



Step by Step

PREPARATION GUIDE
to International MBA Admissions

.....
by Iliana Bobova



Atendia 2014

Author: Iliana Bobova

Graphic Design: Savvina Akmanidou

Publishing: Atendia

Copyright: Iliana Bobova

Copyright 2014-2015

The content of this publication is protected by copyright. All rights reserved. No part of this publication may be copied or reproduced, in any form or by any means, without the prior consent of the publisher.

GMAT is a registered trademark of the Graduate Management Admission Council TM. The Graduate Management Admission Council TM does not endorse, and is not affiliated with the owner or the content of the current publication.

Content:

1.	Why and When to Take the MBA	3
2.	The Evaluation of Your MBA Profile	4
3.	Preparing for MBA Admission Tests	6
4.	Plan and Budget for Your Preparation	10
5.	Identify the Best MBAs for Your Goals and Potential	14
6.	Application for Scholarship	16
7.	Application for Admission	18
8.	Outcomes of Your Application	20
9.	Appendix	23
	- Sample Letter of Admission	
	- Sample Letter of Rejection	
	- Sample Waitlist Letter	
	- Sample Scholarships Announcement	

1. Why and When to Take the MBA

The Master of Business Administration (MBA) is now renowned as the gold standard for business management education. The MBA is an academic degree provided by universities or business schools worldwide. There are over 10,000 programmes internationally and this number is growing.

MBAs usually require that prospective students have at least two or

more years of professional full-time work experience, and in some cases even managerial responsibilities, in order to be eligible for admission. There is good reason for this - MBA studies are very practical and rely heavily on the past experience and skills of the students and their active contribution to the classroom learning experience.

The MBA will be worthwhile if you have the necessary level of matu-

rity, clarity of career and personal goals, and the drive and skills for business development.

The MBA is an excellent option for people who would like to develop as business leaders, mid-level or top managers. The MBA is also a great option for many business or social entrepreneurs. However, if you would like to develop your expertise more deeply in a specific area, it is recommended that you take a Master's programme in your chosen area, instead of an MBA. Another valuable option to consider, in this case, is a dual degree programme where you can get the MBA and specialise in another area such as public policy, international business or environmental science.

The MBA is a considerable investment not only in terms of finance, but also in time and effort. It is beyond any doubt a life-changing step to take. The good news is that even in the midst of a financial crisis, the MBA still brings with it an excellent return on investment, as is perfectly illustrated by the Financial Times' Global MBA Ranking, 2014.



2. The Evaluation of Your MBA Profile

The best starting point for your MBA journey is to have your profile evaluated by an independent expert. This will ensure that you develop the right strategy for effective preparation and realistic goals for the best MBA programmes which match your aspirations and potential.

How it works

The evaluation of your profile is usually undertaken by MBA admissions experts. Initially, they will need some preliminary information about you, as presented in a CV, a resume or a special form. Brief information about your goals or the schools you are targeting (if you have already started thinking about it) will also be very useful. There are also [automatic online](#) tools to evaluate your MBA profile. All you need to do is to submit the required information in a form and you will automatically receive an evaluation of your profile and feedback about the types of programmes which you should consider.

Accuracy

Whatever type of profile evaluation you decide to use, make sure to always provide the most accurate and up-to-date information required, so that you can have accurate and relevant feedback.

What you get

Some profilers will provide you with [written feedback](#) only, based on the information which you submitted. Others have a more personalised and interactive approach and will additionally conduct an [individual session](#) with you (in person, on the phone or online – via Skype or other teleconference tools). During the session you will discuss in more detail the initial information which you have provided and how MBA admissions committees will evaluate it. The expert will clarify the milestones which are important for successful preparation and application and you will receive the expert's feedback on your strengths, areas for improvement, types of programmes and suggestions

about your preparation and application strategy.

The goal of the expert feedback is that you will gain a clear idea about the immediate next steps you need to take. An clear advantage of the [interactive profile evaluation](#) is that you have the chance to ask questions of the expert, share further details and make sure that you understand her/his advice.

Two-step profile evaluation

You can also combine the different types of evaluation, starting with an automatic one and then moving on to interactive profiling. The first step will help you become more focused in the discussion with the MBA profiling expert. During the interactive evaluation you will be able to provide more details about the facts and experiences that you have already listed in your CV/resume/form. Details are important for the interpretation of the facts, precise profiling and further advice.

Additional resources:

- ✓ [Automatic Online Profile Evaluation](#)
- ✓ [Expert Profile Evaluation](#)

Next step – have your profile evaluated by business schools

Some business schools also offer the option of a preliminary evaluation of the profiles of prospective applicants. You will, again, be asked to submit a CV/resume/form in advance. The evaluation undertaken by a business school is an excellent approach if you are seriously thinking about applying to that specific school. However, it is important to realise the consequences of taking this step.

First, the evaluation is **only relevant to the school**. The admissions officer may encourage or discourage you to apply for admission to the school in question, but this will be done solely on the basis of the CV/resume which you submit. If this document is not informative or focused enough, the results will be compromised.

So it is more efficient to plan for a school evaluation of your profile as a second step which you undertake



after you have some initial advice from an independent MBA admissions expert. Ideally, you should have also **tailored your CV** to an **MBA application resume** which you will send to the school for evalua-

tion. The MBA resume differs from a job resume and you first need to understand how admissions officers interpret it - what are the key elements they are considering and why.

Additional resources:

✓ **CV/Resume**

3. Preparing for MBA Admission Tests

Most MBA applicants will be required to take two tests for their MBA application – a test checking analytical skills and an English language proficiency test.

Two types of tests

Most business schools will require that you take at least one test which allows the school to evaluate your **academic potential and skills required for your studies**. The GMAT is the most common of these tests. GMAT – The Graduate Management Admission Test - is a standardised American test used internationally to assess your skills for study in business and management programmes. Some schools will accept the GRE (Graduate Record Examination) as an alternative, yet others might also offer a specific school admission test. Despite the fact that these tests are conducted in English, they do not check the level of your English language skills, but, rather, your analytical and quantitative skills.

If you are not a native English speaker and did not complete your

undergraduate studies in a programme where English was the sole language of instruction, you will also be required to sit for an **English language proficiency test**. Here, in most cases, you will have the option between TOEFL, TOEIC, IELTS, Cambridge ESOL. All of these are internationally recognised, standardised tests which only check your language skills – reading comprehension, listening comprehension, writing, speaking and mastery of standard English grammar.

How long does preparation take?

Plan for at least **three to four months** of focused and intensive GMAT/GRE preparation. There is recent data which reveals that students spend between 40 and 100+ hours studying and practicing for the GMAT. The preparation for a language test will usually take you less time, but of course it all depends on your starting level and how balanced your language skills are. You can retake the tests, but no sooner than one month after the previous test. It is common to



Additional resources:

- ✓ GMAT
- ✓ GRE
- ✓ TOEFL
- ✓ TOEIC
- ✓ IELTS



retake, especially the GMAT. Bear in mind that you will need to book a test date at least 45 days in advance. And also be advised that the GMAT score is valid for five years - usually for two years for most language tests. So, it is safe to focus on your GMAT first and plan for the English proficiency test at a later stage, because the score has a shorter validity period.

How to choose tests

Which tests to take and when, how to prepare, how many times to sit for a test, what to do if some of your skills need considerable improvement beforehand, and can you compensate with some of your strengths? All of these are important decisions that you need to take at an early stage, while setting an efficient preparation strategy. Most of these questions can be answered during the [profile evaluation](#) (see Profile Evaluation).

If you will be applying to a couple of schools internationally and applying for a scholarship, it is best to take the GMAT. If you are targeting just one or two schools, you can then

focus on their requirements, especially if they have their own admission tests. The language tests are widely recognised by the schools, but make sure whether your targeted schools have any specific preferences.

The right approach to test preparation

Test preparation is a way to develop your skills to the level which will ensure you succeed during your studies. Do not view the tests just a score or as a barrier to your admission. They are of great help to your future success.

The GMAT skills, in addition to the language skills, are transferable beyond the MBA classroom to your everyday management practice. For example, the GMAT also helps build your time management skills and attention to detail. A high score always makes a difference. This is often a factor in the competition for merit scholarships. It is also helpful after your MBA, because some employers have started to consider candidates' GMAT scores when assessing job applications.

Additional resources:

- ✓ [Some Fringe Benefits of GMAT Preparation](#)
- ✓ [GMAT Is a Key to Excellent Opportunities](#)

Test preparation guidance

No matter what your learning style is, the most efficient way to proceed is to take some guidance from professional test instructors. You may prefer a group course (face-to-face or online), individual tutoring, or to combine the two approaches,

plus a lot of self-study and practice. With MBA admission tests, especially the GMAT, it is most likely that you will be inefficient if you work entirely on your own because it will take you much longer to prepare and you will not be able to reach your maximum potential.

Test preparation courses and tutoring are widely available face-to-face in regions with a high concentration of candidates. There are also various online offerings for those of you who either prefer online learning or who have no access to face-to-face options. The most challenging test amongst all options for MBA application is definitely the GMAT, but it also gives you a number of advantages. You will need months of focused work to prepare well for it.

How to select a preparation centre

Start with taking an official sample test before planning your actual test preparation and looking for a preparation company or tutors to guide you.

✓ As you will spend months together and you have a goal to reach, it is very important that you build trust with your GMAT instructors and feel comfortable with them in guiding you to develop your GMAT skills and getting the best score you can.



Additional resources:

✓ Test Preparation Centres

✓ It is equally important that you are dedicated to your preparation and plan to invest the time required for classes, homework, self-study and practice.

✓ It also makes a difference when selecting a company which knows your native language and the educational system you come from, because this makes the communication and teaching more effective and relevant. Most GMAT courses are conducted in English, but in some cases your native language might also be used for additional explanations and understanding new or difficult concepts.

✓ Instructors usually work in teams of two or more and focus on the Math and Verbal sections separately. It is important that the instructors have sound teaching experience, because the fact that they may have taken the GMAT, scored highly, or have an MBA, does not necessarily mean that they have the teaching skills to be good instructors.



✓ Take the official free tests at www.mba.com. These are generated by the creators of the GMAT and are by the far most accurate of all tests. Then, take a diagnostic test with several prep centres, meet the instructors for feedback and attend open GMAT classes – all of this will give you the personal impressions that you can trust in making the right choice for your test preparation centre. You might also prepare for the GMAT with different centres

and the language tests depending on the strengths of the centres.

✓ Schedule and budget are also important factors in your decision. The higher your scores the greater the return on your investment. Schedule is important to allow you enough time and active participation in your studies for the tests.

Additional resources:

- ✓ [Official GMAT Website](#)
- ✓ [GMAT Practice Test](#)
- ✓ [GMAT Preparation Centres](#)

4. Plan and Budget for Your Preparation

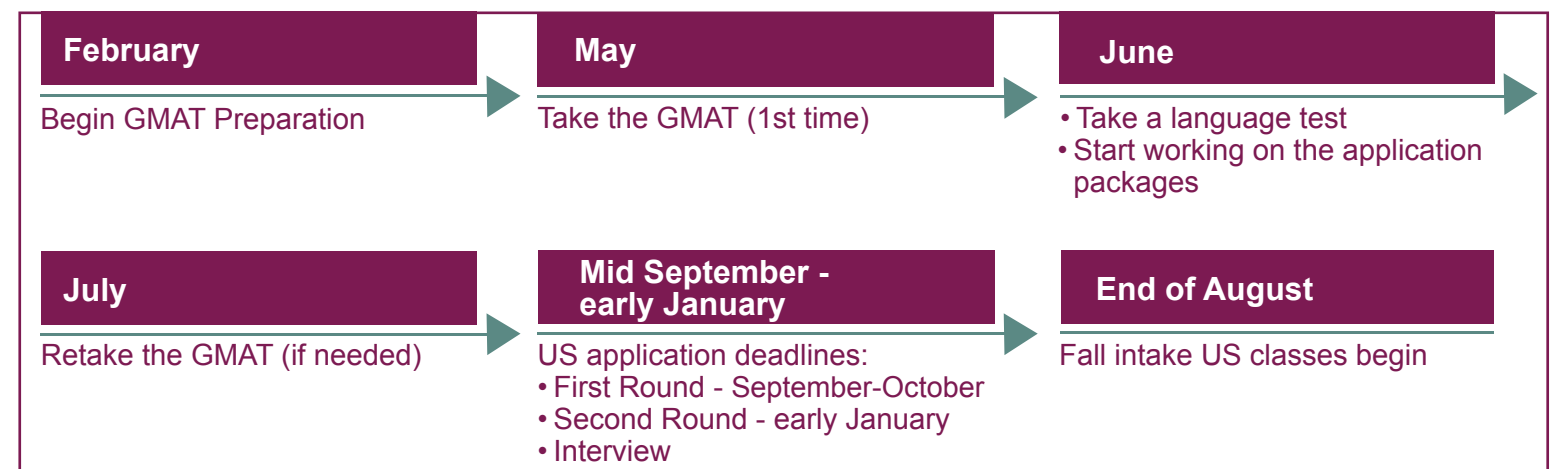


The whole process might take you 6 to 18 months before the desired date of beginning of your actual studies. You will need to submit your full application package and tests about 6 months before your studies begin. Preparing for the tests and the application package will take you another 3-6 months, so it is never too early to start the preparation for your MBA application. In addition, international students are always encouraged to submit their applications early,

especially if they will require a visa to study abroad.

Top US business schools review applications in several rounds. The deadline for the first round might be as early as the middle of September/October the year before you would begin your studies. This means that you should have started with test prep and taking the tests, etc. about six months before this point.

Preparation Timeline for Application to US Business Schools:





Preparation Timeline for Application to European Business Schools:



The MBA is an investment, but the preparation for a successful application also requires time and money. The good news is that investing in your preparation may have a high return with admission to the best school of your choice and winning a scholarship.

Below are the items you need in order to plan your budget for preparation for MBA application:



Budget for Preparation for MBA Application.

As prices vary depending on location, please [email us](#) your country of residence and city and PrepAdviser experts will send you a precise budget estimate.

MBA admission test (GMAT/GRE) preparation course/tutoring/books
English language (EL) test preparation course/tutoring/books
GMAT/GRE test fee (plus up to 2 retakes)
GMAT/GRE additional score reports fees
EL test fee (plus 1 retake)
EL additional score reports
Travel to the nearest testing centre and lodging (if none is operating in your location)
Expert Advice
Full MBA Admission Coaching (for building an outstanding application portfolio)
B-school application fee (up to 5 schools)
TOTAL:

Payment Scheme for MBA Admission Tests.

Month 1	Month 5-6
Pay fee for GMAT/GRE preparation course (at least 6 - 9 months before application deadline)	<ul style="list-style-type: none">• Pay fee for retaking the GMAT/GRE if needed (at least 45 days before the test date)• Travel and lodging expenses for language testing (if out of your location)
Month 3	Month 6-7
Pay fee for the GMAT/GRE test (at least 45 days before the test date)	Pay fee for additional score reports to B-Schools (if not sent at the test day/registration)
Month 4-5	Month 6-9
<ul style="list-style-type: none">• Travel and lodging expenses for GMAT/GRE testing (if out of your location)• Pay fee for a language test (at least 60 days before the test date)	Pay application fee to B-Schools (at least two weeks before the application deadline)



5. Identify the Best MBAs for Your Goals and Potential

There are over 10,000 MBA and business Master's programmes in the world. *"More than 5,900 programs offered by more than 1,600 universities and institutions in 82 countries use the GMAT exam as part of the selection criteria for their programs"*, reported the Graduate Management Admission Council in 2014. Bearing in mind that some programmes accept alternative tests, the number of graduate business programmes is definitely overwhelming.

The expert evaluation of your MBA profile will give you a shortcut, by providing guidance on the types of programmes where you can find the right fit for your goals and potential.

Researching potentially good programmes may be a daunting task because of the overwhelming number of offerings and the flood of information on the Internet. However, here are several tips which will put you on the right track:

✓ Clarify your short-term and long-term post MBA goals (both ca-

What to Consider When Choosing an MBA - [watch video](#)



reer and personal) and decide how an MBA will help you achieve them. If needed, discuss with an MBA expert and a Career Development Counsellor. The decision to do an MBA has many consequences for your future, career, personal time, finances, and prospects. It is a valid way to spend time and reflect on how to invest your resources before you step onto the MBA fast lane.

✓ Do your homework – make a wish list of selection criteria for the best MBAs. Only then you can begin a focused school search. Some important factors to consider are programme focus (general management, electives, specialisations, industry focus), delivery format (full-time, part-time, modular, distance), duration (one year or more), location, diversity of the class, international exposure, career services,

Additional resources:

- ✓ [Profile Evaluation](#)
- ✓ [How to Select Schools](#)

budget (tuition, living and travel) and how all this relates to your post MBA goals (immediate, as well as long-term) and your potential (MBA profile, academic potential, budget and eligibility for scholarships).

✓ Be open to new ideas during your research, but stay focused on your target and stick to your criteria. Researching a variety of MBAs is an intensive learning experience. There will be so many new discoveries of different elements in the MBA programmes that you will definitely want to combine them in your dream MBA. That is why it is important to have a clear goal so that you are able to find the most enjoyable and rewarding MBA in order to reach it.

✓ Interact intensively with business schools to start to experience the differences between them. Get a feel for the culture of each school and ask for feedback from school representatives on how their MBA can contribute to your goal and how you can fit into the class. Take any chance to join online and attend onsite events and presentations.

Why to Attend One-to-One MBA Events - [watch video](#)



Once you have completed your MBA wish list, you will be able to discuss with school representatives and alumni all those details which are important for you so that you can make a choice. Take advantage of one-to-one events at your location or online to have your questions answered by an insider in a personal conversation.

Shortlist your targeted schools (up to 5) after you take the GMAT. You can do this earlier in the process, but you risk setting unachievable targets. In your shortlist there will always be one or two schools which will be a stretch, but the rest should be a realistic fit. Remember to only apply to schools that you would actually attend. Not just schools that you can get into.

Additional resources:

- ✓ [School Profiles](#)
- ✓ [MBA Events](#)

6. Application for Scholarship

Winning an MBA scholarship will reduce the funding you need for your MBA studies and will speed up the return on your investment. The good news is that many business schools provide scholarships, but all of them are highly competitive.

Based on your application portfolio and interview performance you need to become a dream candidate for the school in order to be selected as one of the professionals the school wants to have in their MBA class because of your potential contribution, experiences, personality and post MBA goals.

How to prepare for an MBA scholarship application

Adequate school selection is the major factor which improves your chances of winning a scholarship. First, you need to be a strong applicant for the school and second, the school must provide scholarships for which you are eligible. Add these criteria to your wish list and get all the details while researching and short-listing schools.

How to Get a Scholarship for an MBA - [watch video](#)



Make realistic calculations for the budget you will have at your disposal for your MBA. Research all options for possible increases in the budget if required. Plan to have the finances in place by the time when the decision for admission will be announced, as you will start to make payments to the school at that point. Look for schools where the amount of the scholarship will leverage your budget and make it financially possible for you to attend

the programme, pay for both tuition and living plus travel expenses.

This also means that you can target schools which initially seem to be over your budget, but which offer scholarships. It is important to know that scholarships cover tuition fees, seldom living expenses and you cannot plan to work during your full time studies to cover your expenses.

Additional resources:

- ✓ [Scholarship Application](#)
- ✓ [Scholarship Announcements](#)

You need to have the budget secured in advance. Research in as much detail as possible the eligibility requirements for scholarships. Some of them are very clear – e.g. based on a certain GMAT score, nationality or gender; others are more difficult to evaluate – leadership potential, entrepreneurial spirit, etc. Communicate with the admissions or financial aid office of the school for details or contact an MBA admissions consultant to discuss the fit of your profile to the requirements.

Study in detail the application process for a scholarship. It might require additional documents, application or essays. The deadlines may also be different than those for admission. If a scholarship application is incorporated into the admission process you have no chance of applying for a scholarship after you have been admitted.

In most cases, the overall quality of your application for admission will be a major factor in your scholarship applications and competition is tough. Make sure to prepare a

really outstanding MBA application portfolio and perform at your best during the tests and interview. Many applicants who compete for scholarships use MBA admissions

consulting services to prepare their application package – resume, essays, recommendations, etc. *See some sample scholarship descriptions in the Appendix.*



7. Application for Admission

The application for admission is a process in which **your objective is to convince** your selected schools that you are a good candidate for the programme.

On their side, the schools are carefully screening the pool of applicants (which might be close to 10,000 at some top schools) to select the best of the best. It is **important that** schools can ensure a rich learning environment in their next MBA class through combining the experiences, talents and potential contribution of the selected applicants. So you need to be one of those whom the school wants in their class. How can you do that?

An evaluation of your MBA profile, which helps you make an appropriate school selection - improves your chances of admission. The next step is to **build your application portfolio** in a relevant, focused, informative and personal way. The portfolio consists of your test scores (GMAT/GRE and TOEFL/TOEIC/IELTS), the application form with different sections, MBA resume, essays, letters of recom-

mendation and any additional material which the school requests (PPP, video presentation, etc.). The scholarships application may be integrated into this process with some additional essays or other written work, as required.

Your application portfolio will most often be your only presentation to the admissions committee for the initial screening and often for their decision as to whether to invite you for an interview. Make sure you convey the image you would like to, be authentic and reveal your personality. Your application should **positively differentiate you from your competitors**. This is a challenging task for many applicants, first because they do not know their competition and second, because it is not easy to look at oneself from the perspective of an admissions committee. That is why many MBA applicants use professional help to develop a strong and focused application.

All MBA applicants are busy professionals and they all lack time, but have good **time management**

Additional resources:

- ✓ [Profile Evaluation](#)
- ✓ [Admissions Consulting](#)





skills. The application requires your commitment. Even if you get outside guidance or advice it is you who has to produce the application portfolio. **Allow enough time.** Start working on the application package as soon as you have shortlisted your schools and the application requirements and forms are available.

Essays usually take much longer to prepare than you initially expect, but the resume and the application form are also time consuming and need several revisions before you will be happy with them. There are **two key steps when preparing the essays** – deciding what to focus on in each essay, and presenting it in a clear, concise and personal way. The **resume is different** from a job resume and must highlight those experiences and achievements which are relevant for MBA studies and your future managerial career. The resume has to be coherent with the application form, the recommendations and the essays. In addition, some schools have either a preferred format or requirements for the resume.

Letters of recommendation are the only external opinion which will accompany your presentation. Schools have forms for them and specific instructions to the recommenders, so general letters of reference will not be appropriate. Plan for a month to get your recommendations sent to the schools and assist your recommenders by providing information about the programme you are applying for, your post MBA goal/reason for doing an MBA and highlights of those experiences and achievements which they are qualified to comment on.

Selecting recommenders is also an important decision. Schools would like to hear from people who know you best in your professional environment and who can evaluate your potential for managerial growth. Recommenders who did an MBA themselves are also an excellent choice if they meet the above two requirements.

Additional resources:

- ✓ [Essays](#)
- ✓ [CV/Resume](#)
- ✓ [Recommendation Letters](#)

8. Outcomes of Your Application

Congratulations! You have been admitted” is the ultimate goal of the MBA application process. However, there are different scenarios of success and failure in this process. They are as follows:

Rejection

Admission to an MBA programme is competitive. Top school admission rates may be as tiny as 7% and the pool of all applicants can reach 10,000. If you have selected your targeted schools adequately then you have considerably improved your own chances for admission. But both the ultimate decision for admission and the competition are obviously out of your control. It is your performance during the tests and the interview, as well as the quality of your application portfolio that you are able to improve.

Rejection might come at several stages: first screening of the application, which means that most likely you do not meet some of the eligibility criteria for admission. You may be rejected at the interview stage, and not be invited for an in-

terview. Finally, you may not be selected after the interview because there were better applicants.

What is important before applying to a school, especially if it is a stretch for you, is to find out how a rejection will eventually influence your second application for the next intake. If a rejection will negatively influence your next application then

you should think twice before applying.

Schools do not give you a reason for rejecting you. Many MBA admissions consultants offer the DING analysis service – they analyse your application performance and suggest possible reasons for you not being admitted. This information will help you decide whether to



Additional resources:

✓ [Admissions Consultants](#)

reapply for the next intake or adapt your school choices.

Waiting List

Being put on a waitlist is generally a positive sign for your chances for admission. Business schools will ask you in writing whether you would accept being put on the waitlist. If you decline, your application to the school is at an end, as with a rejection for admission.

If you accept to be put on the waitlist you should inform the school in writing. This is an excellent chance for you to communicate to the school any fresh information about relevant developments and accomplishments which have taken place since you submitted your application. Before you reply, take a critical look at your application and decide whether to get advice from an independent MBA admissions expert about what further information will improve your chances for admission. Your reply to the school should be well thought through, because it is part of your application package.

Conditional Admission

Some schools use a process called conditional admission. This means that you are accepted onto the programme, but you cannot enrol if you do not meet some requirements prior to the start of term or to



a deadline set by the school. These requirements might be, for example, an additional test or a prerequisite course.

Admission

“Congratulations! You have been admitted to the MBA programme for the class of ...” The letter of admission is a confirmation that you can enrol into the programme of your choice. This letter usually specifies a deadline for paying your enrolment confirmation deposit. This fee is usually non-refundable and if you do not enrol into the programme, it will not be refunded. If you do enrol in the programme, the deposit will usually be deducted from your tuition fee.

If you - as with most MBA applicants - are also waiting to hear from other schools, you might be in a situation where the deadlines for different schools will not work in your favour. To be on the safe side, you may wish to pay the deposits until you receive replies from the rest of the schools and then you can decide where to enrol. This means that you will lose some deposits, but at least

Additional resources:

✓ [Admissions Consultants](#)



you will have all your choices. The letter of admission also provides details about the payment plan (amounts and deadlines) for the tuition and other related fees.

You must inform the school that you have received their offer and, most importantly, make the deposit payment on time. If you miss the deadline, then your admission is no longer valid and you will not be able to enrol and begin your studies. If you have any questions about the offer, deposits, deadlines or pay-

ment plans, do not hesitate to contact the admissions office.

Admission with a Scholarship

This is a dream letter for many MBA applicants. It also means that you are regarded as a valuable asset to the school and they want to have you in their MBA class. The letter is basically the same as the admissions letter, but it also includes the decision for financial support (scholarship, fellowship, etc.).

Depending on the school's application and scholarship review process, the letter of admission and the scholarship letter might come separately at different times, but you need to clarify this with the admissions office in advance, so that you know what steps to take after you receive the letter of admissions and if you have not received the results of your scholarship application.

In reply to a letter for admission and winning a scholarship you should send a thank-you letter to the admissions office and separately (through the admissions office unless otherwise specified) to the donor of the scholarship (if different from the business school). The scholarship is usually deducted from your tuition fees and you will not receive it directly. If you have a stipend for your living expenses as a part of the financial aid package, you will receive additional instructions about how it will be provided.

9. Appendix

Sample Letter of Admission

Dear Student,

At the Fuqua School of Business, we seek individuals who demonstrate competence, character, and purpose, those who aspire to possess the technical acumen, personal attributes, and moral compass to both “get along” and “get it right”. We cultivate leaders who navigate toward a collective good for ALL stakeholders - others, the organisation, community, and the world. The world needs leaders of consequence. We believe that you are one.

Congratulations! I am delighted to offer you admission to The Duke MBA Class of 2016.

The Duke MBA will provide you the opportunity to expand your business skills within a community of diverse and deeply engaged students and faculty members. Here you will find unlimited ways to learn and grow, including leading student clubs, competing in case and business plan competitions, and embedding yourself in the business and culture of other regions of the world through our multitude of international programs. In short, I am confident that you will find The Duke MBA experience to be two of the most challenging and rewarding years in your life.

As you begin your journey to Duke, please note the following important information:

Language Institute

Your program begins on **July 7, 2014** with the Language Institute in Business, Communication, and Culture. This program is designed for students who have not had significant prior work or study experience in a native English speaking environment. **Your attendance at the Language Institute is required.**

•Please visit <https://faculty.fuqua.duke.edu/languageinstitute/> to access additional information about the Language Institute, including the application form, which must be received by **May 15, 2014**.



•If you believe that your application did not adequately represent your depth of exposure to native English in work or school, please e-mail our office to request a waiver as soon as possible, but no later than **February 6, 2014**. Waiver requests received after that date will not be considered.

Financial Aid

Every admitted student is considered for merit-based scholarship assistance. If you have received a merit award, a scholarship letter will be included in your admission packet.

Your Next Steps

•Return the confirmation card included in your admission packet, with the non-refundable tuition deposit and your official transcript(s). You may also visit http://www.fuqua.duke.edu/documents/response_card.pdf to view a printable version of the confirmation card. **These materials must be received in The Office of Admissions by December 03, 2013.** Please visit the following link to view your payment options: http://www.fuqua.duke.edu/documents/payment_options.pdf. Your student ID number is XXXX.

•**A second non-refundable deposit must be received in the Office of Admissions by June 15, 2014.**

•Visit the Incoming Student Web site for the 2016 MBA class. Look for an e-mail with log-in instructions to begin networking with future classmates and to receive key announcements and guidance.

•**Your visa paperwork is due by March 3, 2014.** You will receive the web link and password to initiate the visa process within one week of receipt of your tuition deposit. Duke will issue visa documents within two weeks of receipt of all required hard copy and electronic documents. It typically takes an additional 2-6 weeks to obtain your passport visa stamp. Please plan accordingly to ensure that you are able to transition to Durham in time for the start of your program. Please note: *you will be asked to submit a processing fee for your visa paperwork. For your convenience, you may choose to include this fee with your non-refundable tuition deposit.*

•New student orientation begins July 30, 2014, and your attendance is mandatory.

On behalf of the staff and faculty of Duke University's Fuqua School of Business, please accept my warmest congratulations. We look forward to your positive response.

Join us. Be consequential.

Sincerely yours,
Associate Dean of Admissions

Sample Letter of Rejection

Dear Applicant,

We thank you for having taken the time to interview and appreciate your interest in the IMD MBA program. We fully recognise your motivation and patience during this challenging and time-consuming admission process. The IMD MBA Admissions Committee has carefully completed its review of your application and, after close examination, has decided not to grant you a place in the year 2013 program.

We acknowledge the many strengths of your candidacy and stress that our decision is not a judgement of your capabilities or potential for success in management. It is a reflection of the profiles of each applicant and our objective to achieve a well-balanced class. The decision is based on an assessment and evaluation of your individual strengths and weaknesses relative to those of the applicant pool in the deadline for which you applied. The criteria taken into consideration include career progression, business orientation, career goals, international exposure, language abilities, academic results, and GMAT performance. In your case, there were other candidates with similar characteristics who were assessed higher on one or more of these elements.

The IMD Admissions Committee does not make a final decision based on one criterion. Comparatives are made

using all criteria with the objective of building a diverse class of MBA participants. We appreciate the strong elements of your application and are confident that you will be successful in another MBA program. Our hope is that you will continue to seek another top MBA program where you may complete your studies.

As IMD's reputation has grown, equally so has the number of highly qualified applicants. It is a difficult process for the Admissions Committee to select from many applications received each year. Of those who apply, only 90 will ultimately be enrolled in the program. We commend your desire to develop your potential as a manager and wish you continual success in your future educational and career endeavors.

Sincerely,
Associate Director
MBA Admissions and Marketing



Sample Waitlist Letter

Dear Applicant,

The MIT Sloan MBA Program Admissions Committee has completed its evaluations. The exceptionally strong competition prevents us from including you among those admitted at this time. We can, however, offer you a place on our waiting list.

Each year some candidates who have accepted offers of admission find it necessary to change their plans. The varied nature of these changes makes it impossible to predict if and when a place in the entering class might become available, but you can be sure that we recognise the importance of time in your planning. Should it become apparent that we will not have the opportunity to admit candidates from the waiting list, we will be sure to inform you so that you may plan accordingly.

Please go to the Waiting List Information page and indicate before December 26, 2013 whether you wish to accept a place on the waiting list and, if so, the last date on which you would accept an offer of admission. We look forward to hearing from you.

Sincerely,
Director of Admissions

P.S. We will be holding a Waitlist Chat on December 23, 2013 at 9:00 am EST to provide you with an opportunity to ask Admissions staff questions with regard to the waiting list process. To attend, please sign in using your username and password.



Sample Scholarship Announcement

The Lisbon MBA International, Portugal
Name of Scholarship: MBA Scholarships

Eligibility: The following scholarships are available for admitted applicants only, to help finance The Lisbon MBA International Program:

Merit Scholarship (applicants with proven extraordinary academic merit);

Entrepreneur Scholarship (applicants that have started their own business and are working full-time on it);

Rising Star Scholarship (applicants with proven professional merit and financial need) and

The Lisbon MBA Scholarship (applicants whose contribution will be fundamental to class diversity and dynamics).

Programme: The Lisbon MBA International

Amount: up to 17,500 Euro

Number of recipients: several awards of each type, available throughout 5 rounds of applications.



THE AUTHOR

The author has over 15 years of consulting practice in international education.

A graduate of a Management of Higher Education course of Harvard University. Academic background and professional experience in HR Management and Development. A certified career counsellor.

Author of articles on international education published internationally including in North and South America, Asia and Europe. Former Board member of the Educational Advisers Group of the European Association of International Education and an active contributor to OSEAS-Europe and NAFSA (USA).

Iliana Bobova is currently the Head of Admissions Consulting at PrepAdviser.

