



Global Executive MBA

Experience Real-time Transformation



The Business School
for the World®

The INSEAD GEMBA Advantage

Consistently ranked amongst the top Executive MBA programmes in the world by the Financial Times, there is a myriad of reasons why INSEAD's Global Executive MBA (GEMBA) programme stands out from the rest:

Multiple Perspectives

Class of 2021

230

Participants

33–45yrs

Average age range

63

Nationalities

31%

Women

14yrs

Average work experience

55%

Working outside home country

Main Industry Sectors:

Financial Services	20%
Technology, Media & Telecom	16%
Healthcare	12%
Energy	11%
Retail, Consumer & Luxury Goods	10%
Consulting	6%
Manufacturing & Conglomerates	5%
Others	20%

Geographical Diversity by Work Region:

Asia Pacific	33%
Europe	31.5%
Middle East & Africa	25.5%
Americas	10%

Beyond Diversity

Each class has an unparalleled diversity of nationalities and business backgrounds. In a GEMBA classroom environment, you will maximise your learning by challenging your assumptions and broadening your perspectives.

Real-time Transformation

The GEMBA programme offers a convenient schedule that allows you to study while you work. The modular format enables you to make an immediate impact.



Global Community

The bonds fostered with one another during the programme often translate to lifetime friendships and business opportunities. You will join the INSEAD family of over 58,000 influential alumni in more than 170 countries.



World-class Faculty & Research

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

Lifelong Learning & Support

You will be able to participate in electives and Key Management Challenges (KMC), and receive professional development support from INSEAD's Career Development team even after graduation.

Redefine the Leader in You

The unique Leadership Development Programme (LDP) combines a wide range of innovative learning methods to help you develop an authentic leadership style.





A Holistic Learning Experience

The GEMBA curriculum will expand your core skills and expose you to new management areas. The programme takes place on our INSEAD campuses in Europe, Asia and the Middle East. There are also opportunities to travel to off-campus locations.

Programme Structure				Asia Section	Middle East Section	Europe Section
Campus				Singapore	Abu Dhabi	Fontainebleau
Length				17 months	15 months	14 months
Days Out of Office				Approximately 55 – 60 days		
On-Campus Classes				12 weeks		
Courses		Months		Duration	Duration	Duration
11 Core Courses	Career Development	Leadership Development Programme	Aug 2020	1.5 weeks	-	-
			Oct 2020	1 week	1.5 weeks	-
			Nov 2020	1 week	1 week	2 weeks
			Jan 2021	1 week	1.5 weeks	1.5 weeks
			Feb 2021	1 week	1.5 weeks	-
			Mar 2021	1 week	1 week	2 weeks
			May 2021	0.5 weeks	1.5 weeks	1.5 weeks
				0.5 weeks	-	-
			Jul 2021	2 weeks (Fontainebleau)		
			Aug/Sep 2021	1 week (Fontainebleau)**		
			Sep 2021	1 week (Singapore)**		
4 Elective Courses*	3 Key Management Challenges*	Oct 2021	1 week (Abu Dhabi)**			
		Dec 2021	2 weeks (Singapore)			
Commencement		December 2021				
Submission of Final Degree Requirements & Degree Conferment – January 2022						

Programme schedule is subject to change

* EMBA alumni may also attend electives and KMCs (Subject to availability)
** Select any two locations, with one KMC per location

Tsinghua-INSEAD EMBA

If you would like to pursue an Executive MBA with both global perspectives as well as insights into Asia, you might want to consider the Tsinghua-INSEAD EMBA (TIEMBA). The TIEMBA is a 22-month dual-degree programme designed by INSEAD and China's prestigious Tsinghua University in Beijing.

The programme is delivered across five campuses (Beijing, Shenzhen, Singapore, Fontainebleau, Abu Dhabi), providing you global exposure as well as deepening your understanding of emerging markets such as China.

For more information, visit: tsinghua.insead.edu

“The exposure I gained at INSEAD has helped me to strengthen my business. I was able to use the framework I’ve learnt in the class to articulate and formulate business ideas for implementation.”



Addaem Chandran
Malaysian
Founder & CEO
Prof Muhaya Eye & LASIK Centre
GEMBA 2017

“Halfway through the programme, I was asked to become the leader of a cultural change project. I couldn’t have considered that without the GEMBA. It has also enabled me to pass on some of my INSEAD learnings to my team.”



Milena Bowman
Bulgarian
Executive Manager
Airspace, Systems and
Procedures a.i.
EUROCONTROL
GEMBA 2016

Practical Learning

11 Core Courses

The first half of the programme comprises 11 core courses covering the fundamental disciplines that all business leaders need:

- Corporate Finance
- Financial Accounting
- International Political Analysis
- Leading People and Organisations
- Macroeconomics
- Managerial Accounting
- Marketing
- Prices and Markets
- Process and Operations Management
- Strategy
- Uncertainty, Data and Judgement

3 Key Management Challenges

We recognise that real-life management does not always fall neatly into business school subject departments. This is why we devised close to 20 KMCs as innovative courses to cover broader, multi-disciplinary, company-wide issues.

Sample KMC Courses:

- AI Strategy for Startups & C-suites
- Conducting Business Across Cultures
- Corporate Governance & Leadership
- Entrepreneurial Leadership
- Strategy & Impact

Maximise Your Career Potential

INSEAD's Career Development for Working Professionals (CDWP) team understands the diverse career needs of GEMBA participants. Whether you are looking for career advancement or exploring opportunities for career progression outside of your current organisation, our team of professional coaches partner with you to guide and support you throughout your journey.

We offer a wide range of services from individual career coaching sessions, to on-campus workshops, online webinars and networking events. Throughout your programme you will

4 Elective Courses

Elective courses take place on INSEAD's Fontainebleau campus over two weeks in July. With a wide selection of around 20 electives to choose from, you will be able to go deeper into some of the disciplines covered in the core courses and explore new areas, depending on your interest. Every year, GEMBA and TIEMBA alumni have the opportunity to return to campus to join in the elective courses, making the EMBA programme a lifelong learning experience.

Sample Elective Courses:

- Blue Ocean Strategy
- Brand Management
- Data Science for Executives
- Negotiations
- Private Equity
- Psychological Issues in Management
- Realising Entrepreneurial Potential

Final Project and Independent Study Time

In addition to the time spent on campus, you will need to allow time for independent study, preparation for classes, writing two essays and three reflective papers. You will also have a final project based on real-life experience to demonstrate your learning from the programme. These add up to about 10 to 12 hours of homework a week.

have several opportunities to develop your skills on career planning, CV & LinkedIn writing, interviewing techniques, networking and negotiation skills, and many more. INSEAD is well-respected by companies worldwide looking to hire the best talent. Additionally, the extensive INSEAD alumni base is represented globally in a wide range of industries and fields. Whether through the INSEAD career platform, the alumni directory, networking events and panels, or guided individual outreach, there will be plenty of opportunities for gaining market insights and developing strong connections throughout and beyond your programme.

Develop an Authentic Leadership Style

Today's leaders must strike a balance between self-reflection and action to help their organisations adapt to the unknown. Just as importantly, they must know themselves and understand their impact on others.

INSEAD offers the LDP to help you shape your personal and professional development. Delivered by the INSEAD Global Leadership Centre, the LDP runs parallel to your academics throughout your time as a GEMBA participant, and combines a wide range of innovative learning methods designed to expand your range of effective leadership styles.

With the support of a digital holding space, the LDP accompanies you on your lifelong development journey both during and after the GEMBA programme.

LDP Elements

Academic Content	<ul style="list-style-type: none">• Leading people and organisations• Other leadership-related courses
Experiential Learning	<ul style="list-style-type: none">• Team building experiences & simulations• Leadership labs with live cases• Communication workshops• Peer exchanges & circles
Leadership Coaching	<ul style="list-style-type: none">• Individual, peer & group coaching• 360° & progress feedback
Live Forums	<ul style="list-style-type: none">• Meet inspiring leaders

“Through the LDP, I became much more self-aware of my current leadership style – its strengths and weaknesses. It also provided me with a systematic approach to continuously develop myself as a leader in an adaptive way to match the requirements of the next step of my career.”



Luidi Maia

Brazilian
General Manager
North America & Caribbean
OneSubsea Services
GEMBA 2016



INSEAD Women

The case for empowering women has never been stronger, not just because it is the right thing to do but because it is the smart thing to do. A growing body of empirical work shows that improving gender balance in the workplace boosts employee retention and organisational performance. It encourages economic growth and benefits society more broadly. Education plays a critical role in developing **gender balance in leadership**. INSEAD is committed to being a key player in this space.

INSEAD develops the **next generation of female and male business leaders** who are inspired and equipped to address gender balance throughout their careers in an integrated way through the **INSEAD Gender Initiative (IGI)**. We are evidence-based, rigorous and innovative. The IGI engages faculty, staff and alumni – male and female alike – to positively impact education, businesses and society.

Leading by example: To walk the talk, we are working towards gender balance within our own organisation,

leveraging academic insights and investigating best practices across diverse cultures.

Developing Pedagogy: We are developing our faculty to teach in a gender-balanced way across all programmes and educating students on the benefits of and the tools to develop an inclusive environment.

Engaging Alumni: To maximise our reach, we are raising awareness and providing practical knowledge that enables INSEAD alumni to become effective champions for gender diversity and inclusion.

Partnering with business and society: Through knowledge creation and sharing, we are supporting organisations to realise the benefits of improved gender balance with effective programmes and policies.

Find out more about **Women at INSEAD** at www.insead.edu/centres/gender-initiative

Some of our GEMBA Alumnae



Grazyna Piotrowska-Oliwa
CEO
Virgin Mobile Polska
and Virgin Mobile CEE
GEMBA 2005



Erin Gainer
Chair of the Board
HRA Pharma
GEMBA 2008



Hillary Miller-Wise
Founder & CEO
Tulaa
GEMBA 2011



Linda Loh
Global Insights &
Strategic Planning
Manager
Fonterra
GEMBA 2016



Trisha Naidoo
Principal: Mining &
Infrastructure
Afcorp Investments Pty
GEMBA 2017




“The events industry is the perfect place to leverage my energy. From luxury fashion to exotic travel, my amazing team organises more than 2500 global events a year. Celebrating success together, and motivating and uniting my team in all their positive differences is what drives me.”


Saskia Gentil


Events Director, Humanitarian, Globetrotter
GEMBA 2016


Your Journey Starts Here

Admissions Criteria

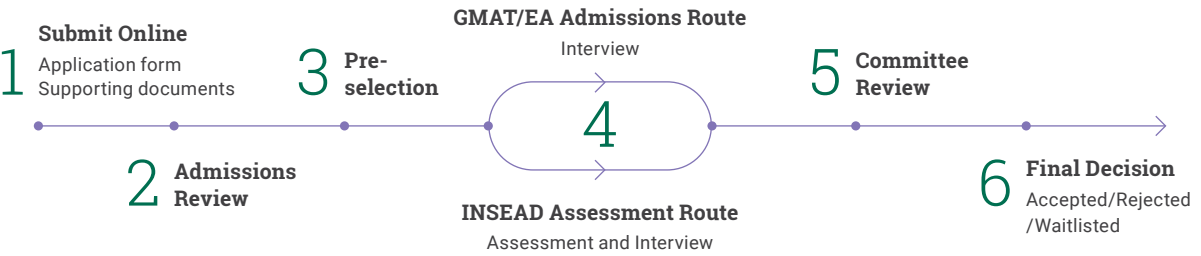
**ABILITY TO CONTRIBUTE**
Contribute proactively and share the insights gained from both professional and personal experiences

**ACADEMIC CAPACITY**
Undergraduate degree and GMAT, GMAC® Executive Assessment (EA) or INSEAD EMBA Assessment

**INTERNATIONAL OUTLOOK**
Adaptability and flexibility in multicultural environments, having lived, worked, or studied abroad or having vast exposure in an international context

**PROVEN LEADERSHIP**
Professional experience and performance that demonstrate potential as leaders

Admissions Process



Financing

48% of the Class of 2019 received an INSEAD scholarship. The scholarship is awarded across all sections (Asia, Middle East, Europe).

Candidates who wish to apply for a scholarship must be self-funded or company-sponsored to a maximum of 50% of tuition. For some scholarships, further restrictions apply. Find out more or apply for scholarships here: www.insead.edu/gemba/scholarships

Tuition Fees

August 2020 Asia intake: \$196,000 (GST Inclusive)
October 2020 Europe intake: €125,500 (VAT Inclusive)
October 2020 Middle East intake: US\$135,000 (VAT Inclusive)

Language Requirement

If English is neither your mother tongue nor the language in which your university degree was taught, you will need a certification of proficiency in English such as the TOEFL or IELTS. If English is your mother tongue, you will need to provide proof of basic-level (A2) ability in one other official language by graduation.

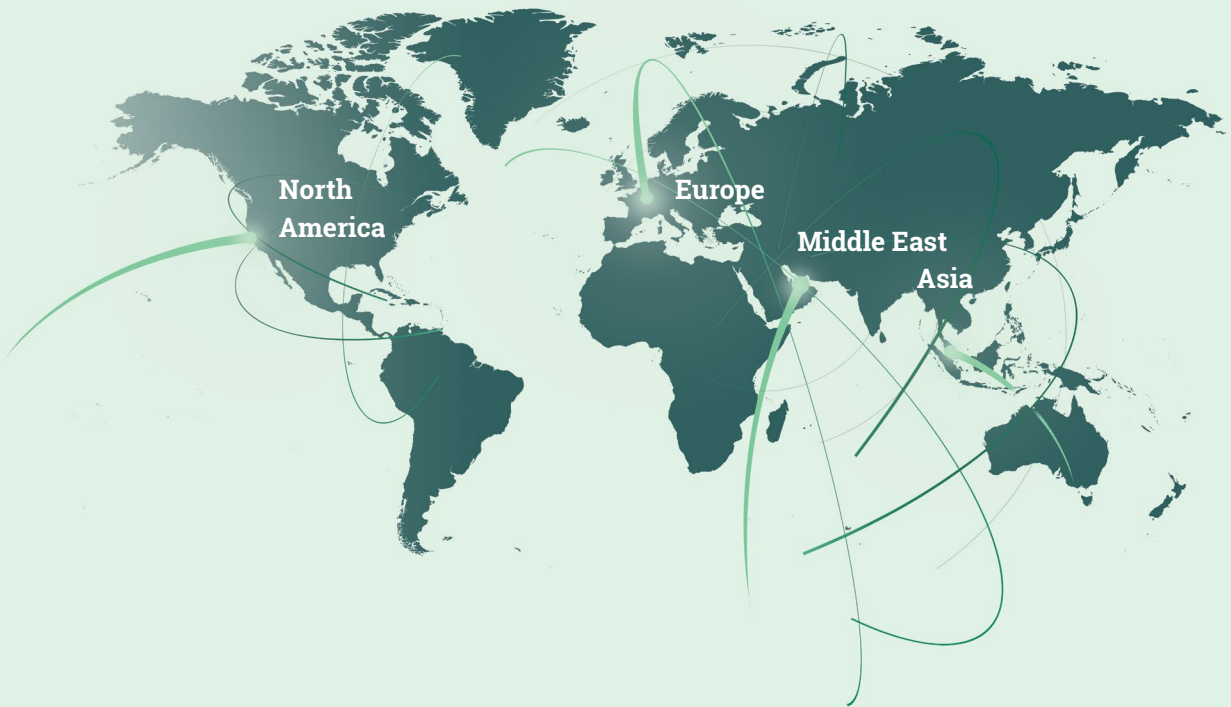
Application Deadlines (Year 2020 Intake)

We operate a rolling admissions process, with four deadlines for each of the three sections. We recommend applying as early as possible.

Round	Asia Section	Middle East Section	Europe Section
1	17 Jan 20	15 Feb 20	01 Mar 20
2	06 Mar 20	11 Apr 20	10 May 20
3	24 Apr 20	13 Jun 20	12 Jul 20
4	05 Jun 20	08 Aug 20	06 Sep 20

Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.



INSEAD does not discriminate on the basis of race, gender, religion, national or ethnic origin, age, sexual orientation, or infirmity.
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