

January 26 2015

# FT Business Education

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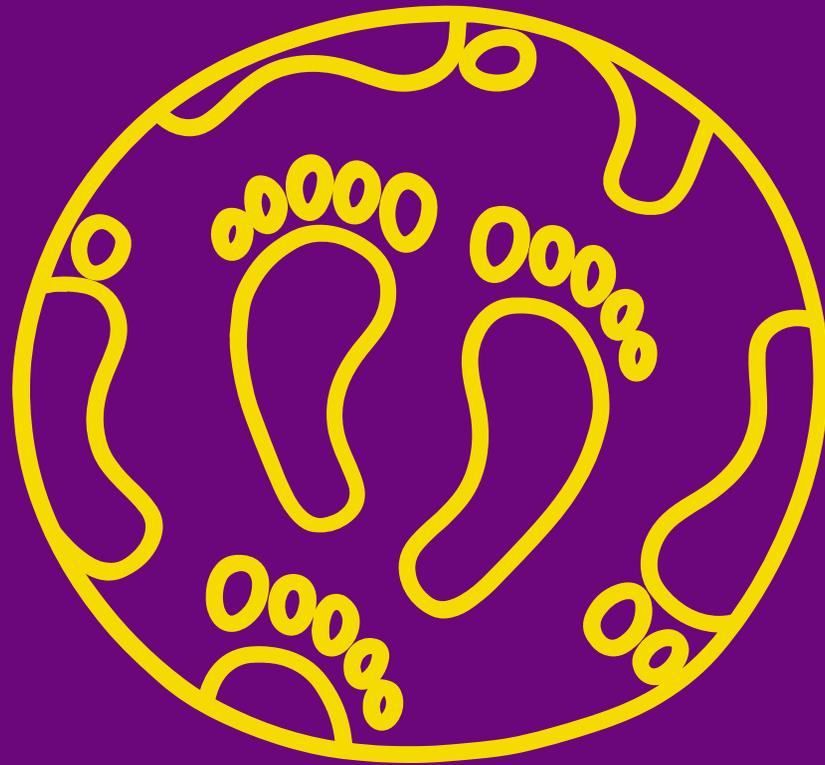
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# Della Bradshaw

## A puzzling case



**'There is a tried and tested way of ensuring premium status: put the price up'**

### Part-time MBAs make sense for many, so why are they treated as the poor relation?

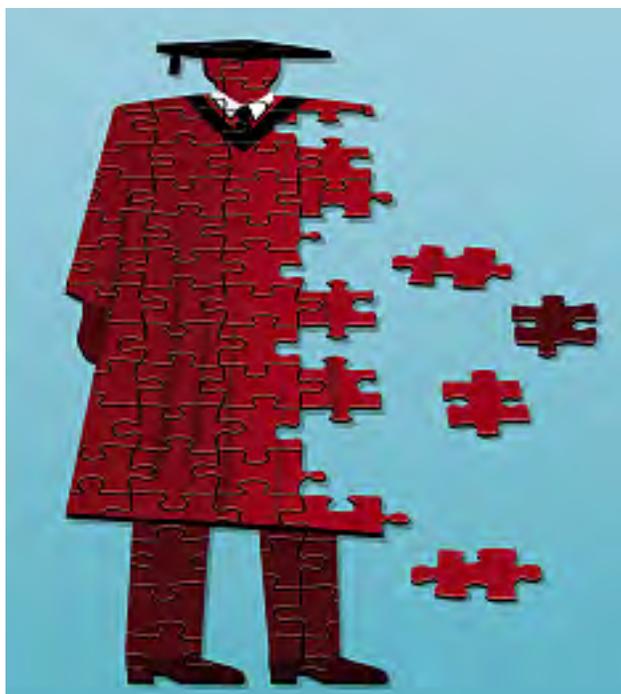
**T**hree cheers for the part-time MBA! It is not a refrain you are likely to hear every day, I have to admit. But why does the full-time MBA receive all the accolades while part-time programmes are met with a rather embarrassed silence, even though the degree received by graduates is often the same?

This might seem an odd thing to write about in a magazine dedicated to the full-time degree, but I think it is worth asking the question. Why has the part-time MBA always been the Cinderella of the MBA market, and can and should that change?

It strikes me there is a real case to answer here. For what everyone has learnt in the past decade is that the MBA market has to offer more flexibility to students; it has to make better use of technology; it has to be more affordable; and participants need the security of a job at the end of the process. A further point is that is that there are too few women on traditional MBA programmes, and there is evidence that part-time programmes might help redress that balance.

But the one thing that has convinced me the part-time MBA should be revisited is a comment I heard some years ago from Kim Clark, the former dean of Harvard Business School, whose MBA is ranked number one in the world by the FT this year. He said that students do not turn down a seat at HBS to go to another business school; they do so because they have great opportunities at work.

As economies recover around the world, this is clearly going to become a bigger problem, as corporations bid to retain talented staff. They may even be persuaded to sponsor part-time MBA students as part of that process.



Of course, this idea is not new. When the Fuqua school at Duke University in North Carolina launched its Cross-continent MBA more than a decade ago, the then dean Rex Adams described the part-time degree targeting managers in their late twenties as “hitting the sweet spot”.

There are other very successful part-time programmes out there, often called Executive MBAs, that cater to this market. At Iese Business School, for example, the average age of participants on the Madrid EMBA is 31 — similar to those studying on a full-time MBA at Insead. And whatever business school I talk to, from France to Australia, part-time and executive MBAs are booming, while full-time degrees flounder.

Of course, one of the biggest problems is that some of the most prestigious business schools — Harvard and Stanford are the most obvious examples — only teach the MBA in a

two-year full-time format. But these two US schools are not the only two big brand name schools. If you go to China, the two big names are Tsinghua and Beida — or Peking University. And most of the students on the MBAs at those two universities study part-time, as is common in China.

So why are part-time degrees so disregarded? I think there are may be two reasons. First, part-time degrees tend to be local courses, taught in the evenings. But there is no reason at all why they cannot be taught in modules, in the same way as the top-notch EMBA, in multiple locations. Fuqua has proven that.

Indeed, I can envisage a couple of enterprising business schools joining up to launch dual-city or even dual-country degrees. Why not a part-time degree taught alternate weekends in Chicago and New York? Or Paris and London?

The second thing is to do with branding. The power of the MBA is arguably because it is the best known degree brand in the world. But over the past few years, the EMBA has become a premium brand in its own right, largely due to the way it has been promoted by business schools.

Institutions such as London Business School, IE in Spain and Kellogg, at Northwestern University in the US, are now trying to perform the same marketing trick with the Master in Management degree, or MiM. So why not the part-time MBA?

Clearly the name is an issue — it needs a rebrand. Perhaps AMBA (alpha MBA) would work or MBA-HF (MBA for high-flyers). The potential list is endless.

Then of course, there is one final tried and tested way of ensuring premium status and high brand recognition, a tactic that worked so well in the EMBA market: put the price up. **B**

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# Position of strength

## Elite institutions are thriving but life is tougher down the scale. By Della Bradshaw

**T**he half-page newspaper article is brief but to the point: the doctor in the New York clinic is accused of amending insurance claims to give women access to fertility treatment if they cannot afford to pay for it. Twenty women who benefited from the scheme are sitting in court with their children in support of the doctor. Should he be jailed for fraud?

It is a case that MBA students at IMD business school in Switzerland have fought over in the classroom, with one group prosecuting the doctor, another defending him and a third group passing judgment, says Ralf Boscheck, MBA programme director.

“There is a difference between how we respond intuitively and how we rationalise it,” he says. “The idea is not to teach people ethics, but to get them to recognise their own moral compass.”

Such personal development initiatives are just one of the innovations being implemented in top full-time MBA degrees, as participants demand that schools move away from the traditional siloed classroom approaches. Big data analysis, new business models, soft skills and entrepreneurship are edging out the traditional courses in accounting, marketing and supply chain management.

The top few business schools go from strength to strength — Stanford Graduate School of Business in California, for example, admits just 6.5 per cent of applicants. “Students say that if they can get into a top school they will go. If not, they won’t,” says Garth Saloner, dean of Stanford. “If you want people to come for two years, give up a salary for two years and pay high fees, you really have to provide a transformational experience.”

For many institutions outside the top cadre of around 20 schools, it is survival, rather than the nuances of the curriculum, that occupies minds.

This year several second-tier schools in the US have closed their full-time MBA programmes — Thunderbird School of Global Management, Wake Forest University and Virginia Tech’s Pamplin School of Business are just three. Others seem set to follow.

“The segment of the market that is healthy is quite small,” says Alison Davis-Blake, dean of Michigan Ross business school. Many schools have been subsidising their full-time MBA programmes for years, she says, but now many have programmes that are so small they have crossed the line of academic as well as economic viability.

Second-tier schools are moving to different part-time formats for their MBAs, and to launching specialised masters degrees and masters in management programmes. “The question no one really knows the answer to is: will these cannibalise the MBA?” asks Prof Davis-Blake. “We haven’t been in the business long enough at scale [in the US] to know.”

Increasingly the competition for US business schools is global, believes Prof Davis-Blake. “If China continues to come up the curve and India becomes like China, we would be at a fundamental tipping point,” she predicts.

Long-promised changes in legislation, which might be

### Top of the class

**Top for salary**  
Harvard  
Business School:  
\$179,910 (weighted)\*

**Top for salary  
increase**  
Shanghai Jiao Tong  
University: Antai.  
160 per cent\*

**Top for career  
progress**  
Stanford Graduate  
School of Business\*

**Top for  
international  
course experience**  
Iese, Spain

**Top for value for  
money**  
University of Cape  
Town GSB\*

\*Three years after graduation. See key and methodology (p37-41).



## GLOBAL MBAs

## The FT top 25 full-time MBAs in 2015

Rank	School name	Weighted salary (\$)*
1	Harvard Business School	179,910
2	London Business School	154,147
3	University of Pennsylvania: Wharton	171,543
4=	Stanford Graduate School of Business	177,089
4=	Insead	155,015
6	Columbia Business School	169,252
7	Iese Business School	144,992
8	MIT: Sloan	158,926
9	University of Chicago: Booth	161,289
10	University of California at Berkeley: Haas	158,518
11	Ceibs	149,504
12	IE Business School	152,286
13	University of Cambridge: Judge	146,664
14=	HKUST Business School	132,416
14=	Northwestern University: Kellogg	159,598
16	HEC Paris	129,544
17	Yale School of Management	154,175
18	New York University: Stern	146,701
19	Esade Business School	133,138
20	IMD	148,148
21	Duke University: Fuqua	142,557
22	University of Oxford: Saïd	136,474
23	Dartmouth College: Tuck	153,896
24	University of Michigan: Ross	144,159
25	UCLA: Anderson	142,380

\* The average salary three years after graduation, with adjustment for variations between industry sectors

**“There hasn’t been much change [since the recession] in where [students] come from, but there have been changes in where they go’**

implemented in the Indian market in 2015, may confuse as much as clarify. The traditional pre-experience PGP (postgraduate programme) taught by the prestigious Indian Institutes of Management could be renamed as an MBA.

Inside India this will have little effect, says Ajit Rangnekar, dean of the Indian School of Business in Hyderabad. “Within the country nobody cares. All people care about is what institution you went to. The only people affected would be those who leave the country.”

What is unlikely to change, he says, will be legislation to acknowledge the one-year MBA, such as that taught at ISB. The school enrolls nearly 800 students a year on its accelerated degree.

Though widely recognised as the degree of choice in most of Europe, the one-year MBA faces problems in countries such as Australia, where overseas graduates of shorter courses cannot apply for postgraduate work visas.

Nevertheless, the one-year format is widely accepted in the market, says Laura Bell, associate dean of academic programmes at Melbourne Business School in Australia. “The concept of a year out — maternity leave or a year travelling — is something that is understood.”

At Insead, which teaches the highest-ranked one-year MBA programme in the world, recruiters increasingly are giving it their seal of approval. In the past six months 30 additional recruiters have visited one of Insead’s three campuses, according to Urs Peyer, dean of degree programmes. While the campuses in France and Singapore have remained strong, the big surprise has been the interest in Abu Dhabi, with 10 per cent of MBA graduates now starting their first job in the region.

“It’s just amazing how the perceptions have changed,” says Prof Peyer.

“Everyone wants to go [to Abu Dhabi] now.” He cites the one module on the full-time MBA that was recently taught in Abu Dhabi and that catered for 45 participants: 175 students applied for it.

Different types of jobs are on offer following the recession, says Stanford’s Prof Saloner. “There hasn’t been much change in where [students] come from, but there have been changes in where they go.” Private equity, venture capital and hedge funds have replaced investment banking, and there has been a surge in graduates going into technology start-ups and new ventures. In India, about 100 of ISB’s 2015 graduates will go into technology start-ups, for example.

So, is the long-term security of the MBA assured? All the great problems in the world relating to global poverty and healthcare, for example, need great leadership and management, says Prof Saloner. “I don’t think the MBA is going away.” **B**

## Poll: funding formulas

**M**ore than three-quarters of MBA alumni who responded to an FT poll funded their degree in part or fully from savings.

Of some 1,860 respondents who completed their MBA in 2011, 78 per cent said they had used their savings to cover some or all of the total cost. On average, personal savings accounted for 35 per cent of that total.

With tuition fees often running into five or six figures in US dollars, many graduates resorted to multiple sources of funding. A bank loan was the second most common form of financing, used

by about 46 per cent of respondents and making up 27 per cent of their total costs on average.

Slightly fewer graduates (42 per cent) used scholarships, accounting for an average of 14 per cent of costs, while 33 per cent of alumni used money from friends and family, making up about 15 per cent of their total. Other financial support, from sources such as employers, partners and alumni bonds, made up the remainder.

But there is some help available, as more than half of the respondents turned to their business school for advice and support with financial difficulties. Nearly 70 per cent of this group reported that their school had been helpful. Some graduates, however, felt under pressure because of the burden of their debts, with one respondent reporting that his loan's interest rate was twice that of a mortgage.

Another graduate argued that there was a need for a school-run financing scheme with more competitive rates and flexible payment options.

**Wai Kwen Chan**

**More than half of the survey respondents turned to their business school for advice and support with financial difficulties**



Raiding the account: students covered about 35 per cent of the cost of their degrees with savings

PHOTO: REUTERS

# Simon Caulkin

## Parallel lines



**'We are on the brink of a technology explosion that could make that felt so far seem like a popgun'**

### Economic commentators cannot agree whether we are heading towards boom or doom

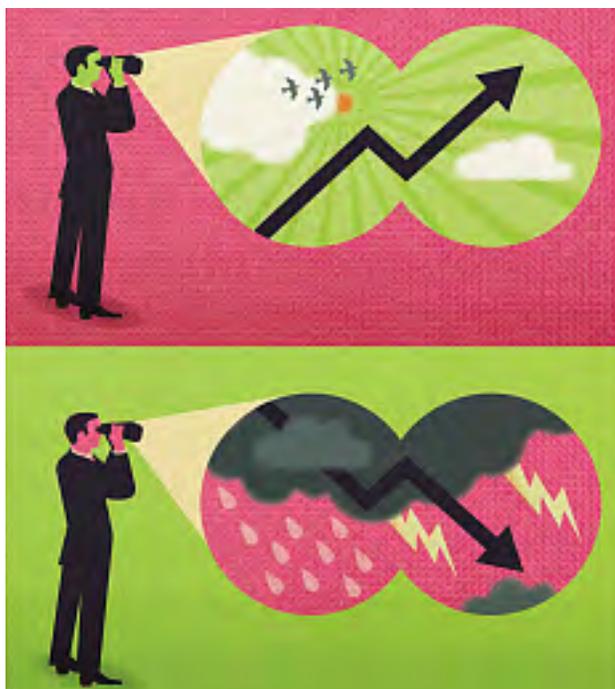
**I**s the management glass half full or half empty? Both views were on offer at the stimulating and star-studded Global Peter Drucker Forum in Vienna late last year, held in memory of the man considered by many to be the founder of modern management.

On the gloomy side, management statesmen such as Clayton Christensen and Gary Hamel, of Harvard and London business schools respectively, worried that big companies were shunning job-creating innovation and bogged down in bureaucracy. Roger Martin, academic director of the Martin Prosperity Institute at Rotman School of Management in Toronto, suggested today's capitalism was structured to reward banditry, rather than stewardship. The FT's Martin Wolf asserted that the perverse incentives in shareholder primacy had led to looting and inequality, the reverse of what was intended.

More cheerfully, other speakers gave examples of practical optimism, enthusiasm and management ambition: companies where "everyone is a manager" (Morning Star, the tomato processor); where leaders are chosen by followers (WL Gore, maker of Gore-Tex fabrics); or where 30 innovations a day are routine (Etsy, the online marketplace).

The duality was most convincingly reconciled by the commentator Steve Denning, who declared both views right. His take: business is living in two parallel economies. One, powered by the traditional command-and-control paradigm, is grinding to a halt under the friction of its contradictions. The other is a new "creative" or entrepreneurial economy that is struggling to be born.

Not surprisingly, the attributes of the old economy are easier to delineate than those of the new. Despite the colossal financial muscle, political influence and grip on the public imagination of



its biggest names, the quoted company sectors in the US and UK are in decline.

Returns are diminishing, while the number of listed companies has shrunk by more than half in 15 years. In that sense the fears seem justified: despite bulging coffers, quoted companies are investing too little and distributing too much in dividends and share buybacks to survive in the long term, let alone create the new products, markets and jobs economies require for sustainable growth.

Driven by customer rather than shareholder needs, the new paradigm is less familiar, more fluid and, for many, scarily incomplete. The goals, measures and methods locked in place by the shareholder-value model — command and control, hierarchical organisation, product-push through incentives and advertising — has been so internalised that organisations find it hard to imagine another. One based on measures against customer value and "enabling practices",

such as co-operation, self-organising teams and others yet to be devised, is the antithesis of what they know. While Denning cites Apple, Amazon, Etsy and others as embodying some of the emerging qualities, exemplars are rare.

What is more, the pull of the old model remains strong. Many "app economy" start-ups look like froth that would have drawn stern glances from Drucker, while those that have attracted the most attention from investors create few wider social and economic benefits such as full-time jobs. For some sceptical forum participants, the trendy "sharing economy" looks like an Orwellian misnomer: shared exploitation for those who do the work, while those at the centre play "winner takes all".

All this suggests the calling of a turning point is justified. It is common ground that the combination of Moore's Law (exponentially increasing computer power) and ubiquitous connectivity (the internet of things) has brought the world to the brink of a technology explosion that could make what it has experienced so far seem like a popgun.

Fully 47 per cent of US jobs could be automated, by one recent estimate. The question is how business will exploit the opportunities technology creates. Will it use it, like old-economy companies, to improve efficiency to reduce headcount and distribute capital? Or will it bring creative-economy principles to bear to meet Drucker's 1984 injunction that "the proper social responsibility of business is to tame the dragon, that is, to turn a social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, and into wealth"?

The mooted subject of next year's Drucker-fest is "technology-enhanced humanism". So watch this space — not least because it may concern you. **B**



**Simon Caulkin tweets on management and economic affairs @nikluac**

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# Sunil Kumar

## Generous spirit



**'Often, opportunities for business coincide with the needs of a country, but it takes vision to find them'**

### Indian industrialist JN Tata married business and philanthropy in exemplary fashion

**T**he story I am about to tell is a familiar one. It is one of an entrepreneur who starts in a modest family business and then breaks out on his own. He suffers initial adversity, driven by a war half a world away. Perhaps motivated by that, he builds a new business, where he incorporates new technology. He brings in new business practices. He becomes very wealthy over time. Finally, he makes a substantial philanthropic commitment to cap off an outstanding career.

Before you roll your eyes and think "not one of those again", let me tell you my story has a twist: it ends in 1904, the war is the American civil war and the entrepreneur began as a cotton trader in India. The story is that of Jamsetji N Tata, founder of the Tata conglomerate.

What he achieved as an entrepreneur is spectacular. Having suffered a reverse as a cotton trader because of the end of the American civil war and the consequent drop in cotton prices, he recovered enough in a decade to build an exemplary cotton mill away from Bombay (now Mumbai), then the centre of the textile industry in India. He saw, as most good entrepreneurs do, a white space. This mill was a huge success.

He introduced a technology unknown in India, the so-called ring spindle. His attempt to be at the technological edge was pooh-poohed by competitors who later followed suit.

Once he had acquired significant personal wealth, Tata began three very ambitious projects. None of them would be completed before he died aged 65.

The first was to set up a steel plant in Bihar. Given the relative backwardness of industry in India at that time, many saw this as ridiculous. One British official said he would eat the steel rail Tata could produce to British specifications. I don't think the official was held to his word.

Second, he decided to build a hydroelectric power plant near Bombay. Again he was way ahead of his



competitors and the market, starting less than two decades after the earliest hydroelectric project on the Niagara in North America.

The third project was philanthropic. He decided to set up a research institute not only to train people but to become the established authority on scientific matters in the region. This was again a stunning aspiration for India at that time. The University of Chicago was only in its first decade when he got started.

What Tata achieved is impressive. Equally impressive, though less known, is how he achieved it. Several salient features serve as lessons to entrepreneurs even today. First, he set the highest ethical standards for his companies. The Zoroastrian saying, "Good thoughts, good words, good deeds", was put into practice by his companies.

Second, he was a pioneer in India of using professional management. Even in his early endeavours, he installed a professional cadre of managers to whom

Profitability meets social impact: Jamsetji Tata, above, considered projects from both perspectives

he could delegate operations and move on to other more exciting projects.

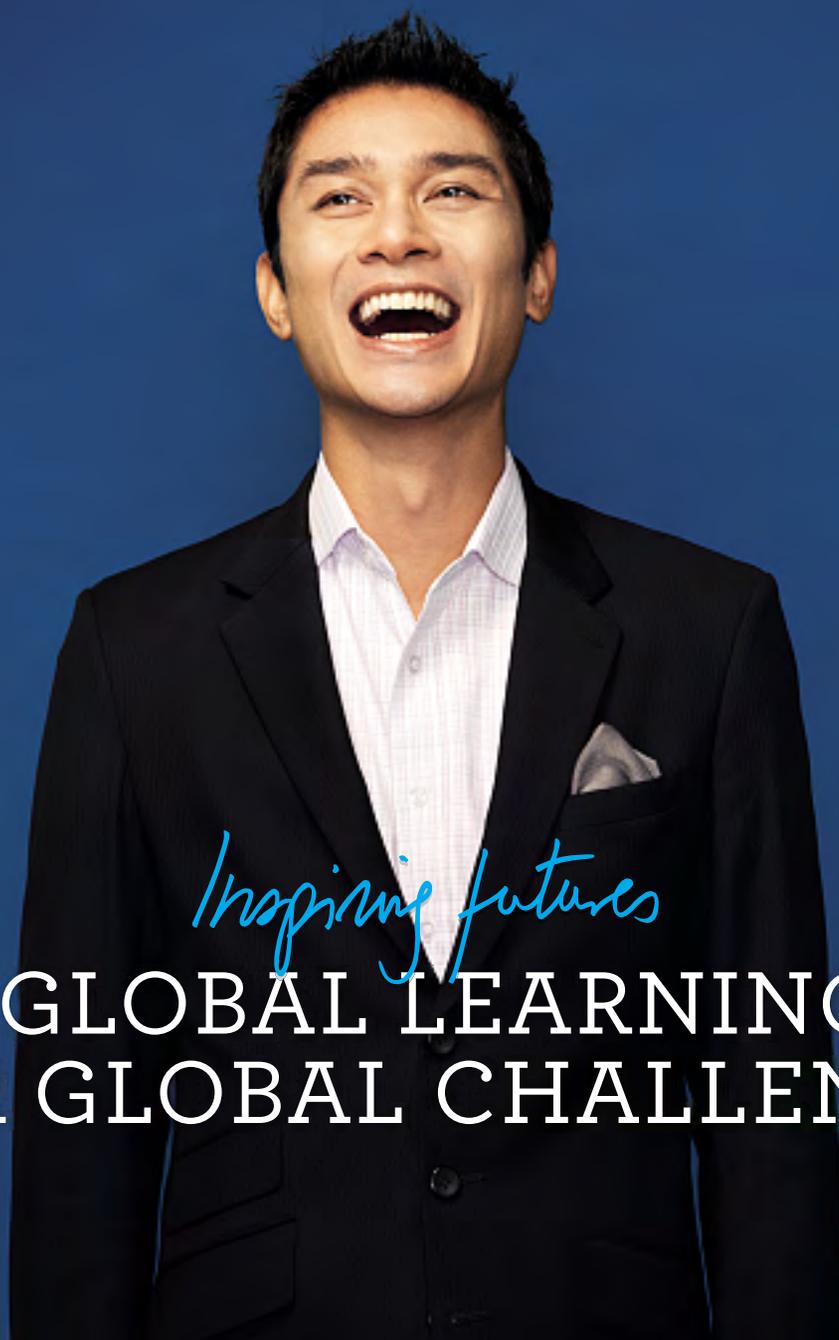
Third, he was a firm proponent of thought and analysis before action. Tata once had to fight a tariff that had been imposed by the British government on cotton textiles imported from India. He commissioned a study that established that the industry's long-term profitability was lower than the government estimate and thus supported lowering the tariff. The use of such a study to rebut the government appears to be without precedent in India.

Tata's three most ambitious projects were all conceived after careful study. He thought through what would be successful both in terms of profitability (in the case of the first two projects) and social impact (in the case of all three).

I admire Tata primarily for his three last projects. He conceived them late in life. He must have known they could take decades to complete. A truly visionary entrepreneur builds for succeeding generations, not just the initial public offering. In the case of the power and steel projects, it is hard to disentangle whether he conceived of them out of a sense of duty to his country or out of sound, long-term business sense. Often, opportunities for business coincide with the needs of a country, but it takes vision to find them.

Tata aspired to the hard-to-achieve. He did not choose the easiest paths to greater wealth. Finally, he believed in people. His use of professional management and his investment in scientific education and research in India are testament to this.

I must disclose I am a beneficiary of Tata's generosity and vision: I am a graduate of the Indian Institute of Science. Even today, when people in Bangalore ask me where I studied, I give them the colloquial name of my alma mater: the Tata Institute. **B**  
*Professor Sunil Kumar is dean of the University of Chicago's Booth School of Business*



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## Wide horizons

Schneider Electric's Jean-Pascal Tricoire underwent an 'inner revolution' at business school, broadening his world view and shaping a chief executive happy to defy convention

BY ANDREAS PALEIT  
PHOTOGRAPHS BY BERTON CHANG



Seeing the light:  
Jean-Pascal Tricoire  
says doing an MBA  
was an 'awakening'  
about the nature  
of business



As a youth in rural France in the 1970s, Jean-Pascal Tricoire never ventured more than 20km from home — “basically, where my motorcycle could go”. Since then an obsession with “going beyond the 20km” has helped take him and Schneider Electric, the energy management company he heads, to every corner of the globe.

“I come from the deep countryside,” he says. “My family was in farming. I was not really exposed to business. Coming from that environment, I just wanted in my life to go overseas — that was a childhood dream because I wanted diversity, contacts, cultural meetings with others.”

In his 28-year career with Schneider, which has included positions in Europe, Asia, Africa and North America, Tricoire has always sought to widen his horizons. He led the company’s operations in China in the early 1990s as the country opened itself to the world, was based in South Africa a decade ago and in 2011 became the first chief executive of a CAC 40 company to move out of France when he relocated to Hong Kong.

The laid-back 51-year-old does not conform to the stereotype of a French business leader. His route to the top did not start on one of the *grandes écoles* courses, the traditional programmes of the country’s elite. Indeed, he jokingly says he is “not very educated — it’s a sad reality”. Nor is he fond of hobnobbing with establishment figures, or spending too long at his desk. “I don’t believe very much in corporate offices. I believe in leaders who are with their customers and their people,” he says.

After engineering school in Angers, Tricoire says maybe he “could have tried” for a *grande école* programme. “But I was not the most studious — probably at that time in my life I didn’t have the focus to do those things,” he says. Nevertheless, he decided to do an MBA at what is now EMLyon, and the move brought about an “inner revolution”.

“That was an awakening — an awakening to what is a company, what is business. I took an international course, which for me was like the other side of the moon. And the guys: some people were doctors, some lawyers, some of us were engineers, some Chinese, African, so we were all taking a different approach.”

The course broadened Tricoire’s view “on the world, on companies, on the softer elements that are the most important in companies — like leadership, teamwork, emotional intelligence”. But he insists his experiences “in the field” were “more educational and more shaping than any formal educational background”.

Even in his free time, Tricoire likes to travel with his family to countries where Schneider is active — although he gave up backpacking, a long-time passion along with white-water kayaking, several years ago.

“When you go for business you just see the airport, the offices, cities,” he says. “You never see what 80 per cent of the population does in a country, so if you want to understand what Indonesia is made of, or the depths of China or India, you have to go and see.”

Tricoire believes companies and business schools should be more open to what he calls “alternative” applicants. “When I see people with an interesting

### **‘I don’t believe very much in corporate offices. I believe in leaders who are with their customers and their people’**

gap year, if they can explain it, if they can justify it, if they can show what they’ve learnt from it, it’s sometimes more profitable or more intelligent than having been through a traditional, continuous race from high school to the end of university,” he says.

Tricoire also sees a disconnect between business and the world of schools and universities, particularly in his native country. “One of the curses in France is lack of contact between the life of companies and education,” he says. He would prefer to see a German-style embrace of apprenticeships. “All countries should learn from that,” he says.

He says Schneider, which is one of Europe’s largest engineering groups, aims to make energy safer, more reliable, more efficient and greener for its customers. The company’s systems range from smart homes and smart



**Biography**

**1985** Electrical engineering degree, Ecole Supérieure d'Electronique de l'Ouest, Angers

**1985-86** Positions at Alcatel, Schlumberger and St Gobain

**1986** MBA, EMLyon

**1986** Joins Merlin Gerin (now Schneider Electric)

**1988-99** Schneider Electric positions in Italy, China and South Africa

**1999-2001** Head of global strategic accounts and of Schneider 2000+ programme to promote growth and reduce costs

**2002-03** Executive vice-president of Schneider's international division

**2003-06** Chief operating officer

**2006** Appointed chairman and chief executive

**2011** Relocates to Hong Kong



**'We had an obvious miss in Asia. You can tell your team, 'go to Asia', but if you're not there, people don't go – so I moved there and they followed'**

buildings (in which, for example, electricity-sapping devices automatically shut down when not in use) to transport management systems that minimise the time vehicles spend in congested parts of road networks, to larger projects such as airports and oil refineries.

A shortage of applicants with the right skills for its rapidly evolving suite of energy "solutions" means Schneider has set up its own school in Grenoble, in south-east France. "We didn't always find the right courses, so we have specific courses [tailored] to the new business that Schneider is inventing — all of those things that are new technologies, and people have not been trained for," Tricoire says. However, he adds that it is Schneider's customers, rather than the company itself, that tend to hire those coming out of the school.

The company has long had a culture of promoting people through its ranks, but a string of acquisitions under Tricoire's leadership, including the £3.4bn takeover of British engineering group Invensys completed last year, has added to the talent pool.

"People say: 'You don't recruit enough.' I say: 'I don't recruit? We make acquisitions,'" he says. The people from those acquisitions are taking responsibility at the highest level in the company and bring a different culture, a different approach, a different knowhow."

Schneider's future is tied to the battle against climate change. Tricoire says that with energy consumption set to double by 2050, and the need to halve greenhouse gas emissions over the same period, the world needs to improve by a factor of four its carbon intensity (a measure of how efficiently polluting fuels are used). He insists the easiest and most effective way to do this is to reduce consumption — "the low-hanging fruit is energy efficiency... everywhere".

When Tricoire became chief executive in 2006, Schneider's revenues were a third of their current level and the company's focus was still transatlantic. The opportunities offered by Asia's rapid industrialisation, economic growth and mass migration from the countryside to cities were obvious.

**'China has been here for 5,000 years and Schneider has been here for 180 years, so we can go through some bumps'**

"The core [growth] of urbanisation, of manufacturing, of the population and therefore of digitisation was not happening where we were at that time," Tricoire says, so he drove Schneider, "with a great sense of urgency", to develop its presence in the new economies.

Tricoire moved to Hong Kong along with several members of his management team. "We had an obvious miss in Asia," he says. "You can tell your team, 'go to Asia', but if you're not there, people don't go — so I moved there and they followed."

He explains the urgency: by 2025, he says, almost two-thirds of the world's cities with populations of more than 1m will be in Asia and Africa, and a third of them will be in China alone. Cities, he continues, account for 80 per cent of the world's emissions. "The battle for the environment will be won or lost in the cities, and we are going to build as many cities in the next 40 years as we have since the beginning of history."

With China now Schneider's second-biggest market, is Tricoire worried by its slowdown, which a growing number of economists believe is going to be much sharper than expected? "I'm not concerned by China in the mid term," he says. "What China is doing at the moment is the right thing. It might be a bit bumpier in the coming quarters, but China has been here for 5,000 years and Schneider has been here for 180 years, so we can go through some bumps."

As global emissions continue to rise steeply, particularly in China, can localised gains in energy efficiency really help avert the prospect of catastrophic climate change?

"The capacity of human beings to go to catastrophe is limitless," says Tricoire. "But the biggest, cheapest, easiest potential that everybody agrees on is on energy efficiency. I'm a lazy guy in life: let's do the easy thing — and the cheap thing." **B**

# From MBA to CEO

**Where did FT500 chief executives go to business school?**

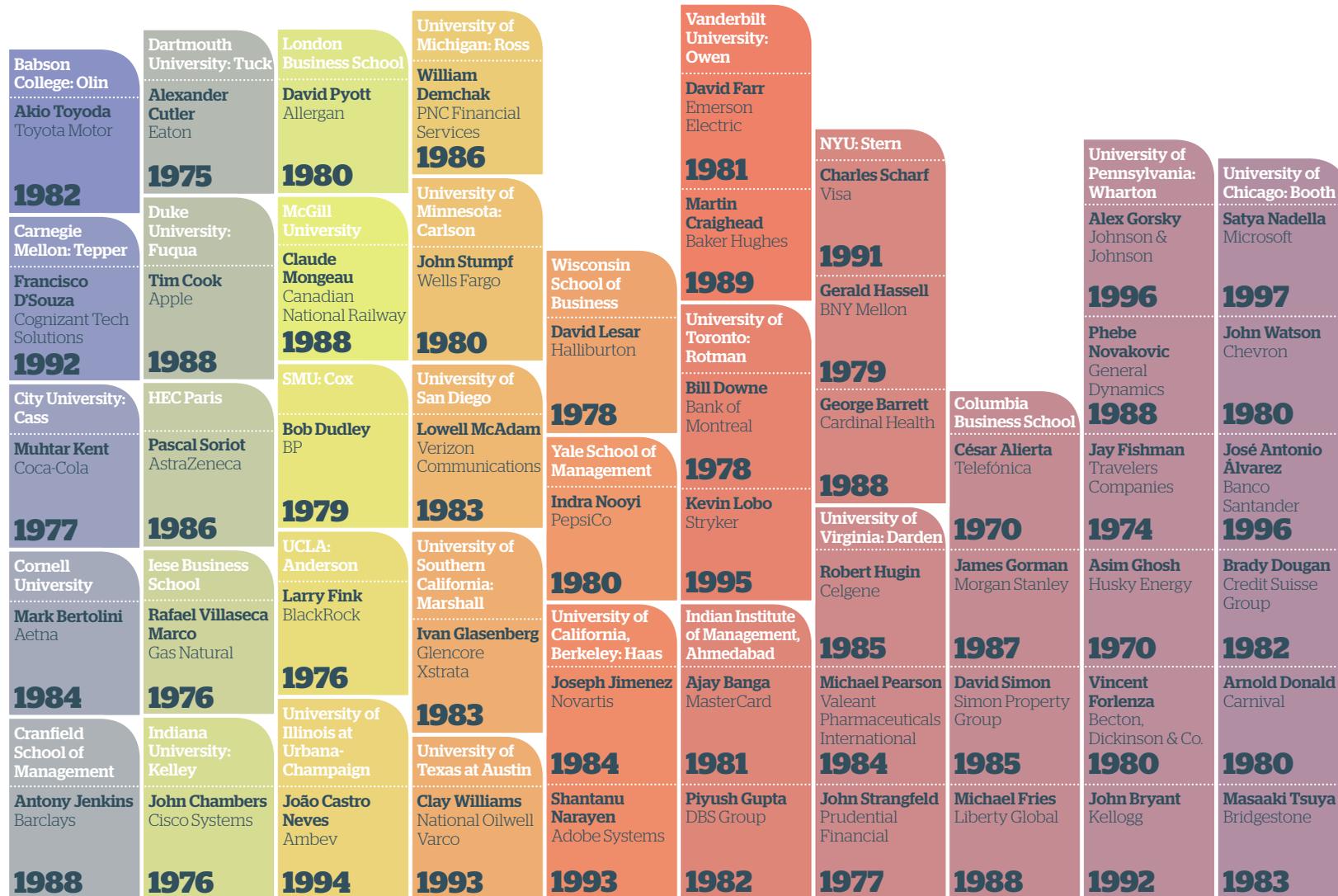
**By Adam Palin and Russell Birkett**

## Key

Business school

CEO Company

Year of graduation



## Number of MBA graduates who are chief executive\* of an FT500 company



**T**op business schools attach great significance to their alumni. Graduate networks are promoted as catalysts for career opportunities and the most successful graduates are lauded as role models for prospective students. Those who have climbed to the top of the largest companies are pinstriped pin-ups for the MBA.

FT analysis shows almost a third (31 per cent) of the world's 500 largest listed companies by market capitalisation, as featured in the most recent FT500, are led by an MBA graduate. Most of these earned their degree on one of the world's top programmes.

Business schools in the top 100 in this year's FT Global MBA rankings count 104 chief executives of FT500 companies among their MBA alumni. Nine highly ranked schools account for 74 of these corporate leaders.

Head and shoulders above the rest by this measure of graduate success is Harvard Business School, which boasts 28 FT500 leaders among its MBA alumni – three more than in 2014, when this research was first conducted.

Insead in France remains the only non-US business school to have more than two MBA alumni in these top positions. With 10 FT500 leaders, it is better represented than US competitors Stanford Graduate School of Business (eight) and the Kellogg and Wharton schools (both with six).

Following the appointment last year of Satya Nadella and José Antonio Álvarez to lead Microsoft and Banco Santander respectively, the University of Chicago's Booth school can also boast of six FT500 chief executives among its alumni.

The fluctuating value of the world's largest companies meant about one in nine were new to the FT500 in 2014. The inclusion of new business schools in the FT's 2015 ranking of MBA programmes also sees the likes of Bob Dudley, chief executive of BP and graduate of Southern Methodist University's Cox school in Dallas, added to the graphic this year. **B**

**Footnote:** Chief executives – as of January 1 2015 – of companies in the most recent FT500, composed of the world's largest companies by market capitalisation. CEOs listed by school in company size order. This chart contains data for the 104 chief executives with MBAs from business schools in the FT Global MBA Ranking 2015. \*Or equivalent highest-ranking manager.

For an interactive graphic with mini profiles go to [ft.com/ceo-mba](http://ft.com/ceo-mba)

Insead		Stanford GSB		Harvard Business School	
<b>André Calantzopoulos</b> Philip Morris International <b>1984</b>	<b>António Horta-Osório</b> Lloyds Banking Group <b>1991</b>	<b>Carlos Brito</b> Anheuser-Busch InBev <b>1989</b>	<b>Helge Lund</b> BG Group (from March 2015) <b>1991</b>	<b>Jeff Immelt</b> General Electric	<b>Meg Whitman</b> Hewlett-Packard
<b>John Donahoe</b> eBay	<b>Tidjane Thiam</b> Prudential	<b>John Donahoe</b> eBay	<b>Tidjane Thiam</b> Prudential	<b>Michael Mack</b> Syngenta	<b>Wendell Weeks</b> Corning
<b>Northwestern University: Kellogg</b>	<b>Northwestern University: Kellogg</b>	<b>Northwestern University: Kellogg</b>	<b>Northwestern University: Kellogg</b>	<b>Northwestern University: Kellogg</b>	<b>Northwestern University: Kellogg</b>
<b>Bill McDermott</b> SAP <b>1997</b>	<b>Miles White</b> Abbott Laboratories <b>1980</b>	<b>Bob van Dijk</b> Naspers <b>2000</b>	<b>Jamie Dimon</b> JPMorgan Chase <b>1982</b>	<b>Mark Fields</b> Ford Motor Company <b>1979</b>	<b>Victor Dodig</b> CIBC <b>1987</b>
<b>Ivan Menezes</b> Diageo <b>1985</b>	<b>Jeff Bewkes</b> Time Warner <b>1980</b>	<b>Ben Keswick</b> Jardine Matheson <b>2002</b>	<b>Alan Lafley</b> Procter & Gamble <b>1982</b>	<b>Steven Kandarian</b> Metlife <b>1979</b>	<b>Erik Engstrom</b> Reed Elsevier <b>1987</b>
<b>Ellen Kullman</b> DuPont <b>1983</b>	<b>Mary Barra</b> General Motors <b>1977</b>	<b>Gonzalo Gortázar</b> CaixaBank <b>2002</b>	<b>Vittorio Colao</b> Vodafone Group <b>1977</b>	<b>Marc Casper</b> Thermo Fisher Scientific <b>1980</b>	<b>John Cahill</b> Kraft Foods Group <b>1988</b>
<b>Bernard Fornas</b> Richemont <b>1972</b>	<b>Richard Fairbank</b> Capital One Financial <b>1990</b>	<b>Flemming Ornskov</b> Shire <b>1992</b>	<b>Robert Bradway</b> Amgen <b>1990</b>	<b>James Robo</b> Nextera Energy <b>1995</b>	<b>John Hess</b> Hess <b>1983</b>
<b>Ernest Santi</b> Illinois Tool Works <b>1994</b>	<b>Ken Powell</b> General Mills <b>1990</b>	<b>Sam Laidlaw</b> Centrica <b>1989</b>	<b>Jim McNERNEY</b> Boeing <b>1990</b>	<b>Carlos Rodriguez</b> Automatic Data Processing <b>1977</b>	<b>Raymond Kwok</b> Sun Hung Kai Properties <b>1992</b>
<b>Alex Molinaroli</b> Johnson Controls <b>2005</b>	<b>Tom Linebarger</b> Cummins <b>1981</b>	<b>Börje Ekholm</b> Investor <b>1975</b>	<b>Darren Huston</b> Priceline Group <b>1991</b>	<b>Charles Moorman</b> Norfolk Southern <b>1977</b>	<b>John Hess</b> Hess <b>1977</b>
				<b>Charles Moorman</b> Norfolk Southern <b>1989</b>	<b>Gregory Case</b> Aon <b>1989</b>
				<b>Michael Ward</b> CSX <b>1989</b>	<b>Ulf Mark Schneider</b> Fresenius <b>1989</b>
				<b>George Weston</b> Associated British Foods <b>1976</b>	<b>Ulf Mark Schneider</b> Fresenius <b>1993</b>

# Winning friends

**Social networking pioneers have been going back to school. By Jonathan Moules**

**J**ust over a decade ago Divya Narendra was an undergraduate at Harvard University, studying for an applied mathematics degree.

In his spare time, he was working with twins Cameron and Tyler Winklevoss on HarvardConnection (later ConnectU), a social-networking tool for students. He imagined it could become a big business. Then the three student colleagues got wind of Thefacebook, a rival platform co-founded by fellow Harvard student Mark Zuckerberg. Much legal dispute — and a film, *The Social Network* — was famously to follow about the genesis of the site.

Zuckerberg's start-up would, of course, eventually drop its definite article to become Facebook, the world's largest social-networking business. Zuckerberg and Dustin Moskovitz, a co-founder who later became Facebook's chief technology officer, followed the classic Silicon Valley model of leaving formal education to learn the art of creating a company "on the job".

Narendra did not quit his studies. He finished his degree, took a salaried job in the mergers and acquisitions team at Credit Suisse and as a hedge fund analyst at Sowood Capital Management in Boston. In 2009, however, he returned to full-time study, completing a dual programme combining a law degree and an MBA at Northwestern University's Kellogg School of Management near Chicago in 2012. This time, however, Narendra did



**Mark Zuckerberg followed the classic Silicon Valley model of leaving formal education to learn how to create a company 'on the job'**

become an entrepreneur, using the time between lessons to develop an online idea-sharing forum called SumZero.

The difference between Narendra and the other social-networking pioneers was that he kept faith with business education. He is now the New York-based company's chief executive, and remains convinced that business school, rather than the "university of life" approach taken by the college dropouts, was the best way to nurture his entrepreneurial ambitions.

"There is no doubt that learning on the job is a must," he says. "However, grad school gives you broad exposure through case studies, panels and direct networking to how other industries and companies work, in a way that would not be possible if you were working full time at any given employer."

It was not only the classroom teaching that helped, although the practical skills in financial management that he learnt were useful, says Narendra. As important as these were the connections made by faculty staff and alumni — SumZero's largest customer was introduced through a Kellogg connection.

It might be expected that someone who has invested so much of his time and money in higher education should be enthusiastic about the benefits to entrepreneurs of a formal education. What is interesting is that Narendra's former social-network business rival at Harvard has also become involved in the business education market again.

Last year, Zuckerberg joined the advisory board of Tsinghua University's School of Economics and Management, one of China's top business schools. The man who had previously dropped out of a formal education at an Ivy League college even delivered an address in Mandarin to students at the Beijing university.

The irony is not lost on Narendra. "There are even many examples of folk who went to top-ranked business schools and law schools who ultimately became wildly successful

Harvard connections:  
Divya Narendra, right,  
and Mark Zuckerberg  
opposite, at work on  
Thefacebook in 2005





and yet think the degrees were a waste of time,” he says. “There are other examples of people owing all their success to the number of degrees they carry with them. Going to grad school is a personal decision and not always solely driven by money or the return on investment on tuition.”

Zuckerberg’s involvement may have less to do with concern about his personal development and more with finding talent to work for his multibillion-dollar company, as well as gaining a foothold in a potentially lucrative market for Facebook. The site has grown rapidly from a start-up in 2004 to one of the world’s largest companies by market capitalisation and a big employer in need of brilliant minds.

**‘Determined’ approach:** Cameron (left) and Tyler Winklevoss prepare for the UK’s 2010 university boat race

“Tsinghua University is one of China’s leading universities, with a world-class school of economics and management,” a spokesperson for Facebook said in a statement. “They obviously feel Mark is an innovator and leader who will be a valuable addition to their board. Joining

**‘Going to grad school is a personal decision and not always solely driven by money or the return on investment on tuition’**

the Tsinghua SEM advisory board is a perfect fit with his passion for education, entrepreneurial experience and interest in China.”

Narendra agrees with this logic. “Mark is actively involved at a lot of universities, which makes a lot of sense for Facebook from a recruiting standpoint,” he says.

Zuckerberg and Narendra are not the only former Harvard students with business school connections involved in the social-networking story. The Winklevoss twins graduated with MBAs from Oxford University’s Saïd Business School in 2010. While at Oxford, they rowed for the university against Cambridge in the annual Boat Race on the Thames and they have both spoken fondly of their time at the school.

However, they were clearly eager to get back into the world of start-ups and soon set up a venture capital business, Winklevoss Capital, which says on its website it that backs “determined” entrepreneurs.

That a group of high-profile figures involved in the birth of social networking have so publicly endorsed business education must be gratifying to deans around the world. Business schools are eager to rebrand their schools as entrepreneur-friendly institutions in an age when many potential MBA students are increasingly drawn to the idea of founding start-ups.

The problem is that within the current generation of founders, particularly those involved in fast-growing digital start-ups, a formal business education is seen as an expensive way of obtaining skills, both in terms of time and money. Many opt instead for “the university of life” approach or bring on board a non-executive director as a teacher and guide.

Narendra has some sympathy for this reasoning. “It’s very difficult to both run a business and go to school full time,” he admits. “That said, for entrepreneurs contemplating launching start-ups, if you are able to raise capital as a student, the tuition becomes well worth it. It is a small price to pay in the grand scheme of a 40-plus year career.” **B**

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*David Young, Class of 1991*

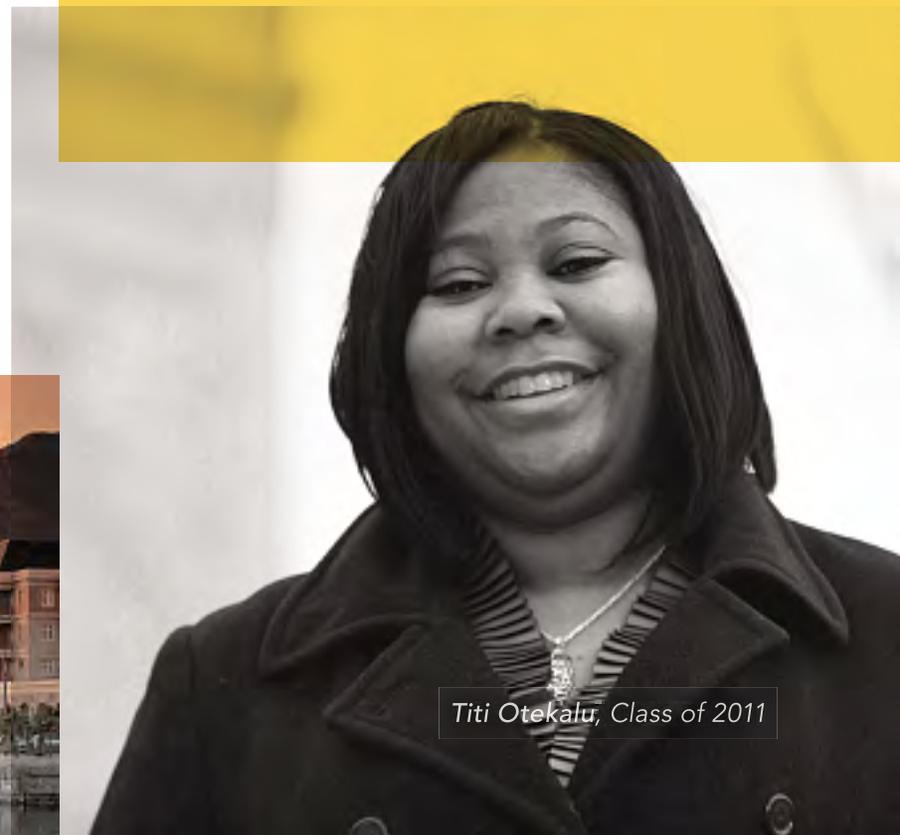
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*Titi Otekalu, Class of 2011*

# Dear Lucy...

## By Lucy Kellaway

**I have a job I love and an extremely supportive employer who is willing to sponsor me to study for a part-time MBA. My heart, however, is set on a full-time programme, which my company will not sponsor. I can afford to pay for myself on the full-time programme, but it means leaving my job. What should I do?**

Are you nuts? The two things that scare people about doing an MBA are quitting the security of their job and the need to pay a king's ransom for the course. You have a job — and not just any old job, but a job you love. You also have an employer who evidently loves you enough to be prepared to pay for a part-time course.

Instead of throwing your hat in the air, you are considering losing that good job, and impoverishing yourself by tens of thousands of dollars — possibly far more. And for what? For the privilege of being able to study discounted cash flow all the time, as opposed to some of the time. What should you do, you ask. You should go to your supportive employer and say thank you.

**We run a family business and my son is keen to go to business school for an MBA. Our business can ill afford to run without him for the year, but we would, I hope, ultimately benefit from his management knowhow. Is the time and investment spent on an MBA really worth it?**

Your son is an adult, so this is a question that would be far better coming from him than from his parents — even though it is you who controls the purse strings. Still, taking your question at face value, there is an easy answer. If all he needs from business school is a bag full

of techniques and if he is indispensable to the business, by far the best thing would be an online course. Then he can continue to work and learn at the same time without bankrupting you.

However, the treacherous thought occurs to me that the reason your son is pushing so hard to get an MBA is that he knows it will give him a network and might help him to fly the nest of the family business. I have no idea if this is what he is thinking, but, if so, wouldn't it be better for all of you to have it out now? Before taking any decisions, talk to him.

**In my CV sent to a top business school I slightly exaggerated some of my sporting and social achievements and omitted some of my weaker academic qualifications. Now I am about to start my programme and the thought that I may be caught out is giving me sleepless nights. How worried should I be?**

Lying on application forms is madness; exaggerating makes every sense. It is not clear which side of the line you were on. If you claimed to be “a popular member of the team” when in reality lots of people dislike you, that's fine. It's the sort of rubbish everyone writes. But if you said that you played football for your university when actually you have two left feet, that is a real problem. Omitting weak academic qualifications is not as heinous as falsifying them; how bad it is depends on how misleading your academic performance looks without these dud grades.



PHOTO: DANIEL JONES



The thing that gives me most doubt about your predicament is how uneasy you feel about it all: you know you've misled. Even if you get away with it this time — as you probably will — listen to the unease and avoid feeling it ever again by filling in application forms more accurately next time.

**The things you learn at business school wither and die, but the bonds you make will last and can go on helping you all your working life**

**I am lucky enough to have been offered places at three of the world's leading business schools. One is fantastic for networking, one has a great reputation for placing its students and the other has a superb academic brand. Which of these should take priority?**

Which of the three things is the most important for you? If you don't know, I would be inclined to go for the first one. The things you learn at business school wither and die, but the bonds you make — if they are good ones — will last and can go on helping you all your working life.

A third consideration: which place would you most like to live in? It is always impossible to know in advance which school you will like best, as it depends to some extent on who teaches you and who your classmates are. But if, for example, you don't much like the US west coast, Stanford might not be the place for you.

**My brother went to a very good business school four years ago and has said that I can pass off some of his essays and assignments as my own. I am more than happy to do this, but as he is currently between jobs I wonder if this is wise. What would you advise?**

I would advise you to retract the question. No, you can't pass off his essays as your own. That is plagiarism, and no one thinks it at all clever or funny. Not only would you get chucked out if discovered, you would be missing most of the point of going to business school — which is to learn something. As a postscript, I have no idea what your brother's current lack of a job has to do with anything. Irrespective of his employment status, the answer is no.

**My girlfriend and I applied for the same MBA programme. We both got in but now are in the process of splitting up. It is a very good school but a small programme. Should I pass on my place?**

This isn't a question I can answer for you. It depends on whether your heart is badly broken. And on whether hers is. It depends on how desperately you want to go to this school. Other things being equal, and unless your heart strongly advises to the contrary, I would stick to plan A. However bad the break-up seems now, it gets better in time, because that is simply what happens. And even if the course is small, it will have more than two people on it. **B**

*Lucy Kellaway is an FT associate editor and management columnist, and writes the weekly Dear Lucy advice column*

# To the rescue

**Use your new skills to help deliver immunisation to children across the world. By Charlotte Clarke**

**I**mmunisation has protected millions of children in developing countries, but in recent years the International Rescue Committee — the FT's appeal partner — has seen vaccination rates in some countries level off or even fall.

“Even within one district you have huge variations,” says Emmanuel d’Harcourt, senior health director of the non-governmental organisation, which supports humanitarian aid, relief and development in more than 30 countries.

There are examples of healthcare workers doing “amazing things” with little recognition, d’Harcourt says. However, vaccination programmes are often in areas where conflict, natural disaster and breakdown of state systems and structures put workers under great pressure.

Problems can include flawed processes at the village level, stock management and supply issues, strain on frontline workers’ motivation and poor uptake of vaccinations by families.

According to the World Health Organisation, 1.5m children under five every year die from diseases that are preventable by vaccine — roughly equivalent to the number of babies born in the UK in the past two years.

David Miliband, IRC chief executive and former UK foreign secretary, hopes MBA students can help. “Whether

caused by an armed group blocking a medical shipment, or families refusing to walk sick children to a health centre that may not have cold storage facilities, people’s lives are blighted by a lack of access to vaccines,” he says.

“Solutions are desperately needed to help the IRC reach the ‘last mile’ — the 20 per cent of children yet to be vaccinated against preventable diseases. This year’s MBA Challenge is a real opportunity for the next generation of business leaders to make a vital contribution.”

**‘Solutions are desperately needed to help the IRC reach the 20 per cent of children yet to be vaccinated against preventable diseases’**

Registered teams will submit a short proposal on how to improve management and support of healthcare workers and the delivery of immunisation. They will address how the IRC can develop supervision and mentoring, improve work structures and allocate and prioritise resources.

Shortlisted teams will be partnered with mentors and asked

PHOTO: LIZZY ONGORO/IRC

Good work: IRC workers administer a polio vaccine to South Sudanese refugees in Kenya



## A winning way to fight cancer

**A** business plan that helped World Child Cancer (WCC) to improve access to affordable, reliable medication and treatment in Ghana won the 2014 FT MBA Challenge.

The team behind the plan, Doin' it for the Kids, was made up of students from Duke University's Fuqua School of Business and Yale University in the US, Esade Business School in Spain and National University of Singapore Business School. Partnered with Mike Strange, head of global operations for diseases of the developing world at GlaxoSmithKline, the global pharmaceuticals company, they collaborated remotely on the problem over five months.

The final proposal, submitted in September 2014, included ideas for a network of local healers to be given enough training about cancer symptoms to refer children to medical professionals where necessary. There was also a plan for corporate-sponsored family accommodation for those who struggled to afford the travel costs of bringing their children to hospital.

Allison Ogden-Newton, WCC chief executive, was one of the judges on the panel. "Doin' it for the Kids drilled down to understand the difficulties in obtaining drugs in sub-Saharan countries. They gave a practical approach that we will definitely explore," she says. **CC**



to create a 12-page business plan on their proposal. They will tackle resource gaps in the most difficult environments and provide analysis, in an attempt to find solutions that can be implemented.

The challenge is open to teams of between three and eight students, of whom at least one must be studying at a university or business school in Europe, a second in the Americas and a third in Asia or Africa. At least one participant in each team must be studying for an MBA at the point of registration.

“MBA students can bring a freshness of thinking and unexpected solutions,” says d’Harcourt.

The winning team will be chosen for its ability to take account of local conditions and for the quality of its ideas. The deadline for team registrations is March 1 2015.

The FT is running a matching service for individuals seeking to join a team. For more information, visit [ft.com/mba-challenge](http://ft.com/mba-challenge) or email [mba.challenge@ft.com](mailto:mba.challenge@ft.com). 

**Teams will tackle resource gaps in difficult environments and provide analysis, to find solutions that can be implemented**



PHOTOS: NBC/GETTY IMAGES; CHARLIE BIBBY

Picking up points: the world of business is the subject of our charity quiz; (above left) IRC chief executive David Miliband

## Test your knowledge in the MBA charity quiz

**W**hen did Mark Carney take over as Bank of England governor? How much did Twitter shares surge on their stock market debut in November 2013? Which company turned down Daniel Ek, founder of Spotify, for a job because he did not have a university degree?

Teams of MBA students and alumni are invited to tackle questions about the world of business in our MBA quiz at the FT’s London offices. Last year’s winners, were a team from Imperial College Business School in London, pictured right.

The quiz will take place on February 24 2015 and will be compered by FT management editor Andrew Hill. Entry is £2,000 per team and all funds raised will be donated to the International Rescue

Committee, the 2014-15 FT appeal partner (see main story).

Teams are limited to one per business school. The deadline for entries is February 20 2015. For more details and to find out how to enter a team, see [ft.com/mba-quiz](http://ft.com/mba-quiz).

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**Analysis, p34**

What the 2015 survey reveals

**Rankings, p36-41**

Full tables of the leading schools

**Methodology, p40**

How the tables were compiled

# Global MBAs 2015



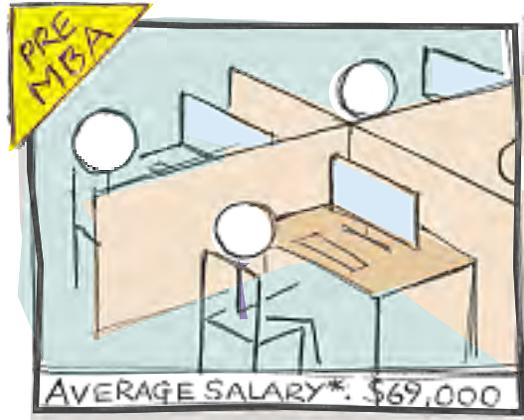
# Rankings

ILLUSTRATION: ADRIAN JOHNSON

**The top 100 programmes and how they compare**

# Success stories

**As Harvard retains the top spot in the FT MBA ranking, follow students from application to**



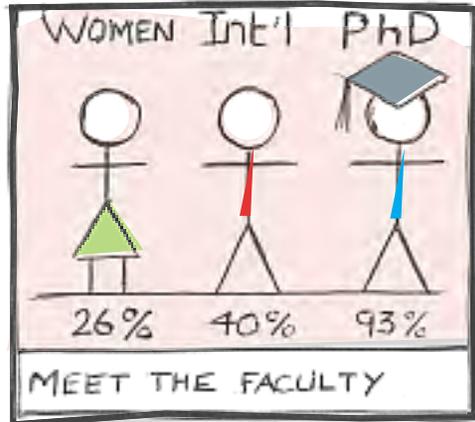
AVERAGE SALARY\*: \$69,000



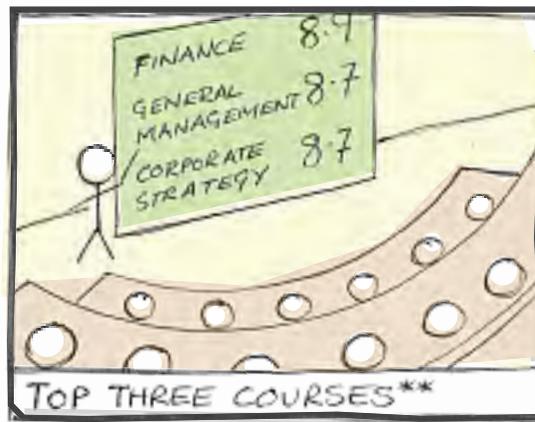
AVERAGE GMAT SCORE: 695



TOP THREE MOTIVATIONS



MEET THE FACULTY



TOP THREE COURSES\*\*



INTERNATIONAL EXPERIENCE



AVERAGE SALARY\*: \$108,000



22% SET UP OWN COMPANY



AIMS ACHIEVED (%)

**T**op spot in the 2015 Financial Times Global MBA ranking of the 100 best full-time MBA programmes goes to

Harvard Business School, which saw off challenges from London Business School (second) and the Wharton School of the University of Pennsylvania (third) to keep its crown. Stanford Graduate School of Business, second last year, slipped to joint fourth with Insead.

The ranking is based on surveys of the business schools and their graduates of 2011. MBA programmes are assessed according to the career progression of alumni, the school's idea generation (see key, page 39) and the diversity of students and faculty.

It is the sixth time Harvard has topped the ranking and the third year in a row. Its alumni have the highest average salary three years after graduation, at \$179,910 (weighted), nearly doubling their pre-MBA pay. Harvard is among the top schools for career progression and its MBA was the most highly recommended by graduates of other schools. It also comes second for research and its doctoral programme.

Harvard alumni cite the impact of the school's reputation. "Harvard Business School has opened a lot of doors and made people almost irrationally willing to hire me," wrote one graduate. Graduates can also rely on a large and active network. "Alumni are incredibly generous with their time," said another graduate. "Everyone will meet you for a coffee to share insights, advice and introductions."

The University of San Diego School of Business Administration is the highest new entrant, at 66th. Nine other schools not in last year's ranking feature in 2015, including Queen's School of Business in Ontario, which last reached the top 100 in 2006. China's Fudan University School of Management and the UK's Lancaster University Management School recorded the strongest progress, climbing 28 and 27 places respectively to 55th and 50th places.

MBA students' main motivations are to increase their earnings, to learn about general management and to network. About 95 per cent achieved their aims three years after graduation. Average alumni salary at that point is \$133,000, an increase of 93 per cent on pre-MBA pay. Some 89 per cent of graduates accepted a job offer within three months of completing their MBA in 2011, drawing an average salary of \$108,000. <sup>①</sup>

**Key to graphic:** \*From a 2014 poll of MBA alumni who graduated in 2011. \*\*Out of 10. \*\*\*Average. \*\*\*\*Return on investment (MBA cost + opportunity cost)/salary on graduation.

## graduation and beyond, below. By Laurent Ortman



ILLUSTRATION: RUSSELL BIRKETT; LAURENT ORTMAN

# The top MBAs



**Top full-time MBA: Harvard Business School**

For the third consecutive year, Harvard Business School is number one in the FT Global MBA rankings – the sixth time it has taken the top slot since the FT published its first ranking in 1999.

Though Harvard lags behind many European schools in the diversity of its student body and international mobility of its graduates, its alumni top the ranking for salaries three years after graduation, and the school runs Wharton a close second in the research and PhD rankings.

– Della Bradshaw



**Top for research: Wharton**

After two years languishing behind Harvard, the Wharton school at the University of Pennsylvania has regained first place in the rankings for academic research: it had the most articles published in the FT 45 list of peer-reviewed and practitioner journals. Wharton's top-ranked doctoral programme in business has made it the world's leading research-based business school. Wharton has also leapfrogged Stanford to come third overall in the FT Global MBA rankings. – DB

PHOTO: CHICCO7/DREAMSTIME

**FINANCIAL TIMES GLOBAL MBA 2015**  
The top 100 full-time MBA programmes (continued overleaf)

Rank in 2015	Rank in 2014	Rank in 2013	3-year average rank	School name	Country	Audit year*	Alumni career progress								
							Salary today (US\$)	Weighted salary (US\$)	Salary percentage increase	Value for money rank	Career progress rank	Aims achieved (%)	Placement success rank	Employed at three months (%)	Alumni recommend rank
1	1	1	1	Harvard Business School	US	2013	180,183	179,910	96	66	3	84	33	90 (100)	1
2	3	4	3	London Business School	UK	2015	155,754	154,147	97	61	10	85	28	93 (99)	5
3	4	3	3	University of Pennsylvania: Wharton	US	2013	172,699	171,543	90	87	22	82	40	96 (93)	3
4=	2	2	3	Stanford Graduate School of Business	US	2015	178,929	177,089	80	79	1	82	15	92 (100)	2
4=	5	6	5	Insead	France/Singapore	2015	155,546	155,015	86	11	23	82	51	83 (90)	6
6	5	5	5	Columbia Business School	US	2014	170,849	169,252	106	78	36	82	20	91 (91)	8
7	7	7	7	Iese Business School	Spain	2014	144,782	144,992	121	65	8	85	59	90 (91)	20
8	8	9	8	MIT: Sloan	US	2014	157,360	158,926	97	89	20	81	26	93 (99)	4
9	9	10	9	University of Chicago: Booth	US	2012	162,791	161,289	97	92	35	83	1	97 (99)	9
10	11	12	11	University of California at Berkeley: Haas	US	2012	159,140	158,518	88	72	50	83	10	87 (99)	10
11	17	15	14	Ceibs	China	2014	140,602	149,504	147	31	9	78	80	92 (100)	35
12	13	11	12	IE Business School	Spain	2014	151,411	152,286	104	20	4	81	78	92 (89)	27
13	16	16	15	University of Cambridge: Judge	UK	2012	148,909	146,664	93	5	12	86	23	88 (93)	39
14=	14	8	12	HKUST Business School	China	2011	133,023	132,416	117	2	31	81	86	81 (96)	36
14=	15	13	14	Northwestern University: Kellogg	US	2014	160,142	159,598	90	86	18	84	7	88 (99)	7
16	21	21	19	HEC Paris	France	2014	130,199	129,544	104	26	17	83	83	90 (88)	26
17	10	14	14	Yale School of Management	US	2013	155,056	154,175	96	70	21	84	55	89 (100)	17
18	17	19	18	New York University: Stern	US	2014	147,243	146,701	90	99	38	81	16	90 (95)	13
19	22	22	21	Esade Business School	Spain	2014	131,610	133,138	117	50	6	84	50	88 (93)	31
20	12	19	17	IMD	Switzerland	2015	151,138	148,148	70	7	7	87	4	77 (100)	16
21	17	18	19	Duke University: Fuqua	US	2012	141,593	142,557	91	94	47	83	25	90 (100)	11
22	23	24	23	University of Oxford: Saïd	UK	2013	137,138	136,474	86	13	16	85	46	89 (87)	34
23	20	16	20	Dartmouth College: Tuck	US	2013	155,125	153,896	94	81	27	82	11	94 (100)	12
24	23	30	26	University of Michigan: Ross	US	2014	146,836	144,159	97	74	68	82	14	90 (93)	14
25	26	23	25	UCLA: Anderson	US	2012	142,682	142,380	92	73	44	81	13	89 (98)	24
26=	30	26	27	Indian Institute of Management, Ahmedabad	India	2015	169,420	167,676	88	24	2	79	36	83 (100)	15
26=	31	39	32	SDA Bocconi	Italy	2014	121,405	121,100	107	23	64	81	57	85 (87)	56
28=	27	24	26	Cornell University: Johnson	US	2012	142,889	138,782	98	77	48	82	12	90 (99)	25
28=	29	31	29	University of Hong Kong	China	2013	118,354	118,354	108	37	41	81	31	79 (86)	71
30	-	27	-	CUHK Business School	China	2011	123,035	112,204	125	44	19	72	70	77 (99)	84
31	32	36	33	National University of Singapore Business School	Singapore	2012	110,208	107,282	127	28	81	78	67	98 (96)	44
32	27	35	31	University of Virginia: Darden	US	2014	141,678	141,297	100	71	56	82	5	93 (97)	18
33	36	34	34	Indian School of Business	India	2015	126,570	126,544	131	35	33	79	62	97 (93)	22



**First time in the top 10: Berkeley-Haas**

After several years of knocking on the door, the Haas school at UC Berkeley has entered the FT Global MBA rankings top 10 for the first time in 2015. The California school was ranked 31st as recently as 2009 but has since climbed steadily up the rankings to inch out Yale from the top table this year.

The school scores highly for its careers services and has one of the highest percentages of women students of the top 30 global MBA programmes. – **DB**

**Key to the 2015 rankings**

Weights for ranking criteria are shown in brackets as a percentage of the overall ranking. **Audit year:** indicates the most recent year that KPMG audited the school, applying specified audit procedures relating to data submitted towards the ranking.

**Salary today:** average alumnus salary three years after graduation, US\$ PPP equivalent. This figure is not used in the ranking.†

**Weighted salary (20):** average alumnus salary three years after graduation, US\$ PPP equivalent, with adjustment for variations between sectors.†

**Salary increase (20):** average difference in alumni salary before the MBA to now. Half of this figure is calculated according to the absolute salary increase, and half according to the percentage increase relative to pre-MBA salary — the “salary percentage increase” figure in the table.

**Value for money (3):** calculated using salary today, course length, fees and other costs, including lost income during the MBA.†

**Career progress (3):** calculated according to changes in the level of seniority and the size of company alumni are working in now, compared with before their MBA.†

**Aims achieved (3):** the extent to which alumni fulfilled their stated goals or reasons for doing an MBA.†

**Placement success (2):** effectiveness of the school careers service in supporting student recruitment, as rated by their alumni.†

**Employed at three months (2):** percentage of the most recent graduating class who had found employment or accepted a job offer within three months of completing their studies. The figure in brackets is the percentage of the class for which the school was able to provide employment data, and is used to calculate the school’s final score in this category.

**Alumni recommend (2):** calculated according to selection by alumni of three schools from which they would recruit MBA graduates.†

**Female faculty (2):** percentage of female faculty. For the three gender-related criteria, schools with a 50:50 (male/female) composition receive the highest possible score.

**Female students (2):** percentage of female students on the full-time MBA.

**Women board (1):** percentage of female members on the school’s advisory board.

**International faculty (4):** calculated according to the diversity of faculty by citizenship and the percentage whose citizenship differs from their country of employment — the figure published in the table.

	Diversity									Idea generation			
	Female faculty (%)	Female students (%)	Women on board (%)	International faculty (%)	International students (%)	International board (%)	International mobility rank	International course experience rank	Languages**	Faculty with doctorates (%)	FT doctoral rank	FT research rank	Rank in 2015
	25	41	50	39	35	26	40	53	0	90	2	2	1
	27	36	31	85	91	77	2	7	1	100	22	6	2
	22	40	13	37	32	46	42	39	0**	100	1	1	3
	21	42	28	38	44	26	56	20	0	96	5	13	4
	15	31	15	90	94	85	5	8	2	97	16	9	4
	17	36	13	61	47	35	46	46	0**	96	21	9	6
	21	22	21	60	84	85	9	1	1	100	78	65	7
	21	39	13	36	47	57	48	24	0	100	13	9	8
	16	36	11	37	45	43	58	59	0**	95	10	4	9
	22	43	21	47	46	9	47	26	0	100	20	6	10
	13	33	17	71	42	50	38	15	1	98	89	83	11
	37	28	42	58	91	82	32	38	0	97	67	75	12
	12	30	17	67	88	33	12	65	0	98	40	39	13
	23	33	21	52	65	48	14	10	1	97	35	36	14
	20	35	21	35	42	22	64	17	0	97	7	20	14
	22	30	13	65	95	65	4	11	1**	100	27	44	16
	24	37	23	33	44	44	66	34	0**	100	37	18	17
	20	36	15	53	37	17	70	27	0	100	11	3	18
	32	28	20	38	96	87	8	5	1	93	61	85	19
	15	26	17	96	96	85	1	44	1	100	89	85	20
	16	34	15	41	46	49	59	28	0	99	8	6	21
	18	32	42	58	97	62	10	40	0	98	33	72	22
	22	32	19	25	42	38	53	32	0	100	89	26	23
	25	32	20	39	34	13	62	57	0	96	12	14	24
	19	33	17	40	32	12	87	74	0	100	32	20	25
	18	15	10	3	2	0	37	79	0	99	73	99	26
	36	36	25	30	71	67	22	13	0	90	25	54	26
	23	29	23	39	39	35	71	41	0	91	58	26	28
	30	40	29	35	71	57	28	3	0	96	56	72	28
	19	38	23	49	56	62	26	14	0	98	77	39	30
	34	31	14	53	89	29	17	25	0	90	70	54	31
	24	32	29	16	37	12	80	68	0	97	85	51	32
	27	30	6	20	1	60	61	71	0	100	89	65	33

Footnotes: page 39

TABLES: JOHN BRADLEY



**Best value for money: Cape Town**

Many business schools boast of their heritage buildings, but few campuses can match the ambience of the business school at the University of Cape Town in South Africa: it is housed in a former prison, built in 1901.

With a focus on ethics, governance and entrepreneurship, UCT's MBA programmes are rooted in the complexity and uncertainty that are inherent in emerging economies. Ranked 52nd overall, UCT is the only African business school in the 2015 FT Global MBA ranking. – **DB**



**Highest riser: Fudan**

Fudan University School of Management in Shanghai has leapt 28 places in the rankings to joint 55th place with neighbouring Shanghai Jiao Tong University's Antai school of business.

With strong international links across its broad portfolio of programmes, Fudan is seen as one of just a handful of top business schools in China that can compete on the global stage. Fundraising is underway for a new campus that should help secure the school's international reputation. – **DB**

PHOTOS: ROTACIDNI, AFAGUNDES, SUSY56/DREAMTIME

**FINANCIAL TIMES GLOBAL MBA 2015**

The top 100 full-time MBA programmes (continued overleaf)

Rank in 2015	Rank in 2014	Rank in 2013	3-year average rank	School name	Country	Audit year*	Alumni career progress									
							Salary today (US\$)	Weighted salary (US\$)	Salary percentage increase	Value for money rank	Career progress rank	Alms achieved (%)	Placement success rank	Employed at three months (%)	Alumni recommend rank	
34	49	42	42	Imperial College Business School	UK	2013	108,553	108,553	88	29	26	83	85	84 (96)	49	
35	43	29	36	Manchester Business School	UK	2015	118,390	115,763	92	48	24	84	71	66 (87)	47	
36=	34	43	38	Carnegie Mellon: Tepper	US	2014	133,720	133,252	100	80	59	82	3	88 (100)	23	
36=	52	61	50	The Lisbon MBA	Portugal	2014	122,334	122,334	97	3	14	77	96	81 (77)	93	
38	25	28	30	Warwick Business School	UK	2015	118,411	118,411	61	17	51	83	32	88 (96)	45	
39	33	45	39	University of North Carolina: Kenan-Flagler	US	2011	126,384	125,937	93	85	67	80	41	89 (95)	29	
40=	38	32	37	Nanyang Business School	Singapore	2011	110,642	110,642	107	27	46	76	88	10 (100)	65	
40=	39	46	42	University of Texas at Austin: McCombs	US	2015	132,233	133,300	88	69	73	79	18	91 (98)	19	
42	36	40	39	Georgetown University: McDonough	US	2015	128,373	128,684	96	98	76	82	56	89 (96)	37	
43=	35	37	38	Rice University: Jones	US	2014	123,036	123,058	104	68	91	81	22	88 (100)	48	
43=	48	54	48	University of California at Irvine: Merage	US	2011	112,166	112,166	105	63	94	79	17	82 (100)	81	
45=	39	33	39	Rotterdam School of Management, Erasmus University	Netherlands	2011	104,016	103,626	78	25	60	80	94	80 (94)	53	
45=	41	40	42	City University: Cass	UK	2012	114,032	114,032	68	34	13	82	82	66 (93)	63	
45=	46	38	43	Cranfield School of Management	UK	2013	118,300	118,458	71	18	42	83	53	83 (100)	43	
48	56	68	57	Purdue University: Krannert	US	2015	108,622	108,622	113	36	34	78	65	76 (100)	58	
49	50	50	50	University of Maryland: Smith	US	2015	108,143	108,143	93	76	77	80	37	89 (99)	69	
50	77	71	66	Lancaster University Management School	UK	2013	96,919	96,919	81	14	49	88	42	91 (93)	76	
51	58	78	62	University of Washington: Foster	US	2015	115,924	115,924	93	60	89	82	39	96 (100)	62	
52	59	74	62	University of Cape Town GSB	South Africa	2013	144,744	144,744	76	1	25	74	97	73 (100)	85	
53	51	46	50	University of Toronto: Rotman	Canada	2015	92,935	91,974	80	95	84	75	95	70 (95)	28	
54	52	62	56	Michigan State University: Broad	US	2014	110,062	110,062	113	47	95	80	8	96 (100)	52	
55=	66	69	63	Mannheim Business School	Germany	2014	106,106	106,106	75	8	70	81	60	90 (89)	72	
55=	83	89	76	Fudan University School of Management	China	2014	90,833	90,833	148	42	39	76	34	96 (100)	77	
55=	77	-	-	Shanghai Jiao Tong University: Antai	China	2014	93,690	93,690	160	41	61	72	38	100 (97)	83	
58	65	82	68	University of Southern California: Marshall	US	2015	126,552	126,141	84	100	58	79	29	86 (97)	41	
59=	41	49	50	Emory University: Goizueta	US	2015	122,180	122,559	85	75	78	81	43	95 (99)	38	
59=	45	51	52	Sungkyunkwan University GSB	South Korea	2013	109,636	109,636	76	46	29	82	2	89 (97)	96	
61	59	53	58	Vanderbilt University: Owen	US	2014	119,920	120,936	88	83	75	84	27	91 (98)	51	
62	47	54	54	Indiana University: Kelley	US	2012	115,692	116,254	105	67	97	81	6	88 (99)	32	
63=	89	-	-	ESMT – European School of Management and Technology	Germany		99,822	99,822	65	4	54	84	21	78 (91)	82	
63=	-	74	-	University of Iowa: Tippie	US	2012	104,148	110,258	117	22	93	81	35	93 (98)	92	
65	71	59	65	Georgia Institute of Technology: Scheller	US	2012	113,498	113,498	108	38	90	80	9	94 (92)	57	
66	-	-	-	University of San Diego School of Business Administration	US		106,400	106,400	112	53	45	91	45	57 (100)	95	



**Highest new entrant: San Diego**

The University of San Diego School of Business Administration is the highest new entrant in this year's ranking, in 66th place. The school has one of the smallest full-time MBA programmes in the US, with about 40 students each year, and one of the most internationally diverse cohorts, with 53 per cent of participants from overseas.

The class of 2011's average salary of \$106,000 three years after graduation is more than double their pre-MBA pay. The programme is ranked second for aims achieved. – **Laurent Ortman**

**Key continued**

**International students (4):** calculated according to the diversity of current MBA students by citizenship and the percentage whose citizenship differs from the country in which they study – the figure in the table.

**International board (2):** percentage of the board whose citizenship differs from the country in which the school is based.

**International mobility (6):** calculated according to whether alumni worked in different countries pre-MBA, on graduation and three years after graduation.

**International course experience (3):** calculated according to whether the most recent graduating MBA class completed exchanges, research projects, study tours and company internships in countries other than where the school is based.

**Languages (1):** number of extra languages required on completion of the MBA.

**Faculty with doctorates (5):** percentage of full-time faculty with a doctoral degree.

**FT doctoral rank (5):** calculated according to the number of doctoral graduates from each business school during the past three years. Extra points are awarded if these graduates took up faculty positions at one of the top 50 full-time MBA schools of 2014.

**FT research rank (10):** calculated according to the number of articles published by current full-time faculty members in 45 selected academic and practitioner journals between January 2012 and October 2014. The FT45 rank combines the absolute number of publications with the number weighted relative to the faculty's size. † Includes data for the current year and the one or two preceding years where available.

**Footnotes**

\* KPMG reported on the results of obtaining evidence and applying specified audit procedures relating to selected survey data provided for the Financial Times 2015 MBA ranking for selected business schools. Enquiries about the assurance process can be made by contacting Lori Huber of KPMG at lahuber@kpmg.ca. The specified audit procedures were carried out between November and December 2014. The audit date published denotes the survey for which the specified audit procedures were conducted.

\*\* These schools run additional courses for MBA students for which additional language skills are required. These figures are included in the calculations for the ranking but are not represented on the table to avoid confusion.

	Diversity									Idea generation			
	Female faculty (%)	Female students (%)	Women on board (%)	International faculty (%)	International students (%)	International board (%)	International mobility rank	International course experience rank	Languages**	Faculty with doctorates (%)	FT doctoral rank	FT research rank	Rank in 2015
	30	49	38	90	77	50	24	70	0	100	41	44	34
	34	34	27	41	92	18	18	19	0	89	3	92	35
	18	27	12	37	41	12	74	85	0	94	31	51	36
	37	21	50	34	35	50	21	2	1	99	83	92	36
	35	38	22	76	88	22	29	55	1	100	17	60	38
	28	26	20	34	39	24	89	43	0	90	23	9	39
	33	41	26	65	84	58	23	35	0	98	62	60	40
	27	32	11	30	25	3	81	51	0	86	15	18	40
	30	32	17	35	47	17	79	69	0**	100	89	39	42
	29	32	18	31	41	0	68	100	0	93	88	39	43
	46	23	22	30	46	4	55	77	0	95	49	29	43
	25	28	30	46	97	30	13	56	1	100	43	31	45
	30	35	38	69	84	46	33	54	0	95	44	54	45
	32	19	19	48	87	27	11	52	1	91	30	96	45
	27	26	19	43	56	14	75	36	0	96	36	60	48
	31	34	22	35	44	12	84	95	0	97	9	26	49
	30	50	29	50	92	29	30	48	0	93	19	79	50
	28	32	23	21	33	8	90	93	0	93	29	24	51
	29	24	23	54	29	36	45	16	0	77	87	99	52
	24	32	41	75	50	53	36	63	0	99	4	4	53
	37	24	29	24	42	0	78	90	0	92	59	47	54
	30	33	20	12	76	20	27	21	0	100	24	75	55
	32	59	4	7	11	41	99	18	1**	95	18	79	55
	30	34	15	3	17	35	98	22	0	91	6	85	55
	29	31	9	33	30	9	88	82	0	82	47	20	58
	24	29	22	16	46	3	85	49	0	91	60	44	59
	15	30	29	50	30	79	60	12	0**	100	89	79	59
	19	30	9	21	22	3	94	75	0	100	86	36	61
	21	32	21	28	37	3	92	61	0	78	53	31	62
	27	37	38	77	92	12	19	60	0	100	89	75	63
	22	27	22	25	35	7	77	99	0	83	71	65	63
	18	24	9	33	29	2	91	96	0	83	79	29	65
	42	37	21	26	53	14	95	33	0**	85	89	83	66

**Clustering**

Although the headline ranking figures show changes in the data year to year, the pattern of clustering among the schools is equally significant. Some 190 points separate the top programme, Harvard Business School, from the school ranked 100th. The top 12 participants, down to IE Business School, form the top group of MBA providers. The second group, headed by Cambridge Judge, spans schools ranked 13th to 40th. Differences between schools in this group are small. The 37 schools in the third group headed by Georgetown University: McDonough are similarly close together. The remaining 22 schools, headed by Durham University Business School, make up the fourth group.

# Methodology

**T**his ranking evaluates the world's best full-time MBA programmes. A record 159 schools took part. All had to meet strict entry criteria and are internationally accredited. Their MBAs have run for at least four years and have a minimum of 30 graduates each year.

The ranking is compiled using data collected from the schools and a survey of alumni who completed

full-time MBAs in 2011. For schools to be ranked, 20 per cent of their alumni must respond to the FT survey, with at least 20 fully completed responses. This year, about 9,700 alumni completed the survey — a response rate of 40 per cent.

Alumni responses inform eight criteria that together contribute 59 per cent of the ranking's weight. The first two criteria reflect alumni incomes three years after graduation. The salaries of

non-profit and public sector workers and full-time students are removed. Remaining salaries are converted to US dollars using October 2014 International Monetary Fund purchasing power parity rates. The highest and lowest salaries in each school are removed and factors are applied to reflect income disparity between sectors. An average is calculated for each school and this figure, "weighted salary", carries 20 per

<b>FINANCIAL TIMES GLOBAL MBA 2015</b> The top 100 full-time MBA programmes							Alumni career progress									
Rank in 2015	Rank in 2014	Rank in 2013	3-year average rank	School name	Country	Audit year*	Salary today (US\$)	Weighted salary (US\$)	Salary percentage increase	Value for money rank	Career progress rank	Aims achieved (%)	Placement success rank	Employed at three months (%)	Alumni recommend rank	
67	88	82	79	University of St Gallen	Switzerland	2013	104,891	104,891	58	21	66	83	30	100 (79)	68	
68	-	-	-	Macquarie Graduate School of Management	Australia	2006	120,485	120,485	61	10	11	80	91	92 (89)	89	
69	70	72	70	Ohio State University: Fisher	US	2015	105,409	105,409	102	55	82	81	58	93 (100)	55	
70	81	91	81	Wisconsin School of Business	US	2014	110,970	110,676	100	39	92	82	19	88 (100)	64	
71	44	44	53	University of Illinois at Urbana-Champaign	US	2015	111,224	111,224	94	59	69	80	75	80 (89)	75	
72	64	54	63	Washington University: Olin	US	2015	110,810	110,810	87	96	87	77	64	97 (96)	74	
73=	91	64	76	University College Dublin: Smurfit	Ireland	2012	108,154	108,154	69	9	43	77	74	90 (94)	100	
73=	95	80	83	Babson College: Olin	US	2013	120,629	119,996	95	56	15	77	84	84 (89)	30	
75	62	48	62	AGSM at UNSW Business School	Australia	2011	109,794	109,794	59	43	88	81	79	85 (84)	61	
76=	87	87	83	Arizona State University: Carey	US	2015	104,356	104,356	96	57	99	82	24	90 (100)	50	
76=	-	98	-	SMU: Cox	US	2010	110,297	110,297	99	82	40	83	61	92 (99)	59	
78	75	95	83	Boston University School of Management	US	2013	109,775	109,775	97	64	53	82	68	90 (89)	40	
79	97	-	-	Durham University Business School	UK	2012	96,363	96,363	66	15	28	75	90	78 (91)	86	
80	73	87	80	University of Strathclyde Business School	UK	2015	98,839	98,839	80	12	32	77	69	86 (84)	97	
81	72	57	70	University of British Columbia: Sauder	Canada	2011	94,786	95,427	67	54	71	76	81	77 (90)	70	
82	68	-	-	Indian Institute of Management, Bangalore	India	2015	134,538	134,538	75	51	5	73	87	100 (97)	21	
83	54	-	-	University of Minnesota: Carlson	US	2014	112,208	112,208	75	90	65	85	49	83 (96)	67	
84	84	72	80	University of Bath School of Management	UK	2014	96,846	96,846	55	30	30	74	54	95 (90)	98	
85	55	59	66	University of Rochester: Simon	US	2011	107,595	108,321	102	88	83	77	44	95 (92)	90	
86=	62	77	75	Pennsylvania State University: Smeal	US	2012	104,612	104,612	100	49	98	77	52	85 (100)	54	
86=	-	-	-	Queen's School of Business	Canada	2015	92,388	92,388	86	32	72	83	98	83 (92)	73	
86=	-	100	-	University of Alberta	Canada	2010	82,237	92,370	95	45	100	72	93	85 (99)	87	
89	-	-	-	University of Notre Dame: Mendoza	US	2008	116,600	116,394	93	62	55	82	72	88 (98)	91	
90=	68	62	73	Melbourne Business School	Australia	2011	96,411	96,411	60	33	96	79	99	87 (96)	59	
90=	82	93	88	Boston College: Carroll	US	2014	113,846	113,846	80	84	80	84	73	91 (96)	46	
90=	99	84	91	George Washington University	US	2011	104,994	104,994	85	93	85	79	63	85 (85)	65	
93	84	95	91	University of California, San Diego: Rady	US	2015	99,200	99,200	72	97	52	77	47	86 (92)	79	
94	100	84	93	Vlerick Business School	Belgium	2011	99,852	100,809	71	6	57	81	92	36 (89)	78	
95	-	-	-	Birmingham Business School	UK	2012	102,367	102,367	61	19	37	73	76	88 (73)	80	
96	-	99	-	University of South Carolina: Moore	US	2010	92,526	92,526	97	91	62	81	89	70 (91)	88	
97=	74	64	78	Tias Business School	Netherlands	2012	92,289	92,289	67	16	74	76	100	75 (89)	98	
97=	89	78	88	Western University: Ivey	Canada	2013	95,922	96,990	68	40	79	77	48	90 (99)	33	
97=	80	-	-	University of Pittsburgh: Katz	US	2015	92,160	92,160	105	58	86	75	66	95 (98)	94	
100	84	76	87	McGill University: Desautels	Canada	2014	89,510	89,510	67	52	63	78	77	89 (93)	42	

cent of the ranking’s weight. “Salary increase”, accounting for 20 per cent, is determined for each school according to the difference in average alumni salary from before the MBA to three years after graduation. Half of the weight applies to the absolute increase and half to the percentage increase (published).



**Search the FT’s interactive rankings at [ft.com/rankings](http://ft.com/rankings)**

Where available, information collated by the FT in the past three years is used for alumni-informed criteria. Responses

from the 2015 survey carry 50 per cent of total weight, and those from 2014 and 2013 25 per cent. Excluding salary-related criteria, if only two years of data are available, the weighting is split 60:40 if data are from 2015 and 2014, or 70:30 if they are from 2015 and 2013. For salary figures, the weighting is 50:50 for two years’ data.

“Value for money” is now derived from fees, other costs and financial help reported by the alumni, and information from the past three years is used.

Eleven criteria are calculated from school data, accounting for 31 per cent of the final ranking. These measure the diversity of staff, board members and students by gender and nationality, and the international reach of the MBA. For gender criteria, schools with a 50:50 composition score highest.

With the exception of the “doctoral rank” (see key), criteria based on school surveys use only 2014 data. To ensure the integrity of information, KPMG, the consultancy, audits a number of participating schools every year.

The research rank, which accounts for 10 per cent of the ranking, is calculated according to the number of articles by full-time faculty in 45 internationally recognised academic and practitioner journals. The rank combines the number of publications from January 2012 to October 2014, with the number weighted relative to the size of each faculty.

The FT Global MBA ranking is a relative ranking. Schools are ranked against each other by calculating a Z-score for each criterion. The Z-score is a statistic that tells us where a score lies in relation to the mean. These scores are then weighted as outlined in the ranking key, and added together for a final score.

After removing the schools that did not meet the response rate threshold from the alumni survey, a first version is calculated using all remaining schools. The school at the bottom is removed and a second version is calculated, and so on until we reach the top 100. The top 100 schools are ranked accordingly to produce the 2015 list.

**Laurent Ortman**

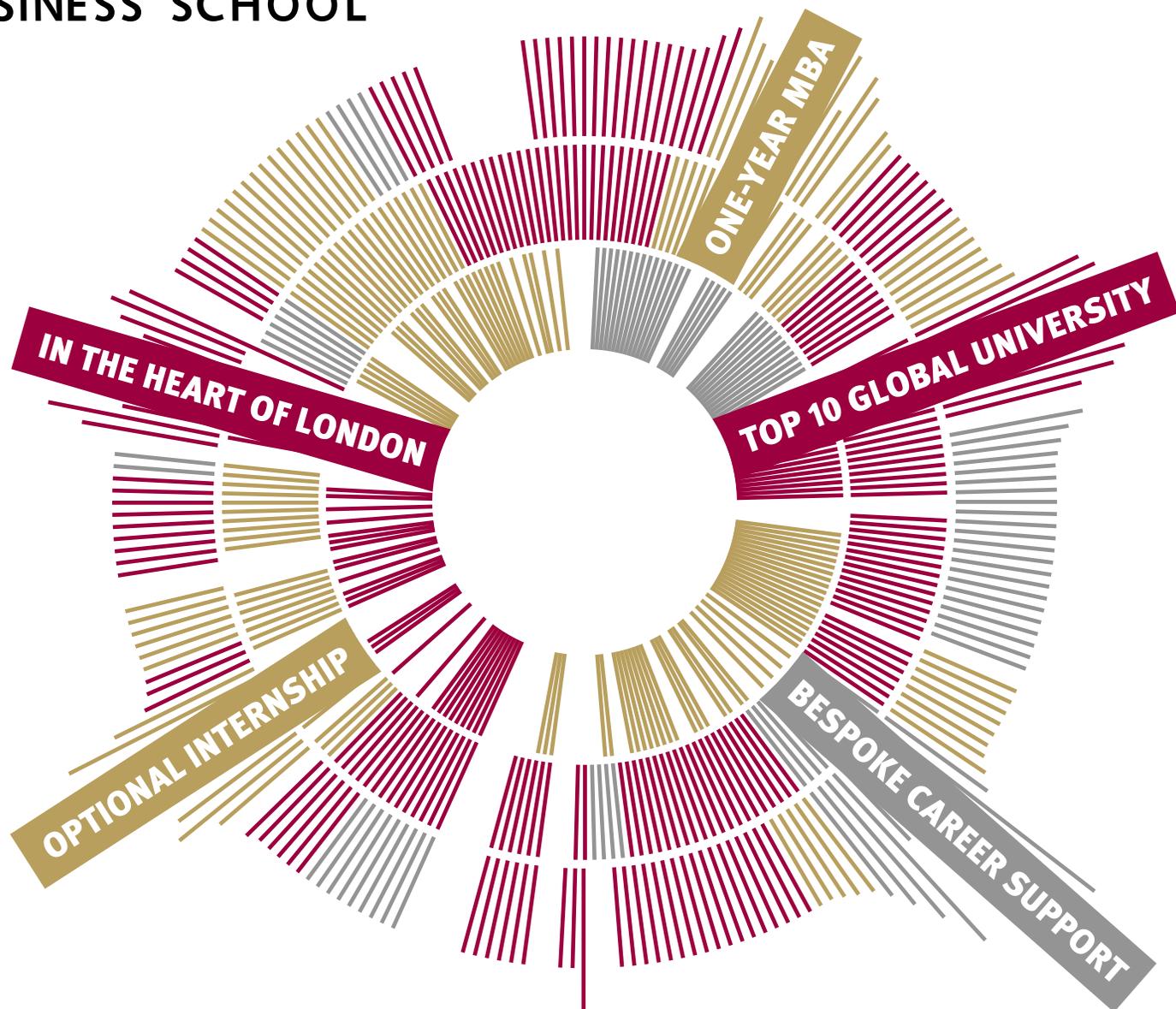
*Judith Pizer of Jeff Head Associates acted as the FT’s database consultant. The FT research rank was calculated using Scopus, an abstract and citation database of research literature.*

	Diversity									Idea generation			
	Female faculty (%)	Female students (%)	Women on board (%)	International faculty (%)	International students (%)	International board (%)	International mobility rank	International course experience rank	Languages**	Faculty with doctorates (%)	FT doctoral rank	FT research rank	Rank in 2015
	9	37	50	77	94	50	3	37	1	100	84	75	67
	24	30	50	44	86	75	54	62	0	100	66	88	68
	24	33	15	27	33	4	65	67	0	82	74	17	69
	25	39	4	27	25	4	96	58	0	94	69	65	70
	25	27	25	20	51	2	83	29	0	88	34	47	71
	23	28	14	36	42	1	82	84	0**	97	81	20	72
	30	27	25	46	51	53	35	87	0	100	57	88	73
	33	31	17	17	74	8	76	78	0	84	89	88	73
	16	27	16	53	82	27	6	9	0	93	80	65	75
	25	28	6	26	36	2	69	91	0	90	39	36	76
	22	37	12	31	30	3	97	72	0	94	89	72	76
	33	39	12	33	38	62	73	83	0	75	82	54	78
	40	27	41	54	88	35	31	30	1	97	27	88	79
	35	38	29	37	96	41	20	47	0	81	52	92	80
	24	32	24	79	60	19	34	42	0	99	42	24	81
	20	9	5	6	0	10	50	79	0	100	45	97	82
	30	25	29	25	25	5	72	92	0	81	55	14	83
	32	46	29	63	85	12	39	89	0	98	26	60	84
	16	22	11	26	57	14	57	76	0	82	53	54	85
	23	24	16	22	44	0	63	81	0	83	46	31	86
	32	42	19	49	55	49	43	94	0	96	75	60	86
	23	32	23	51	67	12	44	64	0	100	72	31	86
	23	30	12	16	33	7	100	66	0	84	89	31	89
	28	33	25	66	83	25	7	31	0	96	51	65	90
	37	36	8	13	34	0	93	98	0	84	68	39	90
	28	40	13	43	50	8	67	50	0	96	64	79	90
	19	34	22	50	67	14	86	86	0	96	89	14	93
	24	38	17	22	79	8	16	6	0	94	76	92	94
	36	42	65	44	91	48	25	97	0	89	38	97	95
	30	32	24	29	21	5	51	4	1	85	63	54	96
	27	29	20	42	100	0	15	45	0	94	14	65	97
	26	32	50	64	27	75	52	73	0	99	65	47	97
	28	29	13	14	41	3	49	88	0**	92	48	47	97
	33	29	13	72	78	29	41	23	0	93	50	51	100

Footnotes: page 39

# Imperial College London

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# IMPERIAL MEANS INTELLIGENT BUSINESS

**From the drawing board, p44**  
An app puts itself  
on the map



**Jargon buster, p45**  
White space  
investments

**Meet the dean, p51**  
Kalok Chan  
of CUHK

# Student pioneer



PHOTOS: JONATHAN BROWNING; JAMIE KINGHAM

**China's first MBA graduate two decades on, p46**

Education revolution:  
in 1993, Wang Chunqi,  
left, earned the first  
MBA degree granted  
by a mainland  
Chinese university

# inside

From the drawing board

# Only connect



## How one graduate created an app to put her contacts on the map. By Jonathan Moules

**S**ocial networking has transformed the way many people keep in touch with old friends and family members, but has not replaced the intimacy of a physical meeting.

Connect, an app-based service co-founded by Saïd Business School MBA graduate Anima Sarah LaVoy, aims to bridge the virtual and real

worlds by letting people see the current location of people in their address book.

LaVoy, who is Connect's chief innovation officer, completed her MBA at the Oxford school in 2011, helped by a Skoll Scholarship, funded by Jeff Skoll, the first full-time employee and first president of eBay.

The app maps the user's connections across phone and email contacts lists

and those on their social networks, including Facebook, Twitter, Foursquare, and LinkedIn, helping to facilitate meetings with contacts.

"We're all surrounded by far more relationships, far more people, than our brains have evolved to understand," LaVoy says. "With social media, it's easy to get distracted and lose time getting caught up in feeds. We want people to

PHOTO: JAMIE KINGHAM



**'We're all surrounded by far more relationships, far more people than our brains have evolved to understand'**

look up from their phone screens and interact with those around them."

While studying for her MBA, LaVoy built on "an already expansive" network to develop her start-up ideas with some A-list tech founders. In particular she recalls Silicon Valley Comes to Oxford, an annual event hosted by Saïd, where she met and discussed her plans with some of the technology industry's big names, including Biz Stone, co-founder

Big picture: the next phase for the Connect app is to add the capacity to hold group chats and offer more seamless calling and messaging

of Twitter, Kim Polese, who launched the Java programming language, and Reid Hoffman, co-founder of LinkedIn.

LaVoy already had start-up experience, having founded a millennial voters organisation as an undergraduate psychology student in the US, and helped create Ideate, a tech and innovation camp, at Burning Man, the week-long festival held each year in the Black Rock Desert in Nevada.

The idea for Connect came out of the desire to do more than merely have connections through social media apps on a smartphone.

"It wasn't how many people I knew that made me happy, or that I could use technology to stay in touch," she says. "What made me happy was the same thing that has always made people happy, having strong, deep relationships, and I needed a way to stay truly connected with all the people I had come to know from around the world."

After Oxford, LaVoy returned to the US, moving to the Bay Area of California.

"I began meeting influential entrepreneurs through my consulting work and through the San Francisco social scene, where personal and professional worlds collide," she says. "Still, I was determined not to lose touch with my friends, peers, advisers and mentors that I had met at the school and who were spread all over the globe, often moving from one place to the next."

It was here that the idea for Connect took root. She was struck by how much time it took to manage social networking contacts. "I spent a couple weeks adding my phone book contacts to Facebook and LinkedIn, and updating Gmail contacts with information shared from social networks.

"I realised that the first thing I needed to know, if I intended to see a particular person again, was where that person lived, and second was where they were at the moment. So I made sure I added home cities to each person's contact information in Gmail contacts: a key element in my rudimentary custom solution to keeping track of my people."

As LaVoy was building the code for a system, Ryan Allis, a social entrepreneur who had just moved from North

## Jargon buster: 'white space'

Inventors can make great entrepreneurs, but this is not necessarily the case. For every James Dyson, turning a bagless vacuum cleaner into a multinational business, there is a Johannes Gutenberg, the pioneering 15th-century printer who changed the world of communication forever but died in poverty.

This does not stop angel investors and venture capitalist firms trawling the planet for original ideas. The venture capitalists of Silicon Valley have a phrase for this type of investment: "white space". Backing completely new ideas may be risky, but the rewards are significantly greater, the VCs argue. Well, that is the theory.

Experience shows that the best investments are often made in copycats. Facebook did not invent social networking, Apple did not invent the smartphone, the PC or the tablet computer, and search engines were around a long time before Google. The trick these businesses pulled off was to do better something that was already available.

White space investments may be exciting, but it is better to back a business whose space is filled with paying customers. Imitation is not just the sincerest form of flattery, it is often the best way to create a business that will make money. — JM

Carolina, walked into her apartment with a friend. He had just sold his email marketing software start-up, iContact, to Vocus, a PR software business, for \$169m, and was working on a new venture. The pair discovered they had both started work on the same problem.

"We sat at my coffee table, comparing ways of keeping track of friends. We had one straightforward desire: all our people on one map," she says.

LaVoy oversaw all technology developed by her team from Connect's headquarters in San Francisco. The app now has more than 2.2m unique users in more than 150 countries and is adding 10,000 a day, says LaVoy. In December, the founders secured \$10.3m in their first major funding round.

A survey of almost 2,000 users in late November is helping Connect's founders better understand how people use their mobile devices and networking sites. A second study, covering the impact of social and mobile technology on human relationships, is planned for February.

So far, the app has been available only on Apple devices, so the next stage is to develop a version for Android. There are also plans to add the capacity for group chats and offer more seamless calling and messaging functions.

LaVoy is also building her company's connections. As well as hiring more people, she says she is busy deepening relationships with business partners in the UK and around the world. B



# China's first MBA

## Gabriel Wildau meets a pioneering graduate

**H**istorians date the beginning of China's modern economy from 1978, two years after the death of Mao Zedong and the end of the disastrous cultural revolution. But many modern institutions, notably in business education, are even younger. Wang Chunqi earned the first MBA degree granted by a mainland Chinese university in 1993, when China was on the cusp of its period of supercharged growth.

Ironically, Wang himself did not seek out the opportunity but — in an echo of the planned economy from which China was emerging — had it thrust upon him. After finishing his first degree in engineering in 1977, he was sent to work at Yizheng Chemical Fibre, building automated production lines. By 1991, the company was the world's fourth-largest producer of polyester yarn.

"I had no [management] experience, but at that time getting into university had nothing to do with your background," Wang says, speaking in the lobby of his office tower in Shanghai's Pudong district. The area was still mostly farmland when he began his MBA but is now a dense cluster of skyscrapers.

"The company leader recommended me. I had a certain status there," Wang says. "There were a few of us who were recommended to take the test, but I

was the only one who passed. Actually, I really didn't understand what this discipline was all about."

The Chinese government selected nine universities to pioneer domestic MBA education. The inaugural year was 1991 and the group included Beijing's three top universities — Peking, Renmin and Tsinghua.

Tsinghua, which is known as China's answer to Massachusetts Institute of Technology, was famous for its engineering department. Future central bank governor and premier Zhu Rongji, an architect of China's economic reform during the early 2000s under President Jiang Zemin, was appointed as founding dean of the new School of Economics and Management.

For Wang, business school meant leaving his wife in Nanjing to live in a dorm room with two classmates in Beijing. But the schools had been instructed from on high to launch MBAs and were not fully prepared. With no standardised course materials, professors often taught from handwritten notes. A distinct business curriculum had not yet been established, so Wang took classes with masters students in engineering for the programme's first year.

In the second year, 15 of 70 masters students were chosen to proceed to the formal MBA programme. Much like the so-called "third generation" of Chinese political leaders centred around Jiang, Zhu and former premier Li Peng, who all trained as engineers, the selection process for MBA students placed a premium on engineering skills.

"They didn't want teachers; they wanted people with experience managing factories — people with experience in industrial science," Wang says. "If you studied the humanities, foreign languages or something like that, they didn't want you."

Technical advantage: Wang Chunqi found his engineering skills were the key to being accepted on the MBA programme

**"They didn't want teachers but people with experience managing factories — if you studied the humanities, they didn't want you"**



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For an engineering student, topics such as marketing strategy, joint venture management and western accounting were unfamiliar. The course required three years of full-time study and Wang recalls working into the night by torchlight after the dormitory shut off the electricity at 10 o'clock.

"Compared with engineering, it wasn't really difficult, but it required a new way of thinking. Sometimes I didn't understand what I was reading," he says.

Wang earned the distinction of becoming China's first MBA because he asked for permission to graduate several months early. "When I graduated, they hadn't even figured out what the diploma should look like. They just gave me an engineering diploma," he says. "Later I swapped it for the real thing."

Yizheng Chemical was preparing to be one of the first mainland companies to complete an initial public offering in Hong Kong. For his MBA thesis, Wang researched issues surrounding Yizheng Chemical's listing and was given special permission to return to the company to participate in the road show.

Though not of his own choosing, the experience fundamentally changed the course of Wang's career. Shortly after the IPO, he left Yizheng Chemical to join First Eastern Investment, a Hong Kong-based private equity firm.

Wang's career shift neatly tracks the changes in China's economy. Yizheng Chemical thrived in the 1990s and early 2000s, when the country grew rapidly by mastering existing technology from rich countries and taking advantage of cheap labour costs to seize market share.

Now high-pollution, low-margin industries such as chemical fibre are giving way to higher-value-added industries, including financial services. Yizheng Chemical, which today is owned by state oil refiner Sinopec, is struggling to survive in an industry beset by overcapacity, and its shares are in danger of being delisted.

Yet Wang maintains a traditional view of what makes an effective business leader. "You need to understand technology and industrial science," he says. "A lot of investment bankers who do IPOs come at it from the perspective of the humanities and make all kinds of promises to investors. That won't fly." **B**

## China faces capacity crunch



### MBA places and senior faculty in short supply

**I**t may be barely 20 years since China produced its first MBA student, but these days some 30,000 managers graduate with an MBA each year from 236 Chinese business schools.

That is huge growth by international standards – China now has nearly three times as many MBA schools as the UK – but given the size of China's management cadre, the numbers are tiny.

One reason for this is the lack of qualified instructors, says Zhou Lin, dean of Antai College at Shanghai Jiao Tong University. "Thirty thousand seems to be a small number, but if you look at the supply side, in China there are not enough quality programmes. The bottom schools are really struggling."

One reason is that it is difficult to hire faculty, says Lu Xiongwen, dean of

management at Fudan University in Shanghai. "It is not difficult to hire junior scholars but it is to get senior scholars."

Even at Tsinghua University in Beijing, one of the world's most prestigious universities, the management school has been able to fill only nine of its 30 chaired professorships.

A second reason for the relatively slow progress is the quota system. The government tells each university how many students it can enrol and the university allocates places to each department. Even if there is huge demand for an MBA, the designated number cannot be exceeded.

Prof Lu believes the system should change: "[The number of] MBAs should be determined in the market."

Another significant difference between MBA study in China and that in the US or Europe is that the majority of students in China study part time.

At Tsinghua University School of Economics and Management just 98 of the 437 students who enrolled on the MBA programme this academic year are studying full time. At Antai, 80 of the 550 MBA students study full-time, says Prof Zhou. "When MBA students have decided they want to study full time, they will go abroad." – **Della Bradshaw**

Pioneers: the first  
Tsinghua MBA class,  
above, with Wang  
Chunqi in the centre

**'If you look at the supply side, in China there are not enough quality programmes. The bottom schools are really struggling'**

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## Meet the Dean

# East-west agenda



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Kalok Chan in conversation with the FT's Della Bradshaw.  
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**INSIDE**



## Kalok Chan of the Chinese University of Hong Kong talks to Della Bradshaw

**I**t was almost 28 years after Kalok Chan left the Chinese University of Hong Kong as a fresh-faced graduate that he returned to its business school in 2014.

This time it was not as a student or even a professor, but as its newly appointed dean. "It was like returning home," says the amiable finance professor.

The offer of the deanship at the school was not the first time CUHK had tried to lure Prof Chan back to teach at his alma mater. "When I finished my PhD [in finance at Ohio State University] I had an offer from CUHK but stayed in the US," he says. "I wanted to do serious research and US schools provided a very good



### **Kalok Chan**

Following his PhD at Ohio State University, Kalok Chan worked in the US before returning to Hong Kong to join Hong Kong University of Science and Technology's finance department, of which he later became head. In 2014, he moved to the Chinese University of Hong Kong, where he previously studied as an undergraduate, as dean of the business school.

A finance professor through and through, Prof Chan has played a role on several public bodies in Hong Kong, including the Asian Finance Association, where he was president from 2008 to 2010. He has also served on committees, including the Hang Seng Index Advisory Committee and Hong Kong Housing Authority.

research environment. I spent six or seven years in the US before going back to Hong Kong.”

It was this focus on serious academic research that informed and guided Prof Chan’s academic career. He has an enviably long list of publications in prestigious financial journals to his name, on esoteric topics from liquidity to trading strategies and emerging stock markets. So when he decided to return to Hong Kong it was to work at the business school at Hong Kong University of Science and Technology (HKUST), which had set out to attract US and European-trained scholars to Hong Kong with the promise of a US-style research environment.

Prof Chan admits that at the time CUHK could not compete in attracting elite scholars. It was a course CUHK did not begin to follow until 2000, says Prof Chan. “[In] the last 10–15 years things have changed bit by bit. In the old days, CUHK was more an institution focused on teaching. Now it has built a research programme and recruits faculty with strong research interests.”

HKUST combined its aggressive approach to recruiting internationally trained faculty, many of whom had ties to Hong Kong, with developing joint programmes with globally ranked schools — the Kellogg school at Northwestern University in the US is perhaps the most notable. It is a strategy that Prof Chan now hopes to implement at CUHK.

This global perspective is a far cry from Prof Chan’s undergraduate days at the school. “In the old days, as the name of the university implies, the medium of tuition was Chinese,” he says. Now the school’s undergraduate, masters, MBA and doctoral programmes are all taught in English.

The only Chinese-language programme is the Chinese executive MBA. “We’re targeting it at the Chinese executive who has not had access to an English language education but still has a strong interest in understanding the world of business,” says the dean.

But the early focus on China has brought advantages to the school, believes Prof Chan. While other Hong Kong schools are trying to establish links with China, CUHK already has two well-established programmes there — a masters degree in accounting

## ‘In the old days, CUHK was more focused on teaching. Now it has built a research programme and recruits faculty with strong research interests’



Moving with the times: CUHK is looking to build alliances with business schools in the US and Europe

taught in Shanghai and a finance MBA taught in Beijing and Shenzhen, the latter taught jointly with the prestigious Tsinghua University.

Now the plan is to establish relationships with business schools in the US and Europe. The aim, says Prof Chan, is to “bring together schools from the east and the west”.

The irony is that when Prof Chan was head of the finance department at HKUST he was instrumental in establishing one of its highest-profile joint programmes — the master of science in global finance, taught jointly with NYU Stern.

Prof Chan is the first to acknowledge that establishing such programmes will be more difficult than in “the old days”. There is strong local competition and universities from outside the region are moving in, as they see the opportunities. “There are a lot more schools in the region and a lot more schools with this research focus,” he says.

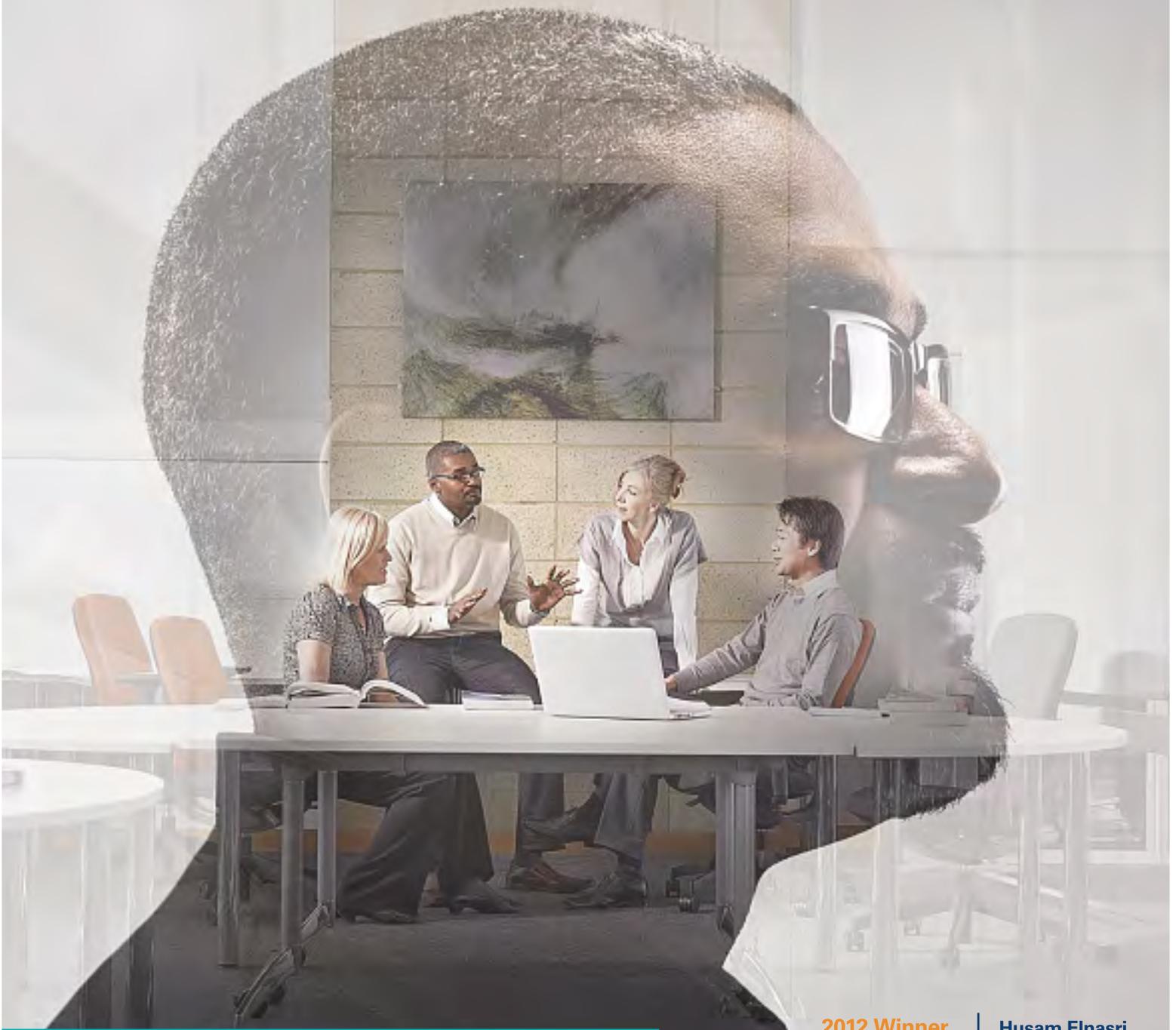
Many western institutions are looking for alliances in mainland China, but the CUHK dean believes Hong Kong has distinct advantages: the system is much more in line with that of the US or the UK, and there is freedom in pay scales and course design. “There is a lot of political influence in education in China,” he says.

In many ways the challenges faced by Prof Chan are very similar to those faced by a dean in Canberra, Cambridge or Connecticut. The flagship MBA programme, like those almost everywhere in the world, is under pressure. While on the topic of research, he talks of balancing the needs of the local community with the needs for a global research agenda, and the debate on relevance and rigour, in much the same terms as any global business school dean.

There is, however, one issue where Prof Chan has a clear advantage over his peers: because a substantial chunk of the school’s funding comes from government — the four-year undergraduate programme, for example, is free of charge to local students — and with the Hong Kong economy in good health, financial support is strong.

“My priority is to improve the school and its programmes,” concludes Prof Chan. “Fundraising is not my short-term priority.” **B**

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**how to...**

## choose a business school

**Academic and lifestyle issues to consider. By Wai Kwen Chan**



# How to...

ILLUSTRATIONS: NICK LOWNDES

**G**etting the most from your MBA requires careful research to ensure that the business school and programme are right for you.

It is a good idea, for example, to talk to students, faculty and alumni to see if the school's culture is a good fit. Can you picture yourself learning and developing social ties there?

Lawrence Cole, an MBA student at the Wharton School at the University of Pennsylvania, recommends visiting business schools outside of the formal recruitment weekends. While Cole says he has nothing against these events for prospective MBA students, he believes that visiting the campus at another time "gives you a more authentic feel for a place".



**Career and alumni network** Where you want to end up in your career may also affect your choice of school, so it is wise to analyse their employment record.

“Check out LinkedIn or corporate profiles of people at the companies you are interested in pursuing,” says Emma Livingston, an MBA graduate of Sauder School of Business in Vancouver, Canada. “If they all attended a select group of schools, it is a great sign the school has close ties to the companies’ human resources departments.”

Also, find out how active and widespread the alumni network is. These groups can provide valuable support, careers advice and information long after you graduate.

**Class profile and campus life** It is vital to consider the composition of the class as you will be learning from your peers, not just your textbooks. Studying with students from different nationalities may enhance your knowledge of international business, for example.

Also consider the size of the cohort. Harvard Business School offers the advantages of both large and small classes. With some 900 students, Dee Leopold, managing director of MBA admissions and financial aid at the school, says: “We have an exceptionally diverse group that comes from many different countries, backgrounds, industries, experiences and perspectives.”

The school also places first-year students into sections of 90 who study and learn together throughout the first year. “This facilitates bonds and friendships that last a lifetime,” she adds.

Investigate what life on campus has to offer, such as clubs and extra-curricular activities that can add to your learning experience. Pauline Wan, an MBA student at NUS Business School in Singapore, describes a seminar, focused on start-ups, that was organised by the school and the university entrepreneurship club. The guest speaker was Ming Lei, co-founder of Baidu, the Chinese search engine, who shared insights on developing a successful company.

**Location and work visas** Eli Daquiao, an MBA student at New York University’s Stern School of Business, advises keeping in mind the accessibility of people, companies and industries when you decide which school to apply

to. For example, studying in New York has enabled him to visit big media companies such as NBCUniversal and Viacom, which have their headquarters in the city. By building these relationships in his first semester, he was able to secure an internship with cable channel USA Network.

Apart from the cost of living, consider the lifestyle. Matt Barnett moved from the UK to study for his MBA at UNSW Business School in Sydney, Australia. He points out there are few places in the world where you can head off to a beach to run or surf after work. “It’s a wonderful balance, and ultimately leads to a far more positive and productive life,” he says.

If you wish to study overseas and hope to find work in the region after graduation, look at the work visa arrangements. Laura Rojo, director of market intelligence, recruitment

**Reputation** Look out for the various stamps of approval bestowed on schools and courses. For example, check if a school is accredited by internationally recognised bodies such as the AACSB (Association to Advance Collegiate Schools of Business) in the US and Equis (European Quality Improvement System), the international accreditation arm of the European Foundation for Management Development. When referring to rankings publications, pay attention to the methodology to see whether it adheres to your values.

**Programme format and teaching methods** Should you choose a one- or two-year MBA? Conrad Chua, head of MBA admissions and careers at Cambridge Judge Business School, says the school’s one-year degree suits many students who have a wide range of work experience that helps them cope well with the rigorous demands of a shorter programme. “As the student is able to return sooner to the workplace, the opportunity costs are also reduced, so a one-year programme suits many candidates very well both practically and financially,” he adds.

A two-year MBA is generally an option for career-switchers and offers the chance of taking up an internship. Bruce DelMonico, assistant dean and director of admissions at Yale School of Management, explains that the two-year MBA has advantages in that for “most people it is important to have additional time to learn, explore and develop professionally”.

“Especially at a time when professional careers span not just roles and organisations but industries and even sectors, developing a broad-based set of competencies is critical, as is the ability to understand how these competencies fit together. Doing so takes time,” he adds.

Finally, research the faculty — are they practitioners and do they have connections with industry? Find out what teaching methods are used, such as live case studies and company visits. Also, will you have the chance to carry out a consulting project with your target organisation or in an emerging economy? Whether you are trying to earn a promotion or change jobs, keep your end goal in mind to make the right choice. **B**



**It is vital to consider the composition of the class as you will be learning from your peers, not just from your textbooks**

and admissions at Sauder School of Business, says Canada has a progressive visa and immigration policies focusing on attracting highly skilled workers. “This has tremendous benefits for prospective MBAs hoping to relocate to North America, with graduates securing work permits of up to three years and eligibility for permanent residency after just one year of full-time employment,” she says.

**Partner- and family-friendly schools**

If you are bringing your partner and children with you, find out what facilities and social clubs are available for them. “The support of family and partners is crucial to the success of our students,” says Philippe Oster, director of communication, development and admissions for the HEC Paris MBA. Partners are welcome at student events at no extra cost, helping to ease their transition from a partner to a member of the HEC Paris community, he says.

## how to... apply for a course



### Academic excellence alone is not enough to win a place at a top business school

**A**pplying to a top-ranking business school requires a lot of preparation – in some cases as much as two years – before a candidate is ready. It may sound like a long time, but applicants must make a considered choice about the school, the course, the culture and the location before they commit to perfecting their submissions.

Kathryn Lucas, founder of New York-based consultancy Square One Prep, which helps candidates apply, says: "Sometimes we start partnering with people one to two years before they apply. There is a lot involved. It is intense, immersive and competitive, and

applicants must ensure they have as strong a profile as possible."

**Competition** Michael Malone, associate dean of the MBA programme at Columbia Business School in New York, says the school reviews between 5,500 and 7,000 full-time MBA applications a year, with only 15 per cent of applicants admitted in recent years.

Moreover, candidates must compete against the world's best and brightest. "Diversity is important," says John Thanassoulis, professor of financial economics at Warwick Business School. "We compete with the world and place

our graduates across the globe. People compete from Europe, Asia and Africa to do our MBA."

**GMAT** Competition explains why, despite a mean score of 547.35 for the Graduate Management Admission Test (800 is the maximum), business schools are searching for scores of 700-plus.

"There are so many amazing people applying, most of whom craft incredibly strong written applications, that some candidates revisit the GMAT several times to get the highest possible score and differentiate themselves," Lucas says. >



Prof Thanassoulis adds that a low score can be a “turn-off”, especially if the course is highly technical. “If the candidate only has ropey academic grades and no relevant work experience, this can raise red flags about the individual’s ability to cope with the rigours of the course,” he says.

But Guy Brown, head of Newcastle Business School at Northumbria University in the UK, says a good GMAT score is only one of several indicators. “We do not want to set people up to fail, so prior knowledge and learning is important, but we look at the whole student – their work experience, GCSEs, professional qualifications and diplomas,” he says.

**Essays** It is vital to make the most of the short essay questions that accompany the application. “While a GMAT can tell a committee about someone’s ability to perform in the classroom, admissions committees will forgive a GMAT score in an instant if the candidate demonstrates rich professional and life experiences, as those dimensions can make a candidate dynamic and distinct,” says Lucas.

IE Business School in Spain asks all prospective MBA students to answer three “express yourself” questions that could be in the form of videos or presentations, as well as written essay answers. “We are looking for whatever makes them unique and to see whether they can cope outside their comfort zone,” says Pilar Vicente, senior associate director for admissions.

**Cultural fit** Most schools hold open days for prospective students, and Newcastle, for example, hosts “webinars” for distance learners, so students know if it is right for them. At IE, Vicente says: “More than 90 per cent of our students come from outside Spain, and from all different business disciplines, so we want to get to know applicants personally and help them understand what IE can offer them.”

Applicants should consider a longlist of four to seven schools, rather than putting their hopes on just one.

**Focus** Crucially, every candidate competing for a place must have a personal project in mind and one that they can articulate well before applying. “We can spot people without a goal immediately,” Vicente says. “It has to be

realistic, especially if people are using the MBA to change their career.”

For Malone at Columbia, candidates must demonstrate what they have already learnt and why an MBA is a good fit. “They should be able to answer what their short- and long-term goals are, and whether an MBA is necessary and the best way for them to achieve these.”

Brice Ollivault, now in private equity, had been a Formula 1 racing engineer for six years. After his team pulled out of F1, he used his redundancy money to fund a one-year MBA at Cass Business School in London and graduated in 2011. “There is no room for complacency,” he says. “It is not about having the letters ‘MBA’ after your name. You must convince the admissions team that you really want this, and show prospective employers afterwards that you made the most of the MBA.”

**Reputation and accuracy** Candidates should think carefully about their referees. Well-known academics or business leaders count more than peers or non-relevant business contacts. “We often see letters that were clearly written with another business school in mind,” says IE’s Vicente.

Every piece of the application counts, so get someone to read it all, not just for spellings but also to assess sincerity. A template essay that was not written for a specific programme will be spotted.

Lastly, while everyone expects students to socialise, anything unflattering on Twitter or Facebook could raise eyebrows, while Brown of Newcastle warns students to reconsider applying from “childish” email addresses. “Think about what it is saying about you,” he says.

It all comes down to careful planning: for the very best MBA application it pays to take as much time as you can.

**Simoney Kyriakou**

**‘Admissions committees will forgive a GMAT score if the candidate demonstrates rich professional and life experiences’**

## how to... pay for an MBA

### Start your research early to identify funding options

**S**tudying for an MBA is a long-term personal commitment and one that comes with a significant price tag. With tuition fees for the top 10 programmes in the FT Global MBA rankings averaging almost \$70,000, funding a course is likely to be among the biggest expenses MBA students will incur during their lifetime.

Tuition fees, though, are just one factor to consider when budgeting for an MBA. Living costs, course materials and exam fees should also be taken into account.

Unless prospective students have substantial savings tucked away, they will need to call on multiple sources of funding to cover the cost of their studies, particularly in the absence of income from full-time employment. According to Harvard Business School, 65 per cent of students rely on financial assistance during their MBA studies, while at HEC Paris this figure is just over 55 per cent.

MBA students are advised to begin researching their funding options early. “Every year we see candidates who are unable to start the MBA when they planned, due to allowing insufficient time to arrange funding,” says Sarah Finch, senior MBA admissions officer at Cass Business School in London. “It is very important to have funding arranged for the duration of the MBA before starting the course, and for students not to overstretch themselves financially.”



**Scholarships** Top business schools do not want to risk losing the best MBA talent to rival programmes, so many will offer a range of scholarships to attract stellar candidates. "We realise an MBA is a big financial commitment and we want the best calibre of candidates. That requires a good range of scholarships," says Sotirios Paroutis, assistant dean of Warwick Business School.

Chen Shimin, MBA director at Ceibs in Shanghai, says in the past year the school has offered \$2m worth of scholarships to about 180 students. "Providing access to financial resources is very important in attracting top talent from around the world. MBA programmes are becoming extremely competitive," he says.

Most business schools will list details of scholarships on the finance section of their website, including those supported by companies and foundations.

In addition to many of the merit-based awards, MBA students may find their backgrounds or previous careers make them eligible for some of the more diverse scholarships on offer. Columbia Business School in the US, for example, which provides financial aid for 46 per cent of its MBA students, offers a dedicated scholarship for those joining its programme from a military background.

In a drive to encourage more women into top business roles, some institutions, such as London Business School, offer scholarships specifically for female MBA students.

Scholarships are also available for students who choose to study abroad. Many business schools, including Harvard, give Fulbright scholarships to non-US students studying in the US and US students studying overseas.

**Loans** Large banks have retreated from the MBA market in recent years, meaning students have become reliant on other sources for loans. But banks still play an important role in funding MBA studies.

In the UK, career development loans from the Co-operative Bank, Royal Bank of Scotland and Barclays are available to students who intend to stay in the UK or European Economic Area after their

Ceibs also offers loans with China Merchants Bank for all MBA students at an interest rate of 6.15 per cent.

**Crowdfunding** An alternative to bank loans is to source funding from peer-to-peer lenders, giving students access to funding that is often backed by business school alumni. Cameron Stevens, chief executive of Prodigy Finance, a peer-to-peer lending platform, says the company is trying to fill a gap left by traditional banks that have exited MBA funding.

Prodigy provides loans to MBA students at 20 leading business schools in the US and Europe, including Insead and Cass. Loans are based on future earnings potential rather than an applicant's credit history. "We get thousands of data points from universities on exit earnings and on entry profiles," says Stevens. "We can see correlations between certain factors and can make an intelligent assessment of someone's earnings potential."

Interest rates on loans for MBA students at Insead, London Business School or Saïd start at 6.5 per cent.

CommonBond, which was founded by Wharton MBA alumni, also connects students with alumni investors at 20 top US business schools and has funded more than \$100m in loans. Interest rates are 5.99 per cent fixed for a 10-year loan, rising to 6.49 per cent for 15 years.

SoFi is another peer-to-peer platform that provides loans to MBA students at a number of leading US universities.

**Employer sponsorship** MBA students may find their existing employer is willing to contribute towards the cost of their studies, but this often comes with a condition that they return to the company after graduating.

Sponsorship is not the most common option. Ceibs, for example, says about 7 per cent of its students are sponsored by their employer and normally return to their company on graduation, while 12 per cent of MBA students at Insead receive employer sponsorship.

However, those who want to secure the backing of their employer should consider pitching their MBA dissertation to senior management, suggests Warwick Business School's Paroutis. "Some people do not realise the power of using the dissertation project as a pitch to their organisation," he says.

**David Ricketts**

**'It is very important to have funding arranged for the MBA before starting the course and not to overstretch yourself financially'**

MBA programme. The loans are for up to £10,000 and the UK government pays the interest until the student graduates.

Santander has loan agreements with a number of business schools, including Cass and Oxford's Saïd, for up to £20,000. The interest rate is 10 per cent for amounts from £7,500.

MBA students resident in the US can opt for a Federal Stafford loan, allowing them to borrow up to \$20,500. The interest rate for the 2014-15 academic year is 6.21 per cent. To supplement these loans, US students can also apply for a Graduate Plus loan, which has an interest rate currently fixed at 7.21 per cent.

Non-US students are not eligible for Stafford loans, but can borrow from banks, although they will need a US resident to co-sign any loan to guarantee repayment.

In addition, several US business schools, including NYU Stern and Wharton, have formed partnerships with credit unions to give international students access to loans without the need for a US co-signer.



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Stretching your comfort zone

## books

# Habit forming

What makes things addictive, asks Emma Jacobs

**D**igital detoxes are a thing. For a night, a weekend, or longer, email junkies go to WiFi blackspots, turn off their smartphones, lock up their tablets and decompress. They remind themselves what it is like to give up that dose of dopamine that arrives with the appearance of a new message or a new “like” on an Instagram snap.

After all, as Nir Eyal points out in the opening pages of his new book, *Hooked: How to Build Habit-Forming Products* (Portfolio Penguin, £12.99), one-third of Americans say they would rather give up sex than forgo their mobile phones. Most look at theirs within 15 minutes of waking. We are, as the title says, hooked.

This dependence on technology, the urge to check our messages, our emails, our Pinterest accounts, our Twitter stream, our Facebook likes, is startling. It is analysed by Eyal, who has worked in the video gaming and advertising industries and taught courses at Stanford Graduate School of Business on consumer psychology.

In this short and punchy book, he draws on behavioural economics and neuroscience to examine why some products, games and television shows become habits, while others sink. This is useful knowledge for entrepreneurs, marketers and designers. Creating something that brings people back for more is crucial to generating followers, viewers, consumers and revenues.

It is also of wider significance. Quoted in the book is Paul Graham, a Silicon Valley investor: “Unless the forms of technological progress that produced these things are subject to different laws than technological progress in general, the world will get more addictive in the next 40 years than it did in the last 40.”

Building habits is, according to Eyal, a four-step process; or as he calls it, “the hook model”. The first is to identify the trigger. For some, it may be Fomo, or fear of missing out. Then there is action. As Eyal describes it, the trigger informs the user of what to do next. “To initiate action, doing must be easier than thinking,” he asserts. This is followed by the “variable reward”, such as retweets or Facebook likes. Finally, there is investment (of time rather than money) which, Eyal says, explains why so many people stay

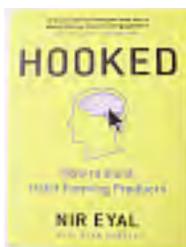
with Twitter rather than better micro-blogging sites. Because the experience depends on building connections and followers (the investment), people are reluctant to walk away.

This all makes sense. Using Eyal’s hook model, it is easy to see how tweeting has become a habit. Yet things are often obvious in retrospect. Social psychologists and behavioural economists are good at identifying what made people do certain things but not at predicting what they will do. The author charts the appeal of Zynga’s game, Farmville: in 2010, there were 83.8m active users a month yet two years later, Zynga’s star had waned. Eyal’s verdict? That this just shows predictable experiences become boring and evidence of “finite variability” — which seems like the author’s get-out clause.

Another example of a habit, he says, was the television series, *Breaking Bad*, which tells the story of Walter White, a chemistry teacher who on receiving a cancer diagnosis starts cooking crystal meth to raise money. At the heart of every episode is a problem in need of resolution, such as disposing of the bodies of two rival drug dealers. And so, the author concludes, the show follows his four rules of habit-forming. Well yes, but there are probably thousands of other scripts with the same storytelling formula that never made it to our television screens. So while *The Hook* provides an intriguing framework to test prototypes, it does not suggest a recipe for success.

But it raises questions about the morality of manipulation. Eyal concludes the creators of habit-forming technology fall into four camps: facilitators, peddlers, entertainers and dealers. According to him, “dealers” are people who “neither use the product nor believe it can improve people’s lives. They have the lowest chance of finding long-term success and often find themselves in morally precarious positions.”

This is debatable but raises the question of what might have happened if only Walter White had paid attention to the perils of being a dealer. **B**



# Review

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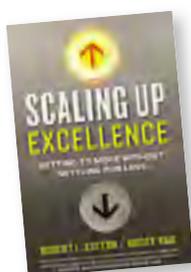


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## books

## Growth stories


**FT management editor Andrew Hill picks some of his favourite titles of 2014**


**Scaling Up Excellence: Getting to More Without Settling for Less**, by Robert Sutton and Huggy Rao, Random House, £14.99/ Crown, \$26

Working out how to expand successfully — or at all — is one of the greatest challenges for a business. Sutton and Rao lay out the lessons on how to avoid bureaucracy without succumbing to unstructured chaos. The most important insight is that expansion is not a big bang but a “ground war” that “requires grinding it out, and pressing each person, team, group, division or organisation to make one small change after another”. This is, for the most part, a plainspoken guide with advice that is valid not only for ambitious start-ups but also for established companies.



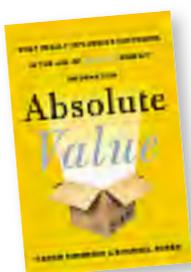
**Creativity, Inc.: Overcoming the Unseen Forces that Stand in the Way of True Inspiration**, by Ed Catmull with Amy Wallace, Bantam, £20/ Random House, \$28

The Pixar president’s account of how he learnt to manage unruly creatives and applied those lessons to Disney’s animators after a merger has humour and candour that much “CEO-lit” lacks. How Catmull and Pixar deal with the failures that pockmark the route to box-office glory is as interesting as how they build on success. His template may prove useful to any manager of “knowledge workers”, even if your team consists of editors or consultants, rather than cartoonists. A deserved finalist for the FT and McKinsey Business Book of the Year.



**Driving Honda: Inside the World’s Most Innovative Car Company**, by Jeffrey Rothfeder, Portfolio, £25/\$27.95

Love of individualism, a flat hierarchy and a strategy that involves building ideas and innovation from local insights sound like the characteristics of a start-up. But Rothfeder says Honda has always had them. His book, while sometimes over-kind, makes a strong case for considering Honda, rather than Toyota, as the best model of management for the 21st century. Rothfeder goes back to Honda’s roots in pre-war Japan, when Soichiro Honda, a gifted engineer, was scratching around for scrap to build his machines. His unselfish partnership with salesman Takeo Fujisawa became one of the pillars of the group’s success.



**Absolute Value: What Really Influences Customers in the Age of (Nearly) Perfect Information**, by Itamar Simonson and Emanuel Rosen, Harper, £18.99/\$27.99

Simonson and Rosen deftly unravel the challenge of appealing to — and retaining — customers in an age of transparency, user reviews and information exchange. Hotel chains, carmakers and consumer electronics groups, they argue, must abandon the idea of a monogamous relationship with customers. Instead, “open marriage” is the norm, as customers decide between options on their merits. Such a trend blunts traditional marketing tools. The authors offer alternative weapons, but the book’s real value is as an invitation to re-examine the marketing status quo.



**The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers**, by Ben Horowitz, Harper, £18.99/\$29.99

Horowitz’s book, drawn from his experience as an entrepreneur and, in partnership with Marc Andreessen, as a venture capitalist, is a sort of practical companion to Sutton and Rao’s *Scaling Up Excellence* (above). Whereas the latter offers lessons about avoiding the pitfalls of growth, Horowitz describes what it is like to fall straight into them, pointing out, for instance, how sloppiness, money-burning and time-wasting plague companies as they get larger. You could call it a cautionary tale, but even in the worst of times, for true entrepreneurs “there is always a move”.



**The Frugal Innovator: Creating Change on a Shoestring Budget**, by Charles Leadbeater, Palgrave Macmillan, £16.99/\$27

Building on other authors’ works such as *Jugaad Innovation* and *The Fortune at the Bottom of the Pyramid*, Leadbeater’s book is notable mainly for examples of how necessity can breed invention in places as unpromising as Brazil’s favelas. His disparagement of big-company innovation gets wearisome, but this is still mainly a positive book about the potential of “convivial technology” — which opens up possibilities for its users rather than constraining them — and “radicant organisations”, which “put down roots, draw in and create the resources to sustain themselves as they grow”.

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# technology

## Radical thinking



**Internet companies' research activities are yielding surprising results. By Kate Bevan**



**A**t the heart of Alex Garland's new film, *Ex Machina*, is Nathan, the reclusive super-rich young head of an internet company who is spending unspecified amounts of money on developing a robot with true artificial intelligence.

It is a chilling "what if.?" story about a future where one of the most far-reaching scientific developments for humankind is happening away from scrutiny, devoid of ethical constraints and funded by a private fortune.

It is not hard to see the film as an allegory of some of the fascinating and futuristic projects being undertaken by some of today's technology companies and their billionaire leaders. Jeff Bezos, Amazon's chief executive, has a pet project in his Blue Origin company to explore ways of making space travel less expensive, for example. Google

directors Larry Page and Eric Schmidt are investors in Planetary Resources, a company set up to mine asteroids.

There is, of course, no suggestion that Bezos, Page, Schmidt and others have the sinister motives of Nathan in *Ex Machina*, but the film did make me stop and wonder what else the technology giants are up to.

One business Google has invested in, 23andMe, which provides a report on your DNA in return for a saliva sample and a fee (\$99 in the US, £125 for UK customers), raised eyebrows in the US last year when the Food and Drug Administration ordered the Californian company to "immediately discontinue marketing the PGS [personal genome service] until such time as it receives FDA marketing authorisation for the device".

Meanwhile, 23andMe, which also sells an ancestry kit that has not been banned, is working on its compliance

issues with the FDA. But why would Google have invested via Google Ventures in this business, which seems a very long way from its core activities of search and advertising?

It could be partly because 23andMe founder and chief executive Anne Wojcicki is married to Sergey Brin, Google's co-founder — although the couple are now separated. However, a bigger reason becomes clear when you look at Google's stated mission, which is "to organise the world's information and make it universally accessible and useful"; genome data are part of "the world's information".

The investment in 23andMe might make sense, but other projects are more opaque. In the US in 2013, barges mysteriously appeared in the waters off Maine and California. Journalistic sleuthing revealed they were Google's, but what were they for?

Futuristic vision: Nathan, above left, and Caleb in *Ex Machina*, exploring the potential of artificial intelligence

Google eventually told the Techcrunch website: “A floating data centre? A wild party boat? A barge housing the last remaining dinosaur? Sadly, none of the above... we’re exploring using the barge as an interactive space where people can learn about new technology.” The company was stymied after the US Coast Guard raised fire safety issues.

Then there is the Liftware “smart spoon” Google has backed, which uses “stabilising technology” to help people with tremors to eat. Google Ideas, which “seeds technology-driven initiatives”, has produced interesting but surely niche projects, such as a resource for people writing the constitutions of new nations.

Still more radical is Google X, the innovation division focusing on what it calls “moonshots”. This team has looked at producing hoverboards, jetpacks and even a “space elevator”. (It also has given the world Google Glass, the wearable technology, and a driverless car.)

Google X is behind Project Loon, a fleet of balloons in the stratosphere to provide internet access for remote areas. Then there are the robots: Google’s purchase of Boston Dynamics — its eighth purchase of a robotics company — at the end of 2013 sparked speculation tinged with concern about Google’s ambitions. It was this investment that popped into my head as I watched *Ex Machina* as Nathan and Caleb, a programmer with Nathan’s company, interact with Ava, the robot who might have achieved consciousness.

The interest in robotics probably feeds into the “final mile” problem, where delivery of goods is in the hands



**Such projects will not harm technology companies’ prospects of bringing even more people online**

of a third party. Google and Amazon are experimenting with drones for deliveries, and there has been speculation that Google’s focus on driverless cars is part of a “final mile” objective.

Google is not alone in spending money on projects that seem a long way from its core business of delivering “relevant” adverts to its users. Facebook also has a nominally philanthropic project to bring internet access to the developing world with its internet.org initiative. However, such projects will not harm either company’s prospects of bringing even more people online.

Medical and life sciences are other areas to have attracted investment from the technology giants: Microsoft is working with scientists to develop tools that could spawn HIV vaccines, and it is supporting tuberculosis research via its Technology for Emerging Markets group. Google, meanwhile, has many life

sciences projects, including developing a pill that uses nanoparticles to identify health issues such as cancer. At the start of last year Google said it was working on a smart contact lens to help diabetes patients monitor blood glucose levels.

Perhaps Google’s most ambitious life sciences project is Calico, a partnership with AbbVie, a pharmaceutical research company, to invest up to \$1.5bn to develop and bring to market treatments to combat ageing — or, as it was characterised at the time, to “cure death”.

It is a good thing, by and large, that technology companies invest in exciting technologies that could benefit the rest of us. But I cannot help wondering whether it is appropriate that huge, largely unaccountable businesses are this deeply involved in areas that are so important.

The clamour is growing for the likes of Google, Apple and Facebook to be made more accountable by paying more tax. The thought of Google being the custodian of extremely sensitive health data is more than a little unsettling. Mind you, we are still some way from the singularity so chillingly imagined in *Ex Machina*. At least, I hope so. **B**

From the X-files: a Google Project Loon balloon, above, designed to bring internet access to remote places

Ready to go: apps to get the show started



**SpinMe**  
iOS, £1.49  
Android, free (in-app purchases)

If you are someone who keeps hitting snooze on your alarm clock, this is the app for you. Set a time, and when the alarm goes off the only way to stop it is to get out of bed, hold your device flat with your thumbs on the marked thumbprints and then spin around twice. It is a no-frills app that has no options to fiddle with: you can’t even change the alarm sound — which is a good thing as it is such a horrible din that you will be desperate to make it stop. The app is free and ad-supported on the Android platform — a one-off payment of 54p removes the ads — but iOS users have to pay up front.



**QCast Music**  
Android, free

One for parties, assuming the host has a Chromecast dongle on their TV, a few guests have the app and at least one person has a Google Play subscription. The idea is that those who have the app can create collaborative playlists that will play on the TV via the Chromecast. Partygoers can vote up or down tracks and anyone with the app can add a song to the playlist, although the owner of the Google Play account can veto tracks. It is fun for a short while at a party, but the combination of poor sound from TV speakers and your friends coming to blows over what to play might make you long for a proper DJ.



**Xim**  
iOS, Android, Windows Phone, free

Huddling over a mobile to look at photographs is not ideal, and mobile owners might prefer others didn’t see all their shots. Xim lets you choose the photos you want to share and pick the friends to share them with from your contacts. They receive a text message that links them to the slideshow the app creates — no need for them to have the app installed. You can all swipe between images, which show on all the connected devices at the same time. Anyone can post a comment, which appears simultaneously on all the devices. After the slideshow is over, the link dies, so your images remain private.

PHOTO: AFP/GETTY IMAGES

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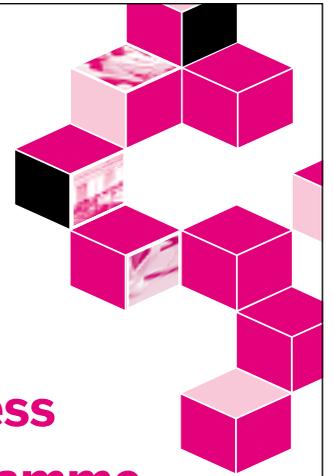
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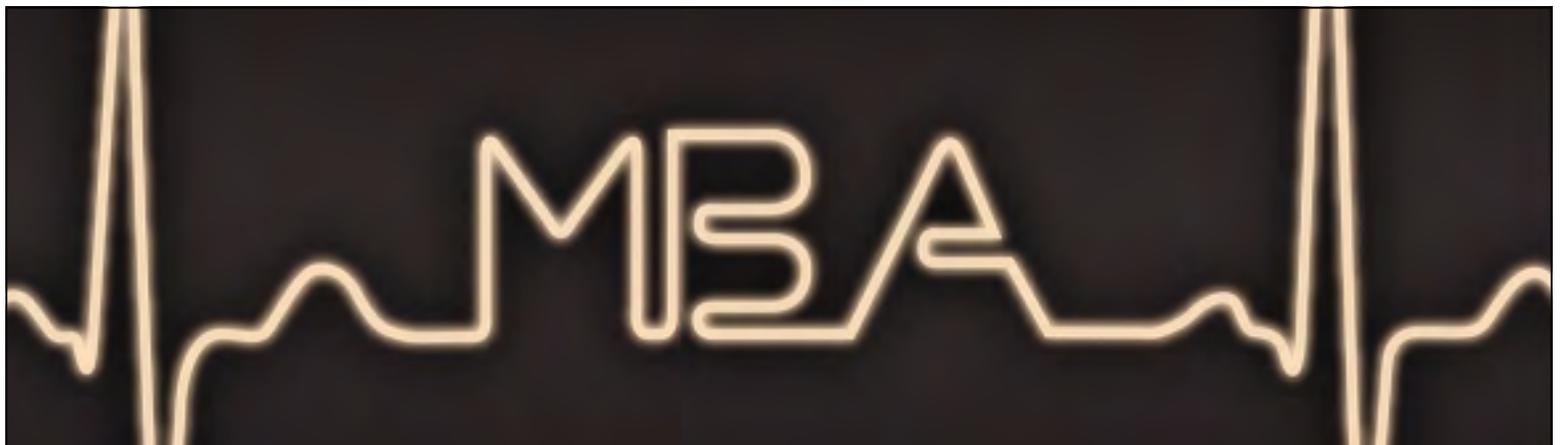
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Half day workshop 12 March, 24 June, 24 September, 26 November | Financial Times, London  
A half-day workshop designed for aspiring and new non-executive directors. The workshop explores the role of the non-executive director and what is needed to be an effective member of the board.

## **The Effective Non-Executive Director Programme**

Two day workshop 24 - 25 March, 1 - 2 July, 27 - 28 October | Financial Times, London  
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# In the hot seat



**We asked readers: what would you change if you were dean for a day?**  
**By Charlotte Clarke**



**“Make it mandatory for business school professors to have actual business/operating/start-up experience.”**  
**@shefaly**

“Make every student create a business plan for their own company so they more fully understand the relationship between entrepreneurship, finance, accounting, marketing, human resources and operations.”  
 Cornell University: Johnson graduate\*

“I would do all in my power to create a counterpoint to the GMAT [Graduate Management Admission Test] in the admissions policies of top-tier business schools.”  
 IMD graduate\*



**“Take the entire faculty on a day trip to a former mining town and see why we do business and where we go wrong.”**  
**@drleatongray**

“Invite the students to take on the role [of] lecturer and present the lecture or class in the way they think could be better.”  
 Edhec Business School graduate\*

“Institute a business ethics exam, like the Bar exam, that ensures MBAs have accountability for their actions, recognising the power they wield as business leaders.”  
 University of Virginia: Darden graduate\*

“I’d put a plan in place to raise a bunch of cash for the world’s biggest [business] plan competition, open only to current and former students; winner takes home a really big equity commitment to their start-up.”  
 Carnegie Mellon: Tepper graduate\*

**“I would determine strategies for better recruitment of female applicants.”**  
**Duke University: Fuqua graduate\***

**“Cut the tuition costs.”**  
**University of Pennsylvania: Wharton graduate\***



## Meet the deans

To find out more about the deans of top business schools featured in the FT rankings, explore our interactive graphic. Profiles of the school leaders include their qualifications, career highlights and their views about what business education does best – and worst.  
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\* December 2011 FT poll of alumni from the MBA class of 2011.



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# Voices of experience

## What is it really like to study for an MBA? Meet some of the FT's student bloggers



### Welcome to Wharton

Philippa Rock,  
The Wharton School  
Oct 2014

Comment | [Share](#)

My first quarter at Wharton has exceeded all expectations! ... Fomo (fear of missing out) was one of the first acronyms we were introduced to because every night offered at least one source of entertainment.

After 13 evenings socialising, I finally overcame Fomo and spent an evening alone. This contributed to one of the key realisations that my classmates and I have made over the past two months, which is that being able to choose carefully how we spend our time is probably the most important lesson we will learn during business school...

So the challenge I am facing at present is Fofo (fear of failing out!) because our mid-term and final exams take place during the next two weeks...



### A fresh look at the career road map

Merih Ocbazghi,  
Kellogg School of  
Management | Dec 2014

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The "atrium effect" comes into play. At the Jacobs Center, there is a large atrium where many students grab lunch, meet their study groups and chat to friends. This is where you can overhear the many recruiting war stories being swapped.

The atrium effect is how we explain a student's new-found uneasiness about their career roadmap, because of the sheer number of people who are seemingly doing something different from them...



### To Shanghai and back

Omar Khan,  
University of Sydney  
Business School  
Oct 2014

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I have been back for a few weeks now from Shanghai — where I travelled as part of the Sydney MBA's International Business Project — but the experience has been forever etched in my memory.

From centuries-old tai chi at sunrise, to global business during the day and all-night parties, there are just so many sides to Shanghai.

The module is a pretty amazing experience. Each year, it allows 24 MBA students to travel to Shanghai and work with local businesses, advising them on a current strategic problem. While doing this, we also get to immerse ourselves in Shanghai's culture, food, people and sounds.

I observed a China that is inventing its own modernity and focusing on re-establishing its mark on the world.



### The halfway mark: pondering the future

Owen Woolcock,  
London Business School  
Oct 2014

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Ask 100 former MBAs what they took from the experience and there will be as many answers. The halfway point is no different: within a class, there are all types. I have friends who have interned, been made offers and landed their dream position at an investment bank or management consulting firm already. Now, they ponder if they needed to spend £60,000+ to make that transition.

Other friends are certain they would not have had the courage or competency to take the leap into a new career or better-paid position without the MBA.

And then there are the rest of us, who are still thinking and are just grateful for the chance to sit out two years of our careers to learn, take stock and consider the vast possibilities of the future.



### My MBA year at Judge

Abhinav Charan,  
Cambridge Judge  
Sep 2014

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Did the MBA convert me into a business expert? I wouldn't go that far. It did, however, give me fundamentals to comprehend and tackle problems...

It did inculcate a degree of fluency to speak the language of business using accounting, finance, strategy, operations, marketing... It gave me the confidence to do things as diverse as executing a consulting engagement for Deutsche Asset Management and pitching an entrepreneurial vision for renewable energy in Africa to investors.

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**MBA bloggers** More than 20 student bloggers at schools around the world share their experiences (see page 71). [ft.com/mba-blog](http://ft.com/mba-blog)

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# Candice Vallimont

## Beyond fear

**'By stepping outside my comfort zone, I face challenges with enthusiasm and a sense of security in myself'**

**T**he poet and essayist Ralph Waldo Emerson advised that one should “always do what you’re afraid to do”. On September 1 2007, I got off a plane in Auckland, New Zealand, with an oversized backpack and the plan to live abroad for a year. I had very little money, no friends in the country and a return ticket I couldn’t use for a year. I was following the advice of Emerson, and I was in equal parts afraid and excited.

I wanted my first year abroad to be the year I began a new career. I had a BA in English literature from the University of Puget Sound in Washington state, but my alma mater was virtually unknown outside the US. I did not know how to measure my worth to an organisation, and each application felt like a gamble.

Within six months I was working as a product manager for a big publishing house on a marketing campaign for Stephenie Meyer’s *Twilight Saga*. The job required problem solving, relationship management, number crunching and constant creativity. I now knew what I wanted in a career: something that challenged me daily and opportunities to solve complex problems.

Fast-forward to 2013. After five years in New Zealand, I was back in California working with senior executives at publishing houses to increase sales. My career so far had given me an insight into the rewarding side of strategy development, as I identified sales opportunities and outlined key tactics to turn those opportunities into revenues.

However, the scope of my work was limited and I did not feel the challenge I once had. I needed to grow professionally and personally once again. I asked myself: if I wasn’t afraid, what would I do? The answer was an MBA and a career transition into consulting.



**Biography**

Candice Vallimont, who grew up in California, will complete her MBA at Melbourne Business School in September 2015. She has worked in publishing, fast-moving consumer goods and the not-for-profit sector with clients in the US, UK and Australasia.

As a product manager, she managed the regional execution of global marketing campaigns for Stephenie Meyer and JK Rowling at Hachette New Zealand.

In 2012, she returned to California and expanded her experience, working in client account management with an emphasis on sales, marketing and strategy implementation at Chronicle Books.

My liberal arts degree taught me how to analyse concepts across disciplines and integrate the information into meaningful insights. But to capitalise on this strength in a future position I needed a more sophisticated understanding of business practices, theories and methods.

A career in consulting requires mental flexibility, discipline and leadership, and I sought a programme to develop these skills further. In an MBA, international context was key, both in my fellow cohort members and the programme itself. Finally, the programme needed to be internationally well regarded. Melbourne Business School (MBS) ticked all the boxes.

A quarter of the way through the MBA, I am immersed in lectures and syndicate assignments. We are a close group of 42 young professionals from around the world with diverse experience across cultures and industries. Each class is as much about learning from other students’ experiences as it is about the lectures and case materials.

At first I worried that my experience in publishing limited my ability to contribute. Publishing houses are foreign to most of my classmates, but they face challenges like any other business. My professional experiences related directly to class topics and enabled me to provide unique insights. I soon found myself sharing stories and solutions — it was empowering.

While the professors help enhance my analytical abilities and provide methodological tools for strategy development, the steepest learning curves are outside the classroom. The programme has helped define further what value means to me professionally and personally, to refine my priorities and appreciate the value I bring to a situation.

The most valuable performance measures are the ones that display the impact I have in the MBS programme. A mediocre grade in a quiz is trivial compared with the final exam, and the letter of commendation for leadership seems more significant when classmates give you their individual appreciation.

The journey I started by getting on that flight to New Zealand that led me to MBS represents a life philosophy. By stepping outside my comfort zone, I face challenges with enthusiasm and a sense of security in myself. The MBA helps me quantify and understand the value I bring to projects and the people around me as a recognised leader, idea integrator and team member who always asks: “If we weren’t afraid, what would we do?”



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PHOTO: VINCENT L LONG



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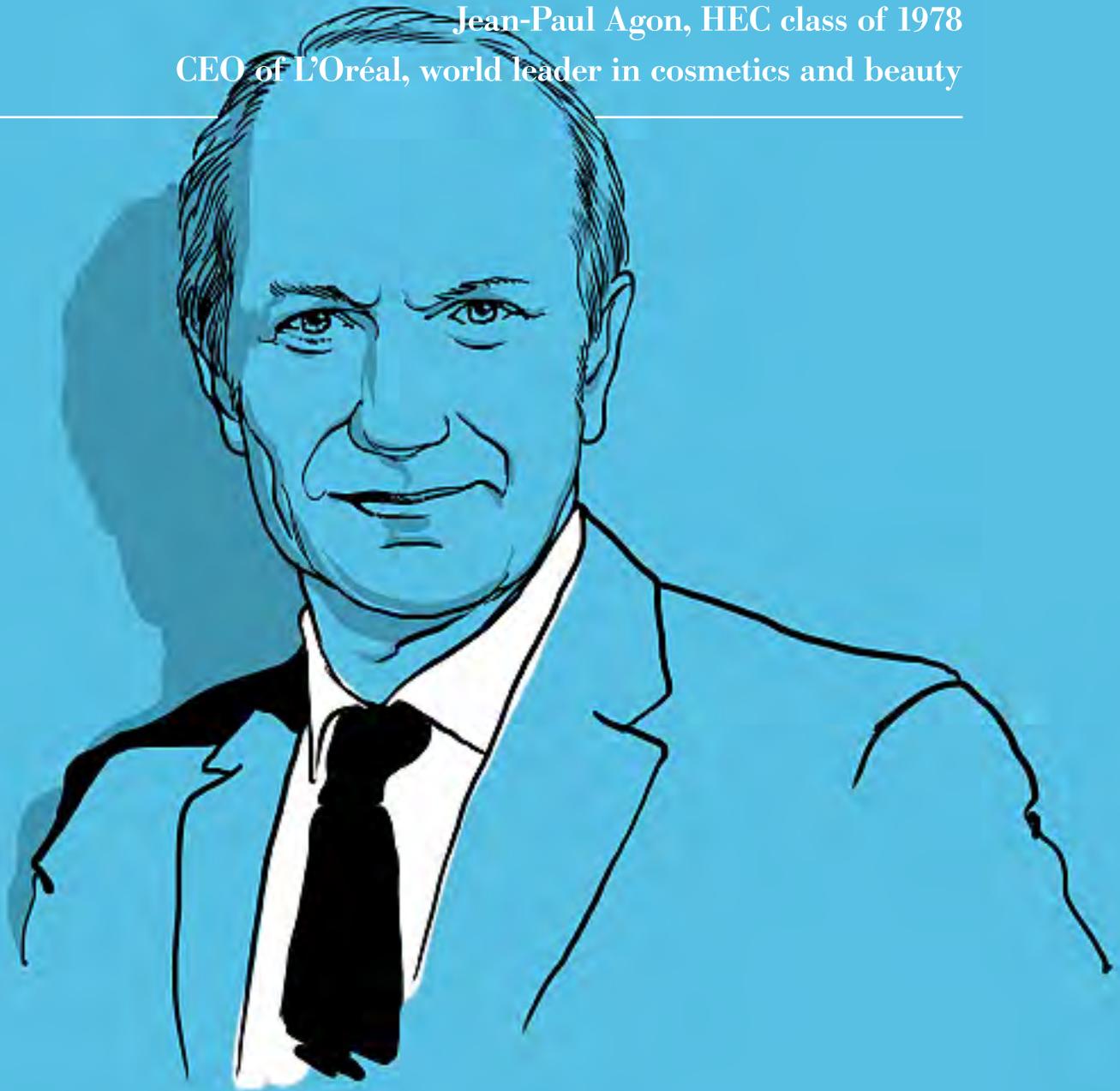
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