

**Role Play**

**The Scholarship Negotiation:**

Role of Student

06/2024-6916

This role play was written by Pallavi Punvani, Nicole Adarme, Adnane Benitto, Marc Hochar, Jakub Kaplan, and Howard Zhang, INSEAD MBA Alumni, under the supervision of Martin Schweinsberg, Associate Professor of Organisational Behaviour at ESMT Berlin, Horacio Falcão, Professor of Management Practice of Decision Sciences at INSEAD, and Eric Uhlmann, Professor of Organisational Behaviour at INSEAD. It is intended to be used as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

The authors gratefully acknowledge funding from the Hoffmann Institute.

To access INSEAD teaching materials, go to <https://publishing.insead.edu/>.

Copyright © 2024 INSEAD

Copies may not be made without permission. No part of this publication may be copied, stored, transmitted, translated, reproduced or distributed in any form or medium whatsoever without the permission of the copyright owner.

Instructions

1. Carefully read your role instructions on the next page.
2. When ready, the student with the role of the prospective MBA candidate should email the student with the role of the head of the scholarship committee and begin negotiating. *You must conduct your negotiation with your partner entirely over email*.
3. When you have reached an agreement (i.e. negotiated a final scholarship amount), the prospective MBA candidate should forward the entire email exchange to the course instructor, copying the head of the scholarship committee.

IMPORTANT: Please remember to attach the completed Outcome form to your email or copy/paste its information at the very top of your email message to help us prepare for the in-class debriefing of the exercise:

In case of questions please contact your course instructor.

Good luck!

Confidential Information for Ria Mehta

You are Ria Mehta, a prospective female MBA student from India. You are eager to join a top business school and have been working very hard over the past year to achieve your goal.

You graduated with distinction from your undergraduate university in New York with a 3.99/4.00 GPA, in the top 2% of your class and you have 6 years of professional experience working in finance at Black Hills, a top tier investment bank in New York. You do however, have a 650 GMAT score, which is considered a below-average score by the standards of an elite business school where test averages are typically closer to 700. You have already secured an admission offer from Folguera Business School in Madrid, Spain, with a scholarship of €20,000, however your first choice is Vandelans Business School.

You are eager to join Vandelans because you want to work in Asia, and Vandelans Business School offers an internationally recognized degree with campuses in both France and Singapore. Vandelans boasts unparalleled diversity, strong academic leadership, and a global alumni network. You applied in the last round of admissions for Vandelans and you have just received the admission offer, but to your dismay they did not offer you the need-based scholarship that you applied for.

The tuition amount of €75,000 is quite significant, and now that you have received the offer of admission, you want to convince the Vandelans scholarship committee to reconsider your case and match (or even exceed) your scholarship from Folguera Business School. In your application to the university you expressed your interest in social entrepreneurship, with the idea of creating your own education technology company that would address the problem of the lack of education material in local languages through the use of automated authoring processes that you pioneered with your team in India. Taking a significant amount of debt for your MBA could deter you from pursuing your ambitions in entrepreneurship.

Both Vandelans and Folguera are well known across Europe and Asia and both offer focused electives in entrepreneurship, but Vandelans is clearly the better fit for you and is also the more prestigious option as it was just ranked number 1 by the Financial Times Global MBA Ranking, while Folguera was only ranked number 11. You still have two weeks to accept the offer from either school, but you really want to go to Vandelans and think you can convince the scholarship committee to reconsider your scholarship application. Although your goal is for Vandelans to match or exceed the €20,000 scholarship offered by Folguera, you are willing to take the Vandelans offer if the scholarship committee offers you an amount of €5,000 or higher.

You feel you can make a good case for a scholarship from Vandelans. As a woman leader from an emerging market in the social entrepreneurship and education space you would add special value to Vandelans’ student body, especially given the typical business school’s desire to increase diversity (last year only 30% of Vandelans’ MBA students were female).

This negotiation is over the scholarship amount only— the scholarship committee only has authority over scholarship funds. Remember: if you do not reach an any agreement in the negotiation with Vandelans, you have the option to either start at Vandelans without a scholarship or to start at Folguera with a scholarship. You have not paid the deposit amount to secure your position in Vandelans’ MBA program and are free to attend school elsewhere if you wish.

You will now negotiate the scholarship with Montaha Faddoul, the Head of the Scholarship Committee at Vandelans. Since you are currently located in India and the scholarship office is in Singapore you will have to negotiate over email. Please initiate the email conversation with Montaha Faddoul, making a compelling argument to reconsider your scholarship application and specifying the value that you are requesting. You can use the information above and do any other research that you deem necessary before writing the email. Please determine your scholarship asking amount, and send this offer to Montaha Faddoul when you contact her.