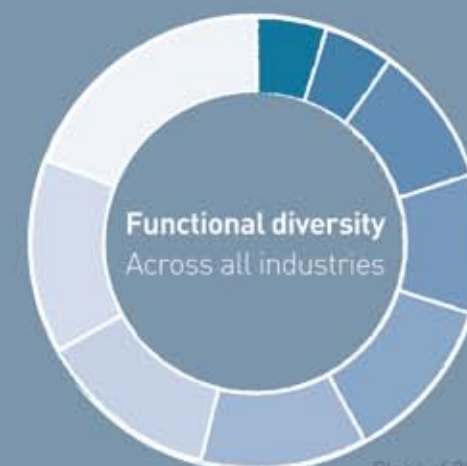


- o IMD's campus is located a stone's throw away from Lake Geneva in one of the most beautiful and most central areas in Europe. Lausanne is large enough to be interesting, yet small enough to avoid the problems of larger cities. There is an abundance of cultural activities and plenty of opportunities to do sports in and around the city, on the lake or in the mountains.
- o Our participant services assist in your relocation (visa, apartments, schooling for your children etc.) and help coordinate an active MBA partner program. Partners have access to IMD's information center, the gym etc. A campus kindergarten for children aged 2½ to 5 is open five mornings a week.

Oceania	1%
Nordic countries	3%
North America	8%
Africa/Middle East	9%
Central and Eastern Europe	10%
South America	10%
Asia	28%
Western and Southern Europe	31%



HR/Legal/Corporate Affairs/Misc.	5%
IT/R&D	5%
Business Development	10%
Operations	10%
Finance	12%
Project Management	12%
Strategy/Planning	13%
General Management	14%
Marketing and Sales	19%



Class of 2012

The IMD MBA - exceptional people who are shaping the future of business

"In addition to broadening my technical management skills, my IMD MBA helped me understand myself a lot better by stretching and challenging me. So much of successful management is really about leadership, and the intensive hotspot environment of the IMD MBA helped me figure out what type of leader I wanted to be and ultimately that has been an important driver of my business success." **Alan McIntyre, Scot, MBA 1992, Managing Partner North America, Oliver Wyman**

"I wouldn't have been given this opportunity by LVMH if it wasn't for IMD. The program projected me into the world I aspired to: from domestic to international; low margin to high margin; with increasing autonomy and responsibility." **Mark Cornell, English, MBA 1999, Former President and CEO, Moët Hennessy USA (LVMH), Former CEO Edmiston**

"I continue to use the IMD business leadership framework as I face increasingly complex issues around the world. Returning to IMD as a recruiter, I know I will find mature and diverse graduates I can rely on to move into action immediately." **De la Rey Venter, South African, MBA 2001, Global Head of LNG, Shell Upstream International**

"The IMD MBA provided an innovative platform to gain a practical understanding of today's constantly changing operating conditions. The experience is an eye-opening journey in self-discovery and self-improvement." **Zina Sanyoura, Lebanese, MBA 2008, Investment Manager, Blueorchard Investments**

"This year has been a roller coaster ride of growing and learning that seems to be going at the speed of light. An eclectic mix of 90 amazing individual promises, no two adventures ever the same and best of all, the strong bonds that have been made!" **Azlan Kadir, Malaysian, MBA 2012, Business Development, Solera Holdings Inc.**



Additional sources of information

- o IMD participates in MBA forums and conducts information sessions all over the world. These are a valuable opportunity to find out more about us and ask any questions you may have. Dates and places are listed at www.imd.org/mba-forums.
- o Get a glimpse into the life of our MBA participants, Faculty and alumni both on- and off-campus at www.imd.org/mba-blog.
- o We strongly recommend a campus visit, including a look around Lausanne and the surrounding area, to help you decide whether to apply. You will meet with a member of the MBA Office to learn more about the program, observe a class or study group in session, talk to members of the current class, and attend a Q&A session. Register for a campus visit, at www.imd.org/mba-visits.

Application

- o Our five application deadlines are: February 1, April 1, June 1, August 1 and September 1 each year. Apply online at www.imd.org/mba-admissions. We encourage you to apply as early as possible.



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<http://www.imd.org/mba>

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