



Oral entrance exam

Management and Leadership master program

Problem solving exercise

This part involves a short case or analysis in which you must try to estimate a value you probably had never considered estimating before. You will be required to “guesstimate”: look at the possible parameters that may affect the final quantity and estimate its numbers. Your intellectual potential and critical thinking will be evaluated here. First the interviewer (instructor) explains the task, and then after a few minutes of preparation, the candidate presents his/her train of thought. You will be required to break down the problem into logical pieces, walk the interviewer through how you are approaching the problem, and try to determine appropriate assumptions for the value of key figures in each of those pieces.

Tips for the individual exercise

1. Clarify the question, make sure you and the interviewers are on the same page on every assumption.
2. Scope the problem. Ask questions to clarify the scope of the problem in question.
3. Break down the problem into small pieces.
4. Use estimation and judgement to solve each piece.
5. Consolidate all the pieces into a conclusion.
6. Be very structured in your approach and write out your numbers and assumptions in a clear manner.

Motivational interview

This part is conducted by a committee consisting of 4-6 members: professors and program directors or managers from both the MiML and the CEMS program, as well as representatives of CEMS students, alumni, or corporate partners. Applicants will be asked about their motivation, professional background, and international experiences, with special focus on their extracurricular activities and professional achievements. They will be required to comment on current global/business issues or imaginary interpersonal situations. The committee evaluates the candidates' desire to achieve, integrity, interpersonal competences, international openness & cross-cultural aptitudes, and proficiency in spoken English.

How to prepare?

Learn about the MiML curriculum, career prospects, as well as the CEMS academic and corporate partners at the CEMS website. Be prepared to talk about yourself and your motivation, international exposure, internship/work experience, your extracurricular activities, future plans/goals, and about current global economic and business issues etc.