

# **INTERNATIONAL FULL-TIME MBA**

**SELECTIONS' GUIDELINES**

## MOTIVATIONAL INTERVIEW

The first part of the selection process involves the motivational interview, which is conducted by one of the members of the admissions team and will last for about 60 minutes. The interview will be conducted online through a dedicated platform called iCIMS. You should expect an invitation in your email directly from the platform. Access the invitation and choose the Recruiter's slot that suits your agenda. You can manage the booking, change and cancellation of the interview directly from the platform. You are invited to choose a slot in 5 days after receiving the invitation. We aim to organize the interview ideally within two weeks from the date of activation of the application.

Please note that the time of the slots will be displayed in your local Time zone.

Please note that this interview is not of a technical nature but of a motivational nature and it aims to understand the background, motivation and future objectives of the candidate. The questions are designed to allow the admissions team to understand the candidate better in terms of professional and academic background, skills and personality.

The interviewers will evaluate the candidates based on the following criteria:

- Professional and academic background
- Hard, soft and digital skills
- Team management and leadership skills
- Behavior in groups and teams
- English language proficiency
- Personality - strengths, weaknesses, and areas of improvement
- Interest in studying in Italy
- Interest in POLIMI Graduate School of Management and the International MBA program
- Short-term/long-term plans and objectives

## Guidelines & Suggestions

1. Candidates attending the interview online should connect ideally from a computer/laptop instead of a mobile device (if possible) in order to have a smoother and uninterrupted session.
2. Candidates should be in a quiet location and have a neutral background behind their webcams.
3. Candidates should dress up formally in business attire both for the online and on-campus interviews.
4. Candidates should prepare for the interview by researching well about the school, the program and the class profile.
5. Candidates must connect from a high-speed internet connection and have a good quality webcam.

## POLIMI GSoM TEST

The POLIMI GSoM Test is the MBA entry test developed internally by POLIMI Graduate School of Management, which all the applicants must take in order to be selected for the International MBA program. The applicants having a GMAT score of 590 or above/GRE equivalent at the time of application are not required to take the POLIMI GSoM Test. After the activation of the application, candidates will be given an invitation link to access the test online over a virtual platform called iCIMS. Candidates will have 15 days from the date of the invitation to complete the test. The test will last for 2 hours approximately and is divided in 3 different parts - Business Case Study Solution, Data Interpretation Test and Domino Test which are explained in detail in the table given below.

Candidates can prepare for the test using the instructions and guidelines given in the following sections of this document and can complete the test at their ease connecting remotely from anywhere in the world and at any time of day. The 3 parts of the test can be taken at different times.

TEST	EUROS	DURATION
Part 1: Business Case Study Solution	Candidates will be asked to solve a business case in order to test their problem-solving & problem-setting skills. The questions will invite both written and oral answers.	60 minutes
Part 2: Data Interpretation Test	Candidates will be given some statistics presented graphically (pie charts, bar diagrams, line graphs etc.) and they will be required to interpret them and give an explanation. The questions will invite both written and oral answers.	30 minutes
Part 3: Domino Test	The Domino Test is a logic-based test which will be used to evaluate the candidates' reasoning ability. Candidates will need to answer a set of multiple choice questions in this test.	30 minutes

## PART 1 - Business Case Study Solution: Preparation Guidelines

Business cases are problems based on a real or hypothetical situation. They often describe a business situation, yet they could

have nothing to do with business. The purpose of a business case is to judge your problem-solving & problem-setting abilities. After accessing the test link, you will find the text of the case to read and answer the questions as follows:

- **Q1:** Oral answer - 8 minutes
- **Q2:** Written answer - 10 minutes
- **Q3:** Oral Answer - 8 minutes
- **Q4:** Written Answer - 10 minutes

At the end of the test, you will need to upload your **passport/ID and the screenshot, scan or picture of any rough work or notes** that you may have prepared during the test. The total duration of the test is **around 60 minutes**.

For the preparation of the business case focus on the following topics:

- Decision making process
- Business planning
- Discounted Cash Flow Analysis

We suggest you the following **preferable approach** to solve such cases:

- Carefully read the question
- Structure the problem, possibly with a logic tree - it will enable you to organize the data presented
- Pick one branch to probe, develop hypotheses, refine them, probe further, ...
- Pick the second branch...
- Put it all together: try to answer the overall question
- Finally, always provide reasons for the conclusion you are presenting, both during the analysis and the conclusion.

By **evaluating** your business case answers, we will be looking for: > Ability to think through problems

- Clear, logical reasoning
- Ability to synthesize
- Basic numerical agility
- Intuitive business sense
- Ability to generate sensible hypotheses
- Tolerance for ambiguity

In order to familiarize yourself with the type of cases that you can find in this test, you can refer to the following link:

- <http://www.acethecase.com/site/1438552/page/758891>

### Sample Case 1

You have just joined a sportswear clothing company with a long tradition of making polo-style short-sleeve shirts and casual button-down, long-sleeve shirts. Let's call this company Eli's. The division within Eli's that you've joined was formed 6 months before your arrival. This new division designs and manufactures shirts for hip, young, fashion-forward urbanites, made in a similar style to those of several other smaller shirt makers who've burst onto the fashion scene in recent years. Your division is losing a significant amount of money, and your manager has assigned you the project to determine what should be done.

**Q1.** What do you need to know, and what would you do to assist your new division at Eli's?

**Q2.** What will be the main challenges that you will face to solve this problem?

### Sample Case 2

You are assisting a national discount department store chain that has been attempting to diversify its business lines outside of the traditional retailing business. Unfortunately, it has been unsuccessful in a number of new ventures, including real estate, financial services, and online sales. This time, the client is considering an opportunity to expand into grocery sales. The attractive features of this industry include:

- Relates well to the company's core retailing expertise
- Overlap between the distributors serving discount department stores and grocery stores

- Large potential demand-customers need to buy groceries
- Customer value is high; they can get more done in one stop

**Q1.** Is this a good opportunity?

**Q2.** What do we need to know to assess the opportunity?

### Sample Case 3

Our client is a global automaker headquartered in Detroit. Its motor parts division, with 20% industry market share, carries almost 500,000 parts, options and accessories for vehicle customization. The client has not been profitable for several years and the CEO suspects that the company's high degree of vertical integration is hurting them. The client makes about 80% of its own parts, compared to 40% at its primary competitors. The CEO has asked for our help.

**Q1.** How would you approach this issue?

**Q2.** Would you provide any suggestions to tackle this problem?

## PART 2 - Data Interpretation Test: Preparation Guidelines

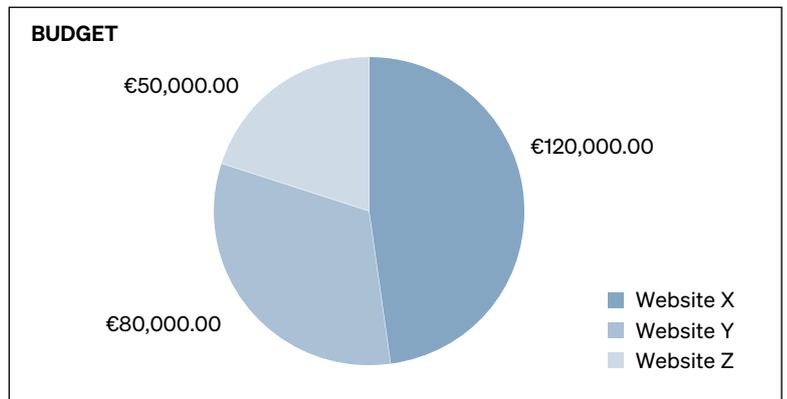
This test assesses your ability to understand statistical information given a graphical or pictorial format. You can find a sample test below to use as an example.

### Sample Test 1

In 2015, the Digital Marketing Team of the Company WZD run a web marketing campaign with the aim of generating qualified leads for the internal Database managed by the Sales Team.

**Budget:** 250 k.

**The budget was invested in three different websites:** Website X, Website Y, Website Z. The graphic below shows how the budget was spent among the 3 websites:



**Q1.** If you were the marketing manager, what kind of considerations would you make on the basis of these data?

**Q2.** What suggestions would you give for the next campaigns?

After accessing the test link, you will find 3 graphical representations (graph, pie chart, bar diagram etc.) with 2 questions each as follows:

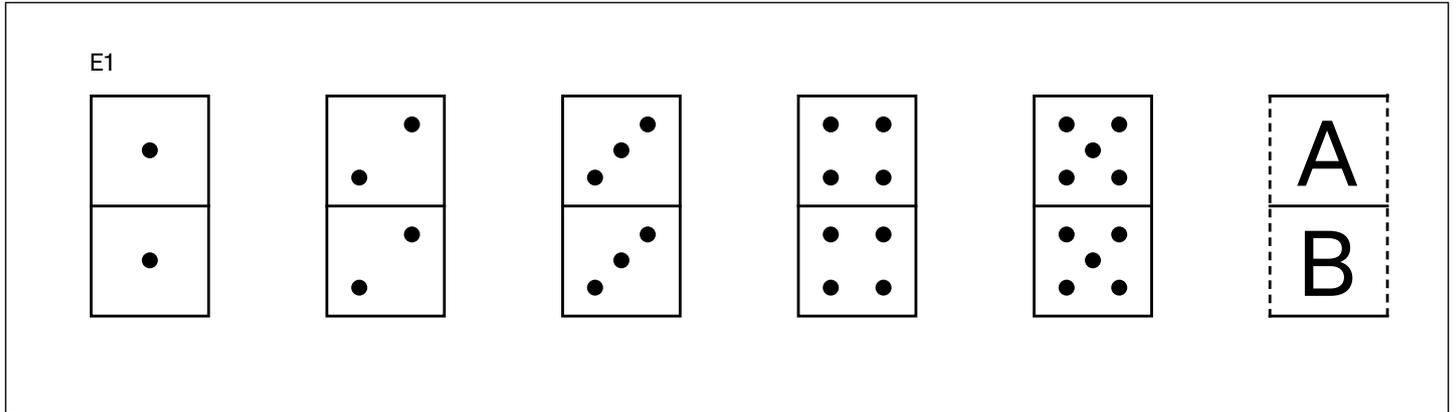
**Q1:** Multiple Choice Question – 7 minutes

**Q2:** Oral Question – 3 minutes

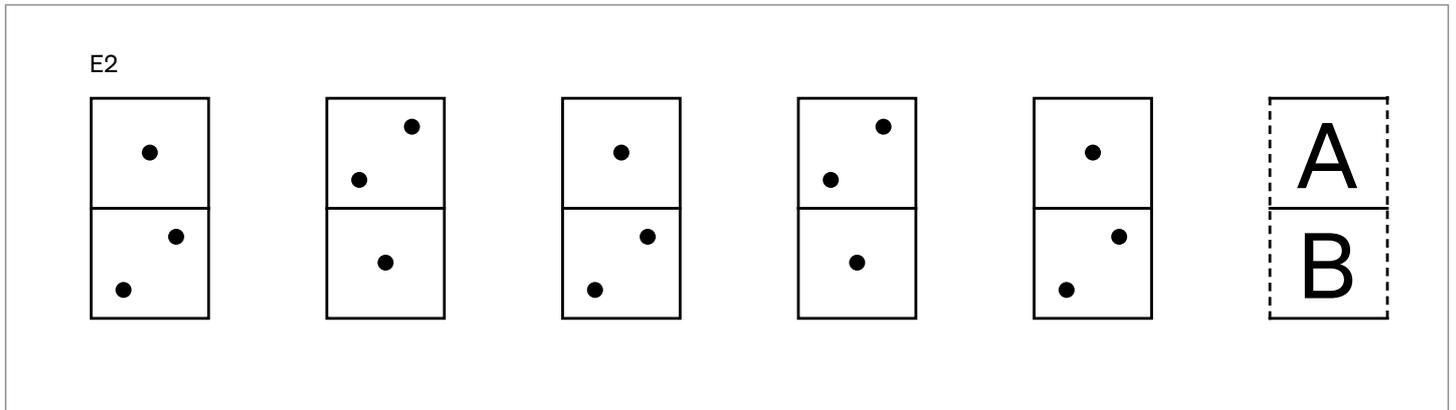
At the end of the test, you will need to upload your **passport/ID and the screenshot, scan or picture of any rough work or notes** that you may have prepared during the test.

## PART 3 - Domino Test: Preparation Guidelines

This test assesses your logical reasoning skill. It is based on dominos and below are some example questions and the explanations to solve them:



In the unit E1, the domino pieces have points that increase gradually, so the correct answer is A=6 and B=6.



In the unit E2, the correct answer to mark is A=2 and B=1. In fact, the logic sequence consists of a series of domino pieces alternating 1-2 to 2-1 points.

After accessing the test link, you will find 15 questions to solve in a total of 30 minutes which will allow you to devote 2 minutes for each question. For each question, there will be four possible solutions given and your task is to choose the correct solution to score a point. At the end of the test, you will need to upload your **passport/ID**.

### Guidelines & Technical Requirements

Before starting the test online, please have a look at the following guidelines:

#### Before the test:

- You should ideally use Chrome or Firefox as browser. In case you are using Microsoft Edge, please make sure to have the latest version of Adobe Flash Player installed.
- When you accessed the online test link, you have the possibility to test your hardware before starting the test. We highly recommend to use this opportunity to guarantee a smooth recording of especially your video/oral answers.
- Please note that not all questions require an answer by video. You will also be asked to write a small text or to answer multiple-choice questions.

**During the interview:**

- Once you started the test, you will have some time before each question to prepare your answers. When the preparation time is up, the video will start recording automatically in case of an oral answer or the timer will start for you to type the text in case of a written answer. It is not possible to prolong the preparation time.
- Please note that the reply time is limited and may vary from one question to another. You will see a countdown on the screen that shows you how many seconds you have left for your response. Make sure to answer to the point and keep the time limit in mind.

For further information, questions or assistance, you can contact your dedicated recruiter who will be happy to support you.

We wish you good luck for the test in advance and hope that you will do your best!