

THE ROSS MBA



GMBA

Global Program

WELCOME



CONTENT

2	Why Ross?
4	Action-Based Learning
6	Curriculum
8	Program Highlights
9	Schedule
10	Asia Session
11	Ann Arbor Session
12	Electives and Dual Degrees
13	Other Opportunities
14	Faculty
18	Student Life
20	Speakers, Conferences, and Clubs
21	Global MBA Class Profile
22	Ann Arbor
24	Our Campus
26	Alumni
28	Partners
30	Admission
31	Scholarship Application
32	Global MBA Program Policy
33	Tuition and Fees

Welcome ::

As you consider whether to pursue an MBA, you will be presented with a number of quality programs offering a range of options and formats. Quite a few programs offer a good broad management education. Many emphasize leadership. Most make a point of connecting theory to practice. So what makes Ross different?

The Ross difference is action-based learning. We are committed to an approach to business education that goes beyond studying cases. We build a foundation of the most rigorous analytical tools, quantitative skills, and world-class instruction. Then we provide challenging opportunities for students to apply those skills and develop new ones in team-based projects.

Ross MBA students work with peers and faculty in real time for real stakes for real companies in locations around the world. They do it as part of our core curriculum, and they can choose to do even more through a rich array of electives and focused learning opportunities. By building bridges between the classroom experience and real organizational settings, we create an environment where MBA students learn leadership not just by example, but by practice, as well.

Ours is an innovative approach. It's not always neat or easy. Action-based learning requires a great deal of open-mindedness, agility, and teamwork to succeed. This is especially true in our Global MBA Program, which spans multiple countries over the course of 16 continuous months.

We want our MBA students to return to their sponsors with valuable new insight into themselves and the organizations for which they work. We want them to be among those leaders who have the perspective and resilience to ask the right questions, identify the real challenges, and solve the important problems.

WHY ROSS?::

At Ross, we understand what experienced managers and their sponsors expect from an MBA education.

They expect best-of-class training in all disciplines and functional areas — from finance and marketing to corporate strategy and entrepreneurial studies. They expect to develop a network of leading scholars and elite managers from major international firms. And they expect to be motivated by sophisticated peers and professors who bring global insight and groundbreaking knowledge to the classroom.

At Ross, we've pioneered a holistic approach to the Global MBA that meets those expectations. We go beyond studying cases. We build a foundation of the most rigorous analytical tools and quantitative skills. Then we challenge our students to apply those skills in action-based team projects and interdisciplinary courses that place them inside organizations around the world.

By taking an active role in co-creating their Global MBA experience, our students return to their sponsoring organizations with the confidence and perspective to innovate and lead. Our alumni believe the resilience gained through action-based learning is an essential and enduring ROI of the Ross Global MBA.

Martin Reynoso //

MBA '11

Global Program
Head of Operations,
C.M. Pineda Realty

An immediate return on his MBA investment is important for Martin, who works in his family's real estate business. He has returned to the Philippines several times during the Global MBA Program, and each time he brings new knowledge to the table. "I'm already implementing improvements to the business based on what I'm learning," he says. "Our company is growing at a rapid rate, so it's the perfect time for me to get this training." The Ross School's focus on general management gave Martin the tools he needed to think differently. "In my line of work, I have to think about the other party as a consumer. Ross has helped me study the consumer from multiple angles," he says. "I think about business from an entirely new perspective now." The team-based approach at Ross has given Martin the skills to be a leader in his family enterprise. "I can better explain my ideas and get their buy-in, which makes it a richer experience."

ACTION-BASED LEARNING ::

At Ross, we've designed a curriculum that allows students to experience business while they study it. Right from the start, Global MBA students engage in courses and team projects that place them in real business situations where they apply fundamental theories and principles discussed in class. That's what we call action-based learning.

Action-based learning provides an experience students won't get from a case or a lecture. It puts students on the edge. It exposes them to uncertainty. It asks that they combine imagination, analytical rigor, and judgment.

No other method of learning can better prepare leaders to thrive in business and management today. Our approach to business education gives students the strategic perspective to identify and address the important challenges in any organization as they lead teams to solutions. We believe this is an essential element of leadership and a prerequisite for success in any career.



Multidisciplinary Action Projects (MAP)

The Global MBA Program culminates with the Multidisciplinary Action Projects (MAP) course. MAP epitomizes action-based learning at Ross. It isn't a case study. It's not an internship. It's a seven-week consulting project for a sponsoring company seeking a creative solution to a critical organizational challenge.

MAP offers an ideal scenario for students to explore new industries or functions that align with their professional goals. Projects are hosted by incubators, startups, nongovernmental organizations, and multinational corporations throughout the world.

Each project requires students to collaborate with a team of peers and a faculty adviser to confront the ambiguities of an actual business challenge. Students are asked to apply academic concepts, problem-solving skills, and imagination to frame and resolve that challenge. At the conclusion of the project, students deliver their analysis and recommendations to the sponsor and Ross faculty in a formal presentation and written report.

As students delve into the MAP experience, they may be asked to:

- assess mergers, acquisitions, partnerships, and joint ventures
- conduct risk analysis
- develop new products
- generate product launch and distribution plans
- launch feasibility studies
- perform complex financial modeling
- produce a business strategy
- propose operations improvements
- solve a market entry problem
- target opportunities for growth

To sponsors, MAP delivers real, data-driven solutions that can be implemented. To students, MAP delivers a transformative educational experience that brings coursework to life. As in the real world, one may not have the luxury of adequate time and information. How does one make decisions when the variables change? How does one lead when things go awry? Even when MAP projects run into obstacles, the combination of sponsor and faculty support ensures that the educational value is solid.

2013 MAP SCHEDULE (TENTATIVE)

Project Proposals Due	March 1, 2013
Proposals to Students for Bidding	March 11, 2013
Teams Announced	March 20, 2013
First Day of Project	May 5, 2013
Final Presentation to Faculty	June 21, 2013
Final Presentation to Project Sponsor	June 24–28, 2013

RECENT PROJECT SPONSORS (partial list)

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

CURRICULUM ::

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

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

The Global MBA curriculum and degree requirements are the same as other full- and part-time MBA programs at the Ross School. Global MBA students graduate with the same Ross MBA degree valued all over the world. However, the Global MBA Program is adapted to meet the needs of managers who will return to their sponsoring companies after graduation.

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

Josianne Caceres //

MBA '11

Full-time Program

“MAP took me out of my comfort zone in every possible way,” says Peru native Josianne. Ross’ signature Multidisciplinary Action Projects (MAP) course immerses students in the uncertainties of business through a seven-week consulting assignment for a sponsoring organization. For Josianne, MAP offered insights into a new function, industry, and culture. “I had no previous experience in healthcare, and my teammates were all American.” The students traveled to Spain to conduct research, adding another cross-cultural dimension to the experience. “I had to learn to work with the beliefs, values, and deadlines of my American teammates, which can be very different from my upbringing in Latin America.” Josianne stretched out of her comfort zone again through an internship at Amazon.com Inc. She had never worked in corporate finance or for a high-tech firm. But she knew the opportunity to intern at a top company was worth it. “Many American companies are growing a lot on an international basis,” she says. “They really value international perspectives like mine.”



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

Program Highlights

UNIQUE STRUCTURE

Our program is designed to meet the unique needs of experienced managers who were targeted to lead their companies into the next generation. Only those with sponsorship may apply.

DISTINGUISHED DEGREE

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

INTERNATIONAL REPUTATION

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

FLEXIBILITY

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

NETWORK BUILDING

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

CONCENTRATED LEARNING

Ross understands that time is a valuable asset for corporate managers and their sponsors. To minimize job absence of talented employees, our program offers the first- and second-year courses continuously without a summer vacation, so the program completes in 16 months.

DISTINGUISHED FACULTY

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

DIVERSE CULTURAL LEARNING

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

EXTRACURRICULAR ACTIVITIES

Throughout the program, students are offered diverse extracurricular workshops, lectures, and seminars to strengthen their understanding of business skills.

POST-MBA RESEARCH

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

GLOBAL MBA // CLASS OF 2013 SCHEDULE

			COURSE OFFERED // CREDIT	LOCATION	CLASS DATES
2012	TERM 1	ASIA	Written Managerial Communications // 1.5	Japan	2/26 – 3/2/2012
			Communication Management // 1.5	Japan	3/5 – 3/9/2012
			Applied Microeconomics // 2.25	Japan	3/12 – 3/22/2012
			Applied Business Statistics // 2.25	Korea	4/2 – 4/12/2012
			Principles of Financial Accounting // 2.25	Korea	4/16 – 4/26/2012
			Financial Management // 2.25	China	5/7 – 5/17/2012
			Management Accounting // 2.25	China	5/21 – 5/31/2012
2012	TERM 2	ANN ARBOR	Human Behavior and Organization // 2.25	Ann Arbor	7/9 – 7/19/2012
			Operations Management // 2.25	Ann Arbor	7/23 – 8/2/2012
			Marketing Management // 2.25	Ann Arbor	8/3 – 8/11/2012
			Corporate Strategy // 2.25	Ann Arbor	8/15 – 8/25/2012
	T3		Electives // 8-18	Ann Arbor	9/4 – 12/20/2012
2013	T4		Electives // 8-18	Ann Arbor	1/7 – 4/26/2013
	T5		Multidisciplinary Action Projects (MAP) // 7.5	Varied locations	5/5 – 6/28/2013

The Ross MBA Program requires successful completion of 57 graduate credit hours. Students must complete a minimum of 26.25 credit hours of coursework during the Fall 2012 and Winter 2013 terms, including an approved law or ethics course and the World Economy course (1.5 credit hours). Students may take a maximum of 18 credit hours during each of the Fall 2012 and Winter 2013 terms.

“Panasonic has sent employees to the Ross School’s Global MBA Program for the last seven years. The entire Ross MBA curriculum is completed in just 16 months. Our employees benefit from participating in a top-rated MBA program, and Panasonic benefits from having our employees return to the workforce earlier than a traditional program would allow.”

Hiroaki Nishimura // Global HR Team // Corporate Personnel Group, Panasonic Corp.



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

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



Asia Session

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

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

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

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

The Ross School handles logistics for the duration of the Asia session, but students are responsible for their own air travel. The school offers shuttle service to and from airports, arranges lodging at carefully selected corporate training facilities, and provides all meals. Each student has a private dorm room. Classroom, study, and dining facilities are shared among classmates and faculty.

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



Ann Arbor Session

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

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

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

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

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

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



A SAMPLE OF ROSS MBA ELECTIVE COURSES

ACCOUNTING

- Advanced Financial Accounting
- Advanced Management Accounting
- Applied Financial Analysis and Portfolio Management
- Auditing and Assurance
- Corporate Financial Reporting
- Financial Statement Analysis
- Taxation and Managerial Decisions

BUSINESS ADMINISTRATION

- Business Strategies for the Base of the Pyramid
- Comprehensive Healthcare Strategies
- Decision Management
- Ethics of Corporate Management
- International Business Immersion
- Social Enterprise: Business Tools for Enhanced Social Impact

BUSINESS ECONOMICS AND PUBLIC POLICY

- Competitive Tactics
- Growth and Stabilization in the Macro Economy
- Incentives and Productivity
- Macroeconomic Environment of Business
- Organization of Business Relationships
- Tax Policy and Business

BUSINESS INFORMATION TECHNOLOGY

- Enterprise Systems Strategy
- Leveraging Information Technology in Business Strategy
- New Age of Innovation
- Service Innovation Management
- Solving Societal Problems Through Enterprise and Innovation

CORPORATE STRATEGY

- Business in Asia
- Competitive Environmental Strategy
- Intellectual Property and Competitive Strategy
- Mergers, Acquisitions, and Corporate Development
- Strategies for Sustainable Development
- Strategic Management of Alliances
- Strategy, Technology, and the Management of Innovation

ENTREPRENEURIAL STUDIES

- Driving the Innovation Process
- Entrepreneurial Management
- Family Business
- Managing the Growth of New Ventures
- New Venture Creation
- Venture Capital and Private Equity
- Finance in Transitional Economies

Electives and Dual Degrees

MBA students at Ross are not just business students. They are graduate students at the University of Michigan (U-M). As such, they are free to enrich their education and worldview through elective courses beyond business.

Students may select up to 10 credit hours of graduate study offered by other world-renowned graduate and professional schools at U-M, including law, medicine, engineering, public policy, public health, and natural resources and environment. Few other business programs can offer this kind of breadth and depth.

For a more rigorous study of an additional field, the Ross School offers more than 20 dual-degree programs at the MBA level. Most dual degrees are completed in three years and lead to both an MBA and a master's degree in another area.

At Ross, students can choose from more than 110 business electives. Faculty constantly are developing new options in response to their own groundbreaking research, student interest, and emerging industry trends.

Business electives encompass a wide range of topics — from financial theories to strategy development, and from information technology to supply chain management.

FINANCE

Advanced Fundamental Equity Security Analysis
Applied Financial Analysis and Portfolio Management
Capital Markets and Investment Strategy
Evaluating and Financing Global Projects
Managing International Portfolios
Multinational Financial Management
Options and Futures in Corporate Decision-Making
Risk Management in Banks and Financial Institutions

LAW, HISTORY, AND COMMUNICATION

Business and Media Relations
Corporate Governance
Intellectual Property Law
Legal Aspects of Entrepreneurship
Negotiation and Dispute Resolution

MANAGEMENT AND ORGANIZATIONS

Bargaining and Influence Skills
Developing and Managing High-Performing Teams
Interpersonal Dynamics in Management
Leading Creativity and Innovation
Managing Professional Relationships

MARKETING

Advertising Management
Decision Models for Marketing
Designing and Managing the Sales Team
International Marketing Management
Management of Sales Operations
Marketing Research Design and Analysis
Services Marketing Management
Strategic Marketing Planning

OPERATIONS AND MANAGEMENT SCIENCE

Applied Business Forecasting
Integrated Product Development
Manufacturing and Supply Operations
Supply Chain Management
Topics in Global Operations

Other Real World Learning Opportunities

WOLVERINE VENTURE FUND

Manage a \$3.5 million venture capital fund that invests in early-stage, emerging growth companies. Students evaluate deals, perform due diligence, and track portfolios.

GLOBAL FIELD PROJECTS

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

INTERNATIONAL EXCHANGE PROGRAM

Study for a semester at one of our worldwide partners. Partners vary from year to year, facilitating exchanges in both the Fall and Winter terms.

INTEGRATED PRODUCT DEVELOPMENT COURSE

Partner with students in U-M's College of Engineering and the School of Art & Design to research, design, manufacture, and market a fully functional, customer-ready prototype of an actual product. Then compete with your product in a trade show.

DARE TO DREAM GRANTS

Compete for start-up funds to launch viable businesses. Faculty, venture capitalists, and other experts guide contenders through a decision framework that includes shaping opportunities, formulating and assessing potential businesses, and planning and launching them.

BUSINESS LEADERSHIP IN CHANGING TIMES

How does one deal with crisis inside an organization? Study actual crises and take on the roles of CEO, board chair, Wall Street analyst, regulator, customer, competitor, and journalist to analyze the situation from every angle. Meet and interview executives who've weathered their own corporate crises.

POST-MBA RESEARCH PROJECT

After graduating from the Global MBA Program, elect to spend an additional seven or 14 weeks in Ann Arbor to complete an independent research project synthesizing what you've learned. Under the guidance of a faculty adviser, apply the knowledge gained at Ross to a real situation faced by your employer. Then deliver a final presentation to your sponsor and faculty adviser outlining proposed solutions.

FACULTY ::

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

Ross attracts diverse scholars who share the singular desire to engage in robust conversation about the most important issues in business today. They are actively involved in creating new knowledge and testing that knowledge in business and the classroom.

The synergy of theory and practice that lies at the heart of action-based learning comes with collaboration, experience, and perspective. Students will partner with Ross faculty in fieldwork and be exposed to cutting-edge knowledge in coursework.

Our faculty, curriculum, and action-based learning opportunities are focused on giving students the perspective, leadership skills, and resilience to identify and then address the important challenges in any organization.

Hao-Wen Kao //

MBA '11

Global Program
Manager,
Trustnet Ltd.

As an auditing manager, Hao-Wen led a \$225 million IPO. But as a Ross Global MBA student, she found she still had a lot to learn about accounting. “Sometimes auditors only focus on numbers and forget to understand the business strategy behind them,” she says. “Professor Williams and other faculty have taught me to make decisions based on the whole picture.” That top-level view will enable Hao-Wen to better advise clients on a variety of business matters. And the Global MBA Program’s 16-month format allows her to return to the job more quickly. “Other schools have shortened programs. But what makes Ross stand out is that Global MBA students take classes with peers in other Ross programs,” she says. Hao-Wen appreciates the exposure to different viewpoints that such integration facilitates. “My classmates come from many different backgrounds, and the way they think can be completely different from the way an accountant thinks,” she says. “They have been as valuable as my classes in terms of helping me think bigger.”



Selected Faculty Profiles

WALLACE HOPP

Herrick Professor of Manufacturing;
Alessi Professor of Operations
and Management Science

Wally Hopp received the 2010 Global MBA Teaching Excellence Award. His research focuses on the design, control, and management of operations systems, with emphasis on innovation processes, manufacturing and supply chain systems, and healthcare systems. Hopp is a fellow of IIE, the Institute for Operations Research and the Management Sciences, the Manufacturing and Service Operations Management Society, and the Production and Operations Management Society (POMS). He currently is president-elect of POMS. Hopp is former editor-in-chief of *Management Science* and a senior editor of *Production and Operations Management*.

ANEEL KARNANI

Associate Professor of Strategy

Aneel Karnani studies how firms can leverage existing competitive advantages and create new ones to achieve rapid growth. He also is interested in global competition, particularly in the context of emerging economies. In addition, Karnani studies the competitive relationship between local companies and large multinational firms. Most recently, he has been looking at the role of the private sector in poverty reduction. Karnani received the 2009 Global MBA Teaching Excellence Award.

E. HAN KIM

Fred M. Taylor Professor of
Business Administration; Director,
Mitsui Life Financial Research
Center and East Asia Management
Development Center; Professor of
Finance and International Business;
Director, Global MBA Program

E. Han Kim's current research concentrates on corporate governance, labor issues, higher education, and mergers and acquisitions. He has served on editorial boards of numerous academic journals, including associate editor of *The Journal of Finance*. Kim also has participated in various consulting projects with private and public institutions. One of his most memorable was during the 1998 Korean financial crisis. He served as the adviser to the Korean government's team to renegotiate its foreign debt obligations with international bankers.

FRANCINE LAFONTAINE

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

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

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

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

WILLIAM LANEN

KPMG Professor of Accounting;
Chair of Accounting

Bill Lanen studies cost management and performance measurement systems, including systems in transitional economies and systems for environmental performance. He also works on the analysis of financial disclosure issues and methodological issues in accounting research. He is co-author of *Fundamentals of Cost Accounting, Second Edition* (McGraw-Hill, 2008). Lanen is the former president of the management accounting section of the American Accounting Association.

WILLIAM LOVEJOY

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

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

KATHLEEN SUTCLIFFE

Gilbert and Ruth Whitaker Professor
of Business Administration; Professor of
Management and Organizations

Kathleen Sutcliffe’s research and expertise lie in strategic management and organization theory, and are broadly focused on organization adaptability, reliability, and resilience. One stream of her research examines top executive teams and team processes, specifically to understand how top executive teams influence firm performance. Sutcliffe also investigates how organizations can be designed to better sense, cope with, and respond to unexpected and changing demands — demands that, if ignored, could result in errors that escalate into catastrophes.

DAVE WRIGHT

Associate Professor of Accounting; Faculty
Director, Master of Accounting Program;
Director, Paton Accounting Center

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



STUDENT LIFE ::

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

- Participate in more than 70 clubs, organizations, and social activities.
- Initiate new projects to advance leadership and career goals.
- Run for elected office in the Student Government Association.
- Serve as a committee chair or serve on a committee to plan schoolwide events and conferences.
- Interact with the Dean's Office by serving on various ad hoc committees.
- Plan or attend special events that bring leaders from businesses and other organizations to campus.
- Play sports by joining a Ross club or U-M intramural team.
- Be part of a long-standing tradition by attending a U-M football game. (Go Blue!)

Daria Izvarina //

MBA '11

Full-time Program
Consultant,
Bain and Co.

Daria remembers one aspect of life at an American business school that was quite different from her home in Moscow — networking. “It’s about developing your communication skills and being more eager to present yourself,” she says. “It was a challenging but useful skill to develop.” Daria also cultivated her leadership skills during her time at Ross, which again caused her to shift cultural paradigms. “In Russia, it’s not common to work in teams, especially at school. I used to be focused on my own position, but after working in Ross’ collaborative environment, I understand how important it is to look at a problem from different perspectives. I now see there are no simple problems and simple solutions, and variety of perspectives produces the best option.” She appreciates that other international students at Ross are navigating similar situations. “Ross is such a multicultural place,” says Daria. “I have friends from all over the world, and they enrich my experience with their insights. It broadens my perspective for my career and beyond.”

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



Speakers, Conferences, and Clubs

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

Taking an active role in a student-led conference or organization broadens one's perspective, develops project management skills, and opens access to global business leaders. Past speakers have included General Electric CEO Jack Welch and former U.S. Secretary of State Madeline Albright. Such events often conclude with lively question-and-answer sessions.

Annual conferences and events include:

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

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

A SAMPLE OF 2010-11 STUDENT CLUBS

The clubs and associations at Ross represent a broad range of interests and networking options while allowing students to expand action-based learning opportunities.

- Accounting Club
- African Business Club
- Automotive Club
- Brazilian Business Students Association
- China Blue Charity Fund
- Energy Club
- Entertainment Media Sports Club
- Entrepreneur & Venture Club
- Finance Club
- General Management Club
- Habitat for Humanity
- Healthcare and Life Science Club
- High-Tech Club
- Ice Hockey Club (men and women)
- Indian Subcontinent Business Association
- Investment Association Club
- Marketing Club
- Michigan Business Women
- Operations Management Club
- Real Estate Club
- Ross Partners Club
- Ross Students Association
- Wolverine Venture Fund
- Wolverine Wine Club

Global MBA Class Profile

	2011	2012
Class Size	38	39
Average Age	31	31
Age Range	25-42	26-42
Average Years of Managerial Experience	8	8
Years of Managerial Experience Range	4-14	4-17
Women	17%	17%
Married	46%	49%
Married with Children	44%	38%

UNDERGRADUATE MAJORS	2011	2012
Applied Sciences	3%	8%
Business Administration	31%	28%
Economics	18%	23%
Engineering	31%	23%
Law	3%	5%
Policy Management	5%	0%
Political Science	2%	0%
Other	7%	13%

AREAS OF EXPERIENCE	2011	2012
Accounting	3%	3%
Consulting	8%	5%
Engineering	15%	10%
Financial Management	10%	8%
General Administration	13%	18%
Human Resource Management	0%	10%
Investment and Financial Analysis	8%	13%
Journalism	3%	3%
Marketing	20%	21%
Planning and Strategy Development	20%	10%

GEOGRAPHIC BREAKDOWN	2011	2012
China	3%	3%
India	3%	0%
Indonesia	3%	3%
Japan	32%	33%
Korea	34%	40%
Philippines	3%	3%
Singapore	0%	3%
Taiwan	13%	8%
Thailand	8%	5%
United States	3%	3%

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

Takaaki Wakasugi //

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





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

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

Ann Arbor ::

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

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

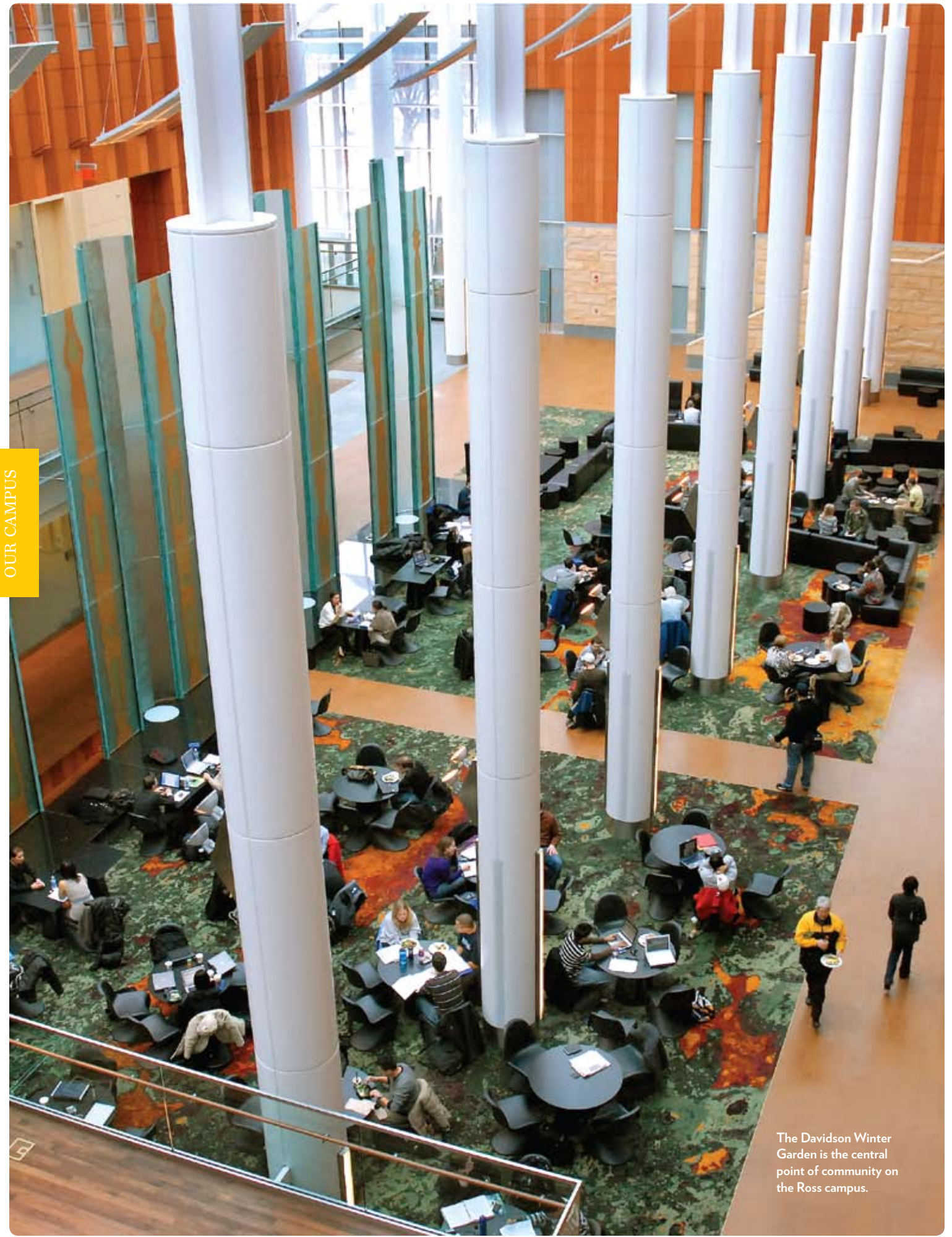
Public transportation is accessible and often free for students. Several area attractions are within walking distance of campus, and Detroit Metro Airport is about 30 minutes from downtown Ann Arbor.

THE ARTS Ann Arbor enjoys an international reputation for its vibrant music and performing arts scene. In addition to bringing such artists as Yo-Yo Ma and the Berlin Philharmonic to Ann Arbor, the University Musical Society also hosts the only U.S. residency of England’s Royal Shakespeare Company. In 2009, the University of Michigan Museum of Art reopened after an extensive renovation. Dramatic new galleries highlight pieces drawn from the museum’s collection of more than 18,000 works.

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

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

“4TH SMARTEST CITY IN AMERICA” – FORBES 2008
16% OF A² WAS BORN OUTSIDE THE U.S.



OUR CAMPUS

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

Our Campus ::

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

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

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

SUSTAINABILITY The Ross School is among the world leaders in research and academic programming devoted to sustainable enterprise. Incorporating many architecturally innovative and environmentally responsible features, our building is certified with a Silver designation in accordance with the Leadership in Energy and Environmental Design (LEED) Green Building Rating System.

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

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

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

ALUMNI ::

Social networking tools like Facebook and Twitter are cool and often useful. But in a sense, they're not new. As a graduate of Michigan's Ross School, Global MBA students will belong to one of the most enduring social networks in the world. Think of it as 40,000 connections spread out over all 50 U.S. states, 82 countries, and six continents. Meanwhile, University of Michigan graduates number more than half a million to date. Our global network can provide leads, peers, mentors, friends, ideas, and opportunities. That network can belong to you.

GLOBAL COMMUNITY

- Lifetime email forwarding
- Online alumni directory
- Facebook, YouTube, LinkedIn
- Reunion Weekend and Annual Business Conference
- Worldwide Club Day
- Regional and affinity club events

CAREER SERVICES

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

RELEVANT CONTENT

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

Nicholas Shang //

BSE '03/MBA '11

Global Program

Business Development Manager,
MOIE



As a third-generation University of Michigan student who also has an undergraduate degree from the school, Nick understands the passion of Michigan alumni. “There’s a strong spirit here that people carry with them after graduation,” he says. “I can go anywhere in the world and find someone who went to Michigan. In terms of business opportunities, you never know where that connection might lead.” At the Ross School, Nick has tapped a different aspect of the U-M network through fellow Global MBA students. “We became very close-knit during the Asia session. They’ve given me a solid understanding of the countries they’re from, as well as an instant network in those countries, which will be beneficial as my company expands,” he says. Nick also values the three months of on-the-ground training in Japan, Korea, and China – potential future markets for his furniture company – during the Asia session. “That was one of the main reasons I chose the Global MBA Program,” he says. “Plus I knew the excellence of Ross firsthand.”

PARTNERS ::

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

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

We welcome companies of all sizes from all industries. Any organization seeking to nurture its future leaders and equip them with a global perspective and cutting-edge skills is welcome to join the Ross School's Global MBA Program.

Ross Global MBA Program Partners

Since the inception of the Global MBA Program in 2002, more than 200 companies have partnered with the Ross School to educate their next generation of leaders. These companies represent a wide range of industries and vary greatly in terms of annual revenue, number of employees, and time in business – all factors that contribute to the diverse student body. Below is a partial list of companies who have sponsored Global MBA students at Ross.

ADVERTISEMENT AND MEDIA

Beijing Powerad Advertising Co.
Cheil Communications
Walt Disney Television

AUTOMOTIVE

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

CHEMICAL, MINING, AND POWER PLANT

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

CONSULTING AND RESEARCH

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

ELECTRIC AND ELECTRONICS

Fuji Xerox
Fujitsu
Hitachi
Hynix Semiconductor Inc.
NEC Corp.
Panasonic Corp.
Samsung Electronics
Sony Corp.
Toshiba Corp.

ENGINEERING, CONSTRUCTION, AND TECHNOLOGY

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

BANK, CREDIT CARD, INSURANCE, AND SECURITIES

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

TELECOMMUNICATIONS

Japan Telecom
KT
Nortel Networks
NTT
SK Telecom

TRADING AND DEVELOPMENT

Itochu Corp.
LG International
Mitsubishi Corp.
NIMIT Group
Unicoba

TRANSPORTATION

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

STEEL AND HEAVY INDUSTRIES

BNG Steel
Kobe Steel
Mitsubishi Heavy Industries
Nippon Steel
POSCO

INDUSTRY CLASSIFICATION

INDUSTRY	NO. OF COMPANIES
----------	------------------

MANUFACTURING

Electronic	16
General	18
Consumer Goods	13
Industrial.....	12
Automotive.....	10
Steel.....	7
Pharmaceutical.....	5
Chemical.....	4
Foods.....	4
Medical.....	2
Ship Building.....	1
Manufacturing Total	92

FINANCE

Banking.....	13
Securities.....	11
Insurance	9
Credit Card	4
Investment	4
Lease	1
Finance Total.....	42

OTHER

Technology	18
Consulting	15
Trading	15
Telecommunications.....	9
Construction.....	10
Transportation.....	6
Entertainment.....	4
Service.....	4
Advertisement.....	3
Engineering	3
Real Estate	3
Research.....	3
Environmental	2
Media	2
Power Plant.....	2
Healthcare	1
Packaging.....	1
Public Enterprise	1
Total	236

Admission

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

If an applicant's sponsor will guarantee sponsorship only after admission is granted, the applicant must submit a letter explaining this policy. In this situation, the admissions committee will make a decision subject to receipt of the sponsorship application. The sponsorship application must be submitted within two weeks of the offer of admission.

In assessing each applicant, the admissions committee considers:

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

After a thorough review, the sponsoring company and the candidate will be notified of the admission decision.

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

EARLY ADMISSION

Applications Accepted March 1 – Oct. 31, 2011

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

Interview

An interview by phone or video conference will be arranged upon submission of the application.

Decision Notification

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

REGULAR ADMISSION

Standard Round

Applications Due Nov. 28, 2011

The Ross School encourages applicants to apply in this round. Applicants who fail to submit a complete application by the due date will be moved to the extended round.

Extended Round

Applications Due Jan. 2, 2012

The Ross School will accept applications for any remaining seats in the extended round. Applications will be processed as they are received. All application requirements, including test results, must be met by Jan. 2, 2012.

Interview

An interview by phone, video conference, or in person will be arranged upon submission of the application.

Decision Notification

Applicants typically are notified of their status within two weeks of the interview. Those offered admission must confirm acceptance of the offer within one week of notification.

Sponsorship Application for Global MBA Admission

INSTRUCTIONS

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

SPONSOR INFORMATION

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

APPLICANT INFORMATION

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

CONTACT PERSON INFORMATION

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

SPONSORSHIP AGREEMENT

My signature below certifies that our company consents to the terms in the Ross School of Business Global MBA Class of 2013 Program Policy and that, if admission to the program is granted, we will sponsor the applicant for the program beginning Feb. 26, 2012, and running through June 29, 2013.

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

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

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

1. ADMINISTRATION

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

2. CURRICULUM

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

3. ADMISSION

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

- 3.4 An admission interview is required of every applicant. The Global MBA Program Office will contact applicants to schedule an interview. Interviews may be conducted via telephone, video conference call, or in person.
- 3.5 For early decision consideration, applicants must submit all admission requirements, including test score reports, between April 1 and Oct. 31, 2011.
 - 3.5.1 Applicants who are denied in the early admission period are eligible for admission consideration during the regular admission period. For consideration during the regular admission period, applicants should submit improved test score reports by the deadlines shown below.
- 3.6 Applications to the standard admission round, including official score reports, must be received by Nov. 28, 2011. Incomplete applications as of Nov. 28, 2011, will be moved to the extended admission round.
- 3.7 Applications to the extended admission round, including official score reports, must be received by Jan. 2, 2012.
- 3.8 Notification of admission decisions typically is made within two weeks of the interview. Admitted applicants must confirm acceptance within one week of the offer.
- 3.9 English ability will be assessed by the admissions committee during the application process. Depending upon English ability, applicants may be offered conditional admission subject to completion of intensive English instruction prior to the start of the Global MBA Program on Feb. 26, 2012.
 - 3.9.1 The Ross School partnered with the Gyeonggi English Village (GEV) to create an intensive pre-MBA English course to satisfy the conditional admission requirement. The program will be offered at the GEV's Paju campus in Korea, Feb. 6-25, 2012.
 - 3.9.2 Applicants who are not able to attend the English program at GEV may fulfill the requirement individually at an accredited institution.
 - 3.9.2.1. Admitted students who prefer this option must submit a study plan to the Global MBA Program Office for approval.
 - 3.9.2.2. The instruction must be conducted by an instructor whose native language is English, and the total hours of instruction should be equivalent to the total hours of the GEV program.
 - 3.9.3 All fees associated with a pre-MBA English program are the responsibility of either the student or the sponsor company.
- 3.10 Applicants are considered without regard for race, sex, sexual orientation, color, religion, national origin or ancestry, age, marital status, handicap, height, or weight.

4. FINANCE

- 4.1 A nonrefundable application fee of \$200 is due at the time of application.
- 4.2 Tuition will be invoiced for each of the four terms students are registered; Winter 2012, Spring/Summer 2012, Fall 2012, and Winter 2013.
 - 4.2.1 Tuition is due on Jan. 2, April 23, and Aug. 27, 2012; and Jan. 2, 2013. An invoice will be sent electronically approximately one month prior to the due date.
 - 4.2.2 Tuition for the Winter 2012 and Spring/Summer 2012 terms is \$28,275 based on the rate for the 2011-12 academic year. Tuition for the Fall 2012 and Winter 2013 terms will be based on the rate for the 2012-13 academic year, which will be determined in July 2012. Tuition is determined in July each year for the upcoming academic year.
 - 4.2.3 The first tuition payment for students admitted after Jan. 2, 2012, is due immediately upon acceptance of the offer of admission.
 - 4.2.4 The tuition fee does not include students' travel, lodging, and course material expenses during the program.
 - 4.2.5 Tuition for students who choose to extend their program beyond 16 months will be charged at the Global MBA tuition rate in effect for that specific term and will be due on the first day of the term.
- 4.3 A registration fee will be added to each invoice. The registration fee for the 2011-12 academic year is \$97 per term.
- 4.4 Room and board expenses for the session in Asia will be invoiced separately in January 2012.
- 4.5 Applicants who are admitted to the program in the early admission period must submit \$1,000, along with their notification of acceptance to the school, within two weeks of the date of the offer. This nonrefundable deposit will be applied to the first term tuition payment.
- 4.6 The school reserves the right to revoke admission for students whose tuition or deposit payment is not received by the due date.
- 4.7 Received tuition will not be refunded. Payment past due is subject to a 1% late fee per month. The school reserves the right to prohibit students whose tuition payment is past due from attending classes.
- 4.8 All international students must enroll in the University's International Student Health Insurance Plan immediately upon arrival in the U.S. To substitute a private plan, students must receive approval from the University's International Center.

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

Tuition and Fees

APPLICATION FEE

A \$200 fee is due at the time of application.

TUITION

Tuition is billed in four installments due Jan. 2, April 23, and Aug. 27, 2012; and Jan. 2, 2013. The first term tuition payment for those admitted after Jan. 2, 2012, is due immediately upon acceptance of the admission offer.

The University determines tuition for the upcoming academic year each July. Tuition for the Winter 2012 and Spring/Summer 2012 terms is based on the rate for the 2011-12 academic year. Tuition for the Fall 2012 and Winter 2013 terms is based on the rate for the 2012-13 academic year. Tuition for the Winter 2011 and Spring/Summer 2011 terms was \$26,900 per term, plus a \$94 registration fee per term. Tuition for the 2011-12 academic year will be determined in July 2011.

TEXTBOOK AND COURSE MATERIAL EXPENSES

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

LIVING EXPENSES

During the sessions held in Asia, lodging and meal expenses are expected to be approximately \$7,000. These expenses are invoiced to the sponsoring company along with the first term tuition invoice.

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

In Ann Arbor, typical expenses for single students include room and board averaging between \$800 to \$1,200 per month, and approximately \$100 per month for health insurance. For students bringing their families, one- to three-bedroom apartments or townhouses range from \$800 to \$1,700 per month. Health insurance for families is approximately \$415 to \$730 per month.

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

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

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Leading in Thought and Action
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