



International Masters Program for Managers

Innovative Approach • Global Reach • Expert Faculty
Leading Schools • Worldly Executives

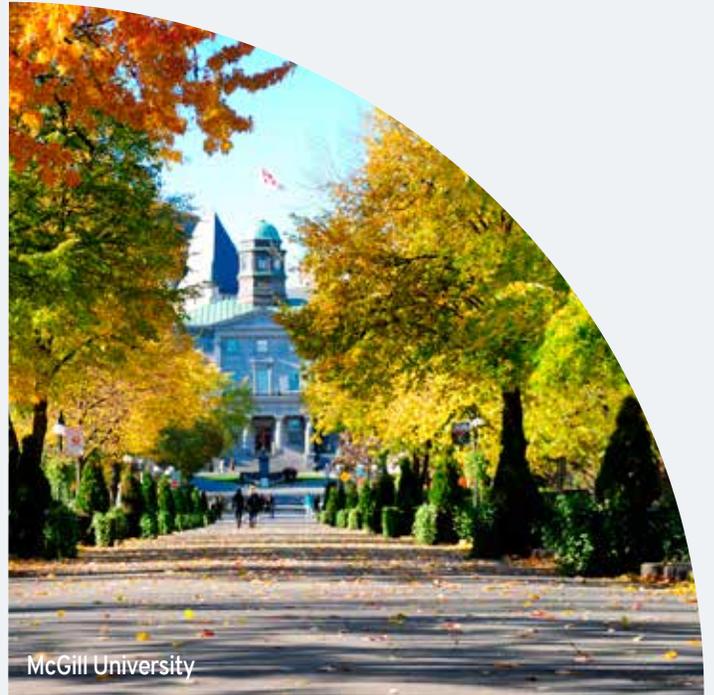
CYCLE 24 STARTING MAY 2022



Lancaster University



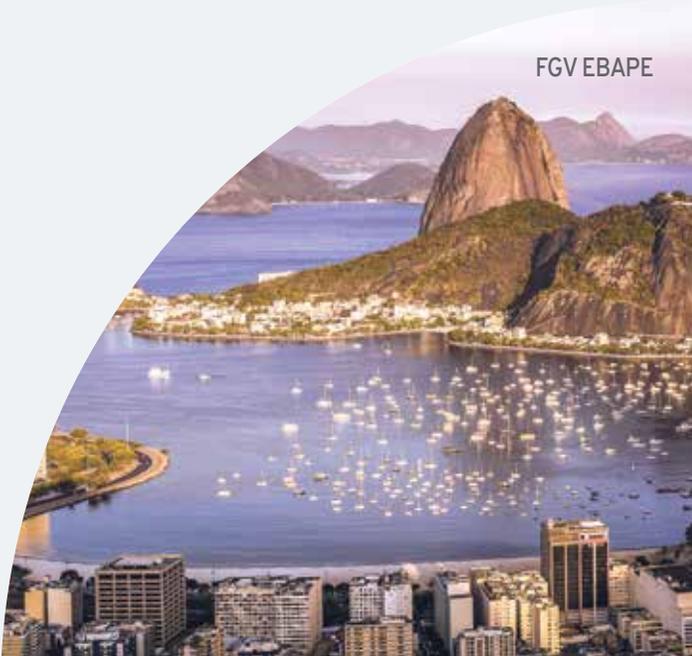
IIM Bangalore



McGill University



Yokohama National University



FGV EBAPE

#1
International Management
Eduniversal North America
2017-2021

Transforming executives, developing organizations

Co-founded by Professor Henry Mintzberg, one of the world's leading management thinkers, the IMPM has been breaking new ground in management education and leadership development for over two decades, inspiring new ways of thinking among senior managers to revitalise organizations.

IMPM helps seasoned managers and executives realize their leadership and career potential, refresh and extend their outlook, and achieve maximum organizational impact. The program is designed around five managerial mindsets and four impact ventures because the opportunities and challenges executives face go beyond conventional business functions.

The IMPM is the most international program you will find. It creates many perspectives, insights and breakthroughs in management and business practice with different mindsets and world-leading business schools. When enrolling in this intensive masters-level executive program, you commit to developing your knowledge, capability and learning in ways that make you an engaged and worldly leader.

IMPM is taught by 50+ world-class faculty from five top management schools around the world. The program also leverages the collective wisdom of a supportive community of diverse participants and uses innovative pedagogical tools and personalized program support to improve learning and fast-track transformational change. It uses a modular format that minimizes time away from work and family resulting in a substantial return on learning.

The IMPM combines conceptual depth, practical applicability, with learning from experience - your own and that of your peers - with the latest ideas and thinking in management and business. Preparing you for the most senior responsibilities in your organization, every aspect of the program ensures that participants apply what they learn to their own business goals and challenges.

This proven approach takes your learning beyond the confines of the classroom, brings it back into your work environment, and creates real and lasting change.



“This is next generation management education: leadership is management with lasting impact.”

Professor Henry Mintzberg
Founding Chair

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**Mindsets
Schools
Countries
Worlds**

A truly global program for worldly management

The IMPM is unique in the world of experienced management education. We reinvent management education. Focusing on improving the practice of managing, the program integrates participants' work context with personal and professional development.

Every aspect of the program ensures that participants apply what they learn to their own business context. Unlike the conventional business school approach, the IMPM curriculum is designed around the actual experiences and needs of the participating managers and their organizations. Throughout the program, learning takes the form of a constant exchange of ideas and insights. Participants move back and forth between management concepts and their experiences, reflecting upon them individually and together. This integrated and hands-on learning process allows participants to improve their managerial practice and develop organizational impact from the outset of the program.

Concepts and frameworks are provided by world-class academic faculty at each business school. These are expanded upon by participants who share their knowledge and experience with each other to accelerate and enhance learning. To ensure the focus is on participants' experience, the IMPM breaks away from the traditional lecture format. Sessions give half the time to participants to spend in discussion at roundtables with their peers, learning from others' insights.

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Lancaster University, UK



Managing Self: The Reflective Mindset

May 2022

The Reflective Mindset is designed to help participants gain a better understanding of their management style - how they present themselves to others, their strengths and weaknesses, and their current leadership skills and capabilities. Participants learn how to be thoughtful and reflective, to step back from always doing, to see familiar experiences from new and enriched perspectives.

Faculty sessions include the nature of reflective and engaging management, action inquiry, the art, craft and science of management practice, virtue ethics and responsibility, and business as practical wisdom. Faculty workshops at an historic cotton mill bring alive the role of business models over the long-wave of commerce, and practicing a deliberative corporate business meeting demonstrates group decision making. Walking in the footsteps of poet William Wordsworth evokes the importance of vision, community and place for creativity and insight in management.

Exploring cycles of personal and professional experience, reflection and insight for engaged managing, participants also visit a range of companies to undertake a reflective analysis and learn about managerial values, responsibility and ethics.

Find new sources of inspiration and enrich your ambition through reflective and engaged managing





McGill University, Canada

Managing Organizations: The Analytic Mindset

September 2022

The Analytic Mindset provides techniques for analysing organizations and equips participants with a deep knowledge of different management concepts in relation to strategic thinking.

Faculty sessions focus on the role of evidence and experience in business and management, examining how decisions are made and negotiations take place, financial management and business valuation, emerging innovations in artificial intelligence and global cross-cultural awareness.

During the Analytic Mindset participants are also introduced to the analytical tools used to manage specific organizations and to formal approaches that improve managerial and organizational effectiveness. Key concepts in accounting, people management, organizational strategy and technological innovation allows participants to view the managing process as an amalgam of art, craft and science.

Analysing evidence and experience in strategic thinking and in organizations, workshops on eco-cycle management and the theory of constraints expand analysis beyond function to fusion. Along with taught sessions, visits to companies create a unique learning community of participants, dedicated to exploring management mindsets, analytical judgement and impact.

Develop strategic thinking and organizational acumen to create lasting impact



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Indian Institute of Management, Bangalore, India



Managing Context: The Worldly Mindset

February 2023

Enhance strategic insight and capabilities for worldly action. Culturally diverse India is the ideal environment to learn about other people's mindsets in order to better understand our own and to learn to act in entrepreneurial and worldly ways.

Managing takes place within highly complex systems that vary enormously across the world. This module focuses on these contextual systems, exploring the various socio-political-ethical institutions within management and business. The goal is to increase understanding of the dynamics of system change.

Sessions focus on political dynamics in diverse settings, non-market strategic management, bottom of the pyramid markets, the role of societal values in business, frugal innovation and inclusive market development, managing sustainably and digitalisation, and sustaining business growth.

Field study visits to a micro finance institution and to an organic orchard farm connects learning from nature to network business models and digital platforms.

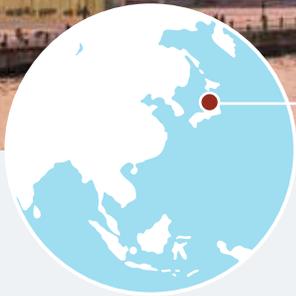
To cultivate a worldly mindset, participants visit companies focused on technology consulting, digital business, medical innovation and social entrepreneurship to integrate insights from all modules.



Worldly senior executives and organizations with the ability to create exceptional value for the future

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Yokohama National University, Japan



Managing Relationships: The Collaborative Mindset

May 2023

In this module, participants focus on managing collaboration including relationship-building, negotiating, stakeholder coordination, teamwork and knowledge management. The integration of knowledge and wisdom from multiple disciplines and perspectives is also examined.

Drawing on a wealth of management expertise in Japan and East Asia, the module focuses on managing relationships between individuals, within teams and across businesses, with strategic alliances, joint ventures and supply chains.

Participants learn about world-famous contributions to management thinking such as knowledge creation, wisdom and kaizen in relation to collaboration. Workshops on cross-sector collaboration as well as insights into relationships with nature and new technologies connect to contemporary innovations in robotics and machine learning.

Visiting organizations in the private, public and plural sector sharpens insights into collaboration within and between organizations and across sectors.

Harness the value of teams, cross-functional groups and collaboration in and beyond your organization



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FGV EBAPE Rio de Janeiro, Brazil



Managing Change: The Action Mindset

September 2023

The Action Mindset expands assumptions, frameworks and perspectives on personal, professional, organizational and societal change and continuity. The focus is on catalytic change and how business and global dynamics interact with management and organizational action.

To develop an advanced and incisive perspective on managerial action, there are sessions on change management, processual perspectives on change and continuity, managing hierarchies for action, governance and knowledge for action across businesses and societal contexts.

Visits to companies and public sector enterprises, a school for youth development and workshops on diversity and gender, refresh and extend the scope for managerial and organizational action.

Enriching concepts and understanding of change and continuity, the module also focuses on learning innovative practices of management and organizational action, with advanced action inquiry techniques such as Friendly Consulting and In-Reach for organizational action learning and impact.



Equipping you with new capabilities, tools and concepts for leading breakthroughs, change and continuity

4

Impact Ventures

Catalyzing change

Competency sharing is a central facet of the program that makes it possible to tap into participants' wealth of experience. Participants practice various techniques to enhance this process of learning from experience and in dialogue with others to turn experience into actionable knowledge and create breakthrough insights. Program techniques are used by participants once they return to their organization to create wider impact.

Impact Ventures

IMPM changes people with a view to changing organizations: the program is more than management development, it is also organizational development. One of the many ways the IMPM helps you carry your learning back to your organization in a transformative way is through impact teams. After each module you debrief your team and discuss how to apply what you learned and how to bring about constructive change. This can be in the form of an individual program-long project focused on bringing about change with a team. Participants are asked to reflect on their ability to affect change, and present this at the final module.

Action Inquiry and Research

Participants learn advanced techniques in action learning and inquiry throughout the program. This focus is connected to the emphasis on participants' managerial and business context at each module. Action learning techniques create new forms of knowledge and action from within the organization.

Friendly Consulting and Peer Coaching

Friendly consulting is an inquiry process that focuses on the kinds of challenges and opportunities participants face in their business environments. Drawing on techniques from action learning and inquiry, participants share issues they are grappling with at work and benefit from the experience, insights and advice of other participants in the program.

Mini-Modules

Between modules participants have access to 20 IMPM Mini Modules which extend the learning to participants' companies and organizational teams. Each one hour mini module is designed to disseminate the insights and ideas from the modules throughout the business to create organizational impact. Participants often lead workshops on specific IMPM sessions back in the company using IMPM Mini-Modules to enhance their team's capability and foster new approaches to management.

Practical pedagogy

The IMPM pedagogy focuses on learning applied in real-time, so that managerial practices can be developed and improved during the course of the program. The program encourages participants to share their experiences, delving into each other's issues to provide innovative solutions to the challenges they face in their respective work environments. Our innovative educational architecture gives our experienced participants the opportunity to be the initiators of change within their organization.

Morning Reflections

Evidence shows that impactful management learning from experience does not happen without reflection. Without probing, wondering, analysing and synthesizing. The program provides techniques for advanced reflection to enhance the impact of learning. Each morning, participants have the opportunity to take time for thoughtful reflection individually, in groups and as a cohort to enhance the learning for breakthrough insights. Taking time each day of the program to consider input by faculty, contributions from participants, and experiences from the previous day fosters a worldly approach.

Managerial Exchanges

To become a worldly executive, you have to learn how other people think and act in various situations. At the start of the program, you pair up with another participant for a managerial exchange. This process is considered one of the most enriching experiences of the program, as the benefit is twofold. Participants receive constructive feedback after being closely observed in their own organization and gain insight into how they themselves work by watching another manager in action.

Company and Organization Visits

To broaden participants' experience of organizations throughout the program, participants visit companies at each module across commercial, public and plural sectors applying concepts introduced during modules. Sectors include banking and micro finance, retail and consumer, energy, advanced manufacturing, pharmaceutical and medical, regional government, not for profits, IT consulting and digital innovators.

Reflection Papers

Between modules, participants return home to their work life, where they write a reflection paper relating what they have learned at the module to their organization. This is also when in-depth learning takes place, as participants use reflection papers to explore serious work-related challenges applying concepts from the module to their work. Throughout the reflection paper process, you will discuss with your academic tutor and a group of fellow participants who will work with you as peer coaches providing mutual support and guidance for your reflection papers.



“I am surprised how small the global village is. Learning from my 30 colleagues, from 11 countries, was an experience in itself. The deep learning comes from dialogue around the tables. Through respectful sharing and discussions, new cultural bridges are built around the globe. What an amazing way to learn.”

Sheilagh Ross
Sheilagh Ross Holdings



“Management is a practice where art, craft, and science meet. Most managers tend to tilt one way or another: toward creative art, practical craft, or organized science. The trouble is that when you tilt too far, your managing can go out of balance.”

Professor Henry Mintzberg

Program participants and entry requirements

Participants usually have more than 15 years of work experience, substantially in management. They are generally over 35 years old and over the last few cohorts participants have come from more than 25 countries. Participants typically comprise vice presidents, directors, heads of divisions, experienced managers and senior managers, entrepreneurs and founders, and family business CEOs. They come from a wide variety of backgrounds including banking, finance and insurance, travel and logistics, IT and telecoms, manufacturing and engineering, construction, bio-sciences and health, and not for profits.

A typical cohort consists of around 30 participants from countries and sectors around the world. While most participants have degrees and some have MBAs, the program is open to individuals without a university qualification who have relevant experience (around 10 percent of participants enrol without a formal degree). The program can be taken as a stand-alone executive program leading to the International Management Program certificate but most participants continue to complete the master’s degree.

Continue working while developing your management practice

Returning to business school education mid-career is a significant commitment and one with immense personal, professional and organizational rewards. Developed over more than 25 years, the 16-month module structure is highly effective at fast-tracking your knowledge and learning. The mindset modules and the managerial exchange focus on participants learning using their work as a key context of learning and development.

Between modules participants are supported by a personal faculty tutor, program and module readings and other resources to accelerate professional and organizational impact. Once completed, participants earn a master’s degree in 6 months, graduating in 2024.

Digital program app

Participants have access to a dedicated community app throughout and after the program.

Participants and companies

Participants and companies attend the program from organizations worldwide including:

Asahi Kasei Pharma Corporation	International HIV Aids Alliance
Assystem Technologies India	Kenya Red Cross
AstraZeneca	Kilmarnock Enterprises
Baxter Company Ltd	Knock Inc
Bayer AG	LOreal
Balfour Beatty	LG Corporation
Boeing Company	LG Hausys
Brazilian Development Bank	Lufthansa
BT Group	Matsushita Electronics Ltd
CAF Power	Mines Advisory Group
Deutsche Lufthansa AG	Mochcom Group
Deutsche Telekom AG	Panasonic
Ecobank	PepsiCo
Edelweiss Air	POSCO
EDF	Rio Tinto
Etisalat Nigeria	Royal Bank of Canada
Fairway Offshore	SAP
Fujitsu	Sasken Technologies
Fairmont Hotels	Sealweld
Flatworld Solutions Inc	Sinocare
Gabon Oil Company	Swiss Air
Gaz de France	Swiss Re
Glencore	Tata Steel
Goldwind	United Nations
Hewlett Packard	UnitedHealth Group
IBM	Via Rail Canada Inc
International Federation of Red Cross and Red Crescent	World Bank
	World Scout Foundation
	Yokohama Bank



“What attracted me to the IMPM program was the ability to learn from my fellow participants and immediately apply the learning we gained from the modules in a very practical way.”

Sharon Cohen

Vice-President
Fairmont Brand Management
AccorHotels
France

Helping you make the next big change in your world

What our alumni say



During the Analytic Mindset, we were exposed to different approaches to strategy and planning. This had a major impact on our company. We did a complete review of the strategic planning process. This new process allowed us to be more agile, encouraged flexibility and allowed for emergent strategies outside the normal business planning cycles. Near the end of the program, when visiting with one of my LG colleagues in Korea, I realized that our company is vulnerable to a disruptive technology. As a result, we launched a start-up company together with a top IT university in Brazil. We believe this will save our business.

Gustavo Miotti
Board Chair
Soprano Eletrometalugica
Ltd Brazil



I'm humbled to say that since my graduation, KNOCK has grown 78% in revenue and has increased employees by 44%. It is clearly a testament to IMPM's philosophy and learning methodology, and its inspired two of my managers to enrol in the program!

Lili Hall
Founder, President and
CEO KNOCK Inc
USA



As an entrepreneur, my experience on the IMPM has shown me that the program is strategic, helpful and timelessly relevant.

Charles Mochiah
CEO Mochcom Group Ltd
Ghana



The IMPM made a lasting impact on my management practice overall. It has taught me the importance of listening and reflection, as well as the importance of taking a step back to question yourself, your approaches and your overall management style.

Christina Foerster
Member of the Executive Board Lufthansa Group
Germany



Learning how to become a better manager is one thing, changing and growing to become one is another. To have impact, knowledge leaders must pause, reflect, inquire and then act. IMPM empowered me to do just that. Previously, I acted without proper insight. Now, as a reflective leader, I focus on listening, observing and further understanding my team, the business and our customers. With this enriched insight, now when I act, it has real impact.

Miles Kotylak
VP Advisory Services
ATB Financial Services
Canada



With the IMPM I learned to reflect and by traveling to the different modules I increased my understanding of international management.

Chang Yeob Lee
Planning Manager
LG Hausys
Korea



A must attend programme for senior managers looking for an holistic shared learning experience for re-energizing their company.

Joydeep Chakrabarty,
Global Head of People and HR, Expleo Group

Transforming how organizations are led worldwide

Academic faculty and program

IMPM is a partnership consisting of five business schools, and participants have a wealth of resources available to them during and after the program. This includes 50+ academic faculty at the five schools who teach on the program including the program's co-founder, the world renowned Professor Henry Mintzberg at McGill University's Desautels Faculty of Management in Montreal. As a longstanding proponent of providing management education for working executives, his philosophy serves as the foundation of the IMPM.

For any advanced leadership learning experience to be transformational it should provide a combination of the latest management thinking, insights and tools with open space and time to allow participants to reflect individually and with other participants. IMPM typically comprises a diverse mix of approaches to advanced management learning and development comprising 80 taught program classes and module workshops, 45 morning reflections, 25 visits to companies, 25 participant led sessions, 20 classroom outside the classroom sessions, and more than 15 formal social events with participants, companies, alumni and faculty.

Roundtables

Throughout the program, participants sit at roundtables in a flat classroom not in a lecture theatre. Participants own the space together with academic faculty, with workshops to share insights built into each class session. Participants share their insights from their own business to learn from each other's ideas and experiences at their roundtables. Typically connecting a wide range of economic, ethical, political and business issues, and often followed by plenary discussion. Participants find this reflective roundtable design enlightening and transformational as they come to grips with their own perspectives and discover new ideas. There is also a faculty and alumni roundtable at each module to enhance learning.

Top 10 benefits

1

Established in 1996 by Professor Henry Mintzberg, the IMPM is one of the world's most innovative, renowned and advanced management development programs.

2

Continue to work while earning a master's degree from a world-leading university using your management and organization's challenges as a focus for your learning.

3

Learn cutting-edge frameworks, tools and perspectives to increase your confidence, ability to influence, and create value.

4

Fast-track your global experience and knowledge in 8 weeks with residential modules in 5 countries.

5

Develop breakthrough ideas and insights to solve leadership and business challenges you and your organization face.

6

Strengthen your capability to lead creative and complex challenges authentically by turning experience into actionable knowledge.

7

Develop mindset thinking and execution with your peers and work closely with dedicated tutors between mindset modules.

8

Create team development and inspire the people you lead with 20 mini-modules integrated with impactful management mindsets.

9

Maximise your personal, professional and organizational leadership and impact with 50+ world-class academic faculty, and peers from many countries and sectors.

10

Become an alumni of a worldwide network and return throughout your career as an alumni in residence to continue your executive development and learning.

Breakthrough insights, impact, and performance

IDPM-PhD in Theory and Practice of Management

The International Doctorate in the Practice of Management (IDPM) is founded upon the IMPM program and is only open to graduates of the program. The part-time PhD in the Theory and Practice of Management at Lancaster University combines the rigour of a PhD with the accessibility of a structured, part-time program. There is a significant overlap between IMPM and IDPM to offer the richest possible learning and development.

Researching Management and Organizations for Impact

The PhD pathway is for IMPM graduates and alumni. It is a response to demand for engaged research and advanced business and organizational impact. We expect participants to research their professional context to produce actionable knowledge and practical PhD level research insights.

Program Design and Community

Through a combination of online resources and facilitated activities, face-to-face workshops, and collaborative supervision, the program will be accessible to participants from the private, public, and third sectors around the world. Working closely with academic faculty, you will be supported in developing research and communication skills at the same time as generating a valuable contribution to engaged knowledge and advanced practice. You will also be part of a supportive peer community of IMPM IDPM-PhD participants.

IDPM Enrollment and PhD Degree

Participants who enrol for IMPM Cycle 24 in 2022 will be able to continue to the IDPM-PhD in September 2024. Places on IDPM are strictly limited, selective and based on a participant's graded performance throughout the IMPM including the IMPM Degree Major Paper.

Following completion of the IMPM Degree Major Paper, participants will undertake tailored research training designed to enable them to produce a piece of PhD-level research. Participants will also need to undertake tailored research training in relation to data collection and data analysis, in alignment with their research project.

Program supervisors will be typically drawn from across Lancaster University Management School. Participants will be awarded a Lancaster University PhD in the Theory and Practice of Management on successful completion of the research training modules plus a 45,000-word thesis and an academic paper of publishable quality. It is expected that 2024 participants complete the IDPM-PhD in a 4 year registration period including the viva voce examination in 2027-28.

Engaged PhD research
for advanced practice



IMPM is ranked #1 for International Management Best Masters North America 2021.



Lancaster University Management School

Lancaster offers a long-established and ambitious community of students, academics and industry experts from across the globe. As one of the UK's top business schools, research is at the heart of Lancaster's success, informs teaching and engagement with business. With worldwide recognition for innovation in management learning, Lancaster's collaborative approach, leadership and access to cutting-edge knowledge make it a beacon. *Ranked in the Global Top 100 in the 2021 QS World Rankings for Business and Management and #7 in Europe for Teaching in Times Higher 2019.*



McGill University Desautels Faculty of Management

McGill's Desautels Faculty of Management is ranked one of the top international business schools by Businessweek, Canadian Business, Forbes, The Economist, and the Financial Times. The faculty's innovative programs and historic reputation for worldwide excellence continue to attract the finest students and the most prominent professors from around the world, as well as the most demanding recruiters from the world's top employers. *Ranked #1 in Canada in Maclean's Magazine. Global Top 100 in the 2020 QS World Rankings for Business and Management and #27 in QS World University Rankings 2021.*



Indian Institute of Management Bangalore

IIM Bangalore's distinctive feature is its strong focus on the leadership and entrepreneurial skills that are necessary to succeed in today's dynamic business environment. IIMB collaborates with more than 100 leading business schools across the world for various research initiatives as well as student and faculty exchanges. Known for innovation and longstanding academic expertise, in 2020, for the twelfth consecutive year, Eduniversal ranked IIMB as the top business school in Central Asia. *Ranked in the Global Top 100 in the 2021 QS World Rankings for Business and Management and World #1 for strategy in Financial Times MBA ranking 2020.*



Yokohama National University

Yokohama National University is one of the leading national universities in Japan, with an MBA program which consistently ranks among the highest in student satisfaction and has one of the lowest admission rate for entry of business schools in Japan. Partnering closely with universities across East Asia, Yokohama been committed to playing a regional and international role for nearly 150 years. Known for its close collaboration with business, Yokohama is committed to playing a global role. *Ranked in the top 30 in Japan in Times Higher World University Rankings 2021 and #26 QS Japan Ranking 2019.*



FGV EBAPE

Located in Rio de Janeiro, FGV EBAPE offers students a focus on international studies. Founded in the 1950s, the school was a pioneer in formal administration education in Latin America. FGV EBAPE is a leader in education in Brazil and abroad with highly regarded graduate and doctoral programs as well as consulting services. Its academic output is on par with that of the world's most renowned education institutions. *Ranked #3 in the world in the Global Think Tank Index Report 2020 and #1 in Latin America for twelve consecutive years.*



For more information contact:
Ron Duerksen, Global Executive Director
ron.duerksen@affiliate.mcgill.ca

To apply to the program, please email info@impm.org or visit
www.impm.org