

# IPADE

BUSINESS SCHOOL

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# MBA



“IPADE. Inspiring people. Developing leaders.”



IPADE BUSINESS SCHOOL  
UNIVERSIDAD PANAMERICANA

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RVOE

Accreditation of official validity from the Ministry of Education in compliance with agreement no. 8316, signed on December 14, 1983 with Syllabus Registration Number DGES-048033404401.

A business manager analyzes, diagnoses and forges the future of an organization. Where others see problems, an IPADE graduate always finds solutions and opportunities. Our full-time MBA Program offers both academic and human education that will develop your managerial potential and foster your career development.

For 22 months you will experience a transformation process founded on three learning phases starting with a moment of intellectual growth, in which you will be able to develop abilities and knowledge of the art of management, followed by the implementation in field practice, and finally exposure to an international learning experience.

At IPADE you will find an environment of highly talented young professionals and a worldwide learning community that will challenge you to think beyond your boundaries and prepare you for the increasingly complex leadership responsibilities in the business world.

We look forward to welcoming you into our MBA Program.

**Official message of the MBA Program**

IPADE Business School

# About **IPADE**

IPADE Business School was founded in Mexico City in 1967 by a group of leading businessmen who envisioned that the transformation of organizations and society and its impact on their economic growth is achieved through the development of future business leaders grounded on a global vision and social responsibility as well as human and ethical values.

IPADE provides an intensive and profound educational process aimed at building skills and personal transformation by engaging in a case method approach as its learning system.

International dialogue is promoted through the IPADE-Harvard and the IPADE-IESE Counseling Committees, encouraging constant research and improving the academic content of all of its programs. Furthermore, IPADE has contributed significantly to the foundation of other business schools in Latin America, particularly in Argentina (IAE), Colombia (INALDE), Costa Rica (PADE), Ecuador (IDE), Guatemala (UNIS), and Peru (PAD).

Its permanent campuses in Mexico City, Guadalajara, and Monterrey as well as its presence in the most important cities in the country have created a strong senior management network of over 28,000 graduates.



Monterrey Campus



Mexico City Campus



# Why Mexico?

- Mexico is a strategic point of access to a potential market of over one billion consumers.
- It's the second largest economy in Latin America and the fourth largest in the Western hemisphere, right after Canada, Brazil and the US.
- Mexico has numerous Free Trade Agreements in the world. The country has signed trade and investment agreements with 52 nations in three continents.
- Mexico is an attractive and convenient destination for investment. Its public finances are sound and sustainable, as is its banking and financial system. Mexico offers certainty, security and support from its institutions.
- A significant number of international leading corporations have been created in Mexico: CEMEX, Grupo Modelo (Corona), FEMSA (the world's second largest Coca Cola bottler), BIMBO, Telmex, Televisa, among others.
- Mexico City is the world's third largest city by its population and the center of the country's economic activity. It is one of the most important financial centers in North America. Due to its high GDP, it has been considered as the 8<sup>th</sup> richest city in the world.
- Monterrey is the second's largest economy in the country, representing 7.7% of Mexico's GDP in 2010. Being a highly developed city with one of the highest income per capita, Monterrey has been named by recognized media such as Fortune magazine as the "Best City to do business in Latin America."
- At 2 million square kilometers, it is one of the largest countries in the world.
- Leading supplier of auto parts and trucks to the US; 1 of every 7 cars sold in the US is made in Mexico.
- Main destination for aerospace manufacturing projects since 1990.
- It is the 4th country for mining investment in the world.
- The 2nd largest silver producer.
- Leading vegetable exporter in the Americas.
- World's 2nd largest television exporter.
- Main producer of smartphones.
- 3rd largest refrigerator exporter.
- Largest medical instrument and device supplier to the US.
- Mexico generates 20% of its energy from renewable sources.



*"A distinctive characteristic of IPADE is its focus on personal enrichment. Thanks to the excellent quality personal development programs and the focus on values and ethics, I was able to develop the capacity of balancing my professional achievements with my responsibility with family life."*

*Xiao Ran Ma  
General Manager  
Boda Mexico  
IPADE MBA Class 2006-2008  
China*



# Case Method

The case method has proven to be an irreplaceable tool to acquire experience and knowledge from real-life business and management situations. However, experience as an educational phenomenon requires two essential attributes:

- **An open mind and willingness to learn**
- **Thoughtfulness to make balanced judgments**

This active learning approach not only helps exercise and balance both attributes, but also focuses on the development of skills, the integration and use of knowledge and nurturing lifelong learning through the accumulation of competencies.

The method perfects decision-making and critical thinking and builds the character needed for decisive management. It allows the participants to diagnose a business situation, leading to the identification and evaluation of alternative routes of action.

Participants are assigned to diverse and multi-disciplinary groups for the two-year program to enable a rich environment of experiences and opinions, essential for the learning experience.

By the end of the program, nearly 900 cases are studied in depth, helping students with intensive training and preparing them to identify and face future challenges.

## PHASES OF THE CASE METHOD

### ◉◉ INDIVIDUAL

Analysis of involved elements and their relationship.

### ◉◉ TEAMWORK

Discussion and comparison of each stage resulting from individual analysis.

### ◉◉ GROUP SESSIONS

Under the guidance of the professor, debate will rise to a wide variety of perspectives and opinions.



# Faculty

In order to foster and inspire future business leaders, over the years IPADE has gathered a select, high-quality faculty, recognized for their world-class professional education and their outstanding participation both in the business and academic fields. Their experience goes beyond the classroom as consultants, researchers and general managers to guarantee a learning process based on current business reality.

Its faculty of 70 full-time professors has the mission of performing beyond the limits of the teaching activity, being authentic leaders that guide participants throughout their program of studies.

To guarantee excellence in their contents and as a distinctive characteristic, IPADE's faculty is unique and qualified in all of its campuses.

Visiting professors from worldwide-renown business schools have an active role during the program, sharing through the case methodology their knowledge of the latest business trends from an international standpoint.

Additionally, recognized and prominent business leaders from the corporate and entrepreneurial world visit IPADE as speakers for conferences and special events.

As consultants, managers, and business people, professors guarantee learning based on business reality.

Through research and the authorship of books and articles, members of the faculty are able to offer students exposure to the latest and most current managerial practices.

*“Being a professor at IPADE has become a win-win situation, where not only participants learn from the case, their peers’ contributions, and the class itself, but one which allows me to bring my work experience into the case structure, while I continue to learn from the participants and their perspectives. A win-win situation, no doubt!”*

*Edmundo Vallejo  
General Management Professor  
Former President and CEO  
GE Latin America*



# Full-time MBA



During IPADE's 22-month full-time MBA, young professionals are provided with the opportunity to learn, practice and reinforce a strategic and ethical decision-making process in a controlled environment and to develop a global perspective of today's dynamic business culture.

The full-time MBA is offered simultaneously in IPADE's Mexico City and Monterrey campuses. As the cities with the highest GDP, income per capita and greatest importance in terms of their economic and industrial activity, they provide a general perspective of Mexico's way of doing business with foreign markets and its internal business culture along with a deep understanding of global markets.

## FIRST YEAR

Throughout the first three bilingual trimesters (English and Spanish), the program provides students with the management tools required for the development of their skills. The focus is on deepening the knowledge of the different areas of an organization, known as "hard skills."

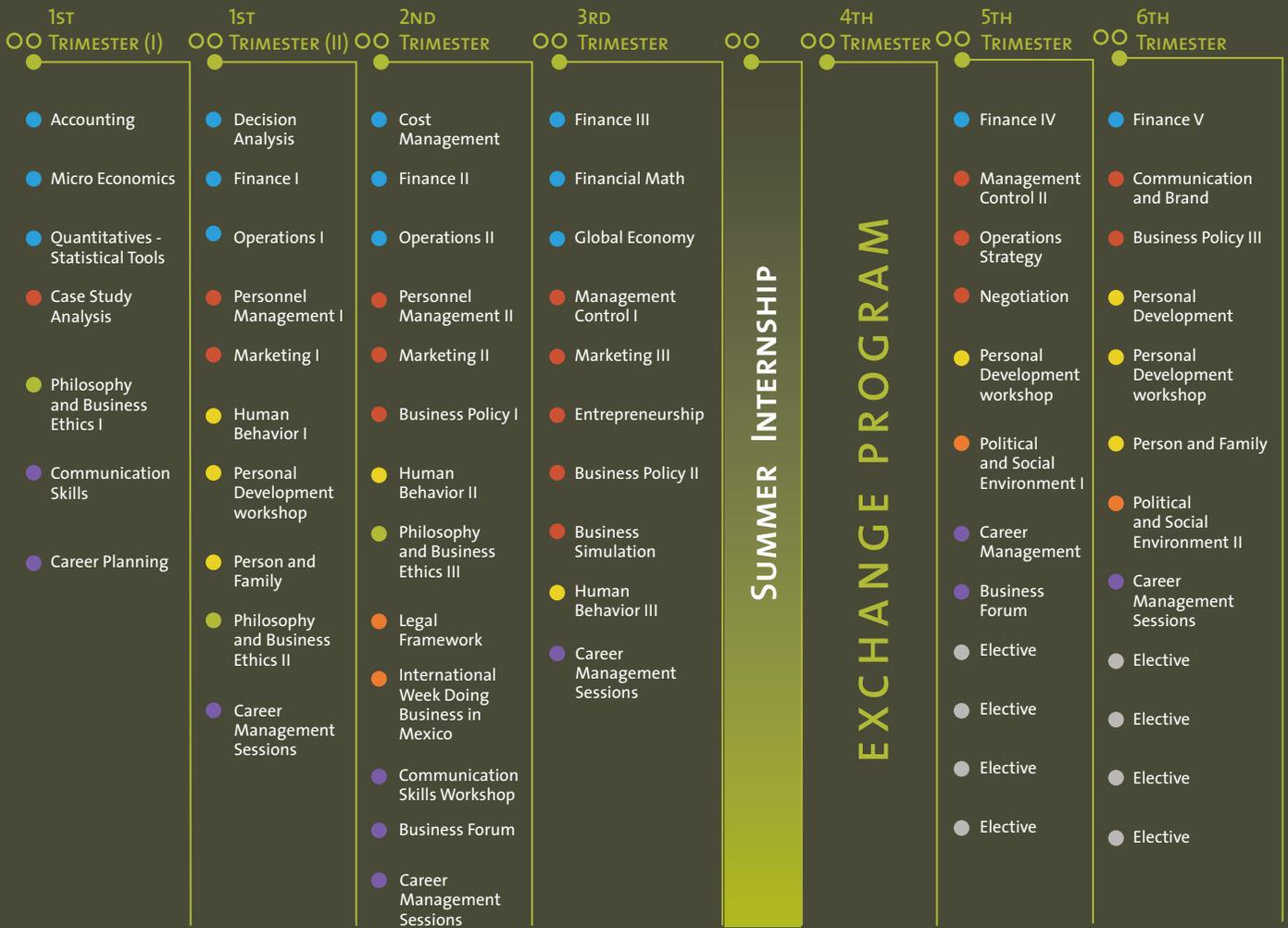
## SUMMER INTERNSHIP

Between the first and second academic years, participants have the opportunity to prove themselves and apply the knowledge they learned during the first year on a professional project, either in a company or through the development of a business plan. During this project, participants are advised and evaluated by a professor and the company.

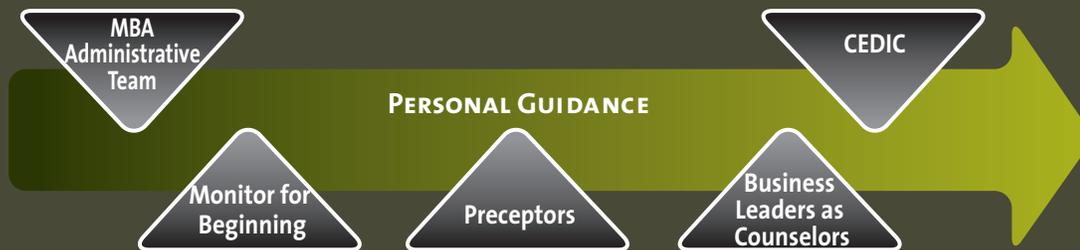
## SECOND YEAR

The second academic year is taught entirely in English, and emphasizes the development of a global vision and a strategic decision-making process, providing participants with what is known as "soft skills."

As part of the academic structure, on the fourth trimester participants are required to choose from over 40 partner business schools for an exchange term, in which they have the opportunity to explore a different culture, network with other international MBA students and immerse themselves in a different way of doing business. In the same way, students from our partner business schools come to IPADE for an exchange term during the last two trimesters. On the fifth and sixth trimesters, students choose four electives per term from a list that is continuously updated based on the latest business trends.



- Technical tools for the Organization
- Fundamentals of Management and Administration
- Leadership, Human Behavior and Personal Growth
- Anthropological and Ethical Foundations
- Environment and International Experience
- Career Planning and Global Skills



# International Experience



Students will be given the opportunity to participate in significant academic, cultural and sporting activities, all of which round off the educational experience and develop managerial and cultural skills, in addition to valuable networking skills and interaction with the international business world.

## EXCHANGE PROGRAM

Participants will be able to maximize their learning, share their knowledge and work together with other MBA students during their exchange term. They can choose from a list of over 40 partner business schools.

## ONE-WEEK SEMINARS

Annually, IPADE hosts one-week seminars where our students work along with other MBA students from top international business schools. During these one-week programs, students are immersed into the Mexican business culture from a general standpoint, as well as in tourism and the entertainment industry.



## ACADEMIC STUDY TRIPS

During a 10-day trip, students experience the reality of a particular destination from a different perspective by visiting leading companies, meeting local business leaders and attending important cultural centers.

Destinations of interest have been China, Japan, and Vietnam, among others.

## COMPETITIONS

IPADE promotes the involvement in extracurricular activities, such as participant-run Sector Clubs and international competitions and events that will reinforce their leadership and networking skills. In recent years, students have attended events hosted by recognized business schools, including:

- MIT's Business Simulation Contest
- Tuck MBA Soccer World Cup
- Boston University Tech Strategy Business Case Competition
- USC Marshall School of Business Global Consulting Challenge
- IPADE Case Competition



*"I appreciated the small class size and the importance and value in having the same team for the entire business school tenure. I am glad to say that IPADE and its students far exceeded my expectations. They were amazingly nice and inclusive, and it wasn't long before I felt right at home."*

**Colette Mahmood**  
*Exchange student.*  
*Kellogg School of Management*  
*United States*



This is a list of schools with which IPADE celebrates exchange programs:

FROM EUROPE	
CEU Business School	Hungary
Cranfield School of Management	UK
EBS Business School	Germany
ENPC MBA Paris	France
Private Universität Witten	Germany
ESSEC Business School	France
HEC Paris	France
IESE Business School	Spain
London Business School	England
LUISS Business School	Italy
Manchester School of Business	England
Mannheim Business School	Germany
Rotterdam School of Management	Netherlands
School of Management	Italy
SDA Bocconi	Italy
The ESLSCA Graduate School of Business	France
University of Edinburgh Business School	UK
University of St. Gallen	Switzerland
GISMA Business School	Germany

FROM ASIA & OCEANIA	
CEIBS, China Europe International Business School	China
School of Business, Hong Kong Baptist University	Hong Kong
Institute of Management Technology	India
NUCB Graduate School, Nagoya University of Commerce & Business	Japan
Asian Institute of Management	Philippines
Graduate School, Yonsei University	South Korea
La Trobe University	Australia

FROM NORTH AMERICA	
Faculté des sciences de l'administration	Canada
Queen's School of Business	Canada
Rotman School of Management	Canada
Schulich School of Business	Canada
Tuck School of Business	
A. B. Freeman School of Business	
Cox School of Business	
Crummer Graduate School of Business	
Darden Graduate School of Business Administration	
David Eccles-School of Business	
Goizueta Business School	
GW School of Business	
Jones Graduate School of Business	
Kellogg School of Management	
Kenan-Flagler Business School	
Krannert School of Management	
Marshall School of Business	
Mays School of Management	
Michael G. Foster School of Business	
Owen Graduate School of Management	
Simon Graduate School of Business	
The Van Loan School	

FROM LATIN AMERICA	
IAE Business School	Argentina
FIA - Fundação Instituto de Administração	Brazil
The Coppead Graduate School of Business	Brazil
Business School Chile	Chile
Escuela de Administración UC	Chile
Universidad Diego Portales	Chile
PAD Escuela de Dirección	Peru
IESA Escuela de Gerencia	Venezuela



# Rankings

## FINANCIAL TIMES



- 3rd International Experience
- 4th Corporate Social Responsibility
- 5th Marketing
- 6th Career progress

The top 100 full-time global MBA programmes, *Financial Times*. January, 2011.

- In the *Financial Times* rankings, published on January 2011, our full-time MBA Program has again been ranked with the best Business Schools in the world. According to FT, IPADE's full-time MBA is the leading Program in Mexico and Latin America. We also are placed at the 64th position.

## FORBES

- 7th place among best non-US MBA Programs. MBA ranking, August, 2011.



## EXPANSIÓN

(business magazine)



- IPADE is No.1 for their Masters in Business Administration Program, (full-time MBA) and the best option for an MBA in Mexico, according to *Expansión* ranking of "The best MBAs in Mexico," since 2008:
- Career Progress
- Salary Increase
- Fulfillment of Expectations
- Professors
- Program



## FINANCIAL TIMES MBA 2011 TOP SCHOOLS FOR: GENERAL MANAGEMENT

Rank School

1	University of Virginia: Darden
2	Harvard Business School
3	Dartmouth College: Tuck
4	IMD
5	<b>IPADE</b>
6	University of Michigan: Ross
7	University of Western Ontario: Ivey
8	Northwestern University: Kellogg
9	Stanford University: GSB
10	Duke University: Fuqua



The top 100 full-time global MBA programmes, *Financial Times*. January, 2011.



# Career Management Center

The Career Management Center (CEDIC) acts as a personal coach throughout the two years of our MBA program, working in four different tracks with the participants:

- 1<sup>st</sup> track: “Knowing yourself” in terms of strengths, weaknesses, competencies, and abilities to define the suitability of a job.
- 2<sup>nd</sup> track: Knowing the different industries, specific companies within a sector and the functional areas in a company in order to define goals and pursue a career.
- 3<sup>rd</sup> track: Working together in students’ resume, interview, training, and networking strategies.
- 4<sup>th</sup> track: Hands-on training through tools such as the business forum, company presentations and contacts.

The main goals of the Career Management Center are:

- To provide personalized attention to participants and to offer them tools for an effective job search for both summer internships and a permanent job.
- To collaborate on a one-to-one basis with companies to help them in their strategic recruitment, by connecting them to participants of our program.

*“The Career Management Center helped me into defining and driving my professional career in order to pursue a job with a company according to my profile. I was able to identify my strongest skills and the areas I needed to work on for the placement I desired.”*

*Martín Barrios Cuéllar  
Director of Payments & Cash in HSBC Latin America  
IPADE MBA Class 2000  
Mexico*



The activities coordinated by CEDIC include:

**Company presentations:** A CEO or a top executive is invited as a speaker and introduces his/her company. There is also a farewell cocktail with students, which serves as a networking opportunity.

**Resume workshop:** Standards for a good resume will be given to the class. Personal follow up is given until each resume is a good fit for each student's goals.

**Interview workshop:** Students experience a competency-based interview and the opportunity to practice their responses –with the use of a digital tool–, to improve their assertiveness and the outcome of the interview.

**Personal image workshop:** Given by a personal image consultant, students attend a general session and have a 30-minute personalized consultancy that will teach them how to project a professional image.

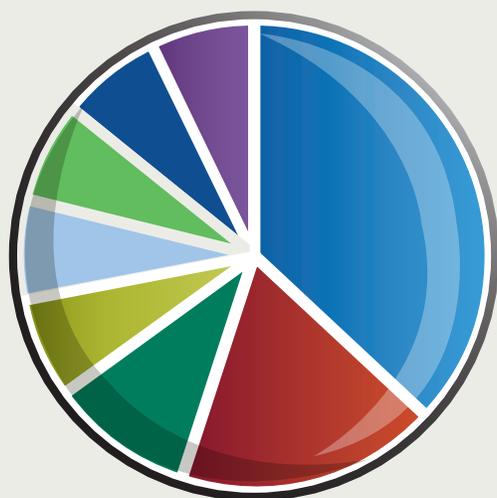
**Industry student clubs:** Created and promoted by students, these clubs help them connect with the industry they are interested in

through networking and research of the latest trends. One of the most common activities is the invitation to business leaders for private meetings with the members of the club. Members are encouraged to participate in international competitions and events accompanied by a sector-savvy professor.

**Business forum:** Hosted by IPADE and with the attendance of at least 150 companies in Mexico and Monterrey, it is a great opportunity to develop a strong bond and network with the companies students are interested in.

**Global Case Competition:** MBA students from some of the most renowned business schools around the world are invited to participate in this event, which is organized by IPADE Business School and sponsored by top multinational companies. Far from being a “school vs. school” competition, each multicultural team is comprised of students from different schools, who analyze a case and present it to a jury of IPADE faculty and directors from sponsor companies. The winning team receives a prize in cash. This is a great opportunity to live a challenging experience and to network with peers from other top MBA programs.

## FUNCTION



Marketing and Sales	37%
Finance and Administration	18%
Operation and Logistics	10%
Consulting	7%
Entrepreneur	7%
Strategic Planning	7%
Human Resources	7%
Other	7%

## Sector of Employment (Summer Internship)

Consumer products and services	24%
Financial services	21%
Consulting	18%
Health products and services	14%
Services	8%
Commercial and retail	6%
Industrial products and services	4%
Logistics and distribution	3%
NGO	1%



IPADE's Career Management Center is up to date with the latest trends in job search techniques and is a member of the MBA Career Services Council

## FT FINANCIAL TIMES MBA 2011 TOP SCHOOLS FOR: PLACEMENT SUCCESS

Rank	School	Country
1	University of Chicago: Booth	U.S.A.
2	IMD	Switzerland
3	<b>IPADE</b>	Mexico
4	University of Michigan: Ross	U.S.A.
5	University of Virginia: Darden	U.S.A.
6	University of California at Berkeley: Haas	U.S.A.
7	Northwestern University: Kellogg	U.S.A.
8	Arizona State University: Carey	U.S.A.
9	Duke University: Fuqua	U.S.A.
10	New York University: Stern	U.S.A.

The top 100 full-time global MBA programmes, Financial Times. January, 2011.

Some of the latest employers of IPADE alumni in the last five years have been:

3M

Abbott Laboratories

American Express

AON Risk

Ashoka International

Astra Zeneca México

Aletica

Banamex

Bancomer

Banorte

BASF

Bayer

BIC

Bimbo

Bosch

Bristol-Myers Squibb de México

Cemex

Cinépolis

Colgate-Palmolive

Credit Suisse

Daimler Mercedes Benz Trucks

Deloitte Consulting

DHL

Eli Lilly de México

Gamesa

Genworth Financial

Grainger

Grupo Salinas

Havas Media

Henkel

Homex

HSBC

ICA

Integration Consulting

IXE Grupo Financiero

Janssen-Cilag

Johnson & Johnson

KPMG

Kraft Foods de México

Laboratorios Pisa

Mabe

Mead Johnson

Merck

Microsoft México

Monsanto

Nestlé

Nextel

Nokia Siemens

Novartis

Pemex

Pfizer

Philip Morris International

ProMéxico

Roche

Santander

SAP

Scotiabank

Seguros ING

Shell

Sintec

Telefónica Movistar

Televisa

The Boston Consulting Group

The Home Depot

VISA International México

Walmart

# Class profile

Average class size: 70 per campus

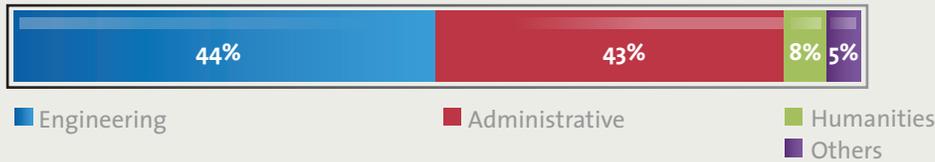


## Gender

- 72.2% men
- 27.8% women

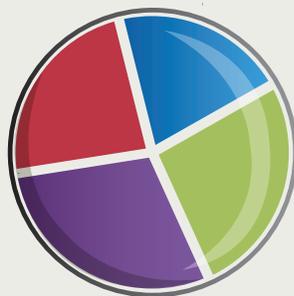
## Background

Areas



## CAREERS

- Accounting
- Actuarial Studies
- Agricultural Engineering: Fructiculture
- Agronomy Engineering (BS)
- Applied Mathematics (BS)
- Architecture (BA)
- Bachelor of Arts
- Bachelor of Science
- Biochemistry Engineering (BS)
- Biology (BS)
- Biomedical Engineering (BS)
- Business Administration
- Chemical Engineering (BS)
- Chemistry (BS)
- Civil Engineering (BS)
- Communication Studies / Journalism (BA)
- Computer Science and Engineering / Computer Science (BS)
- Design /Media Arts (BA)
- Economics (BA)
- Electrical Engineering (BS)
- Film and Television Studies (BA)
- Food Engineering
- Gastronomy
- History (BA)
- Industrial / Agricultural Engineering
- Industrial or International Relations
- International Commerce
- Law (LLM)
- Management/ International Business
- Marketing
- Mechanical Engineering (BS)
- Medical Doctor, MD
- Pharmacology/ Biologist/ Chemistry
- Philosophy (BA)
- Psychology (BA)
- Restaurant Finance
- Science
- Spanish Literature (BA)



## Age Range

Ages

- 21 - 23 14.8%
- 24 17.4%
- 25 - 26 34.8%
- More than 27 33%

## Professional Experience

Years of experience



# Admissions

To apply for the full-time MBA, a completed bachelor's degree and at least two years of work experience are required. The following documentation will be requested to start your application:

Application Form (with photograph)  
Undergraduate documentation:

For Mexicans:

- *Certificado Total de Estudios Legalizado*
- *Diploma (Título Profesional)*
- *Cédula Profesional*
- Birth Certificate
- Copy of CURP and IFE

International:

- Official Transcripts indicating both diploma and grades achieved
- Professional Title or Diploma
- Two Letters of Recommendation
- Birth Certificate
- Copy of your passport and/or National Identity Card

English certification: 850 in the TOEIC exam or 94 pts. in the TOEFL IBT exam (equivalent to 587 pts. in the paper-based TOEFL).

**1 Admission Exam:**  
IPADE's Management Skills Test or GMAT (at least 550 pts).

**2 Personal Interview:**  
Once the test or GMAT has been accredited, personal interviews with the candidate will be requested.

**3 Admissions Committee's Resolution:**  
The Admissions Committee will issue a written decision for each candidate, which will be final.



# Scholarships and Financing

IPADE's financing is available to enrolled candidates, based on a previous financial need evaluation and may cover up to 70% of the tuition for the MBA program.

Academic Excellence Scholarships. It is a recognition thought to promote academic excellence. Granted to the 3 top participants with an average above 9.0 each trimester. IPADE covers 100% of the tuition for the following trimester.

Moreover, candidates can apply to other external funds based on their nationality:

## Mexicans

- Banco de México finances up to MXP\$300,000. Scholarship of 15% may apply for high achievers at undergraduate level.
- FUNED finances up to USD\$25,000. Scholarship of 15% may apply for high achievers at undergraduate level.
- CONACYT. This entity of the Mexican government grants a monthly economic incentive to cover living costs for the duration of the program.
- Partnerships with private and public institutions: COPARMEX and Instituto Jalisciense de la Juventud.
- SEP Scholarship. Available for enrolled students with proven economic need and a GPA of 8.0 or higher at undergraduate level. Application is via IPADE.

## International

- The Organization of American States (OAS) grants scholarships for member countries (Latin America and US) up to USD\$30,000 per year. More information: [www.educoas.org](http://www.educoas.org)
- Fullbright-Garcia Robles scholarships for US citizens.
- Beca Talentia for Andalusia residents.
- Partnerships with private and public institutions: Guatefuturo (Guatemala), UNIS (Guatemala), IPFE (Peru), Ayuntamiento de Manizales (Colombia), UCR (Costa Rica), Universidad Monteavila (Venezuela), and University of Lethbridge (Canada).
- CONACYT. This entity of the Mexican government grants a monthly economic incentive to cover living costs for the duration of the program.

*“The analysis of facts and problems and the development of solution alternatives have been two of the strongest takeaways from the case study approach, which to this day I apply to my professional career.”*

*Mónica Flores. General Director, Manpower IPADE MBA Class 1988 Mexico*



# IPADE at a glance

The Instituto Panamericano de Alta Dirección de Empresa (IPADE) is the Business School from the Universidad Panamericana. It was founded in Mexico City in 1967 by leading business executives. The IPADE Program has over 28,000 graduates who are now part of the corporate world. IPADE is the first and only business school focusing on managing companies in Mexico, and is a recognized leader throughout the Latin America region because of its program offerings. IPADE has a permanent presence in Mexico City, Guadalajara and Monterrey, and offers itinerant campuses experiences throughout Mexico.

**IPADE. INSPIRING PEOPLE. DEVELOPING LEADERS.**

For further information:

[www.ipade.mx](http://www.ipade.mx)

Mexico City Campus  
mbamexico@ipade.mx  
+5255 5354 1843  
01800 4723322

Monterrey Campus  
mbamonterrey@ipade.mx  
+5281 8220 0200