

MICHIGAN ROSS MBA



GMBA

Global Program

Global MBA Program Highlights

UNIQUE STRUCTURE

Michigan's Ross School of Business designed the Global MBA Program to best meet the unique needs of sponsored managers targeted to lead their companies into the next generation.

DISTINGUISHED DEGREE

All Michigan Ross MBA programs adhere to the same rigorous curriculum, and all Michigan Ross MBA graduates receive the same degree.

INTERNATIONAL REPUTATION

The Michigan Ross MBA consistently is rated as one of the leading MBA programs in the world.

FLEXIBILITY

Michigan Ross offers more than 110 elective courses taught by experts in nine academic departments. Students may further broaden their experience by electing up to 10 hours of graduate study in other University of Michigan schools and colleges, performing independent research for credit, participating in our International Exchange Program, or taking advantage of one of our dual-degree programs.

NETWORK BUILDING

Students build relationships with elite managers from leading global companies, classmates from the United States and all over the world, and the vast international Michigan alumni network — one of the largest in the world.

TIME-SAVING SCHEDULE

To minimize job absence of talented employees, students take first- and second-year courses continuously without a summer vacation, so the program completes in 16 months.

DISTINGUISHED FACULTY

The entire program is taught by Michigan Ross faculty. Faculty members teaching the core courses invite students to join them for lunch and dinner in small groups and hold office hours exclusively for Global MBA students. These relationships last well beyond the conclusion of study.

DIVERSE CULTURAL LEARNING

Students spend one month each in China, Japan, and Korea, and then 13 months in Ann Arbor, Michigan, with the diverse Michigan Ross student body. The school offers tours in each country to facilitate opportunities for students to expand their understanding of local business, history, and culture.

EXTRACURRICULAR ACTIVITIES

Throughout the program, students can participate in diverse extracurricular workshops, lectures, and seminars to strengthen their understanding of business skills. Students also can join more than 70 academic and social clubs.

POST-MBA RESEARCH

Students can deepen their knowledge in their professional field by joining the post-degree research project for seven or 14 weeks.

Welcome ::

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You've chosen to pursue an MBA degree during a critical inflection point in history. Leadership, creativity, and innovation are at a premium as business plays an increasingly significant role in addressing the globe's most pressing economic and social issues.

Business is an economic engine, of course. It creates jobs. It creates wealth. But in today's society, business is — and can be — so much more. The great challenges of our day — whether they are related to financial systems, the environment, poverty, healthcare, or energy — can best be resolved through collaboration across multiple sectors, cultures, and economies.

Multidisciplinary thinking, the ability to learn quickly from experience, and cross-cultural teamwork are essential skills for today's global business leader. And no school is better equipped than Michigan Ross to help you hone those skills.

The rigorous Global MBA core curriculum is identical to the Full-time MBA Program at Michigan Ross, but is sequenced to meet the unique needs of sponsored students. We've created an action-based environment where students learn not just by example, but by practice, as well. The program culminates with the Multidisciplinary Action Projects (MAP) course, which places student teams inside actual companies for seven weeks. Students work as consultants, crafting creative solutions to real business problems.

MAP is just one example of how Michigan Ross challenges students to demonstrate open-mindedness, agility, and teamwork. This is especially true in our Global MBA Program, which spans multiple countries over the course of 16 continuous months.

Our goal is for you to return to your sponsor with critical new insight, deep business knowledge, and relevant experience to lead innovation and deliver long-lasting value in your field.



Sincerely,

Alison Davis-Blake

Edward J. Frey Dean and William Festinger Collegiate Professor of Management



E. Han Kim

Faculty Director and Fred M. Taylor Professor of Business Administration

SOLVE THE RIGHT PROBLEMS

ACTION-BASED LEARNING ::

Action-based learning is an approach to business education that requires us to continuously create relevant, challenging ways to connect our students with the world of practice. It informs how our faculty teach, the way our students interact with one another, and how we think about leadership. Action-based learning is messy. It exposes you to uncertainty. It puts you on the edge. It asks that you combine imagination, analytical rigor, and judgment. It provides an experience you won't get from a case, a lecture, or even most internships. It's designed to foster resilience.

No other method of learning can better prepare you to thrive in business and management today. If you don't ask the right questions, you'll likely find yourself solving the wrong problems. We design our action-based learning programs to give you the perspective to identify and then address the important challenges in any organization, and to give you the resilience to lead teams to solutions. We believe this is an essential element of leadership, and a prerequisite for success in any career.

Our alumni believe that the resilience gained through action-based learning is an essential and enduring ROI of the Michigan Ross MBA.

A portrait of Diane Bouis, a woman with long, wavy, light brown hair, smiling warmly. She is wearing a brown velvet blazer over a yellow top. Her hands are tucked into her pockets. The background is a solid dark blue.

Diane Bouis //

MBA '12

The Inovo Group LLC

“Getting my MBA was about shaking up my entire career,” says this PhD research scientist and native of France. “Science has smart people, but not necessarily adventurous ones. Ross has both.” Diane spent six years as a post-doc at the University of Michigan Health System; today she brings the scientist’s view to business situations. That perspective came into play during her Multidisciplinary Action Project (MAP), when the client asked her team whether or not it should acquire a European medical device manufacturer. “I understood the mechanics of the device, but how do you value it? Fortunately, our team had a good mix of skill sets to approach the problem.” Diane’s team was successful, she says, because people took time to explain their expertise. “Everyone had humility about their strengths and weaknesses, and everyone had each other’s back.” Diane further studied team dynamics in her Managing Creative Teams class, a part of Michigan Ross’ management and organizations group. “I have always known by instinct how to work with people,” she says. “But the scientist in me was fascinated to see the body of research about what makes teams effective.”



SINCE 1992:

750 ORGANIZATIONS
1,500 MAP PROJECTS

ACTION-BASED
LEARNING

^ Through MAP, MBA students work on real-time, real-world projects for such companies as Cummins (left), Diverse Energy (center), and YouTube (right).

Multidisciplinary Action Projects (MAP)

For seven weeks each spring, Michigan Ross Global MBA students devote themselves exclusively to MAP as a requirement of the MBA core curriculum.

Each year, we accept MAP proposals from sponsors looking to solve problems, improve processes, and target opportunities for growth. Since 1992, Michigan Ross students have completed more than 1,500 MAP projects for more than 750 organizations around the world. In 2011, Michigan Ross students traveled throughout 19 states and 26 countries for MAP projects.

We look for outstanding corporate, entrepreneurial, and nonprofit projects in a variety of industries both in the U.S. and abroad that require actionable recommendations to address pressing organizational challenges.

Each team consists of four to six Michigan Ross MBA students who are guided by faculty advisers. Each project requires analytical rigor, critical thinking, and problem solving in a dynamic environment. At the end of the project, teams present their analyses and recommendations to their sponsors and faculty in a written report and final presentation. To sponsors, MAP delivers real, data-driven solutions that they can implement.

To students, MAP delivers a transformative educational experience. Sometimes, as in the real world, your team might have less time and information than you wish. How do you make decisions when the variables change? How do you bring a team together under duress? How do you lead when things go awry? Even when MAP projects run into obstacles, the combination of sponsor and faculty support ensures that the educational value is solid.

“Action-based learning is a schoolwide commitment. We live and breathe it.”

Gale Amyx //
Managing Director,
Office of Action-Based Learning

RECENT PROJECT

SPONSORS (partial list)

3A SA (Switzerland)
3M Co.
A & D Technology Inc.
American Restaurants (Ukraine)
Avon Gear Co.
Conergy
Cooper Tire and Rubber Co.
Delphi China
Denso International
Diamond Lease (China)
Eastman Kodak Co.
Energy Conversion Devices
Experian PLC
Faurecia
Ford Motor Co.
Fulton Innovation
Global Technology
Ventures Inc.
Hyatt Regency Dearborn
Hyundai-Kia America
Technical Center
Hyundai de Mexico
Hyundai Translead
JPMorgan Chase and Co.
Merrill Lynch and Co. Inc.
MotionPoint Corp.
MPS Group Inc.
Northern Corridor Implementation
Authority (Malaysia)
Panasonic Corp. of North America
POSCO (Korea)
PTS International Co. Ltd. (Thailand)
QAD Inc.
Ross Controls
Samsung Electronics
Latin America (Brazil)
Savvis Inc.
Sumitomo Life Insurance (Japan)
TRW Automotive Holdings Corp.
Unicoba (Brazil)
Valassis
Valspar Corp.
Visteon Corp.

Other Action-Based Learning Opportunities

WOLVERINE VENTURE FUND Manage a \$5.5 million venture capital fund that invests in early-stage, emerging-growth companies. You'll evaluate deals, perform due diligence, and track portfolios.

GLOBAL PROJECTS COURSE Collaborate with faculty on international projects that address such issues as market entry, joint ventures, and strategic alliances. You'll spend the week of spring break abroad and work to produce valuable results for sponsors.

INTEGRATED PRODUCT DEVELOPMENT COURSE Partner with students in the University of Michigan's College of Engineering and School of Art & Design to research, design, manufacture, and market a fully functional, customer-ready prototype of an actual product. Then compete against classmates in a trade show.

BUSINESS LEADERSHIP IN CHANGING TIMES How will you deal with crisis in your organization? You'll find out when you study actual crises and take on the roles of CEO, board chair, Wall Street analyst, regulator, customer, competitor, and journalist. Then you'll interview actual executives who've weathered their own corporate crises.

ACTION LEARNING PROJECTS IN OPERATIONS, PROCUREMENT, AND SUPPLY CHAIN MANAGEMENT In this 14-week project, taught in cooperation with A.T. Kearney, students address a major operations or supply chain problem in a company. Students benefit from guest lectures by A.T. Kearney and Fortune 500 company executives discussing how to approach consulting in operations and supply chain, and recent developments from different industries.

POST-MBA RESEARCH PROJECT You may extend your education through a comprehensive research project integrating all that you have learned. The project begins in the fall term following graduation and is offered for seven or 14 weeks. Under the guidance of a faculty adviser, apply the knowledge gained at Michigan to a real situation faced by your employer. Then deliver a final report to your faculty adviser before presenting proposed solutions to your employer. The post-MBA research project is available exclusively to Global MBA students.

RIGOR EXPERIENCE FREEDOM

CURRICULUM ::

Challenges in business rarely are confined to one functional area. Leaders must be able to synthesize many perspectives in order to assess different kinds of risks and opportunities.

The broad-based management approach at Michigan Ross delivers an integrated view of business. The focus on action-based learning gives students the tools and hands-on experience to lead change, drive innovation, and implement creative solutions to organizational issues. Michigan Ross offers the flexibility to focus studies on a specific area or broaden studies over a variety of disciplines.

The Global MBA curriculum and degree requirements are the same as our two-year Full-time MBA Program. Global MBA students graduate with the same Michigan Ross MBA degree valued all over the world. However, the Global MBA Program schedule is adapted to meet the needs of managers who will return to their sponsoring companies after graduation.

Michigan Ross creates an environment in which Global MBA students foster personal relationships with managers at both international and specialized companies, as well as with people of diverse business and cultural backgrounds and leading Michigan Ross faculty members.

Grace Hong //

MBA '12

CBMC Corp.

Grace came to Michigan Ross because the school's focus on general management and strategy was the ideal way to diversify her marketing-based skill set. Plus, the 16-month Global MBA Program meant she could return more quickly to her family's business in the Philippines. "Ross offered a good balance," she says. Once she entered the program, Grace embraced the opportunity to explore operations, finance, and accounting. "Eventually I'll be leading my family's company, so I need to be strong in multiple areas. I will be able to make us much more efficient in the way we do business. I'm much more confident and willing to take risks." Grace credits her Cost Accounting class with teaching her to think holistically about her company's finances. And she says strategy professor Aneel Karnani helped her develop ideas for growing her family enterprise. "His Strategies for Growth course made me realize how all aspects of a business affect its expansion, so I need to be conscious of the decisions I'm making in every area."



Andrew Hoffman, one of the world's leading thinkers on business and climate change, addresses a class.

Program Structure

The Michigan Ross MBA curriculum prepares you to lead by offering a combination of rigorous fundamentals, practical experience, and the freedom to explore. Our goal is to provide an educational experience that is not just first-rate, but transformational. We want you to leave with broader aspirations, the tools to achieve them, and the confidence to pursue them.

PRE-MBA ENGLISH COURSE In conjunction with English training specialists, we have developed an intensive, three-week course to help those who speak English as a second language prepare for the Michigan Ross MBA Program. The sessions will advance students' listening, speaking, writing, discussion, and presentation skills, relative to the MBA coursework. Applicants who demonstrate proficiency in English during the application phase may place out of the course.

CORE COURSES During the first six months, through instruction in Asia and Ann Arbor, you will gain a broad grounding in the fundamentals of accounting, finance, business economics, organizational behavior, operations, marketing, and strategy.

ELECTIVE OPTIONS Two terms of elective offerings in Ann Arbor allow you to dive into topics that interest you most — from private equity to environmentally sustainable business. Choose from more than 110 courses at Michigan Ross or other top-ranked schools and colleges at the University of Michigan. Michigan Ross works with the schools of law, medicine, engineering, public health, public policy, and more to address the many vital intersections of business and society. Or choose to spend a term abroad on an exchange with one of our partner schools.

MULTIDISCIPLINARY ACTION PROJECT In May and June of the second year, you will complete the final course in the program, putting your MBA knowledge to work in the Multidisciplinary Action Project (MAP). MAP integrates your analytical tools with teamwork and leadership development on a strategic consulting project inside an actual firm or organization.

POST-MBA RESEARCH PROJECT Students in good academic standing may elect the Post-MBA Research Project to conduct comprehensive research in their professional field. Participants may perform research individually or with a team under the supervision of a faculty adviser. Choose either a seven or 14-week project in the fall term following graduation.

GLOBAL MBA // CLASS OF 2014 SCHEDULE

		COURSE OFFERED // CREDIT HOURS	CLASS DATES	LOCATION
2013		Pre-MBA English Course* // No credit	2/3-2/23/2013	Korea
	TERM 1	Written Managerial Communications // 1.5	2/25-3/1/2013	Korea
		Communications Management // 1.5	3/4-3/8/2013	
		Applied Business Statistics // 2.25	3/11-3/21/2013	
		Principles of Financial Accounting // 2.25	4/2-4/12/2013	Japan
		Applied Microeconomics // 2.25	4/15-4/25/2013	
		Financial Management // 2.25	5/6-5/16/2013	China
	TERM 2	Management Accounting // 2.25	5/20-5/30/2013	
		Human Behavior and Organization // 2.25	6/19-7/1/2013	Ann Arbor
		Operations Management // 2.25	7/8-7/19/2013	
		Corporate Strategy // 2.25	7/22-8/2/2013	
	Marketing Management // 2.25	8/5-8/16/2013		
	TERM 3	Electives // 8-18	9/3-12/20/2013	Ann Arbor
2014	TERM 4	Electives // 8-18	1/8-5/2/2014	Ann Arbor
	TERM 5	Multidisciplinary Action Projects (MAP) // 7.5	5/12-7/3/2014	Ann Arbor
		Post-MBA Research Project // No credit (optional seven- or 14-week format)	9/1-10/25/2014 or 9/1-12/20/2014	Ann Arbor

*Students who demonstrate proficiency in English during the application phase may place out of the course.

The Michigan Ross MBA Program requires successful completion of 57 graduate credit hours. Students must complete a minimum of 26.25 credit hours of coursework during the Fall 2013 and Winter 2014 terms, including an approved law or ethics course and the World Economy course (1.5 credit hours). Students may take a maximum of 18 credit hours during each of the Fall 2013 and Winter 2014 terms.





BROADEN YOUR MBA

CURRICULUM

Across the University

Business doesn't exist in a vacuum. It exists in the real, complex world full of doctors, lawyers, engineers, architects, policymakers, and others. Leadership requires a broad participation in society and openness to new ways of seeing and thinking.

As a Michigan Ross MBA, you have access to some of the world's premier graduate programs and faculty right here at the University of Michigan. We offer a wealth of ways to enrich your business education and worldview.

Michigan Ross MBA students can earn up to 10 credits toward graduation requirements by taking classes in other schools and colleges at the University. We invite you to explore the interplay of business with topics ranging from public health to public policy. Learn a foreign language to complement business studies of a world region. Collaborate with students in other University programs on a class project or business venture. To delve deeper, you may choose from more than 20 dual-degree programs.

DUAL-DEGREE OPTIONS

- Architecture
- Asian Studies – Chinese
- Asian Studies – Japanese
- Asian Studies – South Asia
- Asian Studies – Southeast Asia
- Construction Engineering and Management
- Educational Studies
- Fine Arts
- Health Services Administration
- Higher Education
- Industrial and Operations Engineering
- Information
- Law
- Management of Patient Care Services
- Manufacturing Engineering
- Medicine
- Modern Middle Eastern and North African Studies
- Music
- Natural Resources and Environment
- Naval Architecture and Marine Engineering
- Public Policy
- Russian and East European Studies
- Social Work
- Urban Planning

Focused Learning Opportunities

◀ Ned Tomasevic, MBA/MA '12 (left), turned MAP connections into an internship in Cambodia. Eshanthi Ranasinghe, MBA/MS '12 (center), befriended local girls during a WDI project in Bangladesh at a CARE fabric-dyeing collective. Kevin Shaw, MBA/MEd '11 (right), visited Washington, D.C., with charter school students.

“Your Ross education is customizable to your academic interests and professional ambitions. Ross and U-M really encourage interdisciplinary collaboration, so be willing to explore all the University offers.”

Kevin Shaw, MBA/MEd '11 //
Finance Associate,
KIPP Charter Schools, Newark, N.J.

Michigan Ross students inhabit a world of powerful, relevant ideas, both in and out of the classroom, through focused learning opportunities in the school's leading institutes and centers. The very opposite of ivory towers, these institutes and centers are committed to practice, experience, and hands-on learning.

SUSTAINABLE BUSINESS The Erb Institute for Global Sustainable Enterprise is a partnership between Michigan's Ross School and School of Natural Resources and Environment. Institute faculty and students are on the cutting edge of interdisciplinary research and education initiatives. www.erb.umich.edu

INTERNATIONAL EXCHANGE The Center for International Business Education and Research (CIBER) arranges semester-long study abroad programs with partner business schools worldwide, including opportunities in Asia, Australia, Latin America, and Europe. Students participating in an exchange are able to earn up to 15 credits toward their Michigan Ross degree.

ENTREPRENEURSHIP The Zell Lurie Institute for Entrepreneurial Studies and the Center for Venture Capital and Private Equity Finance bring together knowledge, experience, and opportunities from the world of entrepreneurship and alternative investments. Manage a venture capital fund, and meet investors and other entrepreneurs. Through the entrepreneurship elective courses, students gain the knowledge and skills to be successful entrepreneurs now or in the future. Courses engage outstanding faculty who are proven leaders in the entrepreneurial community. Courses explore the formation, financing, and management of new ventures, and specialized topics ranging from urban entrepreneurship to turnaround management. www.zli.bus.umich.edu

OPERATIONS EXCELLENCE The Tauber Institute for Global Operations provides the tools you need to succeed in an operations, supply chain, or manufacturing career. Collaborate with peers and faculty from Michigan Ross and the University's College of Engineering. www.tauber.umich.edu

EMERGING ECONOMIES The William Davidson Institute (WDI) is dedicated to developing and disseminating expertise on issues affecting firms in emerging-market economies. WDI sources and funds activities for MBA students, including international MAP projects. www.wdi.umich.edu

PUBLIC POLICY Michigan Ross is one of only 16 U.S. business schools that participates in The Washington Campus, a three-credit course that includes an intensive week in Washington, D.C. Through lectures, panel discussions, computer simulations, and guided site visits, students gain firsthand exposure to the decision-making processes in the U.S. government and see how they impact business.

FACULTY ::

Ross faculty are among the most influential in the world. Ross research impacts the way business is both taught and practiced. It makes headlines. It makes policy. It makes a difference.

GERALD DAVIS

Wilbur K. Pierpont Collegiate Professor of Management; Professor of Management and Organizations

Jerry Davis' current research focuses on effects that dependence on financial markets has had on corporations, banking, governments, and households within the United States. The research became the basis of his book, *Managed by the Markets: How Finance Reshaped America* (Oxford University Press, 2009). Davis also studies social movements, corporate governance, and social networks.

FRANCINE LAFONTAINE

William Davidson Professor of Business Economics and Public Policy; Professor of Economics; Chair of Business Economics

Francine Lafontaine's areas of interest include industrial organization, vertical relationships, contracting and franchising, and entrepreneurship. Her research mostly is concerned with the application of advances in contract theory and vertical relationships to the analysis of franchising arrangements. Lafontaine considers the effect of contracting practices on firm performance, and issues surrounding business creation and survival in retail and small-scale service industries.

WILLIAM LANEN

Associate Dean, Global Initiatives; KPMG Professor of Accounting

Bill Lanen studies cost management and performance measurement systems, including systems in transitional economies and systems for environmental performance. He also works on the analysis of financial disclosure issues and methodological issues in accounting research. Lanen is co-author of *Fundamentals of Cost Accounting, Third Edition* (McGraw-Hill, 2011). He is the former president of the management accounting section of the American Accounting Association.





Bill Lovejoy was recognized in 2009 with the University of Michigan's Teaching Innovation Prize. He created the Integrated Product Development course, which is offered by Michigan Ross, the College of Engineering, and the School of Art & Design. Student teams collaborate to research, design, manufacture, price, and market a prototype of a fully functional, customer-ready product.

Puneet Manchanda's main research interest is building empirical models to solve such strategic marketing problems as resource allocation, launch planning, word-of-mouth marketing, and CRM. Manchanda's recent work has focused on marketing strategy problems in social media and the pharmaceutical, high-tech, gaming, and insurance industries.

Dave Wright researches such topics as off-balance-sheet financing through operating leases; delayed recognition of corporate defined benefit pension obligations; and the relations between corporate governance mechanisms, audit and consulting fees paid to public accounting firms, corporate political contributions, and the quality of financial reporting and auditing. He also has won several annual teaching awards from Michigan Ross students.

WILLIAM LOVEJOY

Raymond T. Perring Family
Professor of Business Administration;
Professor of Operations and
Management Science

PUNEET MANCHANDA

Isadore and Leon Winkelman Professor
of Marketing; Chair of Marketing

DAVID WRIGHT

Associate Professor of Accounting;
Director, Paton Accounting Center

“At Ross, the professors will give you a lot of new knowledge. They also will challenge what you think you already know. They made me think about business in ways I hadn't before. I believe this training helps me make better decisions, which benefits my company.”

Kai-Shiang Yang // MBA '10 // Accounting Manager, Ho Huan Construction Co. Ltd.

IMPACTING BUSINESS IMPACTING THE WORLD

PEOPLE MAKE THE SCHOOL

STUDENT LIFE ::

Our hands-on, team-based approach to leadership development demands that Global MBA students collaborate with classmates and faculty on multifaceted projects. Michigan Ross students learn and work hard. They learn and work fast. And they learn and work together. Lasting ties are formed on weekend excursions during the Asia Session. Perfect strangers become lifelong friends after teaming on Multidisciplinary Action Projects. Students at Michigan Ross collaborate and connect in fascinating ways. Global MBA students may:

- Participate in more than 70 clubs, organizations, and social activities.
- Initiate new projects to advance leadership and career goals.
- Serve as a committee chair or serve on a committee to plan schoolwide events and conferences.
- Plan or attend special events that bring leaders from businesses and other organizations to campus.
- Play sports by joining a Michigan Ross club or a University of Michigan intramural team.
- Be part of a long-standing tradition by attending a University of Michigan football game. (Go Blue!)

Chris Shang //
BSE '04/MBA '12
United Can Co.



Chris traveled from his home in Indonesia to Ann Arbor to earn his bachelor's degree in engineering, so he already was comfortable with the University of Michigan community. But his time as a Global MBA student offered a new perspective. "I liked the idea of spending time living and learning in Japan, Korea, and China, while also being able to have the MAP [Multidisciplinary Action Projects] experience," he says. During the residencies in Asia, Chris logged some on-the-ground experience in countries that impact his family's can-making company. "We have suppliers that we deal with in those countries, so to study business there gave me valuable insights." During the 13-month session in Ann Arbor, Chris found that the atmosphere at Michigan Ross mirrored what he remembered from his undergrad days. "It's a positive, friendly environment," he says. "People like to help each other and get to know each other, too. My time at Ross gave me the frameworks to examine business problems."



^ Tsinghua Science Park in Beijing, China, where our China session is held (left).

Corporate tour at Hyundai Heavy Industries in Ulsan, Korea (right).



Asia Session

The Michigan Ross Global MBA Program kicks off with a three-month session in Asia. Michigan Ross faculty travel from Ann Arbor and, together with students, spend four weeks each in China, Japan, and Korea. Throughout the experience, faculty integrate core MBA studies with company visits and cultural excursions to provide a real-time global perspective on business and social customs.

As a group, students and faculty engage in classroom and extracurricular activities, creating a tight-knit cohort and unique environment of intellectual stimulation and development.

Michigan Ross handles logistics for the duration of the Asia Session. The school offers shuttle service to and from airports, arranges lodging at carefully selected corporate training facilities, and provides all meals. Each student has a private dorm room. Students and faculty share classroom, study, and dining facilities.

The close environment in which Global MBA students and faculty live, study, and socialize sets the foundation for lifelong personal and professional relationships.

“I chose Ross’ Global MBA because I had high goals for myself as the first female recipient of my company’s scholarship. I needed to be among the best in a top-rated school where I would be exposed to leading business trends, and learn the skills necessary to increase my confidence in my leadership abilities. Sharing experiences with the talented professionals who were my classmates and learning from the first-rate Ross faculty has proven invaluable.”

Yasuko Yoshinaga // MBA '07
Manager, Corporate Planning
Murata Manufacturing Co. Ltd.



Ann Arbor Session

In June, the Global MBA class moves to the Michigan Ross campus in Ann Arbor to complete the core MBA requirements.

In September, Global MBA students are free to explore a vast array of topics through more than 110 elective course options. During this period, Global MBA students are fully integrated with students in other Michigan Ross programs, including the Full-time MBA, the Master of Accounting, and the Master of Supply Chain Management. They interact with more of the school's acclaimed faculty and are able to deepen their mastery of the fundamentals by examining issues across business disciplines and perspectives.

The Ann Arbor Session concludes with the seven-week Multidisciplinary Action Projects (MAP) course. During MAP, student teams consult with firms to deliver actionable solutions to organizational challenges. Students often use MAP to tailor their MBA experience. They may seek out new industries or functions, or use the course to get an inside view of a startup or incubator.

While in Ann Arbor, Global MBA students participate in all kinds of events and opportunities offered at Michigan Ross, including workshops, student clubs, conferences, and speaker series.

^ Students at Michigan Ross enjoy socializing and exchanging ideas outside of the classroom (left).

Collaborating with students in other Michigan Ross graduate programs is an important part of the Global MBA experience (right).

The Ross Student Association provides opportunities to socialize, network, and even tailgate while pursuing your MBA.



70 STUDENT CLUBS, ORGANIZATIONS, & ACTIVITIES

STUDENT LIFE

Speakers, Conferences, and Clubs

Michigan Ross hosts an impressive array of speakers every year. Experts and industry leaders, many of whom are Michigan alumni, come to campus to participate in various lecture series, conferences, and special events. Many of these activities are organized by student clubs.

Taking an active role in student-led activities broadens one's perspective, develops project management skills, and opens access to global business leaders. Such events often conclude with lively question-and-answer sessions.

Annual conferences and events include:

- Asia Business Conference
- Corporate Finance Forum
- Entrepreneurship Symposium (Entrepalooza)
- Global Operations Conference
- Healthcare & Life Science Forum
- India Business Conference
- Marketing Symposium

In addition, representatives from hundreds of companies around the world visit Michigan Ross each year to recruit students. While Global MBA students do not participate in the recruiting process, they can attend corporate presentations where recruiters explain their company's mission and focus.

A SAMPLE OF 2011-12 STUDENT CLUBS

African Business Club
Armed Forces Association
Arts Enterprise Initiative
Automotive Club
Black Business Students Association
Brazilian Business Students Association
CEOs
China Blue Charity Fund
Community Consulting Club
Consulting Club
Coram Deo – Christian Business Students
Design + Business Club
Emerging Markets Club
Energy Club
Entertainment Media Sports Club
Entrepreneur and Venture Club
Finance Club
General Management Club
Greater China Association
Healthcare and Life Science Club
High-Tech Club
Hispanic and Latino Business
Students Association
Ice Hockey Club (men and women)
Indian Subcontinent Business Association
Investment Association Club
Luxury Goods and Retail Club
Maize and Brew Club
Marketing Club
Michigan Business Women
Michigan Gourmet Club
Monroe Street Journal
Net Impact
Operations Management Club
Organizational Strategy Club
Out For Business –
LGBT Student Association
Real Estate Club
Rock 'n' Roll B-School
Ross Education Club
Ross Habitat for Humanity Builders
Ross iMpulse Dance Society
Ross Japan Business Association
Ross Jewish Student Association
Ross Mentorship Program
Ross Partners Club
Ross Photography Club
Ross Ski Club
Ross Soccer Club
Ross Student Association
Ross Triathlon Club
Southern Club
Toastmasters Club
Wolverine Wine Club

Global MBA Class Profile

	2012	2013
Class Size	39	45
Average Age	31	33
Age Range	26-42	26-41
Average Years of Managerial Experience	8	8
Years of Managerial Experience Range	4-17	3-17
Women	17%	18%
Married	49%	47%

UNDERGRADUATE MAJORS	2012	2013
Applied Sciences	8%	4%
Business Administration	28%	20%
Economics	23%	9%
Engineering	23%	33%
Law	5%	16%
Social Science	0%	11%
Other	13%	7%

AREAS OF EXPERIENCE	2012	2013
Accounting	3%	4%
Consulting	5%	4%
Engineering	10%	9%
Financial Management	8%	2%
General Administration	18%	20%
Human Resource Management	10%	7%
Investment and Financial Analysis	13%	7%
Journalism	3%	2%
Marketing	21%	22%
Planning and Strategy Development	10%	22%

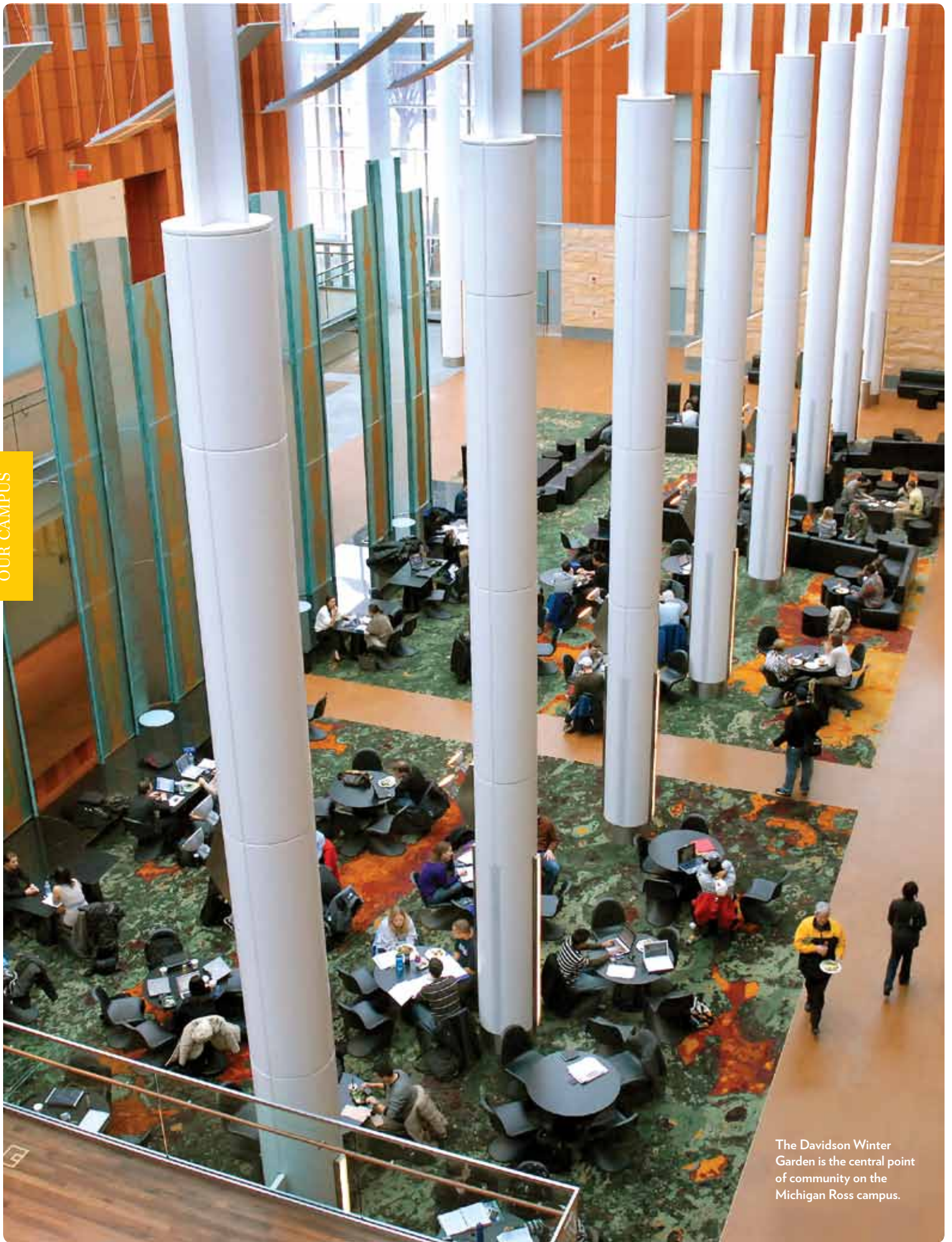
GEOGRAPHIC BREAKDOWN	2012	2013
China	3%	2%
Indonesia	3%	0%
Japan	33%	42%
Korea	40%	36%
Philippines	3%	0%
Singapore	3%	0%
Taiwan	8%	9%
Thailand	5%	11%
United States	3%	0%

“Any company that wants to invest in their most valuable resource – their future executive leaders – will find this program extremely valuable. Combining the full force of the Ross School’s prestigious education, along with the demands of real-world exercises and the opportunity to join influential alumni, this program prepares executives like no other.”

Takaaki Wakasugi //

Professor, Tokyo Keizai University;
 Professor Emeritus, University of Tokyo;
 Co-Director, Mitsui Life Financial
 Research Center, Ross School of Business;
 Adviser, Global MBA Program





The Davidson Winter Garden is the central point of community on the Michigan Ross campus.



Our Campus ::

COLLABORATIVE SPACE Action-based learning is a creative, interactive experience that integrates individual preparation, team-based projects, and classroom discussion while effectively utilizing advanced information technology. Fruitful, informal encounters that occur outside the classroom are essential to the culture of Michigan Ross. Accordingly, the heart of our campus is the Davidson Winter Garden, a glass-enclosed public space that facilitates gatherings of all kinds. Surrounded by Blau Auditorium, Seigle Cafe, and informal meeting spaces, the bright and spacious Winter Garden is the figurative and literal center of our collaborative learning community.

CLASSROOMS Each of our 12 tiered, U-shaped classrooms has two adjacent group-study rooms to support the conversations and explorations so essential to successful team-based learning. In addition, five other classrooms hold configurable furniture to support different activities.

TECHNOLOGY Seamlessly integrated technology enables students and faculty to interact with one another on campus and with project sponsors and teams all over the globe. State-of-the-art wireless, data-ready seats, and fully loaded group study rooms are just some of the features.

SUSTAINABILITY Michigan Ross is among the world leaders in research and academic programming devoted to sustainable enterprise. Incorporating many architecturally innovative and environmentally responsible features, our building earned a Silver designation in 2010, according to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system.

BEYOND BUSINESS Michigan Ross students, faculty, and staff are able to incorporate a healthy lifestyle with a top-notch education. Och Fitness Center features free weights, and aerobic and strength machines. In addition, Seigle Cafe offers fresh whole foods, many of which are raised and harvested locally. And since 1995, the school has acquired an impressive art collection consisting of more than 200 contemporary works.

“In addition to the technical aspects of the MBA curriculum, the practical and multidisciplinary sense of leadership honed at the Ross School helps me promote new businesses and manage cultural gaps. The experience at Ross greatly improved my general management skills.”

Hiroki Yonekura // MBA '10 // Assistant Manager, Corporate Strategy Planning, NTT East

“Ann Arbor’s highly educated population has created a burgeoning economy where a street-corner conversation can develop into a company and create jobs.” —*Wall Street Journal*, May 2009

Ann Arbor’s Main Street area offers a wealth of entertainment and dining options — from osso bucco to cheese fries.





Ann Arbor ::

COSMOPOLITAN LIVING WITHOUT THE HASSLE As home to one of the greatest universities in the world, Ann Arbor (“A²”) is a city that is both intellectually robust and economically resilient. U-M attracts global leaders in all fields, including medicine, life sciences, law, engineering, public policy, and education.

Rich with history and tradition, U-M and Ann Arbor offer a classic college-town experience. There are restaurants for every budget and taste, music for fans of concertos and rock bands, and pleasures for lovers of both sports and the arts. It doesn’t take long to realize that Ann Arbor naturally melds high culture and popular culture.

Public transportation is accessible and often free for students. Several area attractions are within walking distance of campus, and Detroit Metro Airport is about 30 minutes from downtown Ann Arbor.

THE ARTS Ann Arbor enjoys an international reputation for its vibrant music and performing arts scene. In addition to bringing such artists as Yo-Yo Ma and the Berlin Philharmonic to Ann Arbor, the University Musical Society also hosts the only U.S. residency of England’s Royal Shakespeare Company. The recently renovated University of Michigan Museum of Art features dramatic new galleries that highlight pieces drawn from its collection of more than 18,000 works.

FOOD You can find whatever you want to eat (or cook) in Ann Arbor. Quality ethnic restaurants and specialty grocery stores abound, and there’s no shortage of high-end restaurants. A word to the wise: If you leave Ann Arbor without going to Zingerman’s Delicatessen, you’ll never have the pleasure of discovering just how exciting a sandwich can be.

RECREATION Those who love the great outdoors can bike along more than 60 miles of scenic trails, kayak down the Huron River, explore the Nichols Arboretum, or take advantage of Ann Arbor’s many golf courses. With more than 10,000 inland lakes and 3,000 miles of Great Lakes shoreline, Michigan’s beaches, sand dunes, lighthouses, and marinas are just some of the welcoming attractions found within a day’s drive of the city. Local activities such as the Ann Arbor Hands-On Museum, the petting zoo at Domino’s Farms, and fall hayrides and cider mill tours will delight the whole family.

20% OF A² RESIDENTS SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME
16% WERE BORN OUTSIDE THE U.S.

THE ULTIMATE SOCIAL NETWORK

NETWORKING ::

The dynamics within a Global MBA class are different than typical MBA classes. All students are sponsored, have established long-term goals, and participate in classes without the distraction of searching for a job. Global MBA students are highly motivated, completing the coursework as their job.

Global MBA students are diversified in their business background and experience. Students come from large global companies, financial institutions, fast-growing private businesses, consulting firms, research institutions, and public entities. The Global MBA student body includes medical doctors, CPAs, and lawyers. Professional work experience ranges from three or four years to nearly 20 years.

This diversity lays a foundation for students to learn from each other and create a synergy effect. Students know that building relationships with classmates creates a lifelong network that will be an asset in their careers. From the first day, students bond strongly. These ties get stronger through the three-month Asia Session.

Once the Ann Arbor Session begins, students mix with peers in the Full-time MBA Program while taking elective courses. This shift helps students build their network with peers from nearly 100 countries. We encourage Global MBA students to join clubs and diverse extracurricular activities, which offer endless opportunities to deepen their understanding of different cultures and broaden their way of thinking. The networking opportunities the program has to offer are enormous.

Seung Kwon Han //

MBA '12

Korea International
Trade Association



Seung Kwon has met politicians and businessmen from across the globe at the World Trade Organization and the G20 summit. But the Global MBA Program provided new opportunities to expand his network. “My company is focusing on business opportunities throughout Asia,” says Seung Kwon. “Meeting students from these countries was really valuable.” The three-month Asia Session, where students live and study in China, Japan, and Korea, gave Seung Kwon an insider’s view that will help him develop his company’s growth strategy. The students toured key companies in each country and also were able to travel. “It was a tangible way to learn about the business environments and cultures,” he says. The experience also solidified his connection with fellow Global MBA students. “By the time we came to Ann Arbor, we felt like a family. I know I will stay connected to them throughout my career.” Learning to appreciate cultural differences among his fellow students was one of the biggest benefits of the program. “I’ve become open to new ideas and different backgrounds, which will help me better manage relationships and lead teams in the future.”



Partnering with Michigan Ross

By sponsoring high-potential leaders to enroll in the Michigan Ross Global MBA Program, organizations can retain their most valuable talent while preparing them to strengthen the organization. In addition to providing a rigorous foundation in general management training, the Michigan Ross MBA offers opportunities to apply classroom theory to real-world practice.

- High-potential leaders will return to the organization with a holistic understanding of global business and culture.
- They will be adept at synthesizing multiple perspectives in order to assess different kinds of risks and opportunities.
- They will possess the tools, knowledge, and skills to lead change and innovation, not just imagine it.

The Michigan Ross Global MBA Program welcomes companies of all sizes from all industries. We encourage any organization seeking to nurture its future leaders and equip them with a global perspective and cutting-edge skills to join our program.

INDUSTRY CLASSIFICATION

INDUSTRY	NO. OF COMPANIES
MANUFACTURING	
General	23
Electronic	18
Consumer Goods	14
Industrial.....	14
Automotive.....	10
Steel.....	8
Chemical.....	5
Foods.....	5
Pharmaceutical.....	5
Medical.....	2
Ship Building.....	1
Manufacturing Total	105
FINANCE	
Banking.....	15
Securities.....	12
Insurance	9
Credit Card	4
Investment	4
Lease	1
Finance Total.....	45
OTHER	
Technology	23
Consulting	18
Trading	17
Construction.....	11
Telecommunications.....	9
Transportation.....	8
Service.....	7
Entertainment.....	4
Advertisement.....	3
Engineering	3
Real Estate	3
Research.....	3
Environmental	2
Media	2
Power Plant.....	2
Healthcare	1
Packaging.....	1
Public Enterprise	1
Total	268

Michigan Ross Global MBA Sponsors

Since the inception of the Global MBA Program in 2002, more than 250 companies have partnered with Michigan Ross to educate their next generation of leaders. These companies represent a wide range of industries and vary greatly in terms of annual revenue, number of employees, and time in business—all factors that contribute to the diverse student body. Below is a partial list of companies who have sponsored Global MBA students at Michigan Ross.

ADVERTISEMENT AND MEDIA

Beijing Powerad Advertising Co.
Cheil Communications
Walt Disney Television

AUTOMOTIVE

Delphi Korea
Denso Corp.
Hyundai Motor Co.
Toyota Motor Corp.
Yazaki Corp.

BANK, CREDIT CARD, INSURANCE, AND SECURITIES

Accenture Ltd.
American Express Co.
Bank of Tokyo – Mitsubishi UFJ
Daiwa Securities Group
Hana Bank
Hyundai Securities
Industrial Bank of Korea
JCB Card
Kasikornbank
Korea Investment and Securities
Krung Thai Bank
Mitsubishi UFJ Morgan Stanley Securities
Mitsui Mutual Life Insurance
Mizuho Financial Group
Primasia Securities
Samsung Fire and Marine
Shinhan Investment Corp.
Sumitomo Mitsui Banking Corp.
Woori Bank

CHEMICAL, MINING, AND POWER PLANT

Big-Ben Paint
China National Coal Group
Chugoku Electric Power
Pfizer Inc.
Philippines Shell Petroleum
SK Energy
Takeda Pharmaceutical

CONSULTING AND RESEARCH

The Boston Consulting Group
IBM Consulting Services
LG Economic Research Institute
McKinsey and Co.
Nomura Research Institute
PricewaterhouseCoopers LLP

ELECTRIC AND ELECTRONICS

Canon Inc.
Fuji Xerox
Fujitsu
Hewlett-Packard Co.
Hitachi
Hynix Semiconductor Inc.
LG Electronics
NEC Corp.
Panasonic Corp.
Samsung Electronics
Sony Corp.
Toshiba Corp.

ENGINEERING, CONSTRUCTION, AND TECHNOLOGY

Guangdong Litian Technology
Solomon Technology Thailand
Taiwan Lung Meng Technology Corp.
Trelleborg Engineered Systems

TELECOMMUNICATIONS

Japan Telecom
KT
Nortel Networks
NTT
SK Telecom

TRADING AND DEVELOPMENT

Itochu Corp.
LG International
Mitsubishi Corp.
NIMIT Group
Unicoba

TRANSPORTATION

Asiana Airlines
East Japan Railway
Shanghai Pan-Asia Shipping
STX Pan Ocean
West Japan Railways

STEEL AND HEAVY INDUSTRIES

BNG Steel
Kobe Steel
Mitsubishi Heavy Industries
Nippon Steel
POSCO
STX Heavy Industries

An MBA for Professionals, Entrepreneurs, and Family Business Leaders

The Michigan Ross Global MBA Program welcomes applications from professionals like lawyers and doctors, as well as from entrepreneurs and heirs to family businesses. Although the majority of the students in the Global MBA Program are from large, internationally recognized companies, we welcome applicants from companies of all sizes.

For entrepreneurs and those leading a family business, Michigan Ross is one of the most ideal schools to pursue an MBA. Students may select numerous courses and project opportunities in entrepreneurship studies. In fact, Michigan Ross has been ranked as one of the top schools in the field of entrepreneurship.

Students return to their businesses with the knowledge gained from our broad-based management curriculum, and active membership in our well-developed global network.



Prominent alumni routinely visit Michigan Ross to participate in conferences and special events.



Alumni

What do you want from your alumni network? Facebook, LinkedIn, and Twitter are useful social networking tools. But do they deliver specific information, targeted leads, and long-term results? Michigan Ross graduates belong to one of the most powerful, personal, and enduring social networks in the world. It's a gateway to more than 40,000 connections spread out over 50 U.S. states, 88 countries, and six continents. Meanwhile, University of Michigan graduates number nearly half a million.

Our alumni remain connected long after graduation. They source MAP projects, internships, and other learning opportunities for Michigan Ross students at their companies. They hire our students after graduation. They offer advice ranging from career development to local travel tips. And with more than 50 Michigan Ross alumni clubs worldwide, you're never far from alumni hosting prospective student gatherings, speaker series, and social events.

“One of our school's greatest assets is the strength of its alumni network. Michigan Ross graduates understand the value of staying connected to each other, the school, and current students.”

Susan Amster // BBA '79 // Chair, Alumni Board of Governors;
Managing Director, WTAS LLC

LIFELONG NETWORK

GLOBAL COMMUNITY

- Lifetime email forwarding
- Online alumni directory
- Facebook, YouTube, LinkedIn
- Reunion Weekend and annual business conference
- Regional and affinity club events

CAREER SERVICES

- Searchable alumni database
- Jobs database to post and search for jobs
- Resume database
- Career counseling

RELEVANT CONTENT

- *Dividend* magazine, the school's semiannual alumni publication
- Dividend Email, our bimonthly electronic alumni publication
- Ross Thought in Action, our bimonthly email alert regarding relevant research and thought from Michigan Ross faculty

460,000+
U-M ALUMNI

40,000
ROSS ALUMNI

80+
COUNTRIES

NETWORKING



Admission

Due to the challenging nature of the program, admission is selective. Applicants must be sponsored, and the sponsorship application should accompany your individual admission application.

If your sponsor will guarantee sponsorship only after you're admitted, you must submit a letter explaining this policy. In this situation, the admissions committee will make a decision subject to receipt of the sponsorship application. Your organization must submit the sponsorship application within two weeks of the offer of admission.

In assessing each applicant, the admissions committee considers:

- admission interviews
- application documents
- essays
- recommendation letters
- resume and work experience
- test scores

After a thorough review, we will notify the sponsoring company and the candidate of the admission decision.

Applicants must take the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). If your native language is not English, you also must take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS), including the writing test. Students who earned a bachelor's degree or higher from an accredited U.S. college or university may waive the TOEFL/IELTS requirement. Those who have worked in the U.S. full time for two or more years in the past five years, or who hold a degree from an institution in which English is the language of instruction, also may waive the TOEFL/IELTS requirement.

EARLY ADMISSION

Applications Accepted April 1 – Oct. 31, 2012

The admissions committee will make an early admission decision for applicants whose sponsoring company requests a decision earlier than the regular schedule.

Interview

We will arrange an interview by phone or video conference upon submission of the application.

Decision Notification

We typically notify applicants of their status within two weeks of the interview. Those offered admission must confirm acceptance within one week of notification and secure their enrollment with a \$1,000 nonrefundable deposit.

REGULAR ADMISSION

Standard Round

Applications Due Nov. 26, 2012

We encourage applicants to apply in this round. If you fail to submit a complete application by the due date, we will move your application to the extended round.

Extended Round

Applications Due Jan. 2, 2013

We will accept applications for any remaining seats in the extended round. We will process applications as they are received. All application requirements, including test results, must be met by Jan. 2, 2013.

Interview

We will arrange an interview by phone or video conference, or in person upon submission of the application.

Decision Notification

We typically notify applicants of their status within two weeks of the interview. Those offered admission must confirm acceptance of the offer within one week of notification.

Sponsorship Application for Global MBA Admission

INSTRUCTIONS

Please include this form in the applicant's individual admission application. Find an electronic copy of the admission application on the Admission section of our website at www.bus.umich.edu/gmba. If your company is nominating more than one applicant, please submit a separate application for each applicant.

SPONSOR INFORMATION

COMPANY NAME		INDUSTRY	
YEAR FOUNDED	NO. OF EMPLOYEES	LAST YEAR REVENUE (IN US \$)	WEB ADDRESS

APPLICANT INFORMATION

APPLICANT'S FULL NAME (LAST, FIRST, MIDDLE)		TITLE	
DEPARTMENT			
OFFICE ADDRESS			
CITY	STATE (PROVINCE)	COUNTRY	ZIP (POSTAL) CODE
PHONE	FAX	EMAIL	

CONTACT PERSON INFORMATION

CONTACT'S FULL NAME (LAST, FIRST, MIDDLE)		TITLE	
DEPARTMENT			
OFFICE ADDRESS			
CITY	STATE (PROVINCE)	COUNTRY	ZIP (POSTAL) CODE
PHONE	FAX	EMAIL	

SPONSORSHIP AGREEMENT

My signature below certifies that our company consents to the terms in the Michigan Ross Global MBA Class of 2014 Program Policy and that, if admission to the program is granted, we will sponsor the applicant for the program beginning Feb. 24, 2013, and running through July 3, 2014.

SIGNATURE*	DATE
FULL NAME (LAST, FIRST, MIDDLE)*	TITLE

**An executive or manager who has signing authority for foreign education programs may sign.*

This document provides an overview of the Global MBA Program at the Stephen M. Ross School of Business at the University of Michigan, including administration, curriculum, admission procedures, and tuition and fees.

1. ADMINISTRATION

- 1.1 The Global MBA is a 16-month, full-time program that begins at the end of February and ends in early July of the following year.
- 1.2 The curriculum is the same as that of Michigan Ross' Full-time MBA Program.
- 1.3 Upon successful completion of academic requirements, participants receive a Master of Business Administration (MBA) degree.
- 1.4 Only individuals with sponsorship, including corporations, firms, institutions, and government entities, are eligible to apply to the program.
 - 1.4.1 Licensed professionals, entrepreneurs, and heirs to family businesses who plan to return to their current employment after graduation may be eligible for sponsorship.
 - 1.4.2 The sponsoring organization must submit the sponsorship application prior to or along with an applicant's individual admission application.
 - 1.4.3 If an applicant's sponsor will guarantee sponsorship only after the applicant is granted admission, the applicant must submit a letter explaining the policy. In this situation, the admissions committee will make a decision subject to receipt of a fully endorsed sponsorship application. The sponsoring organization must submit the sponsorship application within two weeks of the date of the admission offer.
- 1.5 If a student withdraws before completing the program, the credits earned are not transferable to any other Michigan Ross School of Business MBA program.

2. CURRICULUM

- 2.1 The Michigan Ross MBA curriculum requires successful completion of 57 graduate credit hours and includes a series of core courses and elective courses, and a field project called the Multidisciplinary Action Projects (MAP) course.
 - 2.1.1 Students must have a minimum GPA of 2.0 to graduate.
- 2.2 University of Michigan faculty teach all courses in the program.
- 2.3 The curriculum consists of five sessions. The first session is in Asia. The second through fifth sessions are at the University of Michigan in Ann Arbor, Michigan.
- 2.4 Session 1 starts at the end of February and concludes in late May. The session is held at corporate training facilities in China, Japan, and Korea. Students spend approximately one month in each country.
 - 2.4.1 Students complete 14.25 credit hours of the MBA core curriculum, including business communications.
- 2.5 Session 2 is in Ann Arbor, starting in June and ending in August.
 - 2.5.1 The remaining nine credit hours of the core curriculum are offered during Session 2.
- 2.6 Session 3 starts in September and ends in December; Session 4 starts in January and ends in April. Sessions 3 and 4 coincide with the Fall and Winter terms on the school's academic calendar.
 - 2.6.1 Students must complete a minimum of 26.25 elective credit hours during Sessions 3 and 4 to meet graduation requirements.
 - 2.6.2 Students can take a maximum of 18 credit hours each session without additional tuition payment.
 - 2.6.3 Students can take up to 10 credit hours of graduate study in other University of Michigan schools and colleges depending on availability and course prerequisites.
 - 2.6.4 Individual and group research projects, supervised by faculty, are available to students in good academic standing. Students may earn one to three credit hours per project, may elect only one research project per term, and may apply a maximum of seven research project credit hours toward degree requirements.
 - 2.6.5 Students may attend various special lectures and programs without additional charge.
 - 2.6.6 Students may apply to the Michigan Ross International Exchange Program for an opportunity to study for one term at one of our worldwide partner schools.
- 2.7 Session 5 starts in May and ends the first week of July. In this session, students are assigned to Multidisciplinary Action Projects (MAP), which is a mandatory course within the Michigan Ross MBA curriculum worth 7.5 credits.
 - 2.7.1 Projects are in the U.S. primarily. The school will attempt to develop projects at alternate locations if requested by a sponsor company.
 - 2.7.2 Students bid for projects of their preference, but the school reserves the right to assign students to a project regardless of their preference.

3. ADMISSION

- 3.1 Typical students are high-potential employees identified by their employer as having the ability to progress as a future leader.
- 3.2 Each nominated candidate must submit an individual admission application.
- 3.3 All applicants must take the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE), and the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS). Test results must be reported directly from the governing institutions.
 - 3.3.1 Applicants who earned a degree from a U.S. school or from an institution abroad where the curriculum is taught exclusively in English may waive the TOEFL/IELTS requirement.

- 3.3.2 Applicants may waive the TOEFL/IELTS requirement if they have two or more years of full-time U.S. work experience (where communication is exclusively in English) within the past five years.
- 3.4 Each applicant must have an admission interview. The Global MBA Program Office will contact applicants to schedule an interview. Interviews may be via telephone or video conference call, or in person.
- 3.5 For early decision consideration, applicants must submit all admission requirements, including test score reports, between April 1 and Oct. 31, 2012.
 - 3.5.1 Applicants who are denied in the early admission period are eligible for admission consideration during the regular admission period. For consideration during the regular admission period, applicants should submit improved test score reports by the deadlines shown below.
- 3.6 We must receive applications, including official score reports, by Nov. 26, 2012. Incomplete applications as of Nov. 26, 2012, will move to the extended admission round.
- 3.7 We must receive applications to the extended admission round, including official score reports, by Jan. 2, 2013.
- 3.8 We typically notify applicants of admission decisions within two weeks of the interview. Admitted applicants must confirm acceptance within one week of the offer.
- 3.9 The admissions committee will assess English ability during the application process. Depending upon English ability, applicants may receive conditional admission subject to completion of intensive English instruction prior to the start of the Global MBA Program on Feb. 24, 2013.
 - 3.9.1 Michigan Ross partnered with the Gyeonggi English Village (GEV) to create an intensive pre-MBA English course to satisfy the conditional admission requirement. The program will be at the GEV's Paju campus in Korea, Feb. 3-23, 2013.
 - 3.9.2 Applicants who are not able to attend the English program at GEV may fulfill the requirement individually at an accredited institution.
 - 3.9.2.1. Admitted students who prefer this option must submit a study plan to the Global MBA Program Office for approval.
 - 3.9.2.2. An instructor whose native language is English must conduct the course, and the total hours of instruction should equal the total hours of the GEV program.
 - 3.9.3 All fees associated with a pre-MBA English program are the responsibility of either the student or the sponsor company.
- 3.10 We consider applicants without regard for race, sex, sexual orientation, color, religion, national origin or ancestry, age, marital status, handicap, height, or weight.

4. FINANCE

- 4.1 Candidates must submit a nonrefundable fee of \$200 at the time of application.
- 4.2 The University will invoice tuition for each of the four terms students are registered: Winter 2013, Spring/Summer 2013, Fall 2013, and Winter 2014.
 - 4.2.1 Tuition is due on Jan. 2, April 26, and Aug. 23, 2013; and Jan. 2, 2014. The University will send an electronic invoice approximately one month prior to the due date.
 - 4.2.2 Tuition for the Winter 2013 and Spring/Summer 2013 terms will be based on the rate for the 2012-13 academic year. Tuition for the Fall 2013 and Winter 2014 terms will be based on the rate for the 2013-14 academic year. The University's board of regents determines tuition in July each year for the upcoming academic year. Tuition for the 2011-12 academic year was \$28,275 per term.
 - 4.2.3 The first tuition payment for students admitted after Jan. 2, 2013, is due immediately upon acceptance of the offer of admission.
 - 4.2.4 The tuition fee does not include students' travel, lodging, and course material expenses during the program.
 - 4.2.5 Tuition for students who choose to extend their program beyond 16 months will be charged at the Global MBA tuition rate in effect for that specific term and will be due on the first day of the term.
- 4.3 The school will add a registration fee to each invoice. The registration fee for the 2011-12 academic year was \$97 per term.
- 4.4 Room and board expenses for the session in Asia will be invoiced separately in January 2013.
- 4.5 Applicants who are admitted to the program in the early admission period must submit \$1,000, along with their notification of acceptance to the school, within two weeks of the date of the offer. The school will apply this nonrefundable deposit to the first-term tuition payment.
- 4.6 The school reserves the right to revoke admission for students whose tuition or deposit payment is not received by the due date.
- 4.7 We will not refund received tuition. Payment past due is subject to a 1% late fee per month. The school reserves the right to prohibit students whose tuition payment is past due from attending classes.
- 4.8 All international students must enroll in the University's International Student Health Insurance Plan immediately upon arrival in the U.S. To substitute a private plan, students must receive approval from the University's International Center.

The Stephen M. Ross School of Business at the University of Michigan reserves the right to change without notice any statement in this policy concerning, but not limited to, curriculum, courses, faculty, tuition, fees, policies, and rules. If course or curriculum changes take place after the program begins, we will make every effort to implement the changes in the best interest of the student.

Tuition and Fees

APPLICATION FEE

Candidates must pay a \$200 fee at the time of application.

TUITION

The University of Michigan bills tuition in four installments due Jan. 2, April 26, and Aug. 23, 2013; and Jan. 2, 2014. The first term tuition payment for those admitted after Jan. 2, 2013, is due immediately upon acceptance of the admission offer.

The University's board of regents determines tuition for the upcoming academic year each July. Tuition for the Winter 2013 and Spring/Summer 2013 terms is based on the rate for the 2012-13 academic year. Tuition for the Fall 2013 and Winter 2014 terms is based on the rate for the 2013-14 academic year. Tuition for the Winter 2012 and Spring/Summer 2012 terms was \$28,275 per term, plus a \$97 registration fee per term. The regents will determine tuition for the 2012-13 academic year in July 2012.

TEXTBOOK AND COURSE MATERIAL EXPENSES

Textbook and course material expenses are not included in the tuition amount. They average approximately \$1,000 for the core courses and \$1,000 for the elective courses in Ann Arbor. The University invoices textbook and course material fees directly to the student.

LIVING EXPENSES

During the sessions held in Asia, we expect lodging and meal expenses to be approximately \$7,000. The school will invoice these expenses to the sponsoring company along with the first-term tuition invoice.

During the session held in Ann Arbor, living expenses, including lodging and meals, will vary depending on the student's choice of housing and the size of the student's family. Living expenses during the Ann Arbor Session are the responsibility of either the sponsoring company or the student. The school will not invoice for these expenses.

In Ann Arbor, typical expenses for single students include room and board averaging \$800-1,200 per month, and approximately \$100 per month for health insurance. For students bringing their families, one- to three-bedroom apartments or townhouses range from \$800-1,700 per month. Health insurance for families is approximately \$325-555 per month.

www.bus.umich.edu/gmba

The Regents of the University of Michigan
Julia Donovan Darlow
Laurence B. Deitch
Denise Ilitch
Olivia P. Maynard
Andrea Fischer Newman
Andrew C. Richner
S. Martin Taylor
Katherine E. White
Mary Sue Coleman (ex officio)

University of Michigan Nondiscrimination Policy Notice

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office of Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388. For other University of Michigan information call 734-764-1817.

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Leading in Thought and Action
[//www.bus.umich.edu/gmba](http://www.bus.umich.edu/gmba)



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