

MASTER GUIDE

FOR TOP B-SCHOOL INTERVIEWS



- 1. ANSWER TIPS**
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**A GUIDE ON HOW TO ANSWER
THE TOUGHEST B-SCHOOL
INTERVIEW QUESTIONS**

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INTRODUCTION

After undergoing rigorous scrutiny by adcom, your application has been shortlisted for the next stage. Are you ready for the next step?

The intensive hustle to meticulously craft your application has finally paid off, and you now have one foot inside the rapidly closing elevator door that is your admission chance. Your performance in the interview will determine whether the door opens to let you in, or snaps shut.

Considering that only the best of the best applicants get that coveted interview call, B-Schools are trying out new techniques of interviewing so that they can filter out the candidates better. Interviews now aren't just limited to asking questions related to your field of study; adcom wants to know the person behind the resume and essays. Who you are, how you think, what drives you; these are questions that greatly determine whether you will fit with the school. Hence, it is of paramount importance that you portray the best version of yourself for adcom to see and appreciate.

Did all that talk make you nervous? Don't worry, because you're on your way to perusing a comprehensive guide on how to handle the toughest of b-school interviews, with questions that have been actually asked to candidates, and tips on how to tackle them. Read on, and you'll find out.



PROFILE BASED QUESTIONS

This set of questions is designed to do exactly what the name suggests:
Evaluate your profile.

The questions here ask you about your -
Professional and academic qualifications
Why you make the decisions you made
What experiences you have endured and what you took away from them

The questions may also ask about significant past achievements and how well prepared you are for the program on the basis of your previous education.

Think of these as giving extensive insights into your CV, showcasing the reasoning behind those crisp bullet points.

Profile based questions allow you to give schools a good reason to choose you from 10,000+ applicants competing for your spot.

Highlight what you bring to the table, how can you impact your fellow batchmates and how can you contribute towards the school.

Answer Tips:

Dig deep into your profile to know your USP. Your non-academic experiences will play a major part here.

Focus on examples here as well. The better you exemplify your experiences, the better will be your impact on the interview panel.

Do not just keep your focus on one kind of pursuit - only talking about your academic achievement would not showcase your overall profile. So, make sure that you present a concoction of all your pursuits and the motivation behind them.

Check out the student clubs and research programs of the schools so that you can provide the Adcom with tangible touch points as to where you can contribute. Again, reflect on your past experiences. For instance, maybe you were involved with some NGOs in the past and now you wish to contribute in a similar way to one of the clubs that give back to society.

Q: Tell me something about yourself



Answer Tip:

This is one of the most common interview questions. Most of the times the adcoms will start with this one.

Here the panel is looking for an overview of your profile that highlights the path you took, your areas of interest and how these experiences contributed to your decision of going for a master's degree.

What they are definitely NOT looking for is a re-iteration of your resume. Do not answer this question by simply saying that you graduated from X college, went to work at KMPG and now are applying for master's degree...The Adcom knows this: they have your resume in front of them.

Through this question, The interview panel wants to know the rationale behind every decision - Why you have done what you have done.

For Example -

Why did you pursue this particular internship?
What prompted you to push your boundaries and excel in so many extra-curriculars in college? Is it because you always have been an over-achiever?
Were you always interested in Finance? Perhaps this is the reason why you decided to pursue an internship with Ernst and Young, and now that you see finance as the ultimate long term goal you want to pursue a specialized program in it.

When you are answering this question, it is recommended that you keep your pre-18 years of age life to a minimum - In case you have any defining movements or extraordinary achievements during that period, you can mention them and the impact they had on molding you into the person that you are today.

The crux of the answer should be on

Your under-grad, what you did during your undergrad - Projects, Clubs, Extracurriculars
Your work ex, what you are doing currently and why are you at this point in your time applying for a masters degree.

Make a mental note not to digress with the storyline - This is a space where you have liberty over the experiences you want to highlight, so be very judicious with the experiences that you are highlighting.

While a lot of applicants tend to finish their answers in 30 seconds to a minute, the ideal recommended time is 2 minutes

This time frame is enough to cover all the key milestones from your life without digressing.

There is definitely no script that you have to follow, just make sure that you have a 2-minute answer that is very personalized - The aim is to give the adcoms an overview of your profile so that they can take notes and ask you some follow up questions about the points that they find interesting.

Finally, remember that the learning from the activities is much more important than the activity itself. The interview panel would want to know, what kind of person you are and how have you developed a skill set over the years which would add value to the business school that you are targeting.

Q: Is there any particular reason for your low GPA?



So is your GPA really important?

The sad part is, It Is!

However, since the school has called you for an interview, it means that they are interested in your profile and want to know if you have a solid reason for your low academics.

Well here are seven ways in which you can compensate for the Low CGPA and make sure that you still make it into the best school possible.

1) Giving a relative grading scale

Maybe your school is very tough on grading, hence your GPA is comparatively lower than the rest of the applicant pool.

Maybe nobody gets above 80%

Maybe 90% of the people are on a seven-point scale,

Another good hack is making sure your grades are justified in your resume, you can mention percentile, where do you rank?

Maybe even if you have a 7.2 but you are in the 90th percentile. That's a good point.

2) Showcasing academic achievement

Even if your grade point average is low. Let's say you got a 7 pointer or even a 6 pointer, that does not mean that you are academically weak. This is what you have to prove to the school. Maybe you can talk about different presentations you've done. Maybe you can talk about different papers you have written. Showcase academic pursuits, scholarships and other initiatives that you have undertaken.

Basically, give them reasons as to how you have developed a strong academic acumen even if your grades are not stellar. (Maybe you were not able to give the proper time to your grades and that led to the downfall in question)

3) Highlighting your Extracurriculars

So your Academics are weak. Fine -We can't do anything about that. What you can really do is talk about other achievements you've had. Talk about other extracurriculars that you've been engaging in. Maybe you have that great NGO that you volunteered for or maybe you are a sports champion or maybe you were on the core team of a start-up or maybe you've won some business case competitions.

Also, don't just talk about participation, everybody volunteers!

It's more about how did you go above and beyond. How did you, create a new initiative.

How did you lead a team of 30 people? How did you create some outreach projects and took things to the next level?

If the adcoms see a tangible impact, they will understand the reason for sub-par scores.

4) Work Experience

If you have some internships, summer projects, entrepreneurship projects, these can go along way to compensate for lower GPA. Highlight them and talk about how you were deeply engaged in the same, which helped you develop key skills and a unique profile but adversely affected your academics due to time commitments.

Q: What was your role at your previous job/ Internship?



Before we dive into tips on how to answer this question, let's take a look at a couple of answering approaches that will be an absolute deal-breaker while answering this question.

The Adcom is not looking for a verbal summary of your resume. The school already has a copy of your resume and they are looking for 'Why' behind those experiences.

Do not use jargons while highlighting your experiences. For example, if you were the finance associate in your previous company, do not get into the technical details while describing your experiences. Keep the focus on the skill set developed and major job highlights (projects for examples).

Now coming to the answer itself, here are some pointers you can use to answer this question in the strongest manner possible:

Briefly walk the adcom through the company and your designation, you can also talk about your rationale for joining this company

Highlight the responsibilities that you handled, what you have been learning :

Major projects taken up, what has been your contribution to it

The stint with leadership: A position of responsibility in a project (Led a team of 5 to optimize the costs in.....) or if taken an initiative

Achievements: Highlight any achievements and milestones crossed during the experience (awards won, % of profit achieved for a project, promotions, etc)

Q: Your referee wrote about your work in *project name*. Please elaborate on the same.

Or

The work you did on project X seems interesting, can you elaborate on the same?



You can break this question into 4 parts

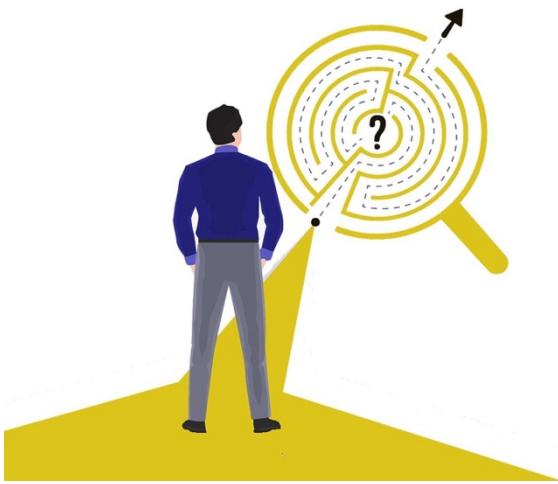
Set the context: Why were you engaged in that particular project

Challenges faced: What did you set out to accomplish? What challenges lay in your way?

Action Taken: How did you work on the problem, what action did you take? (This is the most important bit)

Final Impact: What were the accomplishments? E.g- Costs savings of over 200,00\$, Improved efficiency by 10%

Q: Why are you switching fields?



A: A large chunk of applications come from students as well as professionals who want to change their career stream through a master's program.

If you are switching fields right after your graduation or within less than 2 years of work experience - You will be asked why you are making the switch so early in your career.

Alternatively, if you are applying for an MBA after an extensive work-ex, say 5 years in operations, again you will be quizzed on why you are switching gears so late in your career.

You do not have to be apprehensive about this question, you just need to justify your reasons for making the switch and back them up with strong examples.

Firstly, do not assume that the panel knows everything about you - Do not expect them to be well versed with your essay, they may or may not have read it. Assume they have not and be descriptive with your points.

Tell them about the key experiences which made them realize that your core strength lies in the program that you are applying to now, how you have developed a passion for Business or let's say marketing in specific.

Use specific examples of extracurriculars, projects, work experience to showcase how you have gradually developed an interest in the field in question, or have realized over time that you have a passion for the same.

If you come with extensive work experience, focus on conveying how you have excelled in your current job and have now plateaued in your role. By taking up a master's degree, you want to challenge yourself to go above and beyond your comfort zone and entering this new industry can be a good fit.

Q: Why do you prefer working in start-ups? Name some issues that start-ups face.

Or

Why do you prefer to work in this particular Industry X?



This question sprouts from your prior experiences. If you have had prior experience at a start-up or any particular company, it is possible that the interviewers raise some questions on it to understand if you have been making an informed decision or not.

To answer this, you need to integrate your experiences and talk in light of your work profile. The reason for choosing a start-up may range anywhere from the prospect of gathering a holistic hands-on experience in varied fields (or not being constrained to one job role) to understanding how a business is taken from its nascent stages to the corporate world. Make sure that you follow up the reason with examples of how you have put this reasoning into action.

Maybe you alternated between different departments to develop a holistic business understanding or engaged in marketing activities, developing deep insights into the same to carve a niche for yourself.

To point out some issues that the start-ups face, allude to your work profile once again and mention what were the challenges you faced. Maybe competing with industry's giants required an innovative approach or some extra effort went into the marketing domain to come out on top due to low resources.

Finances could be one of the issues.

Do note that it is always better to cite some examples to back your claims up.

**Q: Why do you want to leave your family business?
or
Why do you want to quit your current job?**



Schools want to know why someone is happy, or even eager to walk away from a thriving business/ steady job.

A good way to answer this question can be talking about how you have been consistently adding value to your previous job/venture, going beyond the job role, creating value, taking initiatives. Give proper examples here.

Now to grow further, you are limited by your skillset or need more exposure to take the business to the next level, or you want to switch job fields or grow to the next level by taking up a leadership position, and for this quitting now and taking the step of higher education.

The bottom line here is, you need to have a reasonable and convincing answer to explain your inclination to leave something that has already been going well for you. It shouldn't just be a whimsical fancy, but a well-thought-out decision that has been made after considerable deliberation.

Q: . Are you great with numbers for you have a spectacular GMAT score?



A fairly straightforward question, the interviewer just wants to establish consistency.

They want to know if you've always had a strong quantitative aptitude, or if you worked extra-hard for your GMAT: both good points that you can back up with a short anecdote about how mathematics always fascinated you as a kid, or how you have always had a passion for math/English, which you have kept on building up through projects, courses, constant test-taking etc.



GOAL BASED QUESTIONS

While many applicants know where they see themselves in the 5 to 10 years, not a lot of them can articulate it. Business schools want to assess whether your career goals are realistic if you have thought through them and if it's achievable via the school's resources. This is why long-term and short-term goals come up so often during the interview process.

ANSWER TIPS

While answering goal-based questions, focus on showcasing the below aspects :

- You are clear about what they want to do with your life, and hence know that the program will get you closer to your goals
- You are driven and know how to achieve their goals, (let's face it, the job market is tough and school is your gateway to the brands; you are the one who has to close the deal)
- You will go on to be successful alumni (alumni are one of the biggest brands for the school and the school's reputation is synonymous with the rank held by alumni in prestigious companies; hence, schools want people who are focused and will go ahead to make a viable impact)

This 3 point approach, backed with examples, will help you articulate your goals and the role that the school will play in helping you achieve them.

Q: What are your long term and short term goals?



This is a question that you can be 100% sure that you'd be asked. Rather than just jump in and say that I want to be a consultant or I want to be an investment banker or something of that sort, give context. Talk about your prior experiences, talk about how you've realized that I'm good at problem-solving or I have developed a passion for finance and have taken up certifications such as FRM, CFA to dig deeper into the same.

You need to build up your answer to showcase that you are aware of the job role and what it entitles, talk about past work experiences, for example, how while working at KPMG or Ernst & Young, you realized that you had a passion for finance and didn't want to curtail yourself just to accounting. That's why now you took up the CFA certification and took up an internship at a boutique financial consulting firm to learn more about the trade and hence are confident that as a short term goal you want to work as an investment banker in a company such as JP Morgan.

A lot of people make this mistake that they just blurt out that they want to be an investment banker without giving any proper reference. This can be a deal killer if you have no experience at all in investment banking or consulting or the field you are talking about. That's where you need to give context. You need to figure out how you have basically come to this point in life where you are clear about this particular career goal

Usually 70% of the people who say “I want to be a consultant” or “I want to go into investment banker” don’t even know what a consultant does. Make sure you’re not in this 70 %.

Do your research, look into the consultant role and figure out how your career trajectory would be. Whatever you mention as your short term and long term goal should make sense with what you've done in the past.

Please note: if you want to take up finance or something similar, but have zero financial experience, we would suggest not to use finance as short term or long term goal.

Rather say something that is more in sync with what you have done in the past. Once you get into the school, you can then strategically pursue your finance goals.

Also, you need to be really clear about having a specific company in mind and a role that you would pursue, because they may cross-question you based on this.

Also link your short term goal, with what you wish to do in the long term. Let's say, you work as a consultant for three to five years, you start as an analyst, move on to an associate position and then specialize in the high technology sector, maybe eventually opening a boutique consulting company serving a particular audience.

Q: Why a master's degree now, why not do an MBA?



This is a pretty common question. It does not matter which stage of work experience you are at right now, you may have just graduated, or you may have anywhere between two to five years of work experience, it becomes a valid question because they want to know “Why now?”, why not plan this master’s later or wait for an MBA?

It is pretty easy to answer this kind of question. You just need to make a reference to the past experiences you've had. Talk to them about the internships you've done, talk about the work experiences you've had, what have you learned along the way, what kind of projects have you worked on? How these have made you realize that now you have gained enough experience in your current sector and as the next step you want to become a consultant but to get there now is the right time to do a masters.

Another example may be that you started as a marketing intern, then went ahead and joined a marketing company such as P&G. Now after working for two years you've realized that digital marketing is your forte and to gain a better understanding of the same you want to do a master's. This would allow you to fill up the gap in skills and then jump ahead and join a marketing consulting company in the near future. So the primary thing here is to tell them how you've realized post due experience that there's a specific skill gap that you want to cover and that's where a master's degree is essential to fill up that gap and get closer to your goals.

For example, if your career goal is to be a consultant, they might ask you why not be a consultant right now without taking up a master's program.

This is why stressing on the lack of skill set is important and is the very reason why you do not want to work for a few more years - Your previous work experience has made your career goals very clear to you and now that you have a fair idea on what you lack to achieve your goals, you want to get a master's degree so that you can work on the same.

Q. Why our school or how would the school help you achieve your career goals?



Schools are very interested in knowing that you've actually researched into them and are interested in joining them.

They don't want to give you an offer letter and see you walk off and go with another school choice.

So make sure that you know each and everything there is to know about the school, this is easily doable if you spend just an hour researching into the school, searching the student blog and going through different websites. A few things that you can specifically check out are courses, electives, specializations, if they offer any specific events etc.

For example, HEC has certificate programs, LBS has these immersion week programs, ESCP has the different five campus programs, etc. So each school has something unique about themselves. Make sure you get an understanding of the same. Check out their alumni network, how strong it is, check out the kind of companies that come and recruit from them and slowly but surely you will have enough material to frame an answer.

Focus on primarily, five or six points and that should be enough to satisfy the schools.

Q: How do you plan to use the resources of the school?



Make sure you research the school via its website, student blogs and YouTube videos to understand what the school and the degree offer and what makes them special.

For example, if you have an interest in consulting or Finance, you can talk about specific electives you will take up, the particular clubs you want to join, maybe work on specific projects for particular professors you have researched about online.

You can talk about the career fairs, alumni events, the seminars which you are eager to participate in.

You can talk about the location and the diverse student body and how you will become more versatile and open minded engaging with the cohort in this rich environment.

Q. What do you find different in this school compared to other programs?

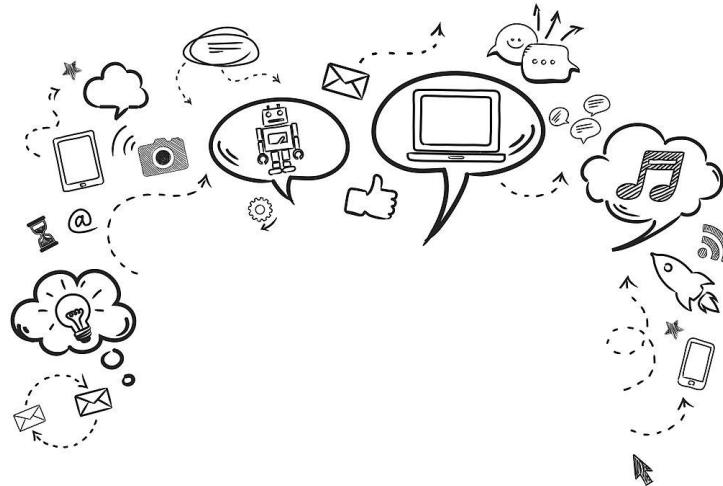


A very important question, the admission committee wants to know that you did your research before deciding in this school. Make sure you back up your answer with concrete points and have replies ready in case they counter-question you. Here is a snippet of how you can go about your answer:

For example, if the school in question is ESSEC, then you can say that ESSEC has some really strong exchange programs and double degree programs, better than most other schools. I really want this MiM experience to be an eye-opening one where I can explore different cultures. Hence I would like to maybe go for an exchange or double degree later on. Also, the Singapore campus would allow me the unique opportunity to gain an understanding of the Asian markets as well as build a foundation for European markets.

Then, of course, the rankings are important, I have been following it for some time and the way ESSEC has progressed from rank 7 to rank 3 is remarkable. It is on a very progressive path and I would love to be a part of a forward-thinking school like this.

Q : Why not study in your home country and apply to a B school there?



For example, I am an Indian. They may just ask you why not study in a top school in India? Why do you want to come all the way to France to do your masters.

To answer this question, you can comprise your answer of two to three points.

You can talk about how you want to come out of comfort circle. Maybe you've been studying in a particular country for a long time and you want to push your comfort circle and get more international exposure.

The world is becoming a global village, so you can talk about studying abroad, getting an understanding of different people, different perspectives and how they will aid in your career goals.

You can also focus on how you want to build an international career, want to work abroad for a few years and that is why you want to engage in a masters abroad.

Overall how you the masters will help you become versatile, open-minded, obtain better career opportunities and so on. So that's how you can go through this kind of question.

Q: So why X? (X here is your country of choice for example France) Why not Spain or UK or some other country?



Do a bit of research into the country, into the economy and the kind of companies that are there, some headquarters that are located in that particular city or a particular country, but more or less, the answer should be focused on the school.

For example, you're going for IE not because it's in Spain, similarly, you are not going for HEC because it is in France, it's the other way round. Your main priority should be that I am going to France, because of HEC (or whatever school you are interested in), because it has so and so certification, has a strong alumni, etc .

You can then mention that being in France is an added value because it has one of the biggest economies in the world, It has some of the biggest companies such as Airbus and L'Oreal and so on. Or maybe in Paris I'll get a chance to interact with people from a particular industry.

Make sure you know about the economy, a few companies that are headquartered there, or some companies that are originated from that country and a bit about the cultural history.

Q: So how are your X language skills? (X here can be French for example)



This is an important question, especially if you're planning to go into a career such as consulting, where you have front end facing roles and where you have to talk with clients who prefer to talk in their local language.

So they may ask you how are your French language skills?
How will you manage to work in this competitive environment?

Even if you have zero language skills, it's all about showing that you have a plan in mind. Talk about the fact that you are aware that to get closer to your career goals, you understand the importance of local language fluency and to get closer to the same, you are going to make the most of the resources provided by the college.

Maybe you plan to start learning as soon as you get an admit. Usually, in most language courses there are certifications such as A1., A2, B1, B2, C1, C2. You talk about how you plan to finish A1, A2 before you join a particular college and when you are at that college you plan to get culturally immersed, join a part-time internship, use college resources and get to B1 and B2 level. Basically the goal is that you have everything planned, and by the time you

graduate you will be fluent or close to fluent in speaking and understanding the language.

This is again very very important especially if it is finance or consulting because it is a frontend facing job.

Q: Which other countries are you applying to and why?



This is again a pretty common question. For example, if you're applying to IE, the school would like to know if you are applying to schools of the same caliber or are you just taking a shot at IE and maybe your other target schools are ranked really low, or on the other hand maybe you're targeting really top-notch schools and IE is just a safety school. Basically, you should draft your answer keeping in mind the category of school that you are having the interview for. For example, if you're targeting a top 10 school, your other target university should also be in the top 10 range and not spread all over till top 50. So If it's IE, it can be ESSEC, ESCP, WHU, etc.

A similar set of schools shows that you are confident about your profile and choice. The second thing is to talk about why you're applying to these schools. Maybe they have a great brand, great alumni network, maybe all your target companies recruit from them. Give the ad com a narration of the similarities between these three schools that you are applying to.

Another thing to keep in mind is don't mention school choices that are spread all over the world. For example one school in Australia, one in London one school in the US. Such diversity can be confusing especially if not backed up properly. Try to keep your target countries localized.

Lastly mention how the current school that you're applying to is better than the other ones. If you are talking about IE, you can talk about how it's more entrepreneurial, how it has lots of clubs and so on. End this answer by talking about how this particular country or this particular school is your target one and the other one's are backup options.

Q: How do you plan to deal with placement opportunities ? Getting a work visa can be tricky



This is a pretty valid question because schools are concerned that you may have crazy expectations, which are not in sync with the tough job market or the immigration rules of the country in question. This is especially true in countries such as the UK which offers you a limited work visa. They want you to be prepared if your plan doesn't work out and want to know if you have something in mind such as do you plan to go back to your country, do you have some other kind of goal in mind.

Show that you are completely aware of the policies and even though it may be tough to get a job or it may be tough to get a work visa afterward, you are prepared for it.

Make sure you do proper research of that particular country. You can mention that while you know that you have a 3 month or a 5 month visa, you are well prepared to use the time in hand during college to network with alumni, join part-time jobs or engage in activities which can ultimately help you improve your profile and give you opportunities to counter these immigration laws.

You basically show that you're prepared, you'll be persistent and you can get into that particular job. As an alternative you can also mention how you are ok with returning back to your home country or finding employment in other countries and are coming to that particular college for the brand and education.

Q: What's your plan B in case your career plans don't work out?



Again, a pretty common question because nowadays everybody wants to be a consultant or work in the finance or banking industry. But schools also know that there are only limited spots that the top companies come to recruit for. So there's a pretty high chance that if you want to work in BCG, you may not cut it and maybe you might have to settle down for another company.

They want to know if you are prepared for this eventuality?

Before you go into the interview, make sure that you have researched into similar job roles. If you say I want to be a consultant, there are smaller or midsize companies that you can go for (which may be easier to enter). Know a bit about these companies and tell them that you're aware of how tough the job environment is. And if you're not able to get into company A you'll settle for company B which will give you similar job prospects, similar learnings and you'll eventually work your way up.

So do some research into plan B companies and look into what kind of work they do and how they are an equally good choice.

Q: What do you know about X? Here X is your desired job role.



If you say, I want to be a consultant, they may ask you, what do you know about being a consultant or what do you know about being an investment banker? Again, people underestimate this question and give generic answers. So it's very, very important that you research properly.

Go to LinkedIn and check out other people who are in consultant positions, investment banking positions and see what kind of responsibilities they've put up. Go into that particular company that you are interested in and see what kind of job roles they offer?

You should dig deep and figure out (as per your goals) what does a consultant do, what does an analyst do, what does a private equity guy do?

Further, you can talk about your job responsibilities, you can talk about the kinds of projects that you can undertake, how your career will progress and so on.

They may also ask you about a particular company that you wish to join - JP Morgan, McKinsey, why that particular company, what fascinates you about them?

So research into the projects your target companies have undertaken and what makes them different from their competitors.



COMPETENCY – BASED QUESTIONS

Business schools are on a lookout for applicants who possess a unique combination of skills including problem-solving, special talents, and other things they can do better than most of the competitors who have similar profiles. This is where Competency Centric Questions come into play.

These questions dig deep into your skillset to understand what you bring to the table by utilizing your skills.

ANSWER TIPS

Competency section requires a bit of homework to be done from your side. Here is a checklist to master this section:

- Have a strong sense of personal awareness: Be vigilant of your strengths and weaknesses and have a plan ready to overcome your weakness. Also, the schools will be interested in your personal interests and hobbies so be articulate on how you present them. Brainstorm and think about the activities that bring out the best in you (Eg: How your passion for music got you into mentoring kids for free)
- Determine your problem solving approach : Practice how you would walk someone through the process of how you approach a problem and the action steps that you take to work out a solution.
- Have examples of your skill-set ready: If you have projected yourself as a good leader or problem solver, have case examples ready to back your answer.

Q: What are your strengths and weaknesses?



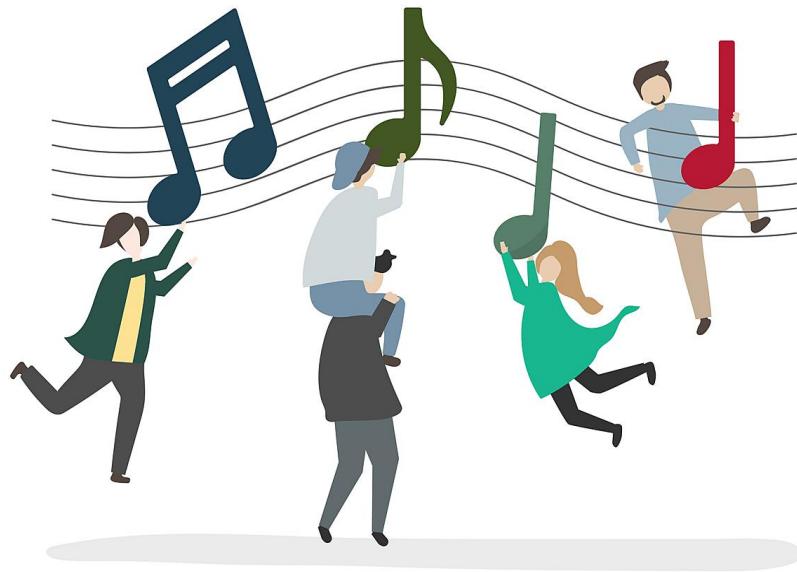
A pretty common question for an interview but a question that people get flustered with. Hence, before the interview have at least two or three strengths and weaknesses in your mind. If you have already gone through the LOR workbook, you would have got a good idea on what kinds of strengths and weaknesses you can mention.

Some good examples of strengths can be - taking initiatives, leadership, teamwork, being proactive, constant learner, etc. and you need to give examples for the same. If you're talking about leadership, you can talk about a particular event that you organized or a project that you headed and how you led a team of 20, 30 people to get things done.

If you're talking about taking initiative, you can talk about how you were involved in a project and you realized there was some kind of a gap in the project delivery. Then you came up with an idea to fix this gap and led a team to do it. You mounted several difficulties to get the thing done and it presented a better result.

For the weakness part, some good examples of weaknesses can be - delegation abilities, prioritization, taking up too much on your plate, getting too involved into the specifics, etc. You can pick one of these and then you can talk about a very detailed example of how you've been improving on it. That's essential.

Q: What are your hobbies?



Again, a pretty common question. Don't just narrate whatever you've written in your resume, you should go in-depth. Talk about just two or three hobbies but talk about stuff that you've actually accomplished. Not something like the fact that "on Sundays, I like to play cricket or I like to play the guitar." What have you really done about it? How have you showcased passion through your hobbies or maybe created some kind of ripples? Have you taken part in competitions or been a part of a club?

If you like playing music, maybe you've joined a music club or are part of a music association and have played music in front of an audience. If you like traveling, you can talk about how you have visited 20 countries or backpacked across Europe and how that has opened up your mind to different points of views.

So give some kind of reference on how these hobbies have developed you as a person and how you've gone above and beyond to accomplish something.

Q: What are you passionate about?



Have at least one or two qualities that you would like to highlight while answering this kind of question. You can say that you are passionate about social service or adventure sports. Whatever it may be, you have to cite examples to showcase how this particular thing became your passion. You have to talk about the activities you have engaged yourself in to follow your passion.

For example, if you are passionate about adventure sports, first explain why did it become your passion. Maybe, it was because of the adrenaline rush or how the unpredictable nature of it tests your physical and mental faculties. Additionally, highlight a specific example that made you realize your passion for it and finally list the kind of clubs, trips, competitions, etc, that you have taken part in to pursue your passion

Q: Will you be able to cope up with the pressure of a hectic school?



This can be an interesting question if you have a low CGPA or if you have a bit of a bumpy academic record. Even if you have a stellar academic work the adcom may still ask you this question.

In this kind of a question, actions speak louder than words. You can talk about how in the past you have, let's say, managed to get great grades and managed to balance your high grades with several extracurricular activities such as projects, student club, association work, etc. at the same time. After that, you can say that when you are at ESSEC or London business school or Duke, etc., you will be doing the same.

Stress the fact that you know that you want to make the most of your time over there, and for that, you will engage in student clubs and associations and at the same time, make sure your academics are top-notch.

Bottom line - Go back and talk about how you have handled challenges earlier and how you'll be able to handle such a challenge later on as well.

Q. If we were to quiz your workplace colleagues about you, what are we likely to hear?



A classic question to figure out how you perceive what others think of you.

You should not start the answer like - they'll say that I'm very friendly or am very cheerful or I'm a good leader. That all is fine but that's just you hoping the Adcom takes your word for it. Give examples, whatever quality you mention, you talk about a particular example to back this up. So if you're talking about three different qualities, have three examples to back them up. Describe how do you think that particular perception about yourself prevailed in the minds of your colleagues.

Q: Tell us about a time when you handled a difficult situation between your co-workers?



It is a common competency-based question. Firstly, try to think of a situation where you actually handled a conflict or disagreement between co-workers. Don't restrict yourself to work life, you can have examples from extracurriculars, internships, project work, community roles, international experiences, etc. Once you identify an example, the structure of the answer should follow the same structure as for the other answers - talk about the context of the situation, challenges present, kind of task and actions you devised and then finally the result and the impact.

When they ask you these kinds of questions, your answer should be in a step by step format. You should not say that ABC was a problem and you magically led a team and everything got solved. You should talk about how you took a democratic and planned approach for eg - called for a time -Out and talked to each and every member properly, understood their point of view, tried to assimilate the information and make them see each other's advantages. Whatever the question is, the third part i.e the action part is where you really zero in on what you brought to the table. You can talk about leadership skills, communication skills etc.

In case you don't have such an example, firstly acknowledge the same and try to frame an answer by stating - "Though I have never been in such a situation, If I were, this is how I would handle it". This trick should work for other instances when you can't draw from a real example in your life.

Q: Give an example of a let down. And what did you do to make up for it?



Firstly, you should think of an experience where you failed or let your team down, give context and background so the interviewer understands it. How and where did you fail? Think of a significant incident and not a common failure such as scoring somewhat low grades etc. A big project that you were handling or maybe you were engaged in a big paper presentation but failed to deliver.

When you plan for something big failures do happen. Maybe you messed up the timeline or the budgeting was off or an important delegation was not taking care of well enough. Try to talk about the details that led to the failure. Then go on about how did you realized your mistake and then talk about what you learned from it and how did you redeem the situation.

This question is all about the Adcom gauging your ability to salvage a bad situation, your ability to learn from your mistakes and quickly take actions to rectify the same, so choose your example carefully.

Q: Give us an example of when you showcased leadership skills.



A lot of schools ask this question so make sure you prepare for this kind of question. Going back to what we talked about when we introduced this section, have an example in your head already and break it up into four parts. So if they're asking you to give an example to showcase your leadership skills, make sure you start off by introducing your example properly, by giving context to lay the foundation of your story. The introduction should focus on how you ended up in that particular position, for example - "When I was doing my undergrad, I decided to be a part of the AIESEC team. I wanted to join AIESEC as it's one of the world's biggest youth-based organizations and it allowed me to network with people from various backgrounds. I wanted to improve my skills and I believed that AIESEC will give me that." That is the context part.

Now we come to the Challenge part. "In AIESEC, I rose up the ranks swiftly and was elected as the Vice President of the Marketing team. I was leading a team of 10 people and I soon realized that the marketing process that was being implemented was outdated. We were relying too much on word of mouth and I thought we could have created more impact through digital marketing strategies. The challenges were abundant as we didn't have any budget in place or a dedicated website in place."

Now it's about how did you tackle those challenges while showcasing your leadership skills. "I decided that we needed a website, so I brainstormed my team members and motivated them to learn more about website design and digital marketing as they didn't have the prerequisite skill set. I trained two teams of 3 people each and told them to work on the website and social media marketing." You can talk about how you motivated your team when times got tough. You can talk about how you pushed them to go beyond their boundaries and go beyond their requisite skill set to get the thing done.

In the end, finish off with the result of your leadership. "Because of these new methods, I was able to improve our outreach by 30%. The team was also very happy as they learned new things and overall everyone had a very enriching experience." This way you're giving the interviewer the complete picture of the impact you had.

Q: How will you handle leading a team of people, especially since you are still very young and will be leading those that are much older than you?



You must be clear with a personal definition of leadership. For this answer, reiterate that being a leader is not about the age as much it is about experience and skills. You can also say that you do not intend to follow the traditional and infamous approach of dictating from a pedestal but would go out of your way to be an active part of the team to make everyone feel included. You can add that a situation may arise where people older than you would raise questions on your leadership capability and you will circumscribe such a situation by understanding their needs and perspective before explaining to them why you are in the leadership position. Moreover, you can say that leadership is not about leading all the tasks in a team. If it so happens that a member elder to you in the team is much more experienced in a particular task, you will let them take the lead while you will act as a functional member of the team. Use these tactics to iterate that you will make the team stronger. While these pointers are suggestive, you can use your own leadership style to fill in as an answer.

Q: What is the best way to inspire people? /

How do you motivate someone who is disinterested

/ What do you do when the team is demotivated?



A Masters degree requires working in teams and under stressful situations, so, this question mixes both "how well you work in teams" and "how are you in stressful situations" and needs to be answered accordingly. The best way to tackle this question would be to allude to a similar situation you encountered before. Touch upon the tasks that you did to keep the morale of the team high and they were able to make an impact.

In case you did not encounter such a situation before, you can talk about your leadership skills first and then take the situation at hand. Use examples such as - In case you are leading a high-pressure project you will ask your team to divide a herculean task into small goals and focus on each, one at a time. This will help them circumscribe the problem. Maybe you would ask your team to take a small break for the better so that they can revitalize themselves to get back to work again. Do note that you should be able to present your leadership while answering this question.

Q: How would you invest 1000 Pounds?



This question is a little tricky, especially because a thousand Pounds is a tricky amount which is neither too less nor too high.

There are multiple ways to approach this. You can come up with an idea which may not necessarily bring the investment back but be a meaningful way of spending it. Maybe you can say that you can help someone in need with this amount. But for this, you will need to showcase that you wish to give back to society or help the underprivileged. An answer like this may highlight empathy.

Other than that, you can pitch a clever way of investing this amount. You can talk about a scenario where drawing value out of this investment would be possible. Maybe you can split the amount to invest in different shares in the stock market or any other innovative strategy.

Another way of answering this question is talking about investing in a start-up idea or crowdfunding. For the start-up idea, you can mention one idea you have always thought about materializing.

Do remember that a plan should be backed up properly as it may elicit a number of further questions. Your innovative investment strategy will showcase your out-of-the-box thinking.



GUESSTIMATE QUESTIONS

Guesstimate questions are asked to see how quick and logically you can think on your feet. Here, you will be asked to estimate an answer for a substantially large data-set. The interviewer basically wants to check if you are making random assumptions or if you are methodical in your approach.

ANSWER TIPS:

There are no right or wrong answers for this so focus on making the most articulate assumption. Once you have the assumption in place, use your logical reasoning skills to break down the process of getting to the solution.

Q: How many air conditioners are there are in Spain?



It's pretty tough. If somebody asks you such a question it will be really difficult for you to figure out an exact number. How do I even start with this kind of question? Should you just shout out numbers like a hundred thousand? Clearly no. If you have a structured way of thinking and have an idea of how to approach this kind of question, you will be clarifying whatever doubts the interviewer had about you.

Before we help you answer this question, here are a few things that you need to think about. You need to showcase the thought process. You need to think out loud. You can't make mental calculations.

For example - let's say Spain has a population of around 45 million. This is an approximation, a guesstimate, you don't have to be accurate. Let us say that 80% of the people live parts of Spain where the temperature go high enough for ACs in the summers. Here we are making an estimate. It may be 70% or 90%, doesn't really matter. 60% of the population would 27 million.

Now, out of these how many are air conditioners? We need to assume the affordability of air conditioners. There may be people living in poverty who are not able to afford it or are using alternative such as fans. So 50% of the 27 million people who would want to buy it. That's something around 13.5 million. These are 13.5 million individual people but people usually live with a family.

Let's keep an approximate a family of four people i.e. almost 3.4 million households. Hence there may be 3.4 million complete households such which can actually afford an air conditioner in general. We are making a very logical calculation, it's not very accurate. It just needs to be logical.

The reason for asking this question is because the school wants to know your logical thinking and how you break down problems. You can take this a step forward and consider the fact people in the south of Spain are more likely to buy ACs, office buildings with ACs, etc.

Q: What is the percentage of output generated with renewable energy sources in Europe?



This question intends to check your knowledge of the environment in Europe. You must know that Europe as a continent is the forefront of transitioning from non-renewable to renewable sources of energy.

There is no correct way to estimate as to how much of a change has taken place. To answer this question, say that you know that Europe has seen a remarkable change - if you can, also mention some of the examples, such as the wind energy in Denmark, to back up your claims. Also, say that the continent is still in the phase of changing its energy resources and various challenges still need to be overcome.

Because you cannot provide an exact percentage, go on to say that looking at the trends, you can say that 30-40% output must be generated with renewable energy sources in Europe.

Do not explicitly mention that you are sure about the figure but back your claim up with some of the facts that surface in the news daily. Do note that you must be aware of the situation at the ground level. Always cite your sources of information for a better approach to the answer.

Q: How do you measure internationality?



This is one of the abstract questions, again, no wrong answer here; there are only right answers, and less-impressive-right answers. You could talk about what everyone will go for: by seeing the number of countries a person has been to. But that is a very fragile and basic argument. Most millennials in, say, India who have never set foot in the United States know almost everything there is to know about American culture, thanks to globalization, and the pervasiveness of American media and entertainment. What else do you expect from a generation that grew up reading Enid Blyton, watching Seinfeld and F.R.I.E.N.D.S and grooving to Michael Jackson?

Although the above example is just an opinion on American colonization of culture, you could give more instances suited to your own personal experiences. Just remember that internationality is more than just a visa stamp on your passport: it is reflected more on your outlook and understanding of different cultures than the countries you have travelled to, it is more about your international awareness than anything else.

Q How will you estimate the chocolate bars that are consumed daily in the city of {City Name}?

(Here the city in question will be the place where the school is located)



Questions like these are often asked to test a candidate's academic preparedness for the course, as well as their problem-solving abilities which entail applying the topics that they have learned into solving real-life problems as the one asked in the question. Be sure to brush up on the fundamental concepts of the course you're applying to, be it basic statistics, micro-and macro-economics, accounting concepts or even programming, since adcom is likely to ask you questions that test more than just your personal traits and capabilities, but also the depth and efficacy of your undergraduate study. You can use the same principles as discussed in the A/C question above here as well.

These questions are usually asked in interviews for specialized master's degrees, like an MS in Data Analytics, or maybe even MS Finance. The question mentioned above can be answered by talking about doing the demographics, age group, consumption power, the culture of the country etc.

The approach that you can take depends on the resources that you have. You could list out two or three potential solutions, showing off your range of creative ideas. The key, of course, is to one-up with them at extremely short notice, which is why it's crucial for you to brush up on your concepts.



CURRENT AFFAIRS

It's not a hard and fast rule that interviewers will ask you current affairs based questions but if it's a long interview then there's a chance that one or two such questions may come up, hence to keep all bases covered, you should definitely be prepared.

There are varied kinds of international events that are happening and you should have an idea about them.

You don't need to have an in depth understanding of the event, but enough of an idea that you can provide a stance and give a one to two minute answer to showcase your point of view.

ANSWER TIPS

Quora is a very good resource here because there are a lot of opinions being presented, so you can walk through the topics covered and see what people are saying and accordingly create your own opinion. As current affairs keep on changing, have an idea about the past three months of news. If there's a big event happening such as elections or some specific resolution has been passed, have an idea about it

Look into news on happening in your home country as well as the country or continent that you are applying to.

For example, a nuclear law may have been passed, a UN resolution impacting a particular country is under discussion, trade wars with China, Immigration issues, rising nationalism, global warming or an environmental scandal that has happened. Make a list of all these points and spend one to two hours preparing for the same.

Q: Tell me about some recent business news that you find interesting?



Let's say you are an operations guy, a finance guy, or a marketing guy, try to find something that is related to your profile.

Finding something that is novel and is poised to change the industry, is a good idea. You can also focus on the news either in your home country or the country you are planning to go to.

Know how was the situation was before this change, how did this particular technology change things and what is the future for the same.

Research two or three different kinds of news that interest you. So if they throw a question at you, you'd be prepared.

Q. Any recent news or policy in Europe which concerns you?



Basic knowledge of the affairs surrounding your target country and continent should be known to you.

This question gives you the leeway to choose an affair which you have the most knowledge about. However, do remember that you may be cross-questioned, so be prepared with in-depth knowledge about the issue. There are several crises in Europe currently. For example, you can talk about Brexit and how it is affecting businesses all over Europe or the refugee crisis.

Do note that if you go for such opinion-based topics, it becomes important to cite your sources. If something is your personal opinion, mention that you believe in it on a personal level. If you read about things somewhere, mention the book/article.

Enrich your answer with points such as possible reasons and outcomes, and how these issues are being tackled by the concerned authorities if you have recommendations to improve, give them.

Q: What is the one business news that has the potential to disrupt markets?



Another question designed to test how familiar you are with the economic world, here you are expected to show your awareness regarding current business events or innovations that caught your eye.

Start by picking a piece of news that shook up the market; something that had wide-reaching repercussions. The news must be significant enough to raise eyebrows/red flags, but don't limit yourself to things that have already had their impact; you can talk about new innovations with a potential to disrupt markets.

Anything that is current, and is relevant. It doesn't have to be just political, or of international importance.

You could talk about the central bank's interest rate hikes in your country, and how it has affected businesses, or you could talk about the impact the #MeToo movement has had across social and cultural paradigms. You just have to ensure that you put yourself across as well-informed and opinionated, with strong logic backing your pick. There really is no wrong answer, unless you choose to talk about the Kardashians.

Lastly, don't go all historical about it; the fall of Lehmann Brothers is old news. You can take an international outlook, and talk about how India very narrowly avoided a similar crisis, with the IL&FS debt issue: the infrastructure lending behemoth had accrued up to a debt of INR 91,000 crore, roughly over \$12 billion, and had started defaulting on payments, setting off alarm bells ringing.

Q: How do you think Brexit impact Europe?



In preparation for any interview, Brexit is a hot topic, and there's no way you can afford to skip reading up on it.

Start off by giving a brief overview of the UK's exit from the EU, and what you think of it. Give your opinions on whether it was a correct decision, or one hastily made- an easy way out taken by the politicians by having a referendum, and an ignorant/apathetic public voting without fully understanding the consequences.

Then move on to the second part of the question; the impact on Ireland. A good way to start the answer would be by pointing out how post-Brexit, Ireland would be the only country that has English as its first language in the European Union (apart from Malta and Gibraltar, which don't really have much significance in the international scheme of things).

Talk about how this could mean a potential economic boom, resulting from the throng of American multinational companies looking to set up shop in the EU. 30 firms have already relocated parts of their operation from the UK to the Republic, at least partly because of Brexit. While London will undoubtedly be a major business center, Irish cities will slowly but surely make rapid gains.

So take your stance, and show that you know about what's happening in the business world.

SAMPLE QUESTIONS

Here is an actual transcript of how to answer some of the most common questions asked:

Q: Please introduce yourself/ Tell me something about yourself

Well, I have been a very active child from the start, for me, it was very important to keep myself busy and try to juggle as many responsibilities as I can. I believe anyone can be good at one thing, but the real test comes when you can be good at several things together. In that pursuit, I kept myself active by playing a number of sports, for example, I am a national level archer and also a regular at boxing and swimming. Sports taught me a number of things - from being disciplined in what you do to having the confidence to pursue your goals. It also made me more focused and taught me how to play in a team. Apart from this, I was an active participant in a number of events right from school. I was the president of the philatelic club and even helped organize the first of its kind philatelic exhibition, where over 15 schools participated. It was a great experience where I led over 30 people and helped build up something from the ground up. It was a great learning experience at that age and helped me strengthen my leadership qualities.

After school, I joined SRM in Chennai, where I started my engineering. At college, I continued to involve myself in a number of activities, but at the same time kept my academics in check. It was a test of my time management skills but I managed to get 9.0+ CGPA, winning a merit scholarship in the process, while also partaking in several other activities. I wanted to gain more practical exposure and put into learning what all I had read in my courses, and hence applied for and got selected in a Nanosatellite project being organized by our school. I also took part in a number of technical workshops and competitions which allowed me to keep my skills up to date and gain an edge over my competitors. Side by side, of course, I was active in sports, I was playing boxing and football while in college, it really helped me de-stress and keep a calm mind. On the organization front, I started out as a volunteer for our branch tech fest and went forward to become the maintenance committee head, where I was in charge of running over 20 activities and managing a team of 20 members. It was a great experience where I learned how to work in a stressful & challenging atmosphere, learned how to manage the expectations of people while at the same time not losing

out on the big picture. All these activities helped me develop a holistic

personality which finally allowed me to bag an offer from one of the best companies that visited us on campus.

On the professional side, I have been involved in 2 internships, one with Siemens and one with Tata Power, here the main learnings were how to work in a corporate environment, how to conduct yourself professionally and how to prioritize tasks while working on projects. It was a great learning experience and I believe it played a major role in preparing me for taking up major work tasks later in life. For the past 1 year, I have been working as an engineer with Birla industries,

there I have been handling several major projects to improve the work efficiency of the systems present. I have a team of 7 under me and am responsible for the allocation of their work as well as completion of it. This has made me much more responsible and has also allowed me to gain detailed planning skills. Working on these projects I had to keep an eye out for detail and had to account for several things outside the technical scope. Skills such as time management, working under pressure, managing conflicts were ingrained in me during this time. Also, brainstorming to find creative solutions to problems such that they never occur again, was something I enjoyed during this time. After working here for some time, I realized that the managerial aspects of the job appealed to me much more than the technical side, and was

something that I felt passionate about. This in a major way influenced my decision to apply for the MiM, as I did not want to waste any more time and wanted to get into this field as fast as possible.

Interview Tip: Try to narrate this as a story starting from your school and college and coming up to the present events which inspired you to take up the MiM. Here the learning from the activities is much more important than the activity itself. The interview panel would want to know, what kind of person you are and how have you developed a skill set over the years which would add value to the MiM School you are applying to currently.

Q: Why do you want to pursue the MiM?

Well as I mentioned earlier I was very actively involved in all things managerial, maybe organizing events in school fests or leading teams in competitions. These made me realize that going into the management field is something that would really suit me, but as I was doing my engineering at that time, there was no point throwing away all the technical skills I had gained, and venturing into something new. Hence I concentrated on building my engineering expertise, working hard on my academics and participating in extracurricular activities always keeping in mind that after some time I will get into a management degree.

While I was working full time, my suspicions were strengthened, when I saw that I enjoyed all the management aspects of the job such as project management, brainstorming for root cause analysis as well as handling my team. They further instilled in me a number of skills which I felt made me a much better manager. Also, they made me realize that though I am a good engineer I have the potential to be a great manager, and keeping this in mind I started looking for degrees which would allow me to venture into this field. Knowing the less work experience I had, MiM was the perfect choice for me. Additionally, I always knew I wanted to start my own company in the future. I didn't know exactly what but the entrepreneurial spirit was strong inside me. I want to take up MiM also so as to build a base in business skills that I would need in order to start my own venture in the future and also because it would allow me to find what I really want to do and set my orientations straight. Being in an international atmosphere with people from different countries would give me huge exposure and allow me to learn from the problems they have in their countries, which may just give me an idea to implement something back home. This is something that really drives me to take up this degree.

Interview Tip: Be genuine, back up the why with real life experiences of what made you take up this decision. Talk about the past activities that made you realize you are good at management also talk about your short-term future goals and how the MiM would help you achieve them. Don't give generic statements here: "I really like management, I feel it is a good fit for me" go a step further and tell them why. It is much more convincing that way.

Q: Why MiM? Why not wait for an MBA?

Well frankly speaking MBA was the plan A, mostly due to the fact that in India MBA is synonymous with management. So earlier I had never thought of doing anything else but the MBA. But here there was a huge problem here. I had set very high ambitions for myself and wanted to pursue an MBA from a top 10 school in an international setting. All the western MBA schools have strict work experience requirements and usually require 4 years plus of work ex. This meant I had to keep working in a technical role for 3 years more, a fact I did not really relish. Also, Indian B-schools were not an option because I really wanted an international experience because I believe it would open your mind up to infinite possibility and having spent my entire life in India I wanted my horizons to grow and explore more. I came to know about MiM from a friend, a batch mate from my engineering college, who is currently studying at ESCP and is doing really well for himself. He told me all about the MiM, the course curriculum, the kind of students who study there and the exposure he is getting. For example, he was at that time taking a gap year and had 2 internships one in Berlin and the other in Hong Kong! This really inspired me and I began to vigorously research the MiM and the schools that offer it. I came to realize that it was a really popular degree with huge potential in the Europe, also with schools such as Duke, LBS, Kellogg taking it up, this degree was here to stay and would for sure only increase in popularity. I researched the schools some more and finally decided to apply to some of the top-ranked schools.

Interview Tip: State your reasons for conviction, hopefully, you have researched the degree well before applying to these schools, so state all that you learned. Speak about how it will be a good fit for you and allow you to launch your career fast and make a change from the current situation. Try to give a well-researched answer as to why you would not like to wait for the MBA, as this question would be sure to come. The panel would like to know that you have researched all other options and are convinced the MiM is the right next step for you.

Q: Why not study in your home country and apply to a top B-school over there? (India is used here as an example)

Well, that's a good point and something I spent a lot of time thinking about. I have lived my entire life in India, and have hence gone accustomed to the way of doing things here. But then there is a huge world out there, with people having different mentalities, having different ways of doing things. Countries having different problems and coming up with innovative ways of solving them.

I want to use this MiM degree as a way to subject myself to these new trains of thought. To understand how different cultures work. To learn from them and pick their brains for lessons which can be incorporated back in my country. My long-term goal is to become an entrepreneur, and I am very hopeful that in this MiM journey seeing many innovations in different parts of the world, I will get a better idea of what I want to create as an entrepreneur.

So, the decision for a MiM abroad is mainly to open my mind, gain a better understanding of this increasingly globalized world and learn from Innovations.

Q: Why choose <School Name>?

Here the sample answer is given with respect to LBS and ESSEC

I have always set high expectations for myself and decided really early on that I would do my PG from one of the best colleges in the world. Hence LBS was one of the most obvious choices for me, it has a very strong reputation in the world and this really drew me to it. Also, I researched the schools a lot during the past few months and course structure of LBS really fascinated me.

I have no expertise as such in business and the mix of core courses spread across 3 terms would provide me with a wholesome view of how different business functions work. Additionally, electives on strategy and marketing, as well as the subject of entrepreneurship would allow me to learn about things that really interest me. LBS also focuses on practical learning to complement the theoretical concepts, the business immersion week is fascinating and would allow me to understand the workings of some of the best companies in the world and build a network in them. If I am able to understand what are the challenges that a company is facing & how I can add value to it, it makes it much easier to later make a game plan to get a job there.

Also, I really want to study in an environment which is truly global and further gives you opportunities to explore the world. LBS has a truly global class with people from all around the world, the learnings I will gain while studying with them would be as important as the theoretical knowledge I would gain through the courses. Additionally, the Global Immersion field trip is another thing that inspires me, I would love to get a chance to go to the Silicon Valley & understand the digital innovation & entrepreneurial culture there. These will not only make my profile more competitive by giving me an understanding of different markets but will also help spark my imagination and give me ideas to pursue my own entrepreneurial dreams.

The proximity to London is another point. I would love to live near such a global commercial hub and benefit from the activities that keep on happening there. These schools organize several corporate events and seminars and have a strong alumni network in the city and I would like to benefit from them.

Lastly, I was in touch with several people studying in the school and they wholeheartedly recommended LBS and told me about the huge name it has in the UK, which other schools do not enjoy. I would like to work in the UK for the next few years and would like to graduate from a school where top tier companies in different sectors recruit from.

Interview Tip: Another fact that can be mentioned is the job prospects, several of the best companies in each field recruit from LBS, and you can say how they fit into your goals.

Sample #2 : ESSEC Business School

I have always set high expectations for myself and decided really early on that I would do my PG from one of the best colleges in the world. Hence ESSEC was one of the most obvious choices for me. Also, I researched the schools a lot during the past few months and the chairs of ESSEC really fascinated me- for example the LVMH chair or the Accenture Chair in Strategic business analytics is really something I would like to explore. In addition to that, the specialization they offer such as entrepreneurship and marketing would allow me to pursue my passions. ESSEC offers unparalleled freedom in choosing courses and shaping the study path which the student wants to take. We will get the freedom to select which courses we want from the 1st semester onwards, thus allowing me to choose the subjects which I specifically want to study.

This is really important to me, & inclines me further to join ESSEC. Because I know for a fact that the course structure is much more stringent in ESCP and HEC.

Also the in house incubator of ESSEC has been really active and produced some interesting start-ups in the past few years, I really would love to get involved with them and learn more about how it feels to work in a matured start-up. I also know that ESSEC being a self-sufficient campus has much better integration with the French students as compared to other schools where students are much more dispersed. This is an important point as for me, as this is a journey where I want to explore new cultures and interact with people as much as possible, ESSEC would allow me to do that

The proximity to Paris is another point. I would love to live near such a global commercial hub and benefit from the activities that keep on happening there. These schools organize several corporate events and seminars and have a strong alumni network in the city and I would like to benefit from them. Here it is also noteworthy to mention that I really love the way ESSEC has added an Asian focus to its French program(Being the first MiM to do so), I would really like to benefit from that and understand Asian markets as well as European ones.

Lastly, I was in touch with several people studying in the school and they wholeheartedly recommended ESSEC, and also told me about the huge name it has in France, which other schools do not enjoy. I would like to work in France for the next few years and would like to graduate from a school where top tier companies in different sectors recruit From.

Interview Tip: Do your research well. Don't give answers such as "I am applying because it is in the TOP 10". Know what is special about the schools, how they are different, talk a bit about the electives or specializations that fascinated you. Talk about the clubs and Association they have which you would like to join. In short give depth to your reasons.

Q: How did you decide which schools you want to apply to?

Well there are a couple of reasons to this. I had made up my mind that I want to study in one of the best schools in the world for my PG, and hence wanted to apply only to the top 10 schools where I knew for a fact that we would be given lots of opportunities be subjected to challenges and given a world class education. Hence my decision to apply to these 3 schools.

The main objective to do the PG abroad is to work there for a few years before coming back to India, hence I want to work in a country which would allow me to stay back and gain some international work experience. US and UK would have been obvious choices because of no language issues but they have increasingly stringent immigration laws. France here is an attractive choice as its immigration laws are lenient and there are opportunities to work there or in other EU countries after graduation. The fact that a number of Indian seniors are settled comfortably in France and are working well further encouraged me.

- Lastly, learning a new language, exploring a very different culture, getting a chance to live in a world class metropolitan city were things that influenced me deeply to choose France as a destination where I wanted to study, and apply to these French schools.

Interview Tip: Don't be arrogant and sound over confident, giving empty promises that "Yes I would be able to manage, no problem". Give actual real-life experiences of how you managed and thrived in a hectic work schedule. Also, highlight times when you juggled a lot of activities together.

Q: What did you find different in <school? compared to the Other School? (Here ESSEC is used as an example)

Well I did a lot of research into it and ESSEC impressed me for a number of reasons

- As I had already mentioned it has a wide variety of chairs and specializations which students can profit from. Some of these chairs are really linked to my goals and I would love to work with them

(<http://www.essec.edu/en/pages/faculty-and-research/thoughtleadership/corporate-chairs/>)

• I am really interested in pursuing an Apprentisage program and I know it is difficult without a certain level of French. But I have heard from seniors at ESSEC that the school really helps students apply for and bag such Apprentisage and internships. Which is not the case in other schools such as HEC and ESCP. The career cell of ESSEC is also very strong and I have heard it really helps student's bag internships in the fields of their choice.

• ESSEC has some really strong exchange programs and double degree programs, better than most other schools. I really want this MiM experience to be an eye opening one where I can explore different cultures. Hence I would like to maybe go for an exchange or double degree later on. Also, the Singapore campus would allow me the unique opportunity to gain an understanding of the Asian markets as well as build a foundation for European markets.

• Then, of course, the rankings are important, I have been following it for some time and the way ESSEC has progressed from rank 7 to rank 3 is remarkable. It is on a very progressive path and I would love to be a part of a forward-thinking school like this.

• The last thing I feel worth mentioning is that ESSEC provided a very personal touch in its application procedure, something I felt was missing in other schools I applied to.

Annegret was really helpful and strived to answer all the doubts I had, secondly, ESSEC's site is very helpful, the video library they have makes things very transparent and gives us a much better idea about what to expect. This is lacking in other schools and makes me much more inclined to join ESSEC and give it 1st preference.

Interview Tip: A very important question, the admission committee wants to know you did your research before coming here. Make sure you back up your answer with concrete points and have replies ready in case they counter question you.

Q: Which of the 5 colleges do you want to target and why?

I have always set high expectations for myself and had decided really early on that I would do my PG from one of the best colleges in the world. Hence HEC and ESCP were the obvious choice for me. Also I researched the schools a lot during the past few months and the certificate programs of HEC and the different chairs of ESCP really fascinated me. In addition to that, the specialization they offer such as entrepreneurship and marketing would allow me to pursue my passions. The proximity to Paris is another point. I would love to live near such a global commercial hub and benefit from the activities that keep on happening there. These schools organize several corporate events and seminars and have a strong alumni network in the city and I would like to benefit from them. Lastly, I was in touch with several people studying in the school and they wholeheartedly recommended HEC and ESCP, and also told me about the huge name it has in France, which other schools do not enjoy. I would like to work in France for the next few years and would like to graduate from a school where top tier companies in different sectors recruit from. Interview Tip: Do your research well. Don't give answers such as "I am applying because it is in the TOP 10". Know what is special about the schools, how they are different, talk a bit about the electives or specializations that fascinated you. Talk about the clubs and association they have which you would like to join. In short give depth to your reasons.

Q: Which other colleges are you aiming for?

:

As I had already mentioned earlier, I was targeting only the top schools in the MiM field. Apart from HEC I am targeting the French trio of grand Ecoles, HEC,ESCP and ESSEC as they are very well known in Europe and offer a multitude of opportunities. Additionally, they were the forerunners in the whole MiM program revolution and have been ranked high consistently, so I take this as a testament of their education standards. Lastly, these schools have a pretty diverse student body as well & have excellent study abroad & exchange programs, this would fit in well with my goal getting a truly international Education.

Q: Did you have any other interviews before this one? How was the experience?

Yes, I had a SAI Interview last week. Well, the interview went well, though I was given a hard time about my knowledge of French. There were two French ladies present in the panel and they were very curious to know how I would learn French while studying and how will I survive in France with my limited knowledge of French. Though I assured them repeatedly that I will go to any length to bring my French level to a professional degree, they were constantly showing their doubts.I guess this was a way for them to test me under pressure, and I hope I performed well.Apart from this incident, the interview was pretty normal.

Q: Why did you choose France?

Well as I have already mentioned I wanted to apply only to the top schools in the MiM field, and France has a predominant position in them. Schools such as ESSEC, ESCP and HEC have been pioneers in offering the MiM and have been producing successful graduates for a number of years. I took a look at their placement records and was very impressed by it, and of course, the recommendations of my friends helped too. Hence the schools were the primary reason I chose France.

Secondly, France has been one of the cultural and economic hubs of Europe and is known for a number of industries from energy & food to fashion. I would love to live and study in such a country where I would be exposed to great companies in these fields and also have a chance to experience the somewhat exotic culture.

Living near Paris would be a dream come true, it is one of the most visited cities in the world and is known for its diversity. I am sure I will be able to grow a lot by experiencing a slew of things the city has to offer.

Lastly, exposing myself to a new language would be an exciting thing as well. I am well versed in a few Indian languages and would relish the opportunity to learn an important language such as French.

Interview Tip: Don't be blank here, know what France is important for and have your reasons well-rehearsed. They don't have to be perfect but they surely have to be valid.

Q: How is your French? Or how do you plan to survive in France with such a limited knowledge of French?

Well though I have a very limited knowledge of French, I am pretty sure I would be able to pick it up really fast. I have a plan in mind which I intend to follow.

As soon as I get my admit, I plan to quit my job and concentrate full time on studying French and taking up other online courses which would help me prepare for the MiM. I still have 6 months to go before I join the college, so I am sure with a dedicated plan I will be able to gain the A1 and A2 certification by the time I join. After wards, I am sure that by immersing myself in the French culture and also taking advantage of the French classes the schools offer I would be able to reach a much higher level.

Interview Tip: This is a question that will surely be asked and you can be prepared for some cross questioning on this. The panel wants to make sure you realize that learning a new language is not as easy as it sounds, in addition, you will have your course work to deal with so it is not going to be easy. You have to assure them that you realize it will be a challenge but you will live up to it.

If you have any prior knowledge, highlight it otherwise draw up a plan as to how you are going to learn French in the next few months. Be confident and sure, that you will be able to manage it.

Q: Tell us about some companies in <country> that you know of? Or tell us something about the economy of <country>.(France is used here as an example)

France is the 6th largest economy in the world (by Nominal figures...it is 9th by PPP), and is the 3rd largest economy in Europe. It is very well known for its aeronautical, energy, food and fashion industries.

I have a deep interest in some of these fields and hence actively follow companies such as Air Bus, EDF, AREVA, and GDF Suez. Also, companies such as DANONE and Saint Laurent have entered the Indian market and are making quite a mark here. Lastly, France is synonymous with fashion and luxury and brands such as Louis Vuitton & the L'Oreal group, and these are some companies I would love to explore when I am There.

Interview Tip: An hour scouring the internet would make you a lot wiser, so do that. Also currently France is facing some issues such as low GDP growth and refugee crisis, hence be prepared to answer questions related to that. Know some details about the companies you talk about as they may just cross question you on your knowledge.

For example "Oh so you are interested in Energy (can be any sector)?

Do you know the CEO of EDF or Areva?"

Don't smile like a fool here, if you don't know the answer just speak up and say you don't know the specific fact but you know this, this and this about it. Or mention that you are not aware of this industry and know more about xyz industry.

In any case so not make up facts, it will harm you much more.

Q: Will you be able to cope up with the pressure of a hectic School Schedule?

I am pretty confident I would be able to. I have been a multitasker my entire life, and enjoy challenges. For example, the 4 years of engineering taught me a lot about working under pressure, we had more than 8 courses per semester and all exams were crammed within one week. In addition to that, I was actively involved in a number of extracurricular activities such as organizing events, participating in a Nanosatellite project as well as playing a multitude of sports. Balancing these activities was tough but I took it as a challenge and they really honed my prioritizing and time management skills.

Here I must mention the Nanosatellite project was a very stressful project where we had to come up with the prototype of a component within a month. We worked day and night, also managing our studies at the same time. Though it was really tough we learned a lot and it was an enjoyable Experience.

So you can see that I am no stranger to handling a hectic schedule, and I actually relish it. I am sure I would be able to make the most of the time I spend at the school and perform really well.

Interview Tip: Don't be arrogant and sound over confident, giving empty promises that "Yes I would be able to manage, no problem". Give actual real life experiences of how you managed and thrived in a hectic work schedule. Also, highlight times when you juggled a lot of activities together.

Q: What are you passionate about?

Well, I am very passionate about trying out new things & pushing my boundaries. I have been actively involved in several activities from a young age, the most prominent of them being sports.

Having been introduced to competitive sports at a relatively young age, I quickly learned that there is no lay back time for an athlete. Sports are driven by goals and targets, where you must continuously compare yourself with existing champions because the bar is raised every day.

Hence I was actively involved in several ranging from Archery to Horse riding & Boxing. I believe they helped immensely in my self-development. Additionally, I am very adventurous and have been on several trekking as well as rafting trips to further test my limits.

This love for trying out new activities spilled into other domains as well and I have been involved in several extracurricular events, giving my best to make sure I am able to perform in each and every one of them. In school, I was the President of my philately club and I went on to organize the first ever philatelic exhibition of the school. In college, I took part in the SRM Nanosatellite project and helped build a key component for its launch, also side by side I worked as the committee head of a national level tech fest, where I ensured the successful running of over 20 events & launched creative marketing campaigns which increased footfall by over 70% compared to that of last year.

To sum up, I like pushing my limits and trying out new things, but just trying is not enough, when I take something up, I ensure I give my best in it.

Q: Give some examples of your cross-cultural communication Skills

Well, I have not been out of India yet, but I had a chance to interact with several nationalities when I took part in various archery competitions, which were often frequented by foreign coaches & players. It was interesting to see how their behavior and work style was different from us, and attending some of their training sessions I learned a lot about their approach to work and life.

Apart from this, I would say India is a huge country as well, and though we are of the same nationality, the cultures are really diverse, with each part having their own attitude towards life, food, culture etc. I had the fortune of spending some time in almost all parts of India, and hence have learnt how to work with different cultures, developing an understanding of the nuances that people appreciate or dislike. Having lived in north India all my life, I had a pretty myopic view of the country, but when I went to south India for my engineering, all these views were abolished & I saw a whole new dimension of looking at my fellow countrymen. But I caught on fast, college was a melting pot of different cultures and by mingling with people from different areas and from different walks of life, I would say I developed my fair share of cross-cultural skills, learning how to work with and interact with people while handling team projects and larger events.

Q: Tell us about a time when you handled a difficult situation between co-workers

OR

Tell me about an incident where you led a group of people and what you learned from it

Can I have a moment to think about this?

Ok so when I was in college, I was handling the position of the maintenance committee head of our technical fest Dokince. We were just a week away from the fest but had run into a deep crisis.

The sponsorship team had failed to deliver, as several sponsors pulled back at the last moment, leaving us in dire need of funds. This led to a huge uproar with the whole management team blaming each other and pointing fingers for not foreseeing this situation. Tempers were flaring and nothing productive was being done.

As head of the maintenance team, I realized the urgency of the situation and gathering my team, motivated them to think of a way out. At the same time, I helped the committee heads understand that it was not the fault of a particular person and urged them to see the whole picture. It was a collective fault and if anyone was to be blamed, it was all of us. All we could do now was to learn from this mistake and plan better next time. With this, I was able to placate the team member and solve the dispute.

In parallel, my team came up with an idea for a pre-event gala, by which we were able to effectively publicize the fest, generate funds via games and increase main event participation manifold.

Finally, the event was a huge success and we were able to learn a lot from the whole experience, coming out as a stronger and more cohesive team.

What I learned from this whole experience is they value of keeping your cool in tough situations, working cohesively as a team and making sure you understand what each member is good at and making him responsible for that particular job.

I realized the importance of having a strong leader and also understood that leadership is not about micromanaging everything, it is about trusting your teammates to do the right thing and ensuring they have all the tools to do a

good job. If I had been after my team members bugging them all the time to see what they were doing, I am sure we would not have been able to complete things on time and would have never come up with the gala idea or make it such a success.

Interview Tip: Explain an incident, be vivid in your description. The panel should feel your enthusiasm. Paint a picture of how you saw that there was a crisis, kept your cool while others freaked out and then brainstormed your way out of it. A good story is a key here.

Q: What would you do if you were in a group at <school> where each person is from a different nationality and a different undergrad major? How would you handle them if you were the leader of the group? Especially if the subject is something you aren't familiar with?

Well, the first thing I would do is to make an effort to really understand my teammates and their competencies. I would do this by first actively listening to them and making sure they understand that I value their contributions, and secondly by meeting them outside work scenarios to build a good rapport with them. Having good relations and understanding between team members is by far the most important factor for the success of the team.

Secondly, I would adopt and encourage a democratic approach to all decision making, LBS would have really smart people chosen for exhibiting some specific skills and competencies, and I would make sure I do not make the mistake of thinking that I am superior to them in any way or my ideas are better. By encouraging everyone to speak up, and hearing them out, I believe all ideas can be brought out in the open and sifted through. Then we can criticize the ideas and shortlist the best ones.

If by chance one of my team members has a fair knowledge of the subject I would ask him to take lead and give us all training to help understand the topics, so that we can take better decisions collectively.

Q: We are interested in people who think about more than just themselves. So, give me an incident where you helped someone else grow

Well though I have no NGO experience as such to speak about, I have of course tried to do my bit to contribute to society in general and people around me in particular.

I believe in donating blood and have been actively doing so for quite some time, also encouraging people around me to do the same.

Also, I believe in sharing what you know, and I love it if I can help someone become better by tutoring him in one particular way or the other. For example, while I was working in the factory, I had several electricians under me who were not very well educated. I constantly urged them to study more & pick up interests in varied fields and diversify their technical knowledge. I also organized several workshops on technical subjects for them and in that way increased their knowledge and also gave them the skills to do their job better.

One technician, in particular, was very interested in learning more, and I gave him lessons in my free time and also taught him better English. I believe it helped him a lot and now he is doing really well for himself. He has switched to a better paying job and is handling much more responsibility.

Q: What are your future plans? Or what are your short term And long term goals?

Well from my previous work experience I have developed a strong base of operations, which coupled with my engineering knowledge gives me a strong analytical skill set. What I mainly lack now is a foundation in business studies, which is essential for my future goal to become an entrepreneur.

I know the journey to becoming an entrepreneur would be a long and tough one so once I graduate I would like to take up a marketing role in a company such as DANONE or L'Oréal and understand how one can go about winning customers for a good product. Marketing is one of the most important functions for a business, you can have a great product but if you are not able to define its USP and able to convince your customers to buy the product then there is no use.

With my operational skills, I think I have a good idea of how to develop a product, after the MiM, a base in marketing working with strong companies will give me the skill set to understand how marketing works and what are the various steps involved in building a successful plan.

After working for a few years with such companies, gaining international experience and developing a strong network, I plan to return to India and open my own company here. I am not sure what it will be about but I plan to explore Europe and see the innovations over there which can be adopted back in India. This is another reason why I am interested in doing my MiM abroad.

Interview Tip: It is totally fine if you don't know what you want to become 5 years down the lane, and the panel knows that. They just want to know if you have put some thought into this and have a plan about what to once you graduate.

Do you want to settle abroad or come back home? Do you know which business function you would be interested in? Or do you plan to explore several when you are completing your education?

It is a good idea to know a few companies which recruit from your school of preference and name them so that the panel knows that you have done your research. Just be confident about your answers and

know how you will tie up the degree to your future choices.

Q: How will a degree from our school, help you in the future? Or what will be your key learnings from this degree?

A MiM from a top school such as LBS, would be beneficial to me on a number of fronts:

- 1)It would give me a solid foundation in business studies and would help me understand of subjects such as Finance, Marketing, and HR which I have currently limited knowledge of.
- 2)Studying with students from over 40 different countries will be an amazing experience, where I would be able to learn both inside and outside the classroom. It would be a great experience learning about the different cultures as well as problems that the students have in their respective countries, I believe it will really help make me much more open minded and a true global citizen.
- 3)I want to develop expertise in the field of marketing and entrepreneurship and the specializations offered by the schools would allow me to do just that. Also, I will opt for internships which would allow me to explore these functions in detail and understand if a particular function is meant for me or not.
- 4)Participating in Conferences, associations, and seminars will allow me to network with individuals in different companies and allow me to build a powerful network. This would not only help me in my future dream of opening my own venture but also in the short term while I am looking for a great job. I think these are the major reasons why MiM is the obvious choice for me.

Interview Tip: It is totally fine if you don't know what you want to become 5 years down the lane, and the panel knows that. They just want to know if you have put some thought into this and have a plan about what to once you graduate. Do you want to settle abroad or come back home? Do you know which business function you would be interested in? Or do you plan to explore several when you are completing your education? It is a good idea to know a few companies which recruit from your school of preference and name them so that the panel knows that you have done your research. Just be confident about your answers and know how you will tie up the degree to your future choices.

Q: How will you add value to the school and your batch mates?

I have been an active student throughout my life, participating in a number of events, playing sports, organizing fests etc. They have helped me build a unique skill set via which I am always looking for ways to improve any existing process. This has been further honed by the projects I undertook at my previous work experience, where I analysed problems for root causes and implemented creative solutions which helped get us savings of over 5000 euros/year. I have a keen eye for detail and I am sure I would be able to use it to benefit the associations and chairs at LBS. I would love working with them to improve the work process they have or to implement new things. Additionally, my engineering background, operational experience, and pursuits in professional sports allow me a unique perspective of viewing things and I am sure I will be able to raise interesting points and contribute to discussions in class via it.

I also have a deep interest in start-ups and am sure I will be able to contribute to the start-up incubator at LBS and maybe come up with some innovative ideas.

Interview Tip: Dig deep in your profile, and come up with 3-4 skills that define you. Build your answer around these skills, concentrating on how you created some impact utilizing those skills. Be sure to back them up with one concrete experience to give your answers some legitimacy. Talk about how you would interact with certain clubs and strive to improve them. Talk about how you will contribute in class, raising insightful questions & giving your unique perspective while working on group projects. Talk about how you want to take part in sports and competitions and try to embellish the name of LBS. Talk how you can leverage your previous work ex or connections to contribute to the LBS Community.

Q: Any questions for us?

How was your experience at <school> when you were a student there? (To the alumni in the panel)

- What were the major challenges you faced?
- How would you suggest I prepare in the coming months to make the most of my MiM experience abroad?
- Could you suggest some books I should read to build up my business sense?

Interview Tip: This question may be the most important question asked and allows you to take charge for once. Make the most of it.

Show them you are knowledgeable and ask them about a specific thing you read about the school.

If you have an alum present, ask him how his experience was.

Ask them how you can prepare better, ask their opinion, it never fails to impress them. It also gives them an idea that this guy is really interested in this school and is willing to go the extra mile.

QUESTION DATABASE

Here is a list of school specific questions collated from Several interviews

School1 : St Gallen Interview Questions (Video Essay Questions)

1. How your cultural and personal experience shape the person you are?
2. If someone asked you where are you from, and you could not say the name of any geographic location (be it a country, place, etc.), what would you say?
3. If we were to contradict the contents of your application essay, what would be the strongest argument one could make?
4. In a world where access to information has been facilitated by technology, is ignorance a choice? Are there situations where this wouldn't be true?
5. Tell us about a situation where your integrity was challenged. What happened, and what was the outcome?
6. What is the biggest lesson you have learned from a previous supervisor, manager or professor that you believe will influence your own managerial or leadership style?
7. Could you tell me how would you determine the number of chocolate bars consumed daily in the city of St. Gallen?
8. Tell us about an experience in which you were negatively impacted when interacting with someone with a different perspective than your own. What did you learn from this particular experience? Do you think the other person was similarly impacted?
9. In which continent do you want to work after your master's degree ? And why?
10. What is the biggest argument one could make to criticize your essay?
11. What does a service attitude mean to you? And how do you show it in your everyday life?
12. Tell us about one time where you stood up for your values.
13. Tell us about one teacher, manager, professor that has inspired you and tell us how it will affect your leadership skills?
14. Tell us how you would determine the number of alpinists in the Alps.

15. Give us 3 perspectives on unequal wealth distribution and why there are important.
16. By choosing st gallen you demonstrated your interest in an international career. What does an international career mean to you and why this is important
17. If someone were to critique your essay, what he could say?
18. Tell us 3 aspects on the war on terrorism and why they are important
19. How you define "high performance", when you think you achieve this standard?
20. What are the steps you prepare your essay?
21. Tell us 2 or 3 perspectives of refugee crisis in Europe, and why they are important?
22. What are the steps you estimate how many golden medals will Switzerland get in the next winter Olympics?
23. Please choose one of the experiences you listed in your CV that can best describe your ability.
24. Are you ready to take up the challenge of being a SIM student at St Gallen? Why?
25. In your application essay, you have reflected upon the key drivers of humanity's progress and well-being. Upon which definition of "human well-being" have you based your reflections? Why have you chosen to define "well-being" this way?
26. How do you prepare yourself for something you cannot prepare for? Give us an example.
27. How you define "high performance", how do you think you achieve this standard?
28. As per world records, we are currently at an all-time high with global prosperity. What are your views on this? 2-3 perspectives.
29. In a world where access to information has been facilitated by technology, is ignorance a choice? Are there situations where this wouldn't be true?
30. Does geographical location of a country affect its cultural development?
31. Is a democratic government the best? What are your views?

32. How would you define high performance? How do you achieve high performance? Something like that - I think that was already there

School 2 :HEC Paris

Interview #1

- 1) Tell me about yourself
- 2) Working in a company which I can imagine is surrounded by my men, how did you manage? What were your challenges?
- 3) What was your work there?
- 4) What were your achievements at your workplace?
- 5) Your referee wrote about your work in social service. What work did you do there??
- 6) Do you think CSR is important for a company??
- 7) Anything you want to ask us?
- 8) How would you translate your teamwork from rowing into the work environment at HEC?
- 9) Would you be able to work under pressure with people of different nationalities? Could you give me an example of how you would succeed in this?

Interview #2

- 10) Why MiM?
- 11) Do you feel you will be ready to study a new topic without a background in Management?
- 12) Give me an example of how you worked hard at McGill.
- 13) Why have you not applied for consulting before?
- 14) How will you bring the voluntary social mindset to HEC?
- 15) Why HEC?
- 16) How can you contribute to extra-curricular?
- 17) Why fashion?
- 18) Why New York?
- 19) How can you contribute to the class?
- 20) How will you adjust to the European/French lifestyle?

Interview #3

- 1) Introduce yourself
- 2) What was Humans of Munich and what were your learnings?
- 3) What makes you unique over the other candidates?
- 4) Who inspires you in fashion?
- 5) Do you plan to continue Humans of Munich?
- 6) How did you become world champion in Doodle Jump?
- 7) What kind of songs do you play on your electric guitar?
- 8) Would you bring your guitar with you if you were accepted?
- 9) Can you identify yourself with the Greek people?

- 10) Why did you study Media and not Fashion?
- 11) How did you manage to acquire 150+ clients at Pro7 in such a short time?

- 12) Did you like working in a Media company?

- 13) What kind of events do you organize at Munich Re?
- 14) Why do you think HEC can bring you closer to your professional goals?
- 15) Why did you do so many online courses and what were they like?
- 16) How was your experience as the captain of the tennis team?
- 17) Why do you want to be in consulting before being an entrepreneur? Don't you think it would be better to be an assistant of an Entrepreneur and experience everything first-hand?

Interview #4

- 1) Present yourself and tell us why you're here
- 2) You talked about economics & math, but don't you think there is more to economics than math? You met Joseph Stiglitz but don't you think that what he says is also true?
- 3) You lived in France and now you're in New-York at Columbia University, why come back?
- 4) You talk about economic development of Africa and Morocco, what would concretely be your role and how do you see yourself contributing to African growth?
- 5) Why did you create picture it? What did you learn from it? Give us one example of how you helped one client?
- 6) You experienced life in New-York, how is it? What's so special about this city compared to other places you've been to, tell us something you did there that was completely different from France.
- 7) Do you have questions for us?

Interview #5 (Finance Specific Questions)

1. **Why** did you choose this programme?
2. *(After I mentioned that I took part in a private equity case related to solar energy)*

3. What are the **key profitability drivers** in the **solar energy** market? Why is the **adoption rate** of solar panels so **low** (what is the main barrier to adoption)?

4. What is the **percentage of output** generated with **renewable energy** sources in Europe?

6. *(When I said I wanted to go into asset management)*

7. What are the **three ways** to pursue a **well-diversified passive investing strategy**?

8. What is the **level of S&P 500** today?

9. What are the fundamental **limits to diversification**? How did the **correlations** of the **well-diversified portfolios** change during the recent **financial crisis**?
10. What are the **interest rates** on long-term (10 year) **government obligations** in the **EU** and the **USA**? Which one is higher?
11. How would you invest 1 million dollars if you were to invest in **emerging markets**? How would you allocate the money between various **asset classes**?
12. Do you have any questions for us?

School 3: London Business School interview questions (LBS)

Interview #1

1. Please tell me about yourself.
2. Why choose LBS?
3. Which other colleges are you aiming for?
4. How do you think LBS will help you attain your goals
5. What are you passionate about?
6. Why the MiM, why not an MBA?
7. Give some examples of your cross-cultural communication skills
8. Give me some examples of how you have followed your passion
9. 3 things you learned from your internships
10. I read that you have mentioned education quite a few times in your essays, what are your opinions about this industry in your country.
11. Tell me about an incident where you led a group of people and what you learnt from it
12. What would you do, if you were in a group at LBS where each person is from a different nationality and a different undergrad major? How would you handle them if you were the leader of the group? Especially if the subject is something you aren't familiar with?
13. Tell me how will you contribute to the school and your peers?
14. Any questions for me?
15. How I could contribute to the school community
16. Where have you shown leadership?
17. The toughest question was definitely the one where I had to talk about my career path post the MiM since I was quite indecisive about what domain I would like to be in.

Interview #2

1. What are your career goals and why do you think it would be a good fit for you?
2. Describe a situation where you were the leader and failed, what did you learn from it?
3. Do you have international experiences?
4. What do you think the biggest threat in that desired industry is in the near future?
5. What would be your plan B career goals?
6. What would you bring to LBS?

Interview #3

1. Tell me about yourself
2. Why MiM? Why not an MBA?
3. Aside from the LBS brand, why do you want to go to LBS?
4. Tell me about an instance where you successfully led a team
5. Are you more of a team member or a team leader? Why?

6. Since you come from a family background, there may be a situation where old workers who are used to being led by your dad will resist being led by you. Tell me how you will handle such situation?
7. What is your leadership style? How will you handle leading a team of people, especially since you are still very young and will be leading those that are much older than you?
8. I can see that you have worked in a family foundation. Tell me more about that.
9. I can see that you have applied to other schools. Have you heard back from any of them?
10. I can see that you wrote about your conversational ability in Mandarin Chinese. (Then he starts talking to me in Mandarin Chinese).
11. Any questions for me?

Interview #4

- 1.) Who according to you is a leader ? What qualities he should possess? - Cross questioning on each quality as to why etc?
- 2.) What is the best way to delegate?
- 3.) What are the differences or similarities between working with people in college as compared to working with people in office ? - A lot of cross questioning on this - like what kind of relationships you maintain ? why ? etc
- 4.) what should a leader do for the team to be high performing?
- 5.) what is the best way to inspire people ?
- 6.) What to do when there is lack of motivation in the team ?

Interview #5

1. Why did you choose to study in the UK ?
2. Why did you choose to study business ?
3. What did you learn from your experience in Hong Kong ?
4. How did it impact your way of working and thinking ?
5. You said that music helped you develop your sense of listening, can you tell me more about this ?
6. What did you do to be a successful leader at Enactus ?
7. What would do if someone is not motivated in your team ?
8. You said that for you it might be challenging to work with profiles with different backgrounds, what do you plan to do to be able to work with different people ?
9. You said that you wanted to work in VC and Consulting in the big 3, you know that it is very challenging, how do you plan to do so ? Do you think that you have a good profile to get into MACKINSEY BCG ? Would you consider other options ?

10. What are the skills required to enter Bain BCG McKinsey ? Which skills do you have already and which skills do you need to develop ?
11. You know that at LBS you might study courses that are really similar to the ones you did at Warwick, is that a problem ?
12. What are the core courses you are looking forward to complete ?
13. What electives do you plan to take ?
14. Article : uber sexual harassment, culture of deviance. Do you think uber could have succeeded without being disruptive ? Do you think they need to change their culture of deviance to enter complicated markets such as Germany. What would you do to enter the German market ? Do you think there is space for both the old model and the new model ?

Interview #6

1. How do you deal with stress or failure?
- 2.. How would you deal with a dominating team member?
3. Why marketing? Numbers about marketing. Such as flipkart no of customers.
4. Tell me about some Business news that has the potential to disrupt markets.
5. Challenges and opportunities for the sector you want to pursue a career in
6. What all activities do you wish to take part in at LBS
7. What electives do you want to take?
8. How would you contribute to LBS.
9. Eocommerce situation in U.K.
10. If your plan A fails would you have a heart break. What would you do?

Interview #7

1. Why asset management? (Industry specific based on my application)
2. What trends/developments do you see recently in the field of asset management? (Also asked me about any recent M&A transactions, although its not related to asset management.)
3. What challenges do you see entering the field of asset management?
4. Since you are interested in finance, why do you want to pursue a MSc in Management?
5. What is the latest valuation you have made? For which part were you responsible for? How did you make projections about the Cash Flows? How do you know Damodaran?
6. What are your long-term and short-term goals?
7. What did you learn as a leader in the camp?
8. You worked as a supervisor in a call centre. How did you end up with such a managerial position from an early age?
9. Tell me more about the Global Macro strategy you created while working at Blue Point Trading.
- 10.What is your proudest achievement?
- 11.What is the greatest risk you have taken so far? Or tell me about a time you took some risk.
- 12.Tell me about a time where you lead a group of people. What did you learn from this experience?

13. Imagine you are part of a team and everyone else is not participating equally in the work needed. How would you handle such a situation?
14. How do you feel if someone else is the leader in a group you are in?
15. How will you add value to LBS and your teammates?
16. Is there anything else that you have not mentioned in the application that you would like to mention? (Personality trait, etc.)
17. Do you have any questions for me?

School 4: ESSEC interview questions

1. Tell me about yourself
2. Why you did so and so internship" and "what did you learn in so and so course" rather than what things you have done
3. Why Essec?
4. Why do you want to pursue a business degree ?
5. What are your plans after graduation?
6. What could you bring to Essec, how would you contribute ?
7. Are you applying to other schools? If you can't get in what's your backup plan?
8. Questions on career goals why your particular goal, what you hope to accomplish?
9. Questions on the ESSEC MiM program, your choice of the program
10. Your personal strengths and weaknesses, key experiences
11. What did you find different in ESSEC compared to the other schools?
12. Tell me about an incident where you led a group of people and what you learn from it.
13. We are interested in people who think about more than just themselves. So give me an incident where you helped someone else grow.
14. What are your long term goals? and how will ESSEC help you achieve them?
15. Tell me about your work experience, while concentrating on the skills you learned from it.
16. Instances of failure or mistakes you have made and what you have learnt from them?
17. How would you adjust to the European Life Style?
18. Have you checked out our student clubs?How can you contribute to our extra-curricular cohort?
19. Why not continue working to become a consultant? Why do you need a Master's degree for this?
20. Why have you not applied for the position of a consultant before?
21. Any questions for us?

School 5 : ESCP Interview Questions

Interview #1

1. Delhi is an expensive place. Who is funding you?
2. Will you be able to pursue your MIM in France as France is exorbitantly expensive?
3. Who will be your financier?
4. Why MIM? Why ESCP?
5. Which other schools are you targeting? Any response(s) from them?
6. Why French B-Schools?
7. Do you want to study in French B-Schools only to gain industry experience? (While answering the previous question I had said about the flexible academic curriculum, & how it will help me gain industry experience.)
8. Why not Indian B-Schools?
9. You were graduating in Delhi, & your mother runs her hospital in Bihar! How did you manage to help her?
10. You know a lot about ESCP. Any contacts within the school?
11. You want to become an entrepreneur! Have you got any particular business chalked out?
12. Do you want to expand your family business or build a new one?
13. Why did you study English Literature?
14. How will your major help you with MIM?
15. Are you great with numbers for you have a spectacular GMAT score?
16. How did you manage such a score? Did you take coaching?
17. I see you have scored just above 60% in your Major? Is this grade good?
18. Any knowledge of finance, or/and other quant related subjects?
19. How will you negate this deficiency for if you fail to do so you might regret pursuing an MIM?
20. What are your major strengths & weaknesses.

Interviewee Notes:

- a) This interview was not conversational. Now that I have duly analysed the proceedings, I strongly believe that the jury was more interested in testing my composure, & resourcefulness. To do so, I was interrupted on a couple of counts, & asked some lame questions such as Q. 4,8, & 14.
- b) Additionally, the jury also kept its webcam off to, I believe, negate any informality.

Interview #2

1. Why France and why escp?
2. How am going to finance?
3. Any other college?
4. Short term goal
5. according to me what is most relevant current affair.
6. Have I lived in any other country?
7. Any sort of interaction with people from different countries?

Interview #3

1. Introduce yourself
2. Why ESCP ?
3. What all campuses you want to study in ?
4. Why london in specific ?
5. Do you know french ?
6. Do you have colleagues from other nations at Siemens ?
7. What are the current news topics that you follow ?
8. What do you do apart from academics ?
9. Which is your favorite football player and why ?
10. We have seen your GMAT report , you have sent your score to a lot of colleges, where all you are applying ?
11. Why ESCP above ESSEC, IE and LBS ?

Interview #4

1. Your GMAT is not bad, but it is not one of the best as well. Any specific reason for this ?
2. Why Europe?
3. What do you think about yourself? Do you think you are diligent or smart?
4. Why MiM and did you choose ESCP?
5. Who is funding your program?
6. Your Grades and GMAT are both average, how do we know you can balance it out during the program?
7. Why Turin campus as only option to start for both preferences?
8. MAD (NGO) wasn't exactly business experience, so how do you justify wanting to get into business?
9. What is your short term goal ?
10. Why do you want to get into consultancy? Is it because everyone wants to become a consultant?
11. Do you have any knowledge of foreign languages?

Interview #5

1. Tell me about yourself, where do you come from?
2. Tell me about a situation where you handled people from different communities
3. One current topic in France
4. Why MiM, as you have substantial work experience
5. How well will you be able to contribute to the school and to the class and your peers
6. What are the two languages you want to learn
7. Why did u choose these particular campuses
8. Introduce yourself
9. Your grades and GMAT are average, how do we know if you can balance it out during the program

Interview #6

1. Tell me about yourself
2. Tell me about a situation where you handled people from different communities
3. One current topic in France
4. Why MiM, as you have substantial work experience
5. How well will you be able to contribute to the school and to the class and your peers
6. What are the two languages you want to learn
7. Why did u choose these particular campuses

Interview #7

1. Introduce yourself
2. If I were an investor, how would you convince me to invest in your business?
3. What are your key strengths?
4. How would you lead a team?
5. If your team were to complain about you, what would they say?
6. Tell me about a difficult incident you had to face while working on your business
7. Tell me about Madagascar
8. If I were to invest in Madagascar, which sector would you suggest me to go for?
9. Is there any question you had thought we would ask you but we did not?
10. Tell me about a difficult incident you had to face while working on your business

School 6: Bocconi Interview questions

1. What are your personal Interests?
2. Do you have an unusual hobby?
3. If you had a day of vacation and unlimited resources, how would you spend the day?
4. What is your favorite music? Talk about the #1 song on your playlist
5. What's the best mistake you've ever made?
6. Speak about you. Your previous experience. How did you fix a big problem in your life?
7. Tell us about a time when you received difficult feedback, how did you respond?
8. Tell us about a person or mentor who has influenced you, how so?
9. How would your peers describe you?
10. How would your supervisor describe you?
11. What is a weakness that you have been working upon?
12. Describe the work environment or culture in which you feel you are the most productive, successful and happy?
13. How will you manage your team in a high stress situation?
14. How would you introduce yourself to your potential boss?
15. How would you delegate work in a team?
16. Tell us about a company that you are impressed with? Share some of their strategies that made an impact on you
17. Tell us about a recent business news you found interesting
18. Why do you want to study at Bocconi?
19. What would be your reaction if you were offered a place at Bocconi? What would you decide to say to your peers and professors?
20. You have 30 sec, you are in front of 100 people, what would you say to describe Bocconi University

School 7: UCD

1. Tell me about yourself
2. Where do you see yourself in five years' time?
3. Why did you study your particular Undergraduate degree subject?
4. What was your bachelor thesis all about?
5. Walk us through your resume
6. What was the most challenging aspect of your internship?
7. Any other defining experiences that you would like to share during your degree or internship?
8. What kind of extra-curriculars do you like to participate in?
9. What kind of social issues affect you?
10. What is your plan on contributing towards social development?
11. How would you describe your personality?
12. How many languages are you proficient in? Do you have any certification to showcase your proficiency?
13. What are your strengths and weaknesses?
14. What's the most difficult situation you ever faced in a job?
15. How did you decide that you wanted to work in this particular industry?
16. What are your future aspirations?
17. Are you aware of the Ireland job market?
18. Why have you applied to UCD?
19. What do you think will be some of the challenges that you might face during this program?
20. How do you think UCD will help you achieve your goals?
21. Do you think you will fit in our school's culture?
22. Why should we particularly pick you?
23. Do you have any questions for us?

School 8: Rotterdam School of Management Interview questions

1. Tell me a little about yourself
2. Why RSM?
3. Why do you want to pursue the RSM IM CEMS program? Why CEMS?
4. Why do you want to go to the exchange destinations of your choice?
5. How do you plan to finance the program?
6. Why do you decide for our school?
7. Why did you opt for this particular program?
8. What is your plan post your degree?
9. What is your greatest achievement?
10. Tell us about a time where you were result oriented, (goal driven), what did you learn from it?
11. Tell us about a time where you displayed strong interpersonal skills, what did you learn from it?
12. Tell us about a time where you worked in a group, where a team player, what did you learn from it?
13. Give an example when you were involved in a team conflict in a team example, and what did you do to resolve the situation?
14. How do you see leadership in the future? Do you see it getting more importance or less importance? Why?
15. What is good leadership for you?
16. Tell us about a time where you took the initiative, (exercised leadership) what did you learn from it?

School 9: CEMS

Interview#1

1. How many universities/ corporate partner are part of CEMS?
2. Why are you applying for the CEMS program?
3. Why should we particularly pick you?
4. How did you hear about the program?
5. Do you know any friends/students that are/were enrolled in CEMS MIM?
6. What do you think will be your biggest challenge throughout the program?
7. Your grades (in the first and second semester of your bachelor) are far away from being outstanding. However we want outstanding, intelligent students with remarkable results, so why should we choose you?
8. Where do you see yourself in 5-10 years? What do you want to achieve in life?
9. Are you an honest/ integer person?
10. What was the first question I asked you?

Interview#2

1. Why are you especially applying for the CEMS MIM?
2. What would you say if you get a job offer over ten years in a country (e.g. China) that language you might not speak and which culture is significantly different to yours? Why do you think would you be get along in such a different environment?
3. Why did you choose these universities (your bread choice) for your semester abroad and not ... (South America, China, Australia....)?
4. There are many other outstanding students that match all requirements, just as you. Why should we choose you?
5. Why do you think CEMS also has cooperations with social partners?
6. Why are you applying to CEMS MIM and what do expect from the program?
7. Do you engage in social activities in your community? If so, elaborate.
8. Do you think there are social problems right now? Name one specific and tell how you would try to solve it?
9. Any questions for us?

School 10: IE Interview questions

#Interview 1

1. How do you work under pressure?
2. Tell me about a time when you had many tasks you had to work on at the same time. How did you prioritize?
3. Tell me about a time when you had to make a quick decision? What were the circumstances and what did you do?
4. Describe an accomplishment that has given you the most satisfaction and why?
5. Walk me through your resume.
6. What is your Plan B if you are not selected for IE Business School?
7. If I called up your supervisor, what would he say are your strengths and weaknesses?
8. What do you think is the weakest part of your application? I guess this is not similar to a generic weakness question but weakness from the application perspective.
9. What is it about your job that brings you stress?
10. How did you choose your recommenders?
11. Do you have any questions for me?
12. Tell me something about yourself which is not covered in your resume.
13. What barriers will you face in switching careers? How do you plan to address them?
14. What barriers will you face in switching careers? How do you plan to address them?
15. Tell me more about your career goal, what made you decide to pursue it?
16. What will be your biggest contribution to IE Business School community?
17. IE Business School values leadership. Tell me about your leadership style. Mention an example where you displayed leadership?
18. Any question for me?
19. How would you sell IE
20. Tell us 3 key learnings from your work experience.
21. One reason that we should not select you?
22. What are your short- and long-term career goals? Where do you see yourself in 5 years?
23. Tell us about a challenging situation that you faced? How did you resolve it?
24. What are your greatest strengths? Give examples
25. What are your weaknesses? Give examples
26. What would you describe are your greatest achievement to date?
27. Interests and Hobbies – Be prepared!.. questions as basic as “Why do you do poetry (or any other activity” may be asked.
28. Do you have any questions for us?

Interview #2

1. Who are you
2. Why IE
3. Past experience?
4. Why join Deloitte?
5. Tell me about your Family business?

6. What challenges are you facing?
7. Why MiM in Spain?
8. Professional experiences
9. Future expectations
10. Any questions for me

Interview #3

1. About yourself
2. Why MiM and not MBA
3. A lot of questions repeated from the application like your strengths, weaknesses and why One question you would want them to ask you
4. Since I was from the automobile background she asked me about the VW scam
5. My interests in free time
6. What would you do if you don't get an admit
7. Some instance where I have taken a wrong decision
8. About my experience leading a team

Interview#4

1. Walk me through your CV.
2. Asked about my tenure as class representative and challenges I faced.
3. 3 strengths and 3 weaknesses
4. Challenges faced at work
5. What is role at work.
6. How do your colleagues view you as and why?
7. 3 lessons learned at internship
8. Demonetisation opinions and news discussion
9. Why MiM, Why IE?
10. Asked about Hockey, foreign languages, why I discontinued them
11. Why did you join LPU when it was still upcoming when u joined, tell me your experiences there.
12. Something Unique about LPU
13. How you coped traversing the country.
14. Why learn foreign languages.
15. Career goals 5 years from now.
16. Which other schools you have applied to? When I said none. She asked Why?
17. Any questions for me?

Interview#5

1. Started with CV specific questions
2. She asked about Demonetisation
3. What do you know about Brexit?
4. As a leader, what are the things you learned?
5. and the difficulties you faced?
6. She asked me about what I was doing now?

7. Questions related to my father's business
8. Have you travelled abroad?
9. How did you think the culture is different from that of India's

Interview#6

1. Tell me about yourself?
2. Why don't you want to work for a year?
3. Then tell me more about your father's business
4. Then how does western market affect him?
5. Why IE?
6. Referring to my organizational activities she specifically asked about hostel week event I had organized
7. How many people directly under me?
8. Any major problem you face?
9. Two characteristics of good leader
10. Tell me about someone who you admire?
11. She asked about impact of Trump in India
12. What future do you expect in Dubai?
13. Tell me three things that your friends think about you
14. Why do you want to leave your family business?

Interview#7

1. Walk me through your CV.
2. Tell me about your social activities & internships.
3. A few questions were regarded to recent political circumstances
4. 'What would you think would be displayed on the new issue of XYZ-Magazine on the cover page'?
5. 'What do you think about the refugee crises and how would you aim to solve it'?
6. Why I chose what I chose for my undergrad.
7. Give me 2 Strengths and 2 weaknesses.
8. Why IE?

Interview #8 (Finance Specific Interview)

1. So you completed an internship in EY. What exactly was your role?
2. Looks like you have a lot of international experience - Dubai and India. How has that helped you
3. Why IE?
4. Why Masters in Finance?
5. What sector of finance do you like the most and why?
6. How do you think IE can help you achieve what you wish to in 5 years time.
7. If I buy a piece of equipment, tell me how the three accounts in the annual report will be affected.
8. If there was a family owned business and you had to value it, what would you consider?
9. Tell me stocks that you follow and convince me why I should invest in them.
10. In the past 5 years, tell me any 4 major events that have shaped the financial world
11. How would you value a company given to you
12. Do you think that EU should continue with their aggressive strategy or modify it?

13. Has the cash crunch problem in India helped the country?
14. What is the major industry in India and how do you see it 5 years down the line?

Interview #9

- 1) Why should IE choose you.
- 2) Questions on my CV (which included volunteering, 3 work experiences and undergraduate degree abroad) and most of all what I have learned in these experiences (question such as - how did this kind of experience helped you as a person)
- 3) What do you think about Brexit? (because I worked and lived in the UK)
- 4) What is your passion? (and straight after I mentioned technology) What is your startup idea - Do you have a startup team yet?
- 5) Do you practice any sport?
- 6) What do you think of the world pride event that will be held in Madrid? (translated: do you value diversity? this is a core thing IE is looking for)
- 7) Did you apply to other business schools as well?
- 8) Are you applying to scholarships? (he told me that it is almost impossible to obtain a 40% scholarship. Usually it goes around 10-15%)

Interview #10

1. Tell me something about yourself.
2. So you completed engineering, then why did you choose content?
3. Since you had a mechanical engineering degree, how did you land jobs in content writing?
4. Why IE?
5. Are you applying to other schools as well? If not, then why?
6. What would be your next step if you don't get selected?
7. Why a MIM at this point? Why not MBA?
8. Give me one example where you have taken up a leadership role.
9. If you had to implement sustainable development, how would you implement it in your colony?
10. How would GST impact people's life? Is it a good step or bad step?

11. Suppose we had to launch **ZARA** in Connaught Place. What would be your marketing plan for that? What would be the basic steps that you would follow?
12. You changed cities for your job. What have you learnt so far now by living all by yourself? OR let me put it this way what is the difference between the person you were 1 year back and now?
13. How do you make the big decisions in your life?
14. At IE, the discussions often get aggressive as people try to explain their points. How would you handle that?
15. Any question you wish I had asked you?
16. Any questions for me?

Interview #11

1. Introduce yourself/ Walk me through your CV
2. Tell me in detail about your extra-curricular activities
3. What plans do you have after completing your masters?
4. What if you do not get admission in any school? What is your back up plan?
5. Which is your dream company? Why?
6. If you had to invite 2 people to dinner, who would you invite? Why? And what would you talk to them? (except family and friends)
7. Since you said Mr. Narendra Modi, what according to you are the major changes brought about by the BJP government?
8. What could the government have done additionally to make the Swachch Bharat Abhiyan successful?
9. Suppose you work in the sales team of a refrigerator company and you have to sell a refrigerator to an Eskimo, what would be your sales pitch?
10. Suppose you are a consultant and the owner of a chewing gum company comes to you asking for a reason for dip in sales in recent months and advice to increase profits, what would you do?
11. If you had to cut a square shape cake into 8 pieces but you can only cut 3 times, how would you do it?
12. How do you describe yourself as a team member and a team leader?
13. Do you think you are effective or efficient?
14. How would your team members define you?
15. What are your weaknesses?
16. Why do you think IE should recruit you as a student?
17. How are you going to finance your education?

Interview #12

1. Present yourself
2. What are the qualities of a leader
3. Areas of improvement
4. Why Yonsei as an Exchange university?
5. Why Mim? Why IE?
6. Short-term goals?
7. How are you planning to finance your degree
8. What will you do if not accepted
9. 1 thing you enjoyed about working at ABS and 1 thing you didn't like
10. What is special about an entrepreneurial environment compared to a traditional company
11. What is special about your Executive MBA and why should people join it
12. How did you advertise for your programs
13. If you had to invest in a digital company what would that be
14. If you were given 15.000€ and 1 free month what would you do with it
15. Do you have any questions for us?

Interview #13

Here the interviewer did not start with classic "walk me through your CV" sentence

- How did you learn about IE?
- Why IE?
- Tell me a challenging situation you faced in your work.
- Tell me a latest innovation/technological development/etc.
- Tell me a teamwork you participated in and how did you contribute?
- What is your personal brand (what makes you distinct)?
- Tell me a time made you feel energetic and creative last week?
- In the recent year, what was the most important decision you gave?
- General misconceptions of others about you?
- Tell me something about yourself that is not stated in your CV?
- Have you applied other schools?
- What did you don't like most about the job you did?
- Tell me a time you reach and agreement/convince someone?
- How will you finance your education?
- Tell me a time you showed adaptability to changing situations
- Tell me a time you managed to deal with a person who has a different personality.
- Any questions for me?
-

School 11: ESADE Business School interview questions

ESADE Interview 1

1. What did your mother do? Was she socially active?
2. What did your father do? Was he socially active?
3. Describe your most important character traits.
4. Describe Esade students with 5 adjectives.
5. How were your international experiences? What did you learn?
6. Why the Global Strategic Management Master?
7. Youtube video specific stuff (what did you think about the video?) [He was sent a specific TED talk to watch before the interview]
8. -Why do you think Consulting is the right industry for you?
9. -Why did you choose to apply to Esade?
10. Essay specific stuff (How did you get involved in the Paralympics etc., evaluate on your future career goals)

ESADE Interview 2

1. What makes you a unique candidate?
2. What can you bring to ESADE?
3. Why ESADE?
4. Why the Masters in Management program?
5. They also asked specific questions regarding my CV and the activities I've done, the life I live, etc.
6. 10 years from now, if you were to be on the cover of TIME magazine, what would it say about you?

ESADE Interview 3

1. Describe your CV
2. Why Esade?
3. Why Barcelona?
4. Why MIM?
5. Why CEMS?
6. Which other universities are you applying to? Why?
7. What would you do if you are not taken for CEMS?

Other ESADE Questions

1. What is your favorite movie? Why?
2. What is your favourite actor? Why?
3. Who would you be if you could be everything
4. Do you know anyone at Esade?
 Favorite Song?
5. What are you most proud about in your life?
6. What are your strengths? Have these always been your strengths or have you worked towards those?
7. What would you change in your life if you could?
8. What kind of criticism have you received and how did you handle it?

Interview 4

1. If your life were to be made into a movie, what would the trailer be like?
2. What other schools are you applying to?
3. Tell us about your international experience.
4. Where have you lived in? Why?
5. Talk to us about your most recent professional experience.
6. The environment at ESADE is fairly competitive. How do you do in such an environment?
7. What are your hobbies?
8. What are your short term and long term career goals?
9. What are your biggest weaknesses?
10. Do you have any questions that you would like to be asked, but we didn't ask you yet?

Interview 5

1. Why did you choose your undergraduate degree and university?
2. Why don't you want to do a Master in Entrepreneurship?
3. Why do you think is now the right time for a Master degree?
4. What do you consider better? Smaller or bigger universities?
5. Do you think ESADE is a big or small university?
6. If you could be someone else for a day, who would it be?
7. If you could be a fictional character, which would it be?
8. How did you learn about ESADE?
9. Why MiM?
10. Why CEMS?
11. What makes you a unique person?

12. How would your friends describe you in 5 words?
13. If you were accepted at all universities you applied to, what 3 criteria would you use to evaluate where to go?
14. How do you measure internationality?
15. How did you manage to do so much at once?

Interview 6

1. Why did you pursue marketing during your Undergrad? why leave the field now?
2. Tell me about your internship,
3. 5 words your colleagues would use to describe u?
4. What were your childhood interests?
5. Which other colleges are you applying to?
6. If u get an admit from all what factors would u use to decide ?
7. What are the things that drive u at ur workplace?
8. What would you say is your biggest achievement?
9. What is your backup plan in case u don't get work in the profile u want to after graduation, how flexible are you?
10. Why Esade?
11. why should we accept you?
12. What do you know about the current atmosphere in Europe? Does it concern you ? How do u keep yourself up to date with what's happening?

Interview 7

1. Any recent news or policy in Europe which concerns you?
2. Tell me about yourself in a very summarized way. Like who is Adarsh in 2 minutes.
3. Why MiM? Why do you think this is the right time?
4. Being a non-European candidate, how are you going to deal with career service, as getting a work visa is a little difficult in Europe and different from your home country, like here you have attend career fairs.
5. Where do you plan to work after graduation?
6. Why do you think we should choose you? What would you bring to ESADE?
7. Why ESADE is a good fit for you?
8. How are you going to finance your study?
9. Have you had any international experience?

10. Have you interacted or worked with people from different countries?
11. Is adaptability going to be an issue for you? How adaptable are you?
12. How would your friends or workers describe you in 5 words?
13. Where all have you applied?
14. If you get selected in all of them then how will you evaluate your choice? What factors will affect your decision?
15. Why CEMS?
16. Any questions you would like to ask?
17. What are your career goals after graduating from ESADE?

School 12: Imperial (Kira Platform)

1. What type of leader are you?
2. Describe your personal leadership experience
3. What qualities are important as a leader and what have you done to obtain these qualities?
4. How did you handle a problem that occurred while working in a team outside the university or work
5. What is your ideal of an ideal work culture?
6. Talk about a time when you overcame a challenge
7. What's your Greatest achievement OUTSIDE of studies and professional life.
8. Have you ever worked in a diverse group? How did you overcome challenges with your teammates?
9. Have you ever analyzed data to solve a problem? What was the outcome?
10. Describe your role in an extra-curricular project
11. What would your supervisor say about your strengths and weaknesses?
12. Can you share a weakness that is now a strength?
13. Which historical figure would you like to meet?
14. Tell us about an innovative solution you developed to solve a problem.
15. What challenges do you foresee in the business sector of London?
16. Describe the most difficult problem you have ever encountered at work. What made it difficult?
17. Describe a situation when you anticipated a problem. What did you do about it?
18. How would you invest a 1000 pounds?
19. Why do you want to study at Imperial?
20. How do you plan on utilizing the school's resources?
21. If you received an admit, what would you say to your class-mates on the first day of school?

School 13: WHU

1. Tell me about your education.
2. Why is your GPA low?
3. How would your friend describe you?
4. How would a family member describe you?
5. Describe a situation where you handled a conflict with a co-worker.
6. Describe a situation where you handled a conflict within your team members.
7. Describe your leadership style.
8. Why do you believe you possess that kind of leadership?
9. Do you believe that your leadership style is flexible?
10. Why did you choose to apply to WHU?
11. Why should we select you?
12. Do you have any international experience?
13. Have you ever been to Germany?
14. Have you ever interacted with a person from Europe?
15. What are the differences you noted between your culture and European culture?
16. What are the difficulties you believe you would encounter coming to Germany?
17. What are your short term goals?
18. Why these goals?
19. How would you spend your time at WHU?
20. If you could place a message on a billboard, what would it be?

School 14: Duke Interview questions

Interview #1

1. Introduce yourself.
2. Walk me through your resume.
3. Why Duke? Why Fuqua? Why MMS?
4. What are your plans post MMS?
5. Why MMS:FOB and not MMS:DKU?
6. What will you bring to the program?
7. Experience working in teams as a team leader, and as a member?
8. What were the challenges faced during undergraduate degree?

Interview #2

1. Brief story about myself
2. Explain your resume
3. Why are you interested in this programme?
4. What is leadership in your opinion
5. What are your major strengths/weaknesses?
6. What qualities make a good leader ?
7. Describe your experience as a leader
8. Challenges in working with a team
9. What do you think can be the Cross cultural difficulties in teams ?
10. Tell me Time when you had a failure and what you learnt
11. If your colleagues would describe one strength and one weakness about you what would it be
12. Tell me something random about yourself

Interview #3

- 1) Tell me about yourself
- 2) How does Fuqua MMS program correlate with your long term and short term goals
- 3) What do you know about Fuqua School of Business
- 4) Tell me about a time when you met with a failure and how did you overcame it
- 5) 2 weakness which you want to overcome at MMS FOB program

- 6) Rate yourself on 1 to 10 (1 is the lowest)
 - a) Leadership Skills
 - b) Working in a team
 - c) Emotional quotient
 - d) Self awareness
- 7) Any questions for me?
- 8) Which other schools are you applying to?
- 9) What would be your fallback option if you don't get through Strategic Consulting at the end of MMS: FOB program

Interview#4

Tell me about yourself,
Tell me about a difficult situation you handled,
What's your leadership style?
Why duke,
Why MiM and not MBA?
What are your goals after MiM?

Interview#5

1. Why Duke? Why MMS?
2. What would allow you to cope with the rigor of the program?
3. Are you a team player?
4. What weakness do you intend to improve at Duke?
5. How do you motivate others?

Interview#6

Tell me about yourself in 60 seconds, what is your story
What motivates you?
What is your leadership style?
Why are you applying to the US, why not the home country or any other country?
South America and China, have good mfg. firms, why not go there? (Based on the answer to the previous question)
Where are these companies based?
What is team Fuqua?
Would It be a challenge for you to interact with people from different backgrounds and nationalities?
Why not MBA?

Which schools are you applying to?
If I give you 30 seconds, what will you say to me?

Interview#7

1. Tell me your story.
2. What were the leadership positions that you have held over the years in college and at work? What were your experiences playing the role?
3. Have you left behind any legacy? If so, what is it and what is its impact?
4. Why MMS and why Duke?
5. Where do you see yourself post MMS?
6. How do you plan to add value to Fuqua?
7. Do you have any questions for me(the interviewer)?

School 15: EDHEC (Sonru Recorded Questions)

Interview #1

- What do you think are the core qualities of a team?
- What type of leader are you?
- What kind of challenges arise while working in cross-cultural teams?
- How did you convince your team-members to reach a consensus?
- Describe your role in a non-academic group project.
- What would your supervisor say about your strengths and weaknesses?
- If you could meet anyone, dead or alive, who would you meet?
- Tell me about a time when you had to use data to understand or solve a problem ?
- Where did you get the data and what was the outcome
- Give us an investment idea
- If you had to describe EDHEC to a group of freshers, what would you say?

Interview #2

- What do you think are the core qualities of a leader?
- If you could fly anywhere in the world, where would you go and why?
- If you could choose two famous people to be your parents, who would they be?
- Give an example of a time when your time schedule or project plan changed because of unforeseen circumstances. How did you get back on track?
- What do you think is a major industry in your country?
- Tell me about the time when you and the other person had to compromise to reach an agreement. How did you reach the agreement?
- What do you hope to accomplish by taking up this program?
- What are your career goals?
- What is your short term goal?
- Why EDHEC?

School 16: Warwick Business School

1. Introduce yourself
2. Tel us 3 key learnings from your work experience?
3. Tell us about any defining experiences from your under-graduate degree?
4. Why do you want to do MiM at this stage in your life/ career
5. How does your previous experience link to the post MiM career prospects?
6. What do you think are the characteristics of an ideal leader? Justify why you think so
7. How would your friends describe you?
8. What is your greatest achievement outside your studies and work life?
9. What will you bring to the class ?
10. Why do you think that you would fit in our class profile?
11. How do you plan on utilizing the school's resources?
12. One reason that we should not select you?
13. What are your short- and long-term career goals? Where do you see yourself in 5 years?
14. What is the reason behind choosing this career path?
15. Tell us about a challenging situation that you faced? How did you resolve it?
16. What are your greatest strengths? Give examples
17. What are your weaknesses? Give examples
18. What would you describe are your greatest achievement to date?
19. What are your Interests and Hobbies ? (Follow up question when the candidate replied Poetry - Why do you do poetry?)
20. Is there anything else that you want us to know about you that has not come up in this conversation?
21. Do you have any questions for us?

School 17: NUS

Interview#1

1. Tell me about your undergraduate course, cases and learnings.
2. CV- Tell us about your startup
3. How would you handle a new acquisition/ expansion?
4. How do you handle the finances of your startup?
5. You have mentioned about finance in your Motivation letter, tell me a case study about it.
6. Tell me the specific decision areas of handling a startup.
7. Tell us about the programme in Russia.
8. What would you bring to the program at NUS, outside and in the classroom?
9. Mention a specific quality/ trait about yourself.
10. What is your weakness?
11. The final thing that you would like to tell about yourself.
12. Any questions for us?

Interview #2

1. You've indicated that you've done a project on "Impact of promotion in the film industry", Can you tell me more about it?
2. Since you've mentioned you love photography, what's the best photo you've taken?
3. What's the most recent novel you've read?
4. What is the one issue that affects you the most?
5. Any questions for us?

Interview #3

- 1) What is the one issue that affects you the most ?
- 2) Why have you applied for the MiM and not for the MiM CEMS programme ?
- 3) Tell us more about the point 'Video & Audio editing' in your CV.
- 4) What is your favorite novel and why ?
- 5) Which historical figure you like the most and why ?
- 6) Do you have any questions for us ?

Interview #4

1. Why did you have 3 jobs ?
2. How did you get international exposure in Christ University ?
3. Name one positive and negative trait of yours.
4. Why do I prefer startups? Name some issues start-ups face
5. What are your goals?
6. What extra-curriculars have you done in university?

School 18: SMU

1. Tell me about yourself
2. Tell me about your startup
3. Tell me about your last job
4. Tell me about your most ambitious project till date
5. Which extra-curriculars are you most interested in?
6. Since you have mentioned your love for reading, if I had to ask you to recommend me a book right now, what would it be?
7. Why MIM?
8. Why not do an MBA or continue with your job? Why do you need a Masters?
9. Why did you choose SMU?
10. How would you contribute to SMU?
11. What are your long term goals?
12. How will you use this program to achieve your goals?
13. What do you know about Asian Businesses?
14. Do you plan to work in Singapore?
15. Explain a blind person how the colour orange looks
16. How will you approach a leader to suggest him measures for improvement?
17. How would you contribute to the class if you know nothing about ongoing discussions?
18. Would you retake GMAT for scholarships?
19. How did you know about SMU? Any other schools you applied to?
20. Any questions for me?

School 19: Ivey Business School

1. Run me through your resume in 2-3 mins.
2. What do you currently do in your role?
3. Why MiM? Why now and why Ivey?
4. Describe your career goal.
5. Why do you want to get into Management consulting now? (Will vary as per your career goal)
6. A time when you did something unpopular. Looking back would you have changed anything if you got a chance to do it again?
7. A time you felt frustrated. Looking back would you have changed anything?
8. Which other schools did you apply to and why? Have you applied to any other Canadian schools?
9. How would you contribute to the Ivey experience?
10. What clubs would you like to participate in at Ivey?
11. A time when you made a decision with limited data. Looking back would you have changed anything?
12. A time when you had to deal with an extremely difficult employee. How did you deal with the situation?
13. If you were the CEO of your company, what are the three things that would keep you awake?
14. Why did you choose the list of organization you want to work with post-MBA? How do you plan to land a job with them?
15. Why did you choose the role/profile that you want to work in post-MBA?
16. How do you plan to find a job post IVEY in Canada? What research have you done?
17. What would be your primary concerns in relocating to Canada, and in studying at IVEY?
18. Do you know how your target organization hire? Are you a good fit?
19. Do you have a Plan B if you did not get accepted at IVEY?
20. What action steps will you take if you do not find a job post IVEY?
21. Any questions for the interviewer?

School 20: Schulich School of Management

1. Tell me something about yourself
2. How was your experience at the student clubs you have mentioned during your UG?
3. Why do your grades have such a big difference between the first 2 and last 2 years?
4. What were the key learnings from your internship? Why didn't you continue with it?
5. Have you faced any conflict during your work life and how did you resolve it?
6. How well do you work in groups?
7. Can you describe what kind of a person you are?
8. Describe a life-impacting event.
9. What kind of situations stress you out?

10. How do you manage stress?
11. Do you have any experience of working in a dysfunctional team? What solution did you come up with?
12. Can you share any experience where you faced failure? How did you deal with it?
13. What is your career goal?
14. What are you thinking of MMGT now?
15. Why Schulich ?
16. How do you think this program will help you?
17. Have you checked out the specializations? Which ones are you interested in?
18. What kinds of approach will I use when studying new subjects ?
19. Why Canada?
20. How different will be living in Canada from living in your home country?
21. Why did you say xxx in your video interview? (Depends upon the key highlights of your video interview)
22. Do you have any questions for me?

School 21: Skema Business School

1. Present yourself to us and tell us why you're here
2. Walk us through your resume
3. Talk about the most striking experience in your resume/ What has been your most defining career milestone till date?
4. How did you land your first job/Internship?
5. What are the key learnings from your work experience?
6. Since you seem to have liked your old job, why not continue working?
7. How clear are you about your career goals?
8. Where do you see yourself in the long term - What kind of job profiles and companies you are working with and in which part of the world?
9. How well informed are you about the current news? Can you share any of the latest world updates that interest you?
10. Any recent economic news that concerns you?
11. What do you think about the economy of France/China? (Depends upon your campus choice)
12. What is the reason behind choosing this career path?
13. Are you passionate about this industry? Give me some reasons
14. What is the latest business news surrounding digital marketing (viz. The candidate's target industry)?
15. What do you think are the major challenges of your industry?
16. How do you see yourself contributing to the Industry?
17. Why France / USA / China / Brazil (depending on campus choice)?
18. Why SKEMA Business School?
19. How can this programme help you to achieve your career goals?
20. How will you contribute towards the program?
21. Do you plan on learning French ?
22. Do you have any questions for us?

School 22: EBS Interview Questions

Interview#1

1. Introduce yourself (The Interviewer said he didn't have the candidate's CV and depended entirely on what he told him over the phone)
2. Think about one good friend of yours. Why is he your best friend?
3. Think about a person with whom you do not get along very well. What is the one thing/one quality you admire about him/her.
4. Have you been on a team. One conflict your team faced and your role in helping to resolve it.
5. What do you do in your free time?
6. Take 2 minutes to prepare. And try convincing me to participate in the activity you are passionate about.
7. Have you helped someone. Describe.
8. Any questions that you want me to ask you, but I didn't ask till now.

Interview#2

1. I see you have a degree in chemical engg. with a varied work exp., with this, why would you want to go for an MIM from EBS?
2. Which city do you come from?
3. What are your short term goals? How will you realize them after your MIM?
4. How would your close friends and family describe you as a person?
5. A question based on the answer of Question no. 5
6. What is it that your friends and family would dislike with you about yourself?
7. You are projecting a strong image of being a leader, do you believe that this quality comes to you naturally? Can you describe any past experience that has moulded you into being a leader?
8. Think of a person you dislike strongly or hate. What are the qualities that you dislike about the qualities that you dislike in them?
9. Are there certain things you admire about that person?
10. Have you ever had a conflict between multiple team members in your team? Did you play any role as a leader in resolving it?
11. What are the challenges you think you would face coming to Germany?
12. Do you plan to work in Germany after graduation?
13. What do you do in your free time? What are your hobbies like?
14. I see you like travelling a lot! What does travel mean to you? What things do you gain or plan to do while you are travelling?

School 23: SAI Interview Questions

Interview#1

1. Tell me about yourself?
2. what's your internship mainly about?
3. Apart from your academics, what's your passion?
4. French presidential election
5. Brexit impact on Europe, especially on Ireland
6. If Le pen wins the election, what do you think of the economic impact
7. What's your recent reading? impressive book? What are your favourite magazines?
8. What is your French proficiency level?

Interview#2

1. Introduce yourself
2. Tell me more about your family business?
3. My role in the business
4. My expansion plan for the business?
5. Why do i want to join my family business
6. Why am I the perfect fit for HEC Paris?
7. Why HEC and mim not mba
8. Why france why not usa with 710 gmat
9. Who will be funding your degree?
10. Why did my ecommerce business fail?

Interview#3

1. Tell me something about yourself.
2. What are your future goals?
3. Why do you have an inclination towards marketing.
4. How is your French? And what do you know about France?

1. You mentioned you can understand newspaper articles in French. So are you aware of some of the current events that have influenced you?
2. What do you know about the events that took place in your own country?
3. Do you have any International Experience? Please tell us about it.
4. Are you aware about the curriculum and courses at the schools?
5. Are you in touch with students in these schools?
6. What are you going to do in France apart from the curriculum?
7. How do you get by(Financially, I clarified) in Bangalore? You have been Interning for a year.
8. Who will finance you for your studies?
9. Do you have any questions for us?

Conclusion

So, What's Next?

Now that you have access to rich interview resources, it comes down to how you plan on using them.

1. Pre-Interview Preparation

Brainstorm and be ready with a minimum of 3 to 4 strengths, weaknesses, key failures (and learnings from those failures) and examples of your major achievements.

Secondly, be very clear about your goals and how the school/program will help you achieve them.

Once you have these examples ready, you can use a combination of those to back your answers.

2. 4-Step Answer Process

I want to reiterate the concept of breaking your answers into 4 parts:

- Context (A brief about the situation)
- Challenges (Roadblocks, Obstacles involved in achieving the result)
- How did you tackle the challenges (Your Solution)
- Impact (Final Result)

This strategy gives the interview a clear insight into the kind of person you are and how you approach challenges.

3. Practice

The answer tips and sample interview transcripts will help you in building your thought process for the answer.

We have also given you a rich database of 100+ practice questions, we would strongly suggest you to prepare for at least 20-30 questions from each category so that you are prepared for any question that comes your way.

4. Practice with At Least 3-4 Mock Interviews

Irrespective of how much effort you put into practicing the questions, Mock Interviews are something that you absolutely must not miss out.

If you are one of our All-In-one clients, Mock Interviews are a part of the package. In case you are preparing on your own, get mock interviews done through your family, friends, and colleagues.

Take feedback after each mock and work on your weaknesses until you are confident.

Lastly, remember that the Adcom is asking you the questions not to challenge you but to get the best out of you. So do not worry, just remember to back your story with examples
focus on being yourself.

All the best!