CEIBS Global Executive MBA

www.ceibs.edu/gemba

Ranked Top 20 Globally for 8 Consecutive Years
- Financial Times EMBA Ranking

China Europe International Business School
CEIBS Global EMBA is a top-ranked programme that balances China Depth and Global Breadth for high-achieving business leaders who want to take their career and personal development to the next level. With modules available in 11 cities worldwide, a diverse student body from more than 20 countries, and two integrated cohorts running between China, Europe and Africa, CEIBS Global EMBA provides unparalleled opportunities for participants to expand their global network, while plugging into China’s largest business school alumni network.
Programme at a Glance

Flexible Format

20
Months

45
Days out of the Office

600
Classroom Hours

4+
Global Modules

4 days
every month

OR

8 days
every 2 months

A Transformational Learning Journey

IMPACT
Enhance your managerial effectiveness and return on investment by applying new skills, knowledge and frameworks within your company.

LEADERSHIP
Transform your ability to lead yourself, your colleagues and your organisation more effectively.

NETWORK
Expand your global reach and network, while accessing China’s largest business school alumni community.

GLOBAL
Develop a greater appreciation of global business opportunities by participating in a minimum of four global modules.

FACULTY
Work with world-class faculty and industry experts throughout a 20-month journey that balances China Depth and Global Breadth.

DIVERSITY
Learn from high-achieving classmates from over 20 countries and develop the collaboration skills needed to meet the complex challenges of today’s global business environment.
Diverse Peers Leading the Business World

Global EMBA Class of 2017

- 39
  Average Age

- 15
  Average Years of Work Experience

- 9
  Average Years of Management Experience

- 20
  Countries Represented

- 40%
  Female Participants

- 46%
  International Participants

Industry Breakdown

- Automobile 9%
- Construction/Real Estate 4%
- Education/Public Administration 4%
- Energy & Chemicals 11%
- Financial Services 11%
- Healthcare 12%
- Manufacturing 16%
- Professional Services 9%
- Retail & Consumer Goods 12%
- Technology/Media/Telecom 11%
- Other 1%

Regional Breakdown

- Mainland China 54%
- Europe 14%
- Americas 6%
- Middle East 3%
- Africa 11%
- Rest of Asia 9%
- Oceania 3%
CEIBS is unmatched in its record of nurturing business leaders in China. Being a part of that network has been an invaluable platform for my continued personal development. As China enters an exciting new phase in its development, CEIBS will continue to play a crucial role in bridging East and West and educating the business talents of tomorrow.

Leon Wang
Executive VP, International Region
Country President, China
AstraZeneca
Global EMBA 2001

I am proud to be recognised by the senior leaders I work with for my business acumen. I credit my CEIBS Global EMBA learning experience with putting me on that path. The world-class faculty excelled at putting theories into a real-world context. Throughout, the practical application was emphasised to implement ideas and achieve outcomes. I also benefited greatly from my classmates, all accomplished professionals with diverse backgrounds and experience. They were key to creating new perspectives and developing critical thinking.

Beate Bieniek
VP, Communications & Marketing
Global E/EA Segment & Asia-Pacific
Aptiv (Former Delphi Automotive)
Global EMBA 2004
The CEIBS Global Executive MBA is a 20-month learning journey that begins in November each year. To provide maximum flexibility for participants, the programme has two separate but integrated tracks. The content and faculty are identical for each track, the only difference is the timing and structure of the core modules. Both tracks will mix for all their elective modules. Applicants are welcome to apply for either track and admission criteria is consistent for each.

### Global EMBA - Single Module Track
This cohort takes core modules once every month for 4 days (Thursday – Sunday) at CEIBS Shanghai campus. There are two core global modules which all participants must take together, in Barcelona and Zurich, lasting 5 days each.

### Global EMBA - Double Module Track
This cohort takes core modules once every two months at a range of global locations (Shanghai, Barcelona, Accra and Zurich). Three of these modules will be in Shanghai, and will be delivered together with the Single Module Track classmates.

#### GEMBA 2018 Schedule

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<th>Single Module Track</th>
<th>Double Module Track</th>
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<td><strong>2018</strong></td>
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<td>Nov</td>
<td>Shanghai 7 Days</td>
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<td>Dec</td>
<td>Shanghai 4 Days</td>
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<td>Jan</td>
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<td>Mar</td>
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<td>Apr</td>
<td>Barcelona 5 Days</td>
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<td>Jun</td>
<td>Shanghai 4 Days</td>
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<td>July</td>
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<td>Aug</td>
<td>Zurich 5 Days</td>
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<td>Jun</td>
<td>Shanghai 4 Days</td>
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<td>May</td>
<td>Shanghai 4 Days</td>
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<td>Local Electives</td>
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<td>Global Electives</td>
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<td>Shanghai 7 Days</td>
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Core Modules

All participants will be required to complete the following core modules together with their respective cohort. The core modules will take place over the first 10 months of the programme (except Strategic Simulation, which occurs at the end of the programme).

- Leadership
- Economic Analysis
- Financial Reporting
- Marketing Management
- Organisational Behaviour
- Operations Management
- Corporate Finance
- Chinese Economy
- Strategic Managerial Accounting
- Strategic Management
- Entrepreneurial Management
- Strategic Simulation

Electives

The Elective stage allows you to specialise and tailor the course content to particular business needs. Participants will be able to choose from nearly 40 different electives in a variety of locations.

- Leadership
- Economic Analysis
- Financial Reporting
- Marketing Management
- Organisational Behaviour
- Operations Management
- Corporate Finance
- Chinese Economy
- Strategic Managerial Accounting
- Strategic Management
- Entrepreneurial Management
- Strategic Simulation

Local Electives

Participants can take local electives in Shanghai, Zurich, Accra, Beijing and Shenzhen. Chinese speakers can also join a selection of electives together with the CEIBS Chinese EMBA programme. The number of electives depends on the length and credit value of each elective; but on average, each participant will take 4 to 6 local electives.

Global Electives

Global EMBA participants are required to complete at least 2 Global Electives from a selection of 7 locations: New York, Accra, India, South-East Asia, Israel, Zurich, and São Paulo.

See full details about the Global Electives on page 18.

Rigorous Academic Focus

Capstone Project

The Capstone project takes place during the last 12 months of the programme. Participants will form groups of 4-5 classmates, in which they will apply their learning to a real-life strategic issue facing a classmate’s organisation.

The capstone project will be defended by the team in front of a panel of professors during the programme’s Exit Module.
Helping you develop further as a leader is a critical component of the CEIBS Global EMBA. The programme opens with a week-long module that focuses exclusively on developing participants’ leadership capabilities. In this module, participants don’t ‘learn’ leadership, they practice it.

Each participant is assigned an executive coach who works comprehensively with him/her throughout the module. The cornerstone of the module is an intensive day of outdoor activities, where each participant is filmed as he/she undertakes demanding leadership exercises. Using the video footage, the executive coaches will then analyse each participant’s behaviour in a leadership context.

This innovative and far-reaching approach helps each participant understand their own leadership style, laying the foundation for the remainder of the 20-month programme.

Participants can complement this foundation in leadership with:

- A core module on Organisational Behaviour
- Several electives focused on leadership
- Additional inspiring lectures and seminars in the area of leadership throughout the programme
- Comprehensive reflection segments during the programme’s Exit Module

"Whether you are the CEO of an organisation or the president of a country, all decisions get made within small groups, and this is how we examine leadership in the Global EMBA. The leadership module gives participants the chance to really observe their own behaviour as a leader and to reflect on it. In highly developed, skilled teams, leading and following is indistinguishable, so we focus on developing the team and bringing participants to an understanding that leadership is not a formal role, it is a process."

Jack Wood
Professor of Management
CEIBS

Switzerland
The Leadership Module was the icing on the cake for my CEIBS Global EMBA experience. The level of introspection that the module brings out, especially with the guidance of the executive coaches has been a transformative experience. I now look at leadership in a new light and this has impacted my personal and professional development. I was grateful to have my fantastic peers around me throughout. It was only through their frankness and energy that I was able to reflect and grow.

Pang Lei
Senior Operations Director
Coca-Cola
Global EMBA 2016

As an entrepreneur and business owner, I entered the Global EMBA already at an advanced stage of my business. The programme provided great insights for me to better scale up my business and invaluable wisdom to make a happy working environment for stakeholders. I have learned about Chinese society and culture and how to better do business as a foreigner in this market. In addition, the alumni network is incredibly powerful which allowed me to solve my business challenges with speed and success. The programme allowed me to reflect and alter my personal life. My view of the world has been more balanced geographically and philosophically.

Peter (Hyonsok) Son
Chief Executive Officer
Handeul Co. Ltd
Global EMBA 2010
To excel in the global arena, you need to experience the global business environment first-hand. Global EMBA participants will have the opportunity to choose from 7 Global Elective Modules across 5 continents. All participants must choose at least 2 Global Electives in order to graduate.

**Mergers & Acquisitions**
Hosted at CEIBS campus on the shores of Lake Zurich, this course analyses and evaluates enterprises’ merger and acquisition (M&A) activities from a strategic perspective, with a particular focus on Chinese multinationals’ global expansion into Europe through M&A.

**Opportunities and Challenges for Doing Business in India**
This module will provide participants with insights into the country, its culture and economy, as well as how to overcome the challenges involved in exploiting both market-seeking and efficiency-seeking opportunities.

**Innovation in Israel**
This module explores new business models and emerging trends in one of the most innovative countries in the world, Israel. We will also use the trip to understand the factors influencing Israel to embark on such an entrepreneurial and innovative orientation.

**Doing Business in Emerging Economies**
This module gives students access to one of the fastest and most dynamic regions in the world, visiting two major emerging economies, Thailand and Malaysia. An important feature of this region is the important role of government in designing and implementing policies that create a conducive business environment.

**Shaping Consumer Behaviour in a Global World**
This elective will focus on the new consumer world from the perspective of the consumers themselves, the sales forces targeting them, and the service sector. Field visits, interactive workshops, academic sessions and knowledgeable guest speakers will complement classroom lectures.

**Doing Business in Africa**
Africa is now attracting significant foreign direct investment and while many international companies have successfully established their operations in the continent, sustaining these operations can be complex. This module will enable participants to better understand the challenges and opportunities of investing and doing business in Africa.

**Doing Business in Latin America**
Participants will gain a first-hand understanding of Latin America today, with Brazil as an example. The module will include a historical, political and cultural overview of both locations, with case studies, company visits, guest speakers and networking opportunities with local managers.

**Doing Business in New York**
Participants will gain a first-hand understanding of Latin America today, with Brazil as an example. The module will include a historical, political and cultural overview of both locations, with case studies, company visits, guest speakers and networking opportunities with local managers.

**Doing Business in South Asia**
This module gives students access to one of the fastest and most dynamic regions in the world, visiting two major emerging economies, Thailand and Malaysia. An important feature of this region is the important role of government in designing and implementing policies that create a conducive business environment.

**Ghana**
Africa is now attracting significant foreign direct investment and while many international companies have successfully established their operations in the continent, sustaining these operations can be complex. This module will enable participants to better understand the challenges and opportunities of investing and doing business in Ghana.

**New York**
Participants will gain a first-hand understanding of Latin America today, with Brazil as an example. The module will include a historical, political and cultural overview of both locations, with case studies, company visits, guest speakers and networking opportunities with local managers.

**São Paulo**
Participants will gain a first-hand understanding of Latin America today, with Brazil as an example. The module will include a historical, political and cultural overview of both locations, with case studies, company visits, guest speakers and networking opportunities with local managers.

**Shaping Consumer Behaviour in a Global World**
This elective will focus on the new consumer world from the perspective of the consumers themselves, the sales forces targeting them, and the service sector. Field visits, interactive workshops, academic sessions and knowledgeable guest speakers will complement classroom lectures.

**South Asia**
This module gives students access to one of the fastest and most dynamic regions in the world, visiting two major emerging economies, Thailand and Malaysia. An important feature of this region is the important role of government in designing and implementing policies that create a conducive business environment.
CEO Events
CEIBS regularly hosts CEOs from Fortune 500 and leading Chinese companies, which provides GEMBA students and alumni with the opportunity to gain first-hand knowledge of key strategic challenges facing high-profile corporate leaders.

Industry Experts
CEIBS invites highly experienced industry leaders for lectures, roundtable discussions and one-on-one sessions on industry and career management strategies.

Industry Conferences
CEIBS hosts more than 10 industry forums each year, that are open to GEMBA students and alumni.

Business Visits
Our strong corporate connections and alumni network allow CEIBS to have unique access to some of the most successful and innovative companies in China and overseas.

Executive Forums and Seminars
Each year CEIBS hosts various Executive Forums, which provides GEMBA students and alumni with the opportunity to interact with some of the world’s leading private and public sector leaders.

EMBA Mixers
Each year CEIBS hosts China modules for leading overseas EMBA programmes, giving GEMBA students and alumni an opportunity to network with high-calibre executives from around the world.

Global EMBA Class Activities
Each Global EMBA cohort elects its own Class Committee that is responsible for organising family days, charity events, sports days, social events, mini-forums and ‘country days’, in addition to joint events with the Chinese EMBA classes.

Alumni Activities
CEIBS boasts the largest global alumni network among business schools in mainland China, with over 20,000 members working in more than 60 countries. Some of the many activities available to our global alumni community include:
- Annual school-wide alumni reunion
- GEMBA-specific alumni reunions
- CEIBS Alumni International Chapter
- Gobi desert challenge competition
- Events and study tours initiated by almost 50 local and 14 overseas chapters
- Sports club activities
My EMBA experience was fantastic and my classmates were a constant inspiration to me. The classroom brought such rich diversity. When we were discussing business cases, I could hear completely different perspectives from a range of cultures, functions and industries. It gave me the chance to step back from my own work bubble and reflect deeply upon myself and analyse business challenges and opportunities from a totally new angle.

CEIBS is an excellent platform for business leaders from China and around the world to step away from their everyday business lives and engage with fellow leaders from across the business spectrum. They brought a much bigger world and an array of infinite possibilities right in front of my eyes. Having seen the impact of CEIBS Global EMBA myself as a student, I have no hesitation in recommending the programme for high potential talents in my organisation in the future.

Ross Demirel
General Manager
Mobile Product Engineering
Telstra
Global EMBA 2010

Julie Wong
Chief Human Resources Officer
Greater China
Jones Lang LaSalle
Global EMBA 2011
CEIBS has five locations worldwide, with its main campus in Shanghai, as well as campuses in Beijing, Shenzhen, Accra (Ghana) and Zurich (Switzerland). CEIBS has enjoyed a rapid rise and is now one of the top 20 business schools in the world and the leading business school in the Chinese mainland.

CEIBS offers two integrated tracks for its English language, part-time Global Executive MBA programme.
CEIBS faculty are leading scholars and practitioners who are uniquely positioned to bridge and synthesise management practices from both East and West. CEIBS has developed an outstanding reputation for delivering participant-centred learning experiences supported by leading-edge research. 70% of CEIBS faculty are international.

Faculty Nationality Breakdown

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<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>North America</td>
<td>33%</td>
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<tr>
<td>Mainland China</td>
<td>30%</td>
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<tr>
<td>Europe</td>
<td>11%</td>
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<tr>
<td>Rest of Asia</td>
<td>25%</td>
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<tr>
<td>Africa</td>
<td>1%</td>
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World-Class Faculty

Katherine Xin
Professor of Management
Bayer Chair in Leadership
Associate Dean (Europe)
Co-Director of Centre for Globalization of Chinese Companies

Bala Ramasamy
Professor of Economics
Associate Dean

Xu Bin
Professor of Economics and Finance
Xu Jinglian Chair in Economics
Associate Dean (Research)

Jeffrey Sampler
Professor of Management Practice

Nikos Tsikriktsis
Professor of Operations Management
Associate Dean
Global Executive MBA

“CEIBS Global EMBA is a 20 month learning journey for senior executives who want to develop their capability to lead in business in any location around the world, but retain a strong interest in understanding China within the world at a deeper level. The programme consists of three high-level pillars. First, is the leadership dimension: creating leaders who are adaptable and able to deal with uncertainty. Second, participants make a rigorous deep-dive into the full spectrum of the business fundamentals. Finally, we conclude with integrative modules to make sure participants understand how the different business functions work together, including global elective modules in seven countries around the world.”

Greece
Obtaining company support for your Executive MBA study is one of the critical steps in any decision to apply to the programme. Here is some advice that you, the applicant, can use when building a case for your employer to support your EMBA study.

**Winning the Support of your Organisation**

**EMBA study is a PARTNERSHIP between you and your company**

It is important to position your EMBA study as a partnership, where you and your organisation are making a shared investment and expect shared returns.

**Understand your organisation’s past practice and policies**

Does your company have a history of sponsoring employees for EMBA study? Are there any formal internal policies in place already? Who is responsible for these policies? Do your competitors promote EMBA study for their executives?

**How to address the ‘retention’ question?**

This will, in all likelihood, be the number one concern for your organisation when considering an EMBA programme. Be prepared to highlight your own goals within the organisation for during your study as well as after graduation.

**How to manage and quantify your investment of time?**

Highlight the fact that you are also committing at least an equal amount of your own personal time. Consider the impact of your absence from the workplace and identify how to manage your work responsibilities while you are out of the office.

**What is a typical arrangement for financial investment?**

Many EMBA participants will come to an arrangement of shared financial contribution and it is advisable to be prepared for this outcome. Many companies that provide financial support will insist on a retention clause.

**How can the EMBA meet the specific needs of your employer?**

This will be the most critical part of building your case. It is important to tailor the expected returns to the organisation’s own needs. What are the benefits that most readily apply to your organisation and the realities they are facing?

**Benefits for your Company**

1. **ACCELERATE** your management team’s ability to assume new challenges and responsibilities.

2. **INVEST** in your organisation’s leadership pipeline, including facilitating your executives’ transition into more senior roles.

3. **DEVELOP** and retain key management talent to maintain your competitive advantage.

4. **INTEGRATE** key learning outcomes from each module into your organisation.

5. **LEVERAGE** CEIBS as a meeting place that fosters dialogue and opportunities for Chinese and global executives.
I founded my own company, that now operates across Africa, based on a business plan idea conceived during the Entrepreneurship module of the Global EMBA. Now, as an entrepreneur, what we learn in class is directly relevant to aspects of my daily business. My learning experience was further enhanced by the diverse nature of the class. I really feel like the whole world is in my class.

Uju Uzo-Ojinnaka
CEO & Founder
Traders of Africa
Global EMBA 2016

Being part of a Chinese company that is expanding with great pace outside of China, I sought a programme that would broaden my global perspective and hone my ability to lead in complex and diverse environments beyond my own doorstep. CEIBS’ Global EMBA provided this and so much more. It was truly a transformational experience and has greatly benefitted my own development and my contribution to my organisation.

Lucy Weng
General Manager
Ningbo Joysun Technology
Global EMBA 2011
Take the Next Step

The next Global EMBA class starts in November 2018

The dates of Admissions Rounds below are guidelines for planning your application.

Round 1: 17 March 2018
Round 2: 8 June 2018
Final Round: 31 August 2018

The sooner you apply, the sooner you’ll receive a decision. We strongly recommend completing your application as early as possible to give yourself the best chance for admission. Applications to the Zurich and Accra campuses can be made on a rolling basis.

Evaluation Criteria:
- Undergraduate university degree or above.
- 10 years’ work experience with 7 years in managerial positions. (You are welcome to contact us for an assessment of your experience)
- Strong command of both written and spoken English.
- A highly committed organisation that allows you to attend classes; financial sponsorship by your company is not obligatory.

Application
Online application can be completed at: gemba.ceibs.edu
Required documents are:
- Application form and your CV
- Two recommendation letters
- Your company’s organisational chart
- Copy of your educational degrees or official transcripts
- Four essay questions

Admission Test
Candidates are encouraged to take the Executive Assessment, administered by the Graduate Management Admission Council (GMAC), creators of the GMAT® exam.
Learn more about the Executive Assessment by visiting www.gmac.com/ea

Interview
After you submit the completed application, qualified applicants will be invited for an interview.
An admission decision will be made within two weeks of you completing the application process. The Admissions Committee will make an overall assessment of your candidacy after reviewing your application materials, the test score and the interview result.

Meet with Admissions Staff
It is strongly encouraged that you meet with admissions staff before you apply, so you are better informed of the programme details and are better able to decide if the programme is the right fit for you. It’s also an opportunity for you to know how best to prepare your application to give yourself the best chance for admission.

Application Process

1. Meet with Admissions Staff
   It is strongly encouraged that you meet with admissions staff before you apply, so you are better informed of the programme details and are better able to decide if the programme is the right fit for you. It’s also an opportunity for you to know how best to prepare your application to give yourself the best chance for admission.

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   Online application can be completed at: gemba.ceibs.edu
   Required documents are:
   - Application form and your CV
   - Two recommendation letters
   - Your company’s organisational chart
   - Copy of your educational degrees or official transcripts
   - Four essay questions

3. Admission Test
   Candidates are encouraged to take the Executive Assessment, administered by the Graduate Management Admission Council (GMAC), creators of the GMAT® exam.
   Learn more about the Executive Assessment by visiting www.gmac.com/ea

4. Interview
   After you submit the completed application, qualified applicants will be invited for an interview.
   An admission decision will be made within two weeks of you completing the application process. The Admissions Committee will make an overall assessment of your candidacy after reviewing your application materials, the test score and the interview result.
The tuition fee covers:

- Tuition for the 20-month programme.
- Textbooks and other teaching materials.
- Access to the school library, computer resources and other school facilities.
- Lunches during all the modules.
- Attendance at Global EMBA-organised forums and lecture series.

CEIBS Global EMBA offers different solutions to help candidates finance their studies.

**Scholarships**
CEIBS offers several scholarships to fully or partially self-sponsored candidates to enhance the programme’s diversity. These are merit-based scholarships ranging from 5% to 25% of the tuition fee. Find more information on our website: [http://www.ceibs.edu/gemba/scholarships](http://www.ceibs.edu/gemba/scholarships).

**Instalments**
Participants who are self-sponsored can apply for a flexible payment schedule to spread out the cost of tuition. Conditions can be discussed confidentially with Global EMBA Admissions staff.

**Loans**
On behalf of Chinese and international participants, CEIBS cooperates with banks and financial institutions to secure loans with a competitive interest rate and structure.

**Tuition and Financial Support**

The tuition for the 2018 intake is USD 96,000.

**Contact us with your enquiries at any of our three locations worldwide:**

**Shanghai Campus**
699 Hongfeng Road,
Pudong, Shanghai, P.R.C.
Tel: +86 13918275076
Email: gemba@ceibs.edu

**Accra Campus**
5 Monrovia Road, East Legon
Accra, Ghana
Tel: +233 544315238
Email: africaprogram@ceibs.edu

**Zurich Campus**
Zurich Institute of Business Education
Hirsackerstrasse 46, CH-8810 Horgen, Switzerland
Tel: +41 44 728 99 44
Email: info@ceibs.ch

Visit our website: [www.ceibs.edu/gemba](http://www.ceibs.edu/gemba)