



MBA Participant Handbook

Academic Year 2010 - 2011

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WELCOME MESSAGE

First of all, congratulations for being accepted to the ENPC MBA Paris!

As you will see over the coming months, our School brings together participants, staff and faculty with widely differing experiences and interests who share one goal: the pursuit of excellence. Program participants attending the ENPC School of International Management come from a broad range of backgrounds and we are sure that you will enjoy meeting and working with all of your peers and be greatly enriched by the experience.

As you may know, an MBA program is as much about learning from your professors as it is about learning from your peers and sharing with them your own knowledge, experience, skills and cultural perspectives. Over the duration of the MBA program, the aim of the School is to take you beyond mere technical proficiency to a deeper understanding of the mental frameworks and analytical tools necessary for lasting personal growth and professional success.

Since 1987, the ENPC School of International Management has been delivering a dynamic range of undergraduate, MBA, and executive education programs. The common philosophy, underlying all of our programs, is that of value-based global leadership. It is our conviction that leadership and management must be anchored in a value system that emphasizes human capital, business ethics and the considerations of society at large. Because business is international and management is cross-cultural, we have always emphasized a global approach to teaching. That is why you will enjoy working with Professors from all corners of the globe, giving you multicultural insights in addition to the subject matter at hand. You will also discover that English can be spoken with a wide array of accents! Our global approach has been further enriched, over the years, through our experiences in offering MBA programs in Paris, Shanghai, Casablanca, Abu Dhabi and Philadelphia. We invite you to take advantage, during the course of your MBA, of our international network of sister and exchange programs.

The quality of our programs has been recognized by the Association of MBA's (AMBA), who highlighted our internationality and diversity as well as the School's unique ability to encourage students to "learn how to learn" and to think for themselves.

We believe that the ENPC School of International Management offers program participants forward-thinking content, delivered by internationally renowned faculty, which addresses the current issues and challenges facing organizations today. We are very pleased that you have decided to join us on this journey of reflection, discovery and advancement and look forward to working with you.



Dr. Tawfik Jelassi

Dean and Professor

Ecole des Ponts ParisTech

School of International Management

INTRODUCTION TO THE MBA PROGRAM

Academic Excellence

The Ecole Nationale des Ponts et Chaussées (ENPC) was established in 1747 as the world's first civil engineering school, committed to the creation of an elite French corps of engineers. The ENPC is celebrated for having produced inventors such as Louis Vicat, the creator of 'Grey Gold', or cement, and Philippe Lebon, the first person to successfully use 'artificial' gas as a means of illumination on a large scale. The ENPC School of International Management came into existence in 1987 as a distinct addition to the ENPC's two centuries of excellence in academia. The ENPC School of International Management is located at 15, rue de la Fontaine au roi, in Paris's 11th arrondissement. Today, the main campus of the engineering school is situated in Champs-sur-Marne, about 30 minutes from the center of Paris.

The philosophy of the ENPC School of International Management stems from the belief that in today's world, business leadership and management success cannot be achieved without a strong commitment to ethical values and a comprehensive understanding of cultural diversity. Therefore, the School emphasizes the importance of knowing about one's self, other cultures, as well as values and belief systems (including business ethics, corporate citizenship, and social responsibility). The ENPC School of International Management also places a strong emphasis on technology, innovation management and entrepreneurship both in the specialist courses taught in the program and also in the links which the School has with industry.

The School was founded by the late Celia Russo who defined the ethos of the School as **"in business to make a better world."** We hope this ethos will continue to accompany all of our program participants and alumni after they leave the School to pursue their professional career.

Individual and Professional Development

Participants join the ENPC MBA program with an individual set of personal and professional experiences and expectations. Therefore, the MBA program supplements key management knowledge and skills (i.e. business fundamentals), with rich and multi-faceted cultural experiences (working with multicultural teams and international professors), and also gives participants opportunities to develop an individual management ethic as well as a personalized curriculum (through the choice of electives and of the professional project).

The ENPC MBA believes strongly in the value of entrepreneurship. As such, the ENPC MBA program encourages participants' entrepreneurial spirit by emphasizing how leaders apply self-reliance and innovation to the challenge of creating and developing organizations. The emphasis on entrepreneurship is just one example of how the ENPC MBA program aims to foster each participant's ability to apply individual initiative, creativity and leadership.

International and Global Perspective

The ENPC School of International Management's international focus is delivered by outstanding faculty members, who have extensive international experience and achievements from leading business schools and universities from around the world. Each ENPC MBA faculty member gives participants deep insights into their academic field of focus as well as a multi-cultural window to the world. Courses are redesigned every year to ensure that they incorporate the most recent international business issues and concerns and to take into account participant feedback from previous MBA cohorts.

The ENPC MBA program in Paris is a leading player in a network of graduate programs that provide exposure to international business and global issues in a variety of geographical and cultural settings. Through this network, participants in the MBA program in Paris may attend courses during the Winter and/or Spring semester at the ENPC MBA's sister institutions in Casablanca, Shanghai and Abu Dhabi, and earn up to 9 ECTS credits towards their

MBA degree. In addition, exchange agreements with Business Schools and Universities abroad, give our participants the opportunity to take classes around the world. The School also regularly receives exchange students from other business schools and universities which further enriches the in-class dynamics. Please see the section entitled “Academic Partnerships” for further information.

ENPC MBA CURRICULUM

The ENPC MBA academic program has been designed to offer curricular excellence and pedagogical innovation. The curriculum provides a breadth of knowledge and skills. Courses are organized into the following study tracks:

- Finance and Accounting
- Economics and International Business
- Marketing and Strategy
- Management and Leadership
- Technology & Entrepreneurship (T&E)

Courses are designated as core courses (compulsory) or electives (optional courses). Participants are required to take and pass all core courses to graduate. Participants may then choose elective courses taking into consideration their preferences, background, career plan, as well as the School’s requirement for the minimum number of credits per study track.

Participants can choose during the admissions process whether they wish to pursue the MBA in International Business, the MBA in Technology & Entrepreneurship or the Tri-Continent MBA.

MBA in International Business

To graduate with an MBA in International Business participants must:

- ✓ obtain a minimum of 9 ECTS (credits) in each of the five study tracks,
- ✓ pass all compulsory courses with a minimum of **10/20**,
- ✓ maintain a minimum overall grade point average (GPA) of **12/20**,
- ✓ obtain a minimum **15/20** for the Professional Project.

MBA in Technology & Entrepreneurship

To graduate with an MBA in Technology & Entrepreneurship (T&E) participants must:

- ✓ obtain a minimum of 18 ECTS in the T&E study track,
- ✓ obtain a minimum of 9 ECTS (credits) in each of the 4 remaining study tracks,
- ✓ pass all compulsory courses with a minimum of **10/20**,
- ✓ maintain a minimum overall grade point average (GPA) of **12/20**,
- ✓ obtain a minimum **15/20** for the Professional Project on a T&E-related theme.

Tri-Continent MBA

To successfully complete the Paris-segment of the Tri-Continent MBA participants must:

- ✓ take all compulsory core courses
- ✓ must pass all core Paris-based courses with a minimum of **10/20**
- ✓ obtain a minimum GPA of **12/20** for all core Paris-based courses
- ✓ See the Fox/Temple Tri-Continent Student Handbook for complete information on graduation requirements.

Study Tracks and Modules

The following table present the MBA curriculum and the detailed breakdown by study track. Modules listed in **bold** are **compulsory core courses** while the figure in parentheses indicates the ECTS credit value of the course. Courses that are 3ECTS consist of 30 contact hours over 5 days, while electives represent 1.5 ECTS consisting of 15 contact hours over 2.5 days. Courses with an ECTS value of 0 are compulsory but not credit-bearing. Some courses or professors may be marked TBC, i.e. To Be Confirmed.

Study Track	Course (ECTS credit value)	Professor
Finance & Accounting	<u>Finance sub-track</u> Introduction to Finance (3) Corporate Finance (3)	Dr Nahum Biger Dr Matthew Wong
	<u>Accounting sub-track</u> Financial Accounting (3) Managerial Accounting (3) Management Control Systems – TBC (3)	Dr Gerard McHugh Dr Rajiv Banker Dr Michel Lebas
Technology & Entrepreneurship (T&E)	<u>Technology Management sub-track</u> Information Technology & e-Business (3) Information & Decision Models (3) Marketing of Innovations and High-Tech Products (3) Business Models for Emerging Technologies (3)	Dr Tawfik Jelassi Dr Philippe Delquie Dr Laura Cousins Dr Tawfik Jelassi
	<u>Entrepreneurship sub-track</u> Entrepreneurship (3) Business Plan Development (2.0) Venture Capital & Private Equity (1.5) Performance Assessment & Valuation of Innovative Enterprises (3.0)	Dr Robert Rosenfeld Dr Alon Rozen Joseph Connolly Dr. Baruch Lev or Dr Feng Gu
Economics & International Business	<u>Economics sub-track</u> Business Economics in the Global Economy (3) Trade Policy & International Economics: online (3)	Dr Dermot McAleese Dr Suman Modwel
	<u>International Business sub-track</u> Global Operations Management (3) International Business Negotiations (3) International Business Law (1.5) Study Trip to the USA (3) Study Trip to China (3)	Stuart Chambers Dr. Alessandro Biscaccianti Dr. Samuel Hodge Dr Marco Protano (tbc) Dr. Tawfik Jelassi (tbc)
Marketing & Strategy	<u>Strategy sub-track</u> International Business Strategy (3) Supply Chain Management (3) Mergers & Acquisitions (1.5) Integration 2 (1.5)	Dr Georges Baume Dr Daniel Chicksand Dr Duncan Angwin Dr Duncan Angwin & Dr Stephen Cummings
	<u>Marketing sub-track</u> Marketing Management (3) Integration 1: Markstrat Simulation (2)	Dr Kamel Jeddi Dr Suman Modwel
Management & Leadership	Team Building & Leadership (0) Understanding Organizations (3) Managing People (3) Corporate Citizenship, Business Ethics & Corporate Governance (3) Managing Change in Organizations (1.5)	Dr Bob Marx Dr Christopher Smith Dr John McClendon Chris Marsden Dr. Holger Summerfeldt

Courses per Study Track

Finance and Accounting

Accounting Basics / Prof. John Kennedy

Fall semester – non-credit bearing

This module will cover the following topics:

- Format of financial Statements in France, the UK, and the US
- Accounting for business transactions
- Transaction analysis and recording
- Adjusting the accounts
- Merchandiser's accounts

Finance Basics / Prof. Benoit Duret

Fall semester – non-credit bearing

The objectives of the module are:

- Short warm up to prepare to a more complete Introduction to Finance course
- Overview of the most fundamental concepts in finance, necessary in corporate finance as well as in financial markets and investments

Topics to be discussed are:

- Introduction to financial statements: income statement, balance sheet and cash flow statement
- Introduction to ratio analysis: what are financial ratios and what do we use them for
- Introduction to time value of money: present value and discounting
- Debt vs. equity: the concept of leverage
- Financial products for you: forex, mortgages, savings accounts, securities, mutual funds
- Debt and equity capital markets

Financial Accounting (compulsory core course) / Prof. Gerard McHugh

Fall semester – 3 ECTS

The course has three main objectives. First, to provide participants with a thorough grounding in the measurement principles underlying financial statement construction. Second, to develop participants' skills in assessing and evaluating an enterprise's financial performance from its financial statements. Third, to lay the essential foundations for subsequent courses in international financial reporting and finance. You will learn:

- How to make sense of the financial information produced by enterprises
- How the financial statements reveal a firm's operating strategies and performance
- How day-to-day operational decisions are reflected in the financial statements of a firm
- Why the financial structure is important
- How the providers of equity and debt capital view firms

Topics to be discussed are as follows:

- Income Statement
- Balance Sheet
- Cash Flow Statement
- Profitability analysis
- Capital structure analysis
- Liquidity analysis;

Financial Accounting is delivered over five days. The class sessions of the course (Monday through Friday) are designed to build one on the other. The course builds by (i) developing skills in reading financial statements, (ii) developing your capacity to analyze business fundamentals from financial statements and (iii) helping you to understand the valuation of enterprises. This is an applied course and is conducted using the financial statements of well-known international companies. This course will prepare you for later offerings in the Finance & Accounting track.

Introduction to Finance (compulsory core course) / Prof. Nahum Biger

Fall semester - 3 ECTS

Although managing for shareholder value is considered controversial by some, there is little doubt that corporate performance is usually judged in terms of the value created for the providers of financial resources. Consequently, value based management has become central to the international corporate landscape and its impact on decision-making extends well beyond the narrow finance function of the modern corporation.

The “hyper-competitive” competitive environments within which a large number of companies operate means that executives throughout most organizations find that themselves under the microscope of “value creation”. Competition for customers and capital makes understanding how organizations are currently performing and how they are configured for value creation a business imperative of all key decision makers. What operating decisions have the greatest likelihood of enhancing value? What strategies should be adopted when considering new product introduction, capital expenditure, acquisitions and divestments?

This foundation course in financial management begins the process of developing your understanding of value based management. The course consists of ten sessions of three hours duration and a final examination. Participants are also expected to spend a significant amount of time individually and in their groups preparing for each of the sessions.

The course has three major objectives. Firstly, it aims to provide participants with a conceptual and theoretical framework for understanding corporate finance. Without a sound theoretical base, graduates may find it difficult to keep up to date with the continual developments in the field during their subsequent careers. Secondly, through the use of review questions and case studies, participants are expected to be able to develop an understanding of the practical aspects of corporate financial management and the relationship between theory and practice. Finally, the course lays the necessary foundation for all future finance courses undertaken during the MBA.

Upon completion of the course participants should be able to:

- Interpret financial statements and assess the financial health of a company.
- Understand the importance of cash flow and be able to assess the cash consequences of business decisions.
- Calculate present value and understand the concept of opportunity cost of capital.
- Understand the relationship between risk and value.
- Make rational investment decisions.

Managerial Accounting (compulsory core course) / Prof. Rajiv Banker

Spring semester – 3 ECTS

Enormous changes have taken place in the field of management accounting in the past two decades. After a century of relative inactivity, we now see many firms investing considerable resources to revamp their management accounting systems. The emphasis has changed from mechanical preparation of financial reports to generation of information useful for management decision making in competitive environments. This course will provide an introduction to management accounting and an understanding of the nature of the recent changes. Accordingly, this course has been designed to emphasize two fundamental issues in contemporary management accounting: strategic cost analysis and management control. *Strategic cost analysis* deals with how managers' actions affect costs and revenues, and how accounting information can support decisions that enhance the value of the firm. *Management control* pertains to a study of systems designed for performance measurement and evaluation, rewarding and motivating employees, and coordinating business operations. The course focuses on how managers may use financial and non-financial information rather than on the mechanical preparation of book-keeping reports. As a result, materials discussed are more exciting but also more challenging. Furthermore, the course progresses at a rapid pace and requires participants to prepare regularly for each class session.

Corporate Finance (compulsory core course) / Prof. Matthew Wong

Fall semester - 3 ECTS

Corporate finance deals with managerial decisions that have financial implications. The two broad decisions facing the manager are: (i) what projects should I invest in? (ii) how do I finance these investments? This course is designed to provide an in-depth understanding of how managers make these decisions. The course helps to develop financial analysis and forecasting skills, investment decision making skills, and financing decision making skills. The course involves both lectures and case-studies.

Management Control Systems - TBC / Prof. Michel Lebas

Spring semester -- 3 ECTS

Successful implementation of business strategy leads to performance of the firm. Performance relates not only to achieving success, i.e. beating the "competition", but also to a question of "capability" to assure the continued success of the enterprise.

Performance relates to the capability of the firm (and therefore of the people who populate and manage it) to repeatedly attain economic targets defined around a strategic intent in the firm's evolving competitive environment. Performance has meaning only with regards to the future.

No strategy can be successfully implemented unless a monitoring or guidance system (feedback system) is in place to allow continuous adaptation within the firm (a firm is essentially a multi-person, complex entity, in which actors / managers have relatively specialized roles but must work cooperatively), and between the firm and its market or competitive environment.

The objectives of the course are to allow participants to reinforce their understanding of and their ability to use, in an integrated way and as a manager, some key tools and thinking patterns of strategy definition and deployment, management and measurement, and financial management in order to prepare them to maximize the overall performance of a business (whether for-- or not for profit).

This applied and practical course is an opportunity for MBA participants who already took a managerial accounting course and with any decision maker career ambitions to:

- a) Examine leading edge issues and methods in designing Performance Management Systems (involving both financial and non-financial information) from a value creation perspective (for both stakeholders and stockholders), and
- b) Develop a strategic perspective about the role of managerial information in decision-making.

This largely case-based course offers an opportunity to bring together knowledge and experience in many fields of business in an integrated view of managerial decision-making from the financial, organizational, cost and customer value creation perspectives. The more diverse the background and interests of the participants are, the more interesting the course is since no strategic decision making situation should be examined from a single point of view, as the course will demonstrate.

Economics and International Business

Business Economics in the Global Economy (compulsory core course) / Prof. Dermot McAleese

Fall semester - 3 ECTS

This course provides an introduction to best practice modern economics. It focuses on those elements of the subject that provide the maximum value added to good quality business decision-making in a world economy that has become increasingly integrated ('globalized'). A basic knowledge of introductory micro and macroeconomics is assumed.

The course is divided into three sections. The first section analyses the economic rationale behind the move towards greater reliance on competition and the market system in the management of the economy. The second section deals with macro-stability (price stability and sound government finances) as a foundation for sustainable economic growth. Attention is given to the linkage between macro-stability and the business environment. The third section addresses openness and globalization, including the economic effects of trade liberalization, multinational investment, immigration and capital mobility and the main elements of exchange rate policy.

The course offers an integrated overview of current issues in the world economy, paying particular attention to the economic recovery in the Euro area, the growing fiscal and balance of payments imbalances in the US, the rise of the Chinese and Indian economies, the challenge of low growth in Africa and global energy and environmental problems.

International Business Negotiations / Prof. Alessandro Biscaccianti

Spring semester – 3 ECTS

Objectives of the Module:

- To give participants an understanding of major theoretical perspectives on the nature of effective negotiation.
- To provide a framework for translating negotiation theory and research into effective practice.
- To provide a range of illustrations of effective (and ineffective) negotiation practice drawn from the worlds of international business, international political decision making, interpersonal and inter-group relations.
- To sharpen participants awareness of conflict and its settlement or resolution through a variety of means including negotiation and the intervention of third parties as mediators.

Using a combination of lectures, role playing (simulations), structured interactive exercises, case analyses and class discussions, this Module introduces a pragmatic and effective approach to reaching agreement through negotiation. Since everyone negotiates and does so all the time it is possible to teach negotiation by taking skills that people already have - then improving upon these through systematic exploration of various themes and issues.

Global Operations Management (compulsory core course) / Prof. Stuart Chambers

Fall semester – 3 ECTS

Operations management is about how we all produce goods and services to satisfy our customers. All organizations have external customers; but every manager, no matter in which function, has “internal” customers to satisfy by producing internal goods or (more likely) services. *Therefore all managers are, to some extent, operations managers.*

This course will introduce you to many of the basic concepts, principles, and techniques of OM, but in so doing, will reveal a wider view of the role of operations than is normally portrayed in conventional teaching of the subject. From the very first session, we will highlight the ways that organizations can compete through the strengths of their operations. Indeed, the last twenty years have witnessed companies entering and quickly dominating global markets, often largely by deploying superior **operations** capabilities. They have been able to deliver consistently better quality and service at lower prices, whilst innovating faster and more frequently than their rivals. They have not just been a little better; they have sometimes literally ‘changed the rules of the game’, and have surpassed what many thought were the boundaries of possibility. The issues raised by these revolutionaries are critical and equally relevant for manufacturing and service businesses, as well as for not-for-profit organizations.

This course should actually change the way you look at *any* organization. Restaurants, hospitals, banks, leisure facilities, shops, airlines, distribution services, government agencies or consultancies; they can all be reviewed and improved using OM analysis tools. This can, in turn, help you appreciate just how much competitiveness depends on the way that the operations are designed and managed. To use more formal business school jargon, this course will...“...sensitize you to the strategic power of operations and the opportunities for creating sustainable competitive advantage through effective operations”

The following topics will be discussed:

- Introduction to OM and its strategic potential
- Design activities and responsibilities in operations management
- Process design: layout and flow
- Planning and control: capacity and demand management
- Planning and control: inventory and MRP / ERP
- Quality management: TQM, SPC, Six Sigma
- Operations improvement: Just-in-Time (JIT) and Lean
- Operations improvement: Kaizen and BPR

Study Trip to China (Shanghai) / Prof. Tawfik Jelassi (TBC)

Spring semester - 3 ECTS

An annual Study Trip to Asia has been part of the ENPC-MBA tradition since its inception. Over the last several years this trip has taken place in Shanghai, China. Its main objectives are:

- An introduction to Chinese society and culture
- An introduction to Chinese business life in a booming region on the Eastern Coast of the PRC.
- An opportunity to study current business issues in China after its admission to the WTO the Olympic Games of 2008 (Beijing) and hosting of the Universal Expo of 2010 (Shanghai).
- Contacts with ENPC MBA Shanghai participants, alumni and with Chinese businessmen on concrete projects.

The program of the trip includes academic lectures, guest presentations and company visits.

Please note that spouses and/or friends may not join the study trip.

International Business Law / Prof. Samuel Hodge

Spring semester – 1.5 ECTS

The law affects each of us on a routine basis in both a personal and business setting. Sound practice, therefore, dictates that business participants gain an appreciation of when and how the legal system may affect business transactions and operations in both a local and international setting. After all, one-half of the net profits of most commercial enterprises come from international trade. This course will focus on the legal environment in which businesses operate with a particular emphasis on the law of contracts, torts, products liability, the forms of business entities and government regulations. The political, social and economic forces that affect change will also be discussed thereby providing guidance as to the future direction of the law. The course will use as its foundation the legal system in the United States which will be compared to those systems in France, Italy, Japan and the European Union.

Study Trip to the United States / Prof. Marco Protano (TBC)

Spring semester - 3 ECTS

The U.S. Study Trip this year will be to the East Coast of the USA. It is designed to introduce participants to leading technology, innovation, and entrepreneurship organizations in Boston and to financial institutions in New York City. The detailed program of this study trip will be given early in the year but in general it includes a mix of academic lectures, visits to innovative companies (large and small), meetings with venture capitalists, high-profile guest speakers, etc.

As an indicator of the price for this study trip, last year's US study trip cost roughly €1,500 per participant, including accommodation, meals, round-trip flight, and local transportation.

Please note that spouses and/or friends may not join the study trip.

Online course: Trade Policy and International Economics / Prof. Suman Modwel

Spring semester - 3 ECTS

This tutorial e-learning module is on-line at <http://coursesites.blackboard.com/> and is divided in three parts. Part I and II are on-line courses, the first at a basic level and the second more advanced. Participants will be guided sequentially through several topics, each with specific readings to prepare for the assignment/exam. They are valued at 3 ECTS each. The third part is for those participants who have either attended a basic business economics course or the Understanding International Trade course (and have some knowledge of macroeconomics and exchange rates. Work is individual or in small groups and will include the preparation of a paper with "tutorial" facilitation that can earn 3 ECTS. Approval of participant proposals is required prior to enrolment.

Part I: Understanding International Trade

- Inter-industry Trade: Comparative Advantage Gains & Pains of Trade - Income Distribution Effects
- Explaining Intra-Industry Trade: Monopolistic Competition and Economies of Scale
- "Trade" of Labor & Capital Factors: Foreign Direct Investment & Multinational Corporations
- A First View of the Political Economy of Trade
- From GATT to the WTO

Part II: Current Issues in International Trade and Investment

- Foreign Direct Investment as an option to trade; multinational corporations; intra-firm trade
- Analyzing some regional integration experiences (trade creation and trade diversion)
- Strategic trade policy and positive externalities (with ref. to Airbus vs. Boeing)
- The debate on globalization - is "Globalization with Social Responsibility" feasible?
- Multilateral Trading System and the "New Issues" in the WTO
- WTO and (the future of) the Doha Development Round

Part III: The third part addresses the specific needs of participants. The process will provide them with advanced conceptual inputs relevant to their chosen topic on a flexible response-to-felt-need basis. These tutorials will also support them on their research methodology and needs and help them develop the required rigor in their project in order to produce a final paper of high quality. The tutorials may include any one of the above themes plus others in the area of monetary macroeconomics and exchange rates, fixed vs. floating exchange rates, currency boards; capital controls; monetary vs. post-Keynesian economics; productivity and competitiveness; offshore **outsourcing; total factor productivity issues relating to the "new economy" debate, etc.**

Assessment: The assessment mode is in the form of three essay type assignments as far as Parts 1 and 2 are concerned. They are in downloadable documents in the course site. It will be seen that there are three assignments in each part, each covering two topics at a time, and they are to be submitted 3, 6 and 10 weeks after enrolment respectively. For Part 3, the assignment by definition will be the paper that they will write under "tutorial" facilitation.

For details or enrolment contact Prof. Modwel. Note that, in Paris, the course will begin with a live class session in the second semester that will serve as an introductory "walk through".

Marketing and Strategy

International Business Strategy (compulsory core course) / Prof. Georges Baume

Fall semester – 3 ECTS

This course presents a unified way of thinking about the issues of strategic thinking and the management of change. Strategic thinking involves searching for a favorable and sustainable, competitive position in an attractive industry; while the management of change, from a strategic perspective, is concerned with innovation and the transformation of resources and skills into strategic capabilities that provide the bases for sustainable advantages. Positioning - once the heart of strategy - is rejected as too static for today's dynamic markets and changing technologies. This course argues that bit by bit the quest for productivity, quality, and speed has spawned a remarkable number of management tools and techniques (TQM, benchmarking, JIT, outsourcing, re-engineering, partnering) and almost imperceptibly these management tools have taken the place of strategy. Strategic continuity, it is argued, should make an organization's continual improvement more effective and must not imply a static view of the competition.

Strategic management is important because it can help focus the firm in terms of:

- What customers it chooses to serve.
- What customer needs it will fulfill.
- How it fulfills identified customer needs.

It also identifies a direction for the firm and enables a clear articulation of the path chosen. In this way strategic management facilitates change in the organization. The process of developing strategy adds value and understanding throughout the organization leading to managers thinking strategically. Participants find this course one of the most rewarding and are left with a high level of general management skill.

Marketing Management (compulsory core course) / Prof. Kamel Jeddi

Fall semester -- 3 ECTS

This class focuses on the essential elements of marketing analysis and tactics. We begin the class by focusing on the analysis of customers. Specifically, we look at ways to assess customer preferences and perceptions and relate these to customer purchase behavior. In a broader sense, we try to understand what it means to be a customer driven organization. We then focus more on analytic tools for better understanding customers, including how to calculate their economic value. Subsequently, we look at a systematic way of doing competitive analysis in marketing. We also consider ways to improve your ability to predict competitive moves. We examine how to draw together customer, competitor and company analysis to make better targeting decisions resulting in more powerful and targeted positioning statements. Finally, we look at the tactics used to fulfill the marketing plan, including branding, pricing, distribution channels and promotion.

Because the class is held over an intense period of time, evaluation of the class will be based on your performance on one take home case study that will be due a few weeks after the end of class.

Supply Chain Management / Prof. Daniel Chicksand

Spring semester - 3 ECTS

Global Supply Chain Management covers three major pillars: the customer service, the production operations and the logistics operations. The more advanced level of logistics maturity called Supply Chain Management has the purpose to trade-off the service delivered to the customers and the cost of the supply chain through an optimization approach. At that level of maturity which considers the Supply Chain as a key business process, the challenges for the Boards is to apply a quite sophisticated trade-off at four levels of objectives: customer service level, cost of the supply chain, inventory holding cost (working capital) and return on capital employed (ROCE) by better using the assets capacity. The notion of “global” relates to three integration levels (functional, geographical and sectorial) which require the design and the implementation of collaborative solutions within the company itself and between the involved actors within the value chains.

This course addresses issues related to supply chain management at three levels:

1. **Strategy:** How to get a competitive advantage by designing and implementing new Supply Chain business models? How to develop creative solutions within the value chains and what could be the role of new actors such as 4th Party Logistics? How to design in a concurrent way the new products, the production processes and the supply chain?
2. **Processes and related Information Technology:** This is a very dynamic field at the both decisional and transactional levels which has the purpose to better integrate the Demand Side and the Supply Side of the Supply Chains. The targeted processes are Demand Plan and Forecasting, Master Supply and Production Schedule, Sales & Operations Planning and the IT solutions sustaining those processes are for instance APS, ERP, SCE, TMS and WMS.
3. **Operational:** Strategic decisions and technological choices are rooted in a good understanding of the operational level of supply chain management. Some insights are given on these operational processes in the manufacturing, warehousing and cross-docking fields.

A complementary dimension is provided on the green logistics and the reverse logistics sustaining the recycling operations fulfilling the overall product life cycle.

Mergers & Acquisitions / Prof. Duncan Angwin

Spring semester - 1.5 ECTS

In spite of the cyclical nature of M&A activity, deal volume continues to be a sizeable part of stock market capitalization of major markets. It is widely expected that mergers and acquisitions will continue to be a major presence in financial markets and corporate strategy in the long term. Many current MBA participants are likely to be confronted with a takeover situation in their future career. It is therefore important that those involved in the process are able to analyze a variety of merger and takeover situations critically, based on a thorough understanding of the key M&A issues.

The analysis of mergers and acquisitions draws upon a number of disciplines within management, such as Finance, Accounting, Economics, Strategy, Organizational Behavior, Human Resources Management etc. The aim of this course is to raise awareness of these multiple perspectives and to provide conceptual frameworks for their analysis. In this sense the course is truly interdisciplinary although there will be a greater emphasis upon strategic management than other areas.

The course will be a mixture of interactive lectures, supplemented by case studies and discussions of recent developments in M&A. This will often involve an element of participant group work and class presentation of case study results, which will allow participants to apply concepts from the lectures to some real world examples.

Integration I: The Markstrat Simulation (compulsory core course) / Prof. Suman Modwel

Spring semester - 2 ECTS

MARKSTRAT is a simulation that has been designed for teaching strategic marketing concepts. Used in combination with more traditional training methods such as lectures, discussions or case studies, it has proved its worth as a very effective tool for learning strategic concepts such as brand portfolio strategy; segmentation and positioning strategies; as well as operational "4P" marketing. It emphasises the strategic perspective by demonstrating that tactical decisions cannot be effective without first defining explicit portfolio, market segmentation and product strategies. That marketing mix decisions are secondary to strategic decisions is a basic learning in this simulation.

Five teams will make marketing mix and marketing strategy decisions in successive simulated periods, after analysing the consequences of their past actions. Segmentation and positioning issues, managing a choice of product lines, envisaging dynamic interaction between marketing, market research and R&D and product life-cycle management are the highlights of Markstrat. It should provide an extremely interactive simulated environment for practising "hands-on" many of the marketing and business strategy concepts discussed in earlier courses. The Markstrat model incorporates the latest theories of market and competitive behaviour. Teams are in direct competition in the simulated world. Detailed market and competitive data are available and sophisticated analysis tools like benchmarking, multidimensional scaling, conjoint analysis are provided to turn market research data into coherent information.

Conceptual underpinnings of these marketing research tools is provided, and frequent references to real examples of segmentation and positioning are made to link them to the learning inside the virtual Markstrat world.

Another learning that comes through rather powerfully is the crucial importance of effective team working to manage the decision making process amidst a mass of marketing research data and analysis tools within tight time constraints, all this being a good reflection of the realities of actual business.

In effect, this simulation has actually other equally important "takeaway" lessons too apart from underpinning strategic marketing concepts, namely:

- Effective team working in a highly task oriented and competitive environment;
- Financial and cost accounting analysis;
- Pro-active and re-active strategic decision making under time pressure (so common in the current business environment) after assimilating a mass of fast changing data.

It thus serves as a suitable integrative course in MBA programs.

Integration II (compulsory core course) / Prof. Duncan Angwin and Prof. Stephen Cummings

Spring semester - 1.5 ECTS (course not open to exchange participants)

The objectives for this integration session are for participants to experience the entire M&A process. In attempting to deal with the task, they will need to draw upon most aspects of their MBA studies. In this way the course is integrative of the MBA program.

Topics to be discussed include deal origination, planning, due diligence, valuation, contract drafting, negotiation, business integration, team skills, leadership and interaction analysis.

Mergers and acquisitions is a rich interdisciplinary area and a very useful topic for an integration session. To follow the M&A process is to engage in most classical parts of an MBA program such as finance, economics, law, organizational behavior, operations management, psychology. In this integration session, participants will act as investment bankers charged with purchasing a company for a large client. As this is the first deal of this kind for the client, they give the investment bank carte blanche in transacting this deal. The quality of the deal is therefore down to the skill shown by the participants in this simulation.

Management and Leadership

A Primer on Business Statistics/ Prof. Catalina Stefanescu-Cuntze

Fall semester – non-credit bearing

The course is designed to review the basic statistical concepts, improve statistical abilities of the participants, and make the MBA courses more comprehensive. It combines theoretical review with examples involving applications of statistics in business and practice exercises.

Outline

1. How to look at data? Presenting and Summarizing data:
 - a. Frequency charts, histograms
 - b. Summary measures: Mean, median, mode, variance, standard deviation, skew, etc.
2. How to model uncertainty? Random variables and Probability distributions:
 - a. Binomial distribution
 - b. Poisson distribution
 - c. Normal distribution
 - d. A word of caution, or why normal distributions are not the norm in the real world
 - e. Correlation and covariance of two random variables
3. How to make estimations? Sampling (*if time allows*).

Case Study Learning and Writing / Prof. Tawfik Jelassi

Fall semester – non-credit bearing

Case studies have proven to be a powerful instructional tool for management education and training. They enable an active, participant-centered learning carried out in a very interactive way. Through case studies, participants explore different aspects of a real-world situation, analyze and discuss specific issues, and solve business or management problems. Case studies also allow participants to take a stand with respect to a given business situation and defend before the class a given position or argument. This session will introduce the class to the case study teaching method, explain the rationale for using it in MBA programs, and provide some guidelines on how to effectively prepare (individually and as a group) a case study and learn through it and its associated teaching approach. It also provides some guidelines on how to research and write a case study.

Business Communications / Prof. Alon Rozen

Fall semester – non-credit bearing

This half-day primer is intended to improve the level of MBA participant papers and presentations. Best practices and academic requirements will be covered as well as tips and tricks to faster paper preparation, higher quality assignments, ensuring academic integrity, etc. More specifically this primer will cover different elements such as:

- Proper referencing and citation in MBA-level papers.
- What is plagiarism and how to avoid it?
- Best practices in note-taking.
- The principles of making a proper business presentation.

Team Building & Leadership (compulsory core course) / Prof. Bob Marx and Thodoris Panagiannis

Fall semester – non-credit bearing

The ability to lead effectively and create and sustain productive working teams forms the foundation of a successful career in modern organizations. This seminar will introduce the concepts of leadership and teamwork through interactive experiential exercises where participants will assume leadership roles and develop productive team activities.

Self-assessment questionnaires will be used to examine participants' strengths and areas for further development. Related readings will examine leadership and teamwork from theoretical and research perspectives. Participants will be asked to apply their learning to problems specific to their own organizations.

Understanding Organizations (compulsory core course) / Prof. Christopher Smith

Fall semester - 3 ECTS

MBA graduates are destined to become senior managers in organizations and these organizations will have a “strategy” against which their effectiveness is judged. It is often said that the failure of most strategy is due to faulty implementation rather than flawed analysis or choice. Successful implementation of planned strategy is the result of appropriate actions of individuals and groups working in well-designed organizations. The resource-based-view (RBV) of the firm goes further and proposes that organizational processes, routines and cultures are the core of sustainable competitive advantage, i.e. they are “strategy”. Hence the managers most likely to win the long term strategic battles will be those who best understand how to design structural and group processes to interact with individual characteristics to drive the behavior of people in organizations to achieve the goals of the organization.

Managing People (compulsory core course) / Prof. John McClendon

Fall semester - 3 ECTS

This course involves a comprehensive review and assessment of the contemporary approaches and challenges of strategic people management. In achieving the learning goals associated with strategic HR, we will emphasize how the success of any organization depends on its strategic practices regarding people. As such, a fundamental premise—the premise that a firm’s economic performance depends on the effective management of its people systems and practices—is the driving focus of the course. Consistent with this focus, by analyzing firm-level case studies we will illustrate how HR strategies and practices determine an organization’s culture and, ultimately, how its culture plays the key role in determining an organization’s cost, quality, productivity, and customer service. Most important, we will identify how well executed people practices are essential to *“making a good organization great”* and to *“building an organization for sustainable competitive advantage”*.

A key issue in building a high performance organization concerns the linkage between overall firm strategy and people system practices. As a result, our principal course activity will involve firm-level case assessments regarding the alignment between firm strategy and HR practices. However, because middle-level managers make decisions about people at the tactical level, we also assess how HRM must be handled by middle-level managers. A focus on real-world practical analysis of HR strategies and practices will permeate all discussion, both in our assessment of HR strategies as well as discussion of tactical HR.

With respect to specific topics, this course evolves around the study, analysis, and discussion of an array of people system issues. Among the issues to be examined include compensation, staffing, labor relations, managing HR in the global context, performance management, training, safety, and outsourcing. Given the relevance of international management to this course, we will emphasize a global perspective. Examples of our international

emphasis include a comparison of labor unions among industrialized market economies and the analysis of cases that deal with global HR issues such as the transportability of performance management systems across cultural contexts.

Managing Change in Organizations / Prof. Holger Summerfeldt

Spring semester – 1.5 ECTS

Today's turbulent global business environment is forcing organizations into a state of almost constant change. At the same time, intensifying competition has caused these same organizations to shed excess personnel and peripheral non-strategic activities to concentrate on their core business. Management in many such corporations is stretched thin attempting to organize and implement change while co-coordinating current operations. Managers must therefore be increasingly effective and efficient in conceptualizing and directing necessary revisioning and retooling of their organizations.

This course will review the factors driving corporate change, and the core management competencies needed to ensure value added institutional transformations. This will include a consideration of roles and responsibilities of primary "change agents" who lead such changes, as well as those employees and other stakeholders who must cooperate with management to effect these changes. Finally, the course will work to develop specific skills necessary to be successful in planning and implementing complex change efforts. Specific topics will include use of organizational diagnostic tools, scanning and planning techniques to support change, building change management teams, methods for gaining approval/acceptance of change, and effective implementation strategies. The module will also focus on a variety of core competencies for change managers, including communication/presentation, leadership/influence, educational design/delivery, and negotiation/conflict management.

Corporate Citizenship, Business Ethics and Corporate Governance (compulsory core course) / Prof. Chris Marsden

Spring semester -- 3 ECTS

The objective of this course is to get participants to think critically about the role of business and any individual company in society and to develop knowledge and skills which will enable them to act and manage within their future work environment with due regard to wider societal considerations.

Topics to be discussed are as follows:

- Globalization and the responsibilities of business
- Stakeholder analysis
- An ethical approach to business – doing the right thing?
- Corporate Environmentalism
- Business and human rights
- Community relations & partnership building
- Governance and management of companies' environmental and social performance.

The course begins with a discussion of the importance of the wider role of business in society and its effective management for the future success of both business and society, in the context of a globalizing economy. It considers how far business opportunities and risks arising from social and environmental issues should or should not be factored into traditional market decision making. This is followed by study of the main principles underlying management of environmental and social issues such as stakeholder theory, issue analysis, business ethics and partnership building. Case studies of a range of companies, including BP, Exxon, Gap, Google, McDonalds, Monsanto, Novartis and Reebok are then studied to provide participants with the opportunity to work through key management issues regarding the environment, human rights and community relations. The final sessions cover a

range of practical social and environmental performance management issues such as corporate governance, investor relations and social reporting and the role of national governments, international governance agencies and non-government organizations (NGOs) in encouraging more socially responsible business.

Technology & Entrepreneurship (T&E)

Information Technology & E-Business (compulsory core course) / Prof. Tawfik Jelassi

Fall semester -- 3 ECTS

Today's information technology (IT) is revolutionizing processes, organizations, and markets. This technology is evolving at a dizzying pace and impacting all business sectors and industries. Therefore, in order to survive and thrive in this new digital world, managers need to comprehend the opportunities and pitfalls of IT and e-business. The focus of this course is on business strategies and management approaches for leveraging IT capabilities. The objective is to help you and your organization gain business value from these technologies, and be among the winners in the competitive environment. The course will also expose participants to some best business practices, which will be illustrated through actual case studies developed by the professor in different industries and countries.

Learning Objectives

The emphasis in the course is to provide a business and management perspectives on information technology and e-business. At the completion of this course, the MBA participant should:

- Gain an in-depth understanding of the importance of IT and e-business in the global competitive posturing of businesses.
- Be familiar with various managerial and technical issues associated with the development and management of strategic information systems and e-business applications.
- Be able to identify opportunities for IT and e-business use in various industries and functional areas.
- Draw inferences from various applications and case studies related to IT management and e-business.
- Have a vision of the future impact of IT and the Internet on managers, organizations, the economy and society.

Information and Decision Making Models (compulsory core course) / Prof. Philippe Delquié

Spring –semester - 3 ECTS

This course will show you how to build information and decision models to analyze a wide array of management problems. Powerful and easy to use spreadsheet software tools have been developed to assist in this process. The modelling tools covered in this course include: (1) Optimization models: typically used for deriving maximum value from resources and activities, and exploring complex combinations of possibilities to achieve desired goals; (2) Decision Analysis models: most appropriate for designing strategic action plans in the presence of uncertainties, and valuing real options; (3) Simulation models: useful for valuing and managing complex portfolios of risks; (4) Regression models: to extract information from data and make forecasts.

Each course topic will be accompanied with a set of hands-on practice exercises and case studies illustrating typical business applications of decision models. Examples will be drawn from operations, R&D management, marketing, business policy, and financial planning, among others. The material is approached from a managerial rather than technical perspective, that is, with a focus on how to apply decision technology and how to interpret the results for guiding management action. The skills learned in this course are widely applicable in business analysis, and should be helpful in other MBA courses.

Learning objectives

From this course, you should:

- Become aware of the scope of management problems that can be addressed with models;
- Be able to identify the essential conceptual structure of a decision/planning problem;
- Recognize the types of modelling tools most adapted to a given situation;
- Acquire the “nuts and bolts” necessary to build and run decision models;
- Know how to assess the significance of model outputs for managerial insights and action;
- Increase your self-confidence with information technology.

Business Models for Emerging Technologies / Prof. Tawfik Jelassi

Spring semester – 3 ECTS

Particularly in the last decade, technological progress has led to the emergence of various new business models in many different industries and business sectors. New or emerging technologies such as nanotechnologies, the wireless Internet, human-computer interfaces, machine-to-machine breakthroughs, converging information and life sciences, nanotechnologies, voice over IP, Web 2.0, RFID, sensor & actuator technologies and hydrogen fuel-cell technology are some of the recent technological advances. Online start-ups or bricks-and-mortar incumbents tried (or have been trying) to leverage these new technological capabilities in order to create value or transform their business. Pure online companies (such as Google, Linux, Skype, Wikipedia, and YouTube), new dot.com ventures (e.g., XING, StayFriends.com, MySpace.com, OpenSource Car, and SpreadShirt.com), as well as ‘traditional’ firms (including IBM, Apple, Nokia, France Telecom, and NTT DoCoMo) are only a few well-known examples of this trend. The central aim of this course is to explore some of these business models and to understand how they impact the industry environment as well as how they change internal management requirements.

The central objectives of this course are as follows:

- To appreciate the complex character of emerging technologies as involving technical, organizational, financial and cultural aspects;
- To explore how companies or entrepreneurs leverage emerging technologies for value creation and/or business transformation;
- To assess critically some of the existing business models for emerging technologies in the context of varying industries and sectors, different countries and organizational set-ups;
- To analyze the evolution of ‘traditional’ business models as a response to emerging technologies and disruptive innovations; and
- To understand how new business models impact the sustainability of the value created (along a product, service and/or process dimension), how they change internal management and organizational requirements, and more generally how they influence the industry environment.

Marketing of Innovations and High-Tech Products / Prof. Laura Cousins

Spring semester -- 3 ECTS

Companies strive to develop innovations and bring them to market, spending enormous amounts of money in the process. Yet, by all accounts, of the innovations that they succeed in launching, some 40-90% fail in the market. In this elective we examine the drivers of, and barriers to market adoption. We then offer some suggestions for bringing innovations more successfully to market.

Specifically we explore the following:

- The nature of risk in marketing innovation relating to the innovation itself, the innovating company and intended consumer, including entry timing
- The particular dilemmas of understanding the likely reactions to 'new to the world' innovations of customers and the need to take account of other interested parties including discussing appropriate market research techniques
- The impact of framing on the decision making from both consumers and developers, and suitable organization structure, new product development processes and marketing strategies that help deal with the changing nature of innovation management
- The likely rate of adoption of the innovation and some different ways in which value can be extracted from the innovation

The focus of the course is on consumer product and service innovations. We will devote more time to 'new to the world' innovation than to 'new improved' innovations. Although we are mostly concerned with bringing innovation to market we will address issues relating to other functions where this is relevant.

The style of the course will be a lecture/discussion, class plenary discussion of the cases, exercises and a group project which will be presented at the end of the week.

Entrepreneurship / Prof. Robert Rosenfeld

Spring semester – 3 ECTS

This course offers participants the opportunity to consider how entrepreneurs create successful organizations. The primary focus is upon understanding the unique elements of becoming an entrepreneurial leader by defining and developing opportunities and bringing together the resources and capabilities needs to make it happen.

Course objectives include:

- To consider the key elements which lead to successful entrepreneurial ventures
- To develop awareness of what it takes to be a successful entrepreneur
- To understand our own entrepreneurial capabilities
- To develop a better understanding of the role of a business plan in the entrepreneurial process
- To enhance our ability to determine the resource requirements of a growing business
- To understand the key elements of a business plan and how the necessary data can be brought together to generate stakeholder interest

Topics to be discussed are as follows:

- Growth of entrepreneurship in the economy
- The entrepreneurial process
- Paths to entrepreneurial success
- Thinking entrepreneurially
- Leading entrepreneurial teams
- Personal ethics and entrepreneurial leadership
- Resource requirements of entrepreneurial ventures
- Building the business plan
- Key issues in entrepreneurial financial management
- Managing growth
- Managing turnaround
- Evaluating business plans

Business Plan Development / Prof. Alon Rozen

Spring semester – 2 ECTS

This intensive module consists of a 3-day weekend (from Friday 9:00 to Sunday 17:00) in which the nuts and bolts of designing, developing, fine-tuning and presenting a business plan will be covered. It is a hands-on workshop which includes developing a business plan in class individually or in groups.

This module can be taken as a complement to the Entrepreneurship course or as a stand-alone course.

Participants preparing a business plan for their professional project are encouraged to take this module.

Learning Outcomes

Participants will learn how to develop:

- The various components of a business plan and notably:
 - A business and revenue model
 - A marketing plan
 - Pro-forma financial statements
 - Risk analysis and contingency planning
 - A strategy and growth plan
 - How to put it all together
- An elevator pitch
- A presentation to potential investors and/or stakeholders

Venture Capital and Private Equity / Prof. Joseph Connolly

Spring semester – 1.5 ECTS

This course introduces the issues surrounding venture/ growth financing and makes participants cognizant of the financial specificities of these high risk situations. Topics to be discussed are as follows:

- venture capital
- growth financing
- private equity
- deal structuring

Venture Capital and Private Equity mean different things to different people in different parts of the world but all players would probably concur that in the past 15 years private equity transactions have become an increasingly important portion of total global financial transactions. Now about USD 300 billion are annually committed to such deals. This course seeks to explore and unravel the exciting dynamics of private equity deal execution, to examine the sources of private equity investment funds like KKR, to identify funds' prospects, to look at portfolio management of these funds, investor-management relations, exit strategies and the structuring of individual transactions.

This course will also focus on the venture capital aspects of private equity and on the management buy-in/buy-out opportunity as well as on taking public companies private.

This course explains in detail how start-up companies are able to obtain financing from institutional sources such as angels and venture capitalists. It describes how the venture capital industry is organized internationally and its modus operandi. The course also goes into the different ways and means by which venture capitalists fund their portfolio companies, how they evaluate the risk-return profile of a potential investment, the valuation techniques used, control mechanisms applied and exit routes that are being used, such as IPO's or mergers.

Performance Assessment and Valuation of Innovative Enterprises / Prof. Baruch Lev or Prof. Feng Gu

Spring semester – 3 ECTS

In the current, fiercely competitive business environment throughout the world, continuous innovation of products, services, and organizational designs is a matter of life or death for business enterprises. However, because the accounting system deals very poorly with innovation investments (such as R&D, brands, technology acquisitions) and their outcomes, and the generally long and uncertain interval between innovation inputs and outputs, investors and often managers too encounter great difficulties in assessing the performance (economic profitability, growth) of innovative enterprises, and estimating their value (for securities investments and mergers & acquisitions). To overcome these challenges we will discuss in this course/seminar new approaches, based on solid research and practice, to evaluate the performance of innovative, fast-growth enterprises and estimate their value. A new feature of this course is the heightened risk of most innovative enterprises, being in fact *conceptual companies*.

Career Management Workshop Series (compulsory module) / Lyndi van der Hout, with the support of Keyvan Ghandchi, Career Development Services Manager

Fall & Spring semesters– non-credit bearing

The Career Management Workshop Series, led by Senior HR Consultant and Career Counselor Lyndi van der Hout includes an intensive 4-day course, presented in two sessions of two days each in the Fall and Spring semesters, 2 CV revision sessions of 1 day each, as well as 8 one-to-one job coaching sessions spread over the course of the academic year. The workshop series has a two-fold objective:

- 1/ to provide pragmatic tools and career information to be exploited and applied immediately to personal needs with the aim to optimize and integrate the MBA degree into the ongoing career,
- 2/ to develop a reflection on “career continuity skills” by introducing a number of business psychology topics (creative thinking, active listening, job-related stress, work/life balance ...) allowing students to anticipate and cope with future career challenges and transitions.

Description

The Fall session will include an introduction to career management, the strategic role of career planning, creative thinking, individual career planning, business psychology theories, and “Personal Branding Statements”. The course then proposes a pragmatic approach to establishing personal marketing tools - targeted CVs and cover letters.

The Spring session focuses on job search strategies (“open” and “hidden” job market opportunities), while paying special attention to key issues affecting career paths, such as networking and entrepreneurial activities. Interpersonal communication models and negotiation skills, drawing on research by renowned authors will also be focused on. Finally, the job interview will be covered in detail: the essentials (do's and don'ts), different types of interviews (one-on-one, sequel, panel, group ...), as well as common - and difficult! - interviewing questions. The communication models discussed previously will be put to practice in a final mock interview exercise.

Learning Outcomes

- Understand the major issues and challenges of the current workplace, and the importance of taking responsibility for managing one's own career.
- Identify the key factors that motivate career choices, including elements of "self-assessment" and "context".
- Formulate a career plan, define job objectives, invent a Personal Branding Statement.
- Establish personal marketing tools including a one-page CV and cover letters that reflect previously formulated career objectives while conforming to international norms & standards.
- Understand how the various job search options can be combined into an overall strategy, select those targets that are most pertinent.
- Understand basic communication models and negotiation techniques, apply these to job interviews.

T&E Projects

Participants may register for an individual Technology, Innovation Management or Entrepreneurship study project in the T&E track. These research projects are intended to accommodate a special interest of the participant (or of a group of up to two members) and should be developed under the supervision of a faculty member.

The project report typically combines research, analysis, quantitative methods, qualitative assessment, and findings consistent with the project theme and activities. The content, analytical nature and overall objectives of the project will determine whether it is attributed a half or full credit (i.e. 1.5 or 3 ECTS).

Participants are to submit a 2-3 page project proposal to the Office of Academic Affairs for approval.

ACADEMIC POLICY

ENPC MBA Program Code of Values

The academic policy of the ENPC MBA program is based on the School's commitment to flexibility, learning as personal change, honesty, and respect of others. The ENPC MBA Program is an environment where academic learning intertwines with personal growth to improve personal and professional achievement. This is a goal achieved individually and as members of our community.

Commitment: Participants make a vital contribution to the academic environment through their commitment to and cooperation with the ENPC MBA community. Participants and members of the ENPC MBA team create a positive and constructive learning environment where each participant contributes to the program's excellence.

Flexibility and Choice: Our commitment to flexibility and choice of courses, allowing for personal exploration and discovery, arises from our experience that participants have diverse interests, abilities, and career objectives.

Learning as Personal Change: Participants often change career objectives during the program. These changes are an integral part of the learning process. Participants are encouraged to discuss their thoughts and plans with their academic and career advisors.

Integrity: The ENPC MBA encourages group work and collaboration but enforces severe sanctions in cases of presenting another person's work as one's own.

Respect for Others: ENPC MBA participants are required to adhere to a code of honor based on respect for others.

Embrace Diversity: Participants, staff and faculty come from a wide range of backgrounds, ethnicities, belief systems and cultures. The ENPC MBA embraces and encourages others to embrace diversity and to recognize diversity as an opportunity for personal growth, insight, perspective and enrichment.

In general, the School hopes Participant attitudes and behaviors are key in ensuring the ENPC MBA's desire to foster an environment conducive to intellectual stimulation, personal growth, freedom of expression and mutual respect.

Grading & Assessment

Objective

Grading and assessment ensure that to pass a module a participant has demonstrated that he/she achieved the learning outcomes set for each course and reached the required standard to ultimately graduate from the program.

To award the MBA degree the School must have evidence of the participant's learning and academic achievement, both at an individual and class level. The School follows a grading approach which includes different forms of assessment: feedback, evaluation, marking and a recognized level of achievement. The grading and assessment are designed to ensure that to pass a module or course (and the program), the participant has demonstrated that he/she has achieved the learning outcomes set at a level deemed satisfactory by the faculty.

Learning Outcomes

All courses in the MBA program have clearly defined learning outcomes as described in each course syllabus and as agreed between the teaching faculty and the Academic Director. Assessment of assignments, in general, is performed on the basis of five criteria:

- ✓ Comprehension of key issues
- ✓ Analysis
- ✓ Structure & presentation
- ✓ Conclusions & recommendations
- ✓ References & citation

In general, the participant's grade for each module should reflect the participant's performance against the pre-defined learning objectives defined in the course syllabus.

The School's Academic Committee reviews, on an annual basis, the learning objectives set for each course and the basis of assessment used. When needed, changes are made to the course content, learning objectives and method of assessment.

All grades for all assessed or marked work are recorded by the Office of Academic Affairs which produces and regularly reviews the participants' grade transcripts. A report is produced for each participant at the half-way point in each semester. It is shared with the participant's Academic Advisor, who will then discuss the report with the participant.

Grading

The School follows a competence-based assessment of participants' performance against pre-set learning objectives. It sets a threshold level to determine whether a skill or outcome has been achieved. The following table sets out the grading scheme used in the MBA program. These marks (after weighting adjustment, if required) are then consolidated to calculate the overall program grade and performance. The scale, of 0-20, and the pass level set at 10, is consistent with the system used by the parent school, the ENPC (aka Ecole des Ponts ParisTech), for its graduate programs.

The definition and equivalence of each grade are detailed in the following table:

MBA Grading Table

Descriptor	Definition	Grade
Distinction	Outstanding, exceptionally high standard	19-20
Distinction	Excellent in most respects, very minor defects	18
Distinction	Very good to excellent, a few minor defects	17
Pass	Generally very good, but with some defects	16
Pass	Good creditable work, but with a few notable defects	15
Pass	Quite good, but with a number of shortcomings	14
Pass	A fair effort, but with a number of significant shortcomings	13
Pass	Acceptable standard to validate the module	12
Pass	Borderline satisfactory, a number of significant shortcomings	10-11
Fail	Standard of work is not sufficient or acceptable to achieve a pass grade	8-9
Fail	Completely unsatisfactory, a number of serious shortcomings	1-7
Fail	Plagiarism	0
Fail	Unauthorized withdrawal	0
Fail	Academic misconduct	0

Overall Program Assessment

In order to graduate, each MBA participant has to achieve and maintain an overall standard in terms of grades awarded. This standard requires that each participant must attain for the courses taken a minimum Grade Point Average (GPA) of 12/20, in order to graduate from the program. All courses taken by a participant will be graded and will count towards the GPA.

The method of GPA calculation used in the MBA program is a weighted average, applied as follows:

$$\text{GPA} = (\text{Grade1} \times \text{ECTS value}) + (\text{Grade2} \times \text{ECTS value}) + \dots + (\text{Grade N} \times \text{ECTS value}) / \text{Total ECTS}$$

Some courses in the MBA program are defined as compulsory (or core) courses. In order to graduate, each MBA participant is required to pass all compulsory courses. Should a participant fail a compulsory course, he/she will be given an opportunity to re-take the examination or re-submit the assignment. The exception is where a participant is guilty of plagiarism in which case a fail grade or "0" is given.

In the event that a participant wishes to appeal against a fail grade, he/she should follow the appeals procedure outlined in the Academic Procedures section of this Participant Handbook.

Assessment & Grading by Faculty

Assessment

The School requests that faculty use the full range of available grades and that the grading is based upon the participant's success in demonstrating his/her achievement of the learning objectives for the course, as set out in the course syllabus.

When grading the work, faculty members are required to provide to each participant constructive written feedback / comments on each assignment or examination, indicating the reasons that the specific grade was awarded.

Faculty members are expected to return the final course grades to the MBA Program Coordinator within the three weeks that follow their receipt of the examinations or assignments.

Assignment deadlines and examination dates are set by the Office of Academic Affairs in coordination with the faculty, and are generally within 1 to 3 weeks after the last day of the course.

Final course grades are based on at least two of the following assessment criteria.

- **Individual Assignments:** Prepared individually and submitted within a set time limit. Individual assignments must weigh for at least 55% of the final grade.
- **Class Participation:** Participation includes making relevant and positive contributions during the class. The School requires that the class participation grade be no more than 10% of the total grade in classes over 20 participants and no more than 20% in classes under 20 participants.
- **Team Assignments:** Prepared by all members of a team. Only a team member who has made a significant contribution to the assignment can be listed as co-author of a group assignment. Each team is expected to submit on the cover page of the assignment the amount of contribution made by each team member.
- **Oral Presentations:** Faculty members often require individuals and/or teams to make a presentation to the class. Assessment includes the quality of content, presentation skills and the quality of the visual aids used.
- In-class examinations:
 - Closed-book exams: A closed-book examination is written individually without aid or assistance of a computer, an electronic device, notes, or books.
 - Open-book exams: The professor will designate the material that may be used during the exam. When approved in advance by the faculty, personal computers may be used. Calculators, books or notes cannot be shared.
- **Take-home examinations:** Must be completed individually and within a set time limit.

In the event a participant receives a grade below 10 in an examination or a marked assignment then he/she will be allowed to take a 'make-up' exam or re-submit a new assignment for grading. Make-up assignments are graded Pass/Fail and a grade of 10 will be given for a Pass. In the event of a Fail, the original grade will be used to calculate the course grade. In the event of a Fail for a core course, the participant will have to retake the module, or an equivalent module, at a later date.

Class Attendance / Absence

Participants are advised that they must strictly adhere to class start and end times and be present for all class sessions. Not meeting the attendance criteria may result in a fail grade being awarded for the course.

Participants are required to attend all classes in order to validate each module. **In the event of any absence, whether authorized or not, participants must make-up the absence with make-up work** to be assigned by the professor which will require **a time investment equal or superior to the time missed from class**. Professors will assign make-up work relative to the matter treated in class during the participant's absence.

All absences must be justified, authorized by the Office of Academic Affairs and, to the extent possible, authorized prior to absence. Please note that **all absences** must be made up for with extra course work equal or superior to the class time missed, even if the absence is justified and pre-approved!

Any unauthorized absence beyond 20% of the contact hours of a module (1-day for a 5-day module, ½-day for an 2 ½ day module) will result in the student receiving a grade penalty for the class as follows:

In 5-day 3ECTS courses,

- An absence of up to one day will be sanctioned by the faculty member as deemed appropriate.
- An absence of 1 to 2 days will be sanctioned with 4 points deducted off the final course grade.
- An absence of more than 2 days will result in a final course grade of 0/20.

In 2½-day 1.5 ECTS courses,

- An absence of up to 1 half-day will be sanctioned by the faculty member as deemed appropriate.
- An absence of up to 1 day will be sanctioned with 4 points off the final grade.
- An absence of more than 1 day will result in a final course grade of 0/20.

All make-up work is graded Pass/Fail. In the event of a Fail, the make-up assignment must be resubmitted. A course cannot be validated in the absence of all make-up assignments being turned in and accepted with a Pass grade.

In the event of absence due to illness or exceptional circumstances, participants are required to submit a written proof to the Office of Academic Affairs. Note: Absences due to illness and/or exceptional circumstances also require make-up assignments at least equivalent to the time missed in class.

Submission of Assignments

Assignment deadlines and exam dates are set by the Office of Academic Affairs in coordination with faculty generally 1 to 3 weeks after the last day of the module and/or as noted in each course syllabus.

Participants are responsible for ensuring that their individual and team assignments are submitted online to the Bridge (the School's intranet) on time. If you are unable to submit to the Bridge on time due to technical difficulties, you must send your assignment to the Program Coordinator **before the deadline** explaining the problem. The official MBA assignment cover sheet must be accurately completed and used as the cover of all assignments. Group assignments must include the name of only those participants who have contributed substantially to the work. All assignments must be submitted to the Bridge **before 23:00** on the day of the submission deadline unless otherwise stated. **All assignments are to be uploaded to the Bridge (intranet) unless a different course of action is expressly specified by the faculty in the relevant course syllabus.** All assignments and exams must be written in English and rigorously spell-checked. Papers with poor spelling and/or numerous grammar mistakes will be down-graded (suggestion: use and then use spelling and grammar/style-checking which are usually integrated in Office and OpenOffice software programs).

Late or Incomplete assignments

In accordance with the ENPC MBA policy regarding late assignments, submissions after the deadline shall be downgraded as follows:

- Number of days late x 1 point (out of 20);
- Note that partial days are counted as complete days, e.g. an assignment submitted 36 hours late will be penalized 2 points.
- After 10 days of lateness, assignments will not be accepted.
- Non-submission will result in a grade of 0 for the final assignment and non-validation of the module.

The date stamp of the assignment upload will be used to determine possible submission lateness and subsequent grade penalties, if applicable.

Plagiarism and Academic Integrity

The ENPC School of International Management is very stringent in regards to plagiarism and academic integrity.

Plagiarism can take many forms, including but not limited to the following:

- Giving or receiving unauthorized help on an assignment.
- Not citing sources used or improper citation of sources used for an assignment.
- Using an already existing work or re-using an assignment without the express consent of the professor.

Plagiarism is regarded as **a very serious offense** at ENPC and is therefore subject to strict and severe academic penalties.

All issues regarding suspicions of plagiarism are treated on a case-by-case basis, and with the concerned Professor. However, in general, there are three approaches the School takes in the event of plagiarism or suspected plagiarism:

Case 1: In the event that there is a suspicion of plagiarism or unintended plagiarism (improper attribution of sources, lack of citation, very limited similarities to another participant's work, et al.), for first-time offenders the School will notify the participant or participants concerned, requesting an explanation. Based on the Professor and the School's appreciation of the gravity of the case, the participant will receive an Academic Warning and will have to do a make-up assignment. A minimum 4 point penalty will be applied to the makeup assignment.

Case 2: In the event of clear plagiarism – whether by omission or commission – that affects even a small percentage of an assignment, then the grade on the assignment will be a 0. Depending on the gravity of the offense, a makeup assignment may be given but the grade is averaged with the zero, meaning the highest possible grade the participant could obtain on the assignment would be a 10. The participant will also be placed on Academic Alert.

Case 3: In the event that both the Professor and the School consider the plagiarism was egregious with a clear intent to deceive, then the grade for the paper and the course will be a 0. Depending on the participant's performance and demeanor in the program, as well as the gravity of the offense, the participant will be placed on Academic Alert, on Academic Suspension or, in extreme cases, will be expelled from the program.

If the plagiarism or cheating occurred during an elective course, the participant will not be given a chance to retake the exam or re-submit a new assignment. If the plagiarism or cheating occurred during a compulsory core course, the participant will be given a chance to retake the course. The transcript will show the new grade as well as the initial grade of 0 with an explanation that plagiarism was committed in this course. Both grades will be taken into account in calculating the Grade Point Average.

Declaration of Authorship

As part of the School's plagiarism policy, all participants are required to include on the cover pages of Assignments submitted the following Declaration of Authorship: **"I hereby declare that I have neither given nor received unauthorized help on this assignment, that all work is my own unless otherwise stated, and that all sources used in the preparation of this assignment have been properly cited."**

Class hours

Classes are held from 9:30 to 12:30 and from 14:00 to 17:00, with one 15-minute coffee break in the morning and in the afternoon, around 11:00 and 15:30 respectively.

Occasionally class hours may differ from the above in which case participants are informed in advance of the new class hours.

Graduation

Graduation Requirements

Participants are responsible for ensuring that all academic requirements for graduation are met. They must meet all academic requirements and have no outstanding financial obligations remaining with the School.

Full-Time MBA Stream Graduation Requirements

MBA in International Business & MBA in Technology & Entrepreneurship

1. Minimum of 54 ECTS credits of course work passed with a minimum grade point average (GPA) of 12/20. Please note that all courses taken, even in excess of the 54 ECTS minimum, are included in computing the GPA.
2. Validation of all compulsory core courses.
3. A minimum of 9 ECTS in each of the following five study tracks:
 - Finance and Accounting
 - Economics and International Business
 - Marketing and Strategy
 - Management and Leadership
 - T&E (Technology & Entrepreneurship)
4. Requirements to graduate with a specialization in Technology & Entrepreneurship include 18 ECTS for the T&E study track and 9 credits for the other study tracks, as well as a Professional Project on a T&E-related theme.
5. For those participants interested in taking select courses abroad, a minimum 45 ECTS credits must be earned in the ENPC MBA Paris program and a maximum of 9 ECTS credits may be earned from ENPC MBA Program partners abroad.
6. A minimum final grade of 15 for the Professional Project. The Professional Project is accounted for 6 ECTS in project work and is not used to calculate the overall GPA.

Part-Time MBA Stream Graduation Requirements

- All Full-Time Stream requirements as mentioned above.
- All MBA Program requirements must be completed within two or three years from the enrolment date in the program.

Tri-Continent MBA Graduation Requirements

1. Completion of all compulsory courses during all segments of the program.
2. Minimum grade point average of 12/20 for the ENPC segment of the program.
3. Minimum grade point average of 3/4 for the Temple segments of the program.
4. Successful completion of the EMC (Enterprise Management Consulting) project.

ENPC Dual-Degree Graduation Requirements

ENPC/ENPC-MBA Stream (for ENPC engineering participants who have validated the cIM/cTE Program)

1. Minimum of 45 ECTS credits of course work passed with a minimum GPA of 12/20.
2. Validation of all compulsory core courses.
3. A minimum of 9 ECTS in each of the five study tracks
4. Requirements to graduate with an MBA with a specialization in Technology & Entrepreneurship include completion of all compulsory core courses, a minimum of 18 ECTS credits in the T&E track, and a Professional Project on a T&E-related theme.
5. Minimum final grade of 15 for the Professional Project.

Graduation Ceremony

Upon successful completion of all degree requirements, the degree will be conferred at the graduation ceremony.

The graduation ceremony will take place on Friday **July 1, 2011 at 17.00** at a site that will be announced in the Spring.

Participants who have not completed all graduation requirements at the time of graduation are invited to participate in the ceremony with their cohort but will receive a cylinder with only a transcript inside at the graduation ceremony. Once all academic requirements have been met the participant will receive the official diploma.

Please note that only one original diploma can be issued. We highly suggest scanning the original and placing it in a safe place. For all matters concerning diplomas, transcripts and attestations, please contact your Program Coordinator.

Graduation with Honors

Requirements for “Graduation with Honors” are:

1. Achievement of a grade point average of 17 or higher for all courses taken;
2. No course grade inferior to 12; and
3. A minimum grade of 18 for the Professional Project.

The mention “Graduation with honors” will be added to the participant’s official transcript.

Re-enrolment

If a participant does not complete all graduation requirements by the start of the academic year following the intended date of graduation, he/she will be required to formally re-enroll for the following academic year. For the first year of re-enrolment, an administrative fee of €1,000 is due to enable him/her to complete the missing requirements and to maintain active MBA status.

Subsequently, the following re-enrolment fees will apply and be charged to the participant to maintain their MBA status active:

- Year 2 of re-enrolment, €1,500
- Year 3 of re-enrolment, €2,000
- Year 4 of re-enrolment, €2,500
- Year 5 of re-enrolment, €3,000.

Re-enrolment fees are due, in full, at the start of the academic year of re-enrolment.

If requirements remain uncompleted after the 5th year of re-enrolment, no further re-enrolment options for completing the missing requirements will be available and the participant will be officially de-registered from the MBA program.

The MBA diploma will not be delivered until all re-enrolment fees are due.

The above policy may be relaxed at the Dean’s discretion for exceptional and justifiable reasons.

Non-Payment of Tuition Fees

If a participant does not pay his/her tuition fees within the timeframe set out by the School, he/she may be placed on Academic Suspension and not allowed to participate in courses until payment is submitted. After one year, the participant will be officially de-registered from the MBA program.

ACADEMIC PROCEDURES

Personal, Academic, and Professional Development

Three meetings are scheduled during the academic year by the Office of Academic Affairs so that each academic advisor can meet individually with his/her advisees to:

- Provide general advice and discuss personal, academic, and professional objectives;
- Assist with course selection to satisfy graduation requirements.

Academic Advising Sessions	Objective
October 11 th –15 th 2010	Selection of elective courses to follow in the program Class registration for elective courses
January 17 th -21 st 2011	Performance review of Fall semester courses and confirmation of spring semester electives Transcript check
April 25 th – 29 th 2011 (TBC)	Performance review of Spring semester courses Transcript check

All academic day-to-day issues should be referred directly to the MBA Program Coordinator during participants' office hours: Monday through Thursday from 17:00 – 18:00.

Professional Projects

Professional Projects are a focused application of the management skills acquired during the coursework part of the ENPC MBA Program which also demonstrably contribute to the professional development of the participant. These projects can be completed either individually or in teams of up to 3 members. Each project is assigned a Professional Project Supervisor and can take one of the following forms: In-company consulting project, business plan development or a special study project (see below for more details).

Project goals will be agreed upon between the participant and his/her Project Supervisor who will offer academic support and guidance throughout the project, both at dedicated advising sessions or via e-mail. Participants have time regularly set aside in the academic schedule for project work. For participants doing a T&E specialization, the final project must be undertaken on a T&E-related theme.

In-Company Consulting Project

This is a project undertaken with a company, which could even quite appropriately be the participant's own company, agreed with and sponsored by the company. For the participant the aim is to relate and apply both the theory and the methods from the academic work to real management issues. The participant must show skills in defining a problem, select the appropriate methodology to address the issues, find and process the relevant data, plan a comprehensive work plan, undertake a critical analysis, and produce and present a well-structured report with recommendations/conclusions. The company sponsoring the project is required to pay consultancy fees to the School. (Full details of the process and procedures are contained in the Professional Project Guidelines and Call for Consultancy Document which will be separately distributed).

Business Plan Development Plan

The emphasis here is again to put into practice the theory and knowledge that participants have acquired from the program. This type of project could range from the investigation of a business opportunity, be it an idea for a start-up or a buy-out, with the production of a business plan or a specific study into some area, policy, opportunity, trend or issue facing an industry in which a participant has a particular interest.

Special Study Project

A Special Study Project is a research-oriented study of a relevant field of management or business-related activity, function or sector, or the factors which influence or impact on that activity. Alternatively, the project could explore a particular management issue in depth. The project should either contribute to the discipline of business/management studies by adding to the current technical or professional knowledge or by providing an application of technical or professional knowledge to a specific subject. The quality of the paper or report presented, the content, its analytical nature and overall conclusions will determine the project's grade. Students are encouraged to prepare publication-worthy material – a case study, article for possible publication, or equivalent.

Selection and supervision

Participants are free to choose a project in any one of the above mentioned areas. The choice will be subject to approval by the School based upon a project proposal submitted by the participant and a discussion. The discussion would be with a nominated project supervisor who is typically one of the School's faculty members. In the event that a project cannot be approved, the participant has a further two weeks to submit an alternate proposal for consideration.

The role of the supervisor is to help the participant to define the project scope, methodology and deliverables. Where the project involves a company, the supervisor will also ensure that any business objectives are met whilst keeping in mind the academic requirements of the project. The supervisor will also hold meetings at regular intervals with the participant, during which he will review and provide feedback on the deliverables. The project supervisor acts as a sounding board, giving advice where necessary on content input. His/her written evaluation of the final report and its approval are required before it can be presented before the jury, which awards the grade.

It is strongly recommended that the Professional Project Guidelines document be studied thoroughly for more detailed information. This document will be distributed prior to the Professional Project Kick-off session.

Professional Project Timeline

Description	Date
Kick-off of the Professional Project: Presentation and Q&A session	November 15 th 2010 (17:15-18:30)
Submission of the project proposal.	November 30 th 2010
Meeting with project advisor and start of project work.	December 13 th -17 th 2010
Submission of detailed project scope and draft work plan.	January 10 th 2011
Submission of interim Project Report.	April 4 th 2011
Deadline for submission of the final project report.	June 6 th 2011
Assessment and oral defense of the professional projects.	June 23 rd , 24 th and 27 th 2011

Grading: For the professional project, a minimum grade of 15/20 must be obtained in order to graduate.

Course Material

Participants will be delivered copies of all required readings and textbooks. Course material consists of any combination of the following:

- Syllabus and course description
- Class notes
- Case studies
- Articles
- Slide decks
- Textbook

Most of the course material is incorporated into a single pack or booklet for each course. Electronic versions, when available, will be uploaded to The Bridge (intranet). The printed version of course booklets and textbooks are usually available two weeks before the start of the course. Participants can pick up course booklets and textbooks in the office of the MBA Program Coordinator. Extra copies will not be available, so please keep track of all course materials.

Green alert: For those who prefer not having paper versions of class materials, excluding textbooks, please inform the Program Coordinator at the start of the Academic year or at any time thereafter.

Working in Teams

Contemporary managers must work effectively as members and leaders of teams with skilled and diverse individuals. Therefore, the ENPC MBA Program requires that participants learn, study, and report a substantial amount of their work as team members. A collateral benefit of teamwork is the support gained from fellow participants facing similar challenges and building similar skills. The team context creates opportunities for individuals to apply their leadership, organizational skills, and expertise in specific areas of content.

The challenge of working effectively in teams requires that participants be well organized, fully prepared, and effective communicators. To achieve this, participants identify the skills of team members, conduct research, and complete course assignments.

Participants are expected to contribute equally to all group work.

Teams often address the key issue of whether a team member is contributing fairly to team assignments and projects. To help ensure that each team member contributes equally to assignments, a team member contribution form is to be filled out as a team and attached to the front of each team assignment. Professors are notified that they must take into account the contribution of each team member when grading the assignments.

Registration

It is advisable to register for a maximum of 36 ECTS credits per semester and a minimum of 27 ECTS credits. We encourage participants to register for no more than three courses in a row. Similarly, we discourage participants from having up to three weeks without a course.

Academic workload: Courses are either 1.5 ECTS (15 contact hours) or 3 ECTS (30 contact hours) courses. 3 ECTS-credit courses require approximately 45 hours of work outside of the classroom, while 1.5 ECTS courses require approximately 25 hours of work outside the classroom.

Full-time and part-time MBA participants register for the same courses.

Participants are required to register for and pass a minimum of 9 ECTS credits from each one of the five study tracks. Requirements to graduate with an MBA with a specialization in Technology & Entrepreneurship include 18

ECTS credits in the T&E track and 9 ECTS credits for each of the remaining study tracks, as well as a Professional Project on a T&E-related theme.

Participants are required to register for and pass all compulsory core courses.

Participants may add or drop an elective course up to **four weeks** before the start of that course. To add or drop an elective course, click on the Add/Drop button on the Bridge relative to that course. Once the Add/Drop is approved by the participant's Academic Advisor, the course will appear in the myModules area on your intranet home page. Participants are not allowed to drop a course once the course has started. Unauthorized withdrawals (dropping a course less than four weeks before the start of the course or dropping a course once it has started) will result in a grade of 0 on the transcript, with the mention "unauthorized withdrawal". This grade will be taken into account when calculating the overall GPA.

Participants must verify that credit balance in each of the five study tracks is not negatively affected by dropping one or more courses.

The ENPC School of International Management does not allow auditing or sitting in on courses. Participants must be registered for a course to participate in it and submission of all assignments for that course is mandatory. Failure to do so will result in an automatic grade of "0" for the course.

The School reserves the right to cancel any elective for which a minimum enrolment of seven students is not attained.

Course Managers

A course manager is selected by the Office of Academic Affairs for each course. All participants serve as course managers for at least one course during the academic year and are requested to show up at least 15 minutes before the start of the class session. Course Managers' responsibilities include:

- Inspecting the classroom and straightening it up before the arrival of the faculty and at the end of the day.
- Bringing newspapers from the School's reception area to the MBA lounge.
- Assisting the faculty with technical support and returning the teaching equipment (slide projector, etc.) to its proper storage area.
- Assisting the faculty with photocopying, course material distribution and collecting assignments.
- Ensuring all participants complete course evaluations at the end of each course.
- Distributing and collecting the attendance sheet for all morning and afternoon sessions under the supervision of the professor.
- Ensuring all stationery materials (scissors, tape, stapler, etc.) are tidy, functioning, well-stocked and returned to their place.

Online Course Evaluation by Participants

At the end of each course, all registered participants are required to complete online a course evaluation assessing the quality, content and pedagogy for that course. Participants complete these evaluations immediately after the last session of a course and provide valuable feedback for assessing the course and faculty. We consider participant's course evaluations essential to the continuous improvement of the ENPC MBA program. The data collected is aggregated and provided to the instructor for information once he/she has submitted the course grades. The identity of participants is scrupulously maintained confidential.

You will see an alert on your home page on the Bridge reminding you to complete the course evaluation.

While the results of all evaluations are anonymous, the system recognizes those who have or have not completed the evaluation and you cannot graduate without completing all course evaluations.

Change of Specialization

In some instances, participants may decide to change their specialization during the course of the year. Any request to do so must be made by e-mail, with the reasons for the desired change clearly expressed and motivated, addressed to the Dean with cc: to the Assistant Dean, Academic Advisor and Program Coordinator. In the event the change is authorized by the Dean or Assistant Dean, the participant will then meet with the Academic Advisor to ensure that the participant's course schedule respects all academic requirements for graduation in the new specialization.

Academic Appeals Procedure

This procedure relates to an academic appeal, which is a request to review a decision on a participant's grade. This is not a complaints procedure where a person has a specific concern about the provision of a program of study or related academic service.

Complaints are dealt with under the separate "Procedure to handle participants' complaints".

The appeals procedure applies when a person has received a fail grade for a course. The School does not allow participants to seek a review of any grade awarded when that grade is a passing grade. In the event that a participant has a question with regard to the award of a specific pass grade then they can, through the Program Coordinator, request additional feedback from the faculty member concerned. Participants cannot request an upward re-evaluation of any pass grade. A participant can only request a review of a grade that, if it stands, will result in them being awarded an overall fail grade for the course in question.

In the event of a fail due to plagiarism

Where a charge of plagiarism (or cheating) is made, then the participant concerned has the right to request sight of the reasons or evidence put forward by the Professor. If the participant disputes the reasons or evidence given, then they can instigate this appeals process within 15 days of the charge.

Initial award of a fail grade

In the event a person receives a grade below 10 in an examination or a marked assignment then he/she will be allowed to take a 'make-up' exam or re-submit a new assignment for grading. The maximum grade that can be earned for the make-up assignment or exam is a 10/20. In the event that the re-take or re-submission is also awarded a fail grade then the participant has the right to instigate the appeals process and request a review of the grade awarded, if they believe they have valid grounds on which to appeal.

Grade Review Process

The participant must formally request, in writing, a review of the grade stating their reasons for requesting the review. The request is sent to the MBA Program Coordinator. The request is logged and all the necessary supporting information, transcripts and papers are obtained. The completed dossier is forwarded by the Program Coordinator to the Appeals Committee.

The Appeals Committee

The Committee is appointed by the Dean and comprises at least three members of the permanent or visiting faculty. The committee will review the dossier, consult the faculty member who graded the papers, and may ask to interview the appellant.

A decision will be communicated to the appellant via the Program Coordinator, normally within 28 days of the appeal being logged.

The Committee will either confirm the grade or will revise the grade. A report will be produced stating the reasons for the decision reached. A copy of the report is provided to the appellant.

Further Appeal

Should the appellant contest the decision of the Appeals Committee, then the right exists to request a review of the case by the Dean of the School. The appellant must again make a formal written request to the Program Coordinator, stating his/her reasons for requesting a further review. The request for a further appeal will be entered into the appeals log. The dossier, including the report of the Appeals Committee is then reviewed by the Dean. The Dean will then, within 14 days of the request for further appeal being lodged, communicate his decision via the Program Coordinator. The decision of the Dean may be, either to confirm the decision of the Appeals Committee, or to award a revised grade. The decision of the Dean will be final.

Confidentiality and the Review Process

The confidential records are kept of all participant appeals and the number and nature of appeals monitored. Twice a year the program administrator will produce a report on all appeals in the course of the previous half year. The report is reviewed by the Dean and Assistant Dean of the School in order to refine procedures to avoid unnecessary recurrence of problems, wherever possible.

In addition a report of all appeals made during the academic year, and any changes to policies or procedures as a result of the review by the School management, are reviewed by the School's Academic Committee, which can make recommendations for changes to rules and procedures.

Complaints Procedure

This procedure relates to complaints where a person has a specific concern about the provision of a program of study or related academic service. This procedure does not relate to academic appeals, which are requests for a review of a decision on participant progression, assessment or award.

Filing a Complaint

In the event a participant has a complaint or concern about the provision of an individual course or of the overall program or a related academic service, there are two avenues for processing the complaint.

The first is that the participant must formally request, in writing, a review of their complaint, stating his/her reasons for requesting the review. The request is sent to the Program Coordinator. The request is logged and all the necessary supporting information is obtained. The completed dossier is forwarded by the Program Coordinator to the Assistant Dean of the School for investigation.

The alternative path is for the participant to register the complaint with the Students Council (StuCo), which if it believes the complaint is valid is at liberty to raise the complaint with the Assistant Dean of the School at their next scheduled meeting. In the event that the StuCo regards the complaint as sufficiently serious, then they can request an urgent meeting with the Assistant Dean.

Complaint Investigation

All complaints received in writing are logged in the Office of Academic Affairs and the progress of the complaint, and the outcome is recorded. Where the participant lodged his/her complaint with the Program Coordinator, the complaint and any supporting information will be passed to the Assistant Dean for investigation. A copy of the complaint will also be passed to the Dean.

The Assistant Dean will investigate the complaint, if necessary interviewing appropriate parties, and will provide a written report, via the Office of Academic Affairs, to the participant raising the complaint.

The report will either support or refute the complaint, with justifiable arguments, and may include a recommendation for corrective action to the party/parties involved. A copy of the report is also sent to the Dean.

In the event that the complainant is not satisfied with the verdict and or recommendations for action contained therein, then the complainant may request a review by the Dean. The Dean will review the case and give a ruling on the complaint. The decision of the Dean is final.

Where the complaint has been raised by the StuCo directly with the Assistant Dean will rule on the complaint immediately. A copy of the subsequent report, with the ruling of the Assistant Dean, would then be provided to the School Dean and via the Office of Academic Affairs to the complainant.

The School will normally try to complete the initial complaints investigation within 28 days of the complaint being logged by the Office of Academic Affairs.

Recording and Review of Complaints

All formal written complaints made by a participant are logged by the Office of Academic Affairs. A file is established for each complaint and the relevant documentation, including copies of the investigation report, retained. Complaints are analyzed and a report prepared by the Office of Academic Affairs for review at the monthly staff meeting of the School. Where appropriate, changes to processes or procedures will be discussed to prevent a re-occurrence of any proven problem.

The confidential records are kept of all participant complaints and the number and nature of complaints monitored. Twice a year the Program Coordinator will produce a report on all complaints in the course of the previous half year, the report to be reviewed by the Dean and Assistant Dean of the School in order to refine procedures to avoid unnecessary recurrence of problems, wherever possible.

In addition a report of all complaints made during the academic year, and any changes to policies or procedures as a result of the review by the School management are reviewed by the School's Academic Committee, who can make recommendations for changes to rules and procedures.

The Bridge (ENCP MBA intranet)

In 2010 the ENPC MBA inaugurated its online course management system and intranet, also known as the Bridge.

All participants in the ENPC's MBA programs receive a personal email in the format [lastname]@enpcmbafrance.com that you can set-up and personalize at www.outlook.com. This email also gives you access to a host of Microsoft Live@EDU services and software including online Office programs, SkyDrive, LiveSync, the possibility to use POP/IMAP parameters to connect to your account, and more.

You will also receive, or have already received an email inviting you to connect to the Bridge at www.enpcmbaparis.com with a one-time connection. **The first time you connect you must change your password.** To do so click on <myHome> in the top right corner, then <myAccount> then <Password> in the top right corner (visible once you log in), enter your new password, confirm your new password and make sure you save.



If you have any problems with accessing or modifying your account please contact the Assistant Dean, rozen@enpcmbaparis.com, specifying your problem.

On the Bridge you will find an updated course schedule of modules and sessions, alerts concerning modules, evaluations, assignments and grades, a running transcript of the modules you will have validated, the ability to directly message professors, staff and participants, course materials, slide packs and much more. There is also an e-library (see next section) as well as resources concerning the use of the Bridge and collateral you will need for your MBA (assignment cover sheets for example).

The Bridge is a continuous work-in-progress, so please feel free to make any suggestions for improvements that you may have.

LIBRARY INFORMATION

Please see our website for more information.

E-Library

You may access an extensive e-Library from the intranet, a modern depository of a wealth of information including databases, online catalogues, press resources, information archives, web 2.0 resources as well as other electronic resources.

In order to access the e-Library of online resources you will need:

- ✓ to download one software program: "OpenVPN" (download at: <http://eleves.enpc.fr/rsf/opencvn.zip>) which allows you to access the e-library with your own computer
- ✓ to obtain a security certificate and password which will be provided by the Program Coordinator.
- ✓ detailed instructions will be sent by e-mail after the start of the program.

For those who prefer the smell of books and would like to go to a library, several options exist in and around Paris for ENPC MBA Paris participants.

ENPC Campus Library (Centre de Documentation)

The ENPC library is located at the ENPC main campus at the Cité Descartes. The Center's holdings can be consulted on-line via the ENPC website at: www.enpc.fr. The Documentation Center's site contains a wealth of information both about the ENPC library and on-line library resources in France and abroad. In principle, inter-library loans and copies of articles can be ordered via this site. The site also gives you access to some English on-line library data bases like Science Direct at <http://www.sciencedirect.com/>. (In order to access this data base, you should click on the group-wide login from a computer on campus.) Just be aware that the ENPC Documentation Center working language is French.

Bibliothèque de l'Institut d'Etudes Politiques de Paris (Sciences-Po) <http://bibliothèque.sciences-po.fr>

Thanks to a special agreement between the ENPC MBA and Sciences-Po, ENPC MBA participants will have free access to the new Sciences-Po library. Everyone will be given a non-transferable card at the beginning of the academic year.

Fondation Nationale des Sciences Politiques
30, rue Saint Guillaume 75337 Paris Cedex 07
Tel. 33(0)1 45 49 56.34

Library hours:

Monday through Friday:	9h30-21h30
Saturday:	9h30-20h00

Closed on Sundays and holidays.

You will be requested to show a recent proof of accommodation in your name and a photo at the reception.

Other Library Facilities

Several other libraries are open to ENPC participants either free of charge or for a modest fee.

The University Library of Paris IX "Dauphine" www.bu.dauphine.fr

Place du Maréchal De Lattre de Tassigny Metro : Porte Dauphine (Line 2)

75775 Paris Cedex 16

Tel. 01 44 05 40 94 or 01 44 05 49 12

64€ for a one year membership with borrowing rights for books

76€ for additional membership with access to on-line data bases

Library hours:

Monday to Friday 9h00-20h00

Saturday 9h00-13h00

Closed for Christmas vacation and the month of August.

American Library in Paris <http://www.americanlibraryinparis.org>

10, rue du Général Camou 75007 Paris

Tel. 01 53 59 12 60

Metro:

Pont de l'Alma, RER C ; M° Alma Marceau, line 9 ; M° Ecole Militaire, line 8

Bus°: 69, 87, 42, 92, 80, 63

One year membership fee for students: 75€ (bring student card, proof of residence, and a photo)

One day membership for students: 9 €

Note: American Library members have access to the American University in Paris (AUP) Library where they may consult books and periodicals. AUP materials may not be checked-out.

Hours:

Tuesday-Saturday 10:00-19:00

Sunday-Monday Members only (ask in library)

Public Libraries

Several public libraries exist in Paris. Although most of them carry only a very limited collection of English language books, some have on display a wide variety of journals and/or periodicals as well as significant works in English.

Two main libraries are available to Parisian students either for free or a minimum fee: the *Bibliothèque Nationale de France François Mitterrand* (BNF) and the *Bibliothèque Public d'Information* of the Centre Georges Pompidou (BPI - Beaubourg).

Bibliothèque Nationale de France -- François Mitterrand www.bnf.fr

France's main public library, comparable to the Library of Congress in the USA or the British Library in the UK, the BNF is located in a dynamic, contemporary neighborhood in the 13th arrondissement. Previously accessible solely to researchers and scholars, it has now opened its doors to the public.

Students have access to over 180,000 documents for a small fee of 3, 30 € for a one-day pass and 18 € per year.

Quai François Mauriac 75706 Paris Cedex 13

Tel: 01 53 79 59 59

Metro: Quai de la Gare (Line 6) / Bibliothèque François Mitterand (Line 14)

RER C : Bibliothèque François Mitterand

Buses: 64, 89

Library hours:

Tuesday-Saturday 10:00 – 20:00

Sunday 13:00 – 19:00

Closed on Mondays and public holidays

Bibliothèque Public d'Information of the Centre Georges Pompidou www.bpi.fr

This is the largest public library in Paris after the BNF. As one of the most popular, centrally located libraries in Paris, the BPI is crowded especially on weekends.

BPI: rue Saint-Martin (place Georges-Pompidou) Paris 4ème.

Metro : Châtelet, Les Halles, Rambuteau, Hôtel de Ville.

Hours:

Monday, Wednesday, Thursday, Friday: 12:00 to 22:00

Saturday, Sunday and holidays: 11:00 to 22:00

Closed on Tuesdays

Tel.: 01 44 78 12 33 Fax : 01 44 78 12 15

Please see website for more information on the School and your program.

ACADEMIC PARTNERSHIPS

Study Abroad & Exchange Agreements

In addition to the MBA courses taught in Paris, participants may register for week-long modules at the ENPC MBA sister programs in China, Morocco, and the United Arab Emirates during the spring semester. During the fall and spring semesters, some participants from these sister programs may join the ENPC MBA program in Paris. For those wishing to take courses at the Fox School of Business (Philadelphia) please contact the Program Coordinator as special conditions may apply.

Study abroad opportunities are available to a limited number of participants whose grades, participation in the MBA program, and written application form determine entry to these programs. Participants may complete a maximum of 3 credits of the 18 credits required for graduation while on exchange during the spring semester.

In addition to the opportunity of studying at one of our sister programs, the ENPC School of International Management offers a number of other study abroad options. These options include exchange programs and agreements between the MBA Program and institutions abroad.

Following graduation, semester-long exchanges can be arranged during the fall term. Participants wishing to have an exchange experience after the program has ended may do so; however, credits earned during such study will not be applied towards the MBA degree.

Variety of Possibilities

The ENPC MBA has links with several institutions world-wide and is continually broadening its network. Participants may take advantage of these possibilities to spend a term abroad in order to specialize in a specific field of study or gain more international exposure. Different agreements regulate these exchanges. Participants may opt to take one or several courses via “partner” or “sister” programs that comprise the ENPC MBA Global Network. Where institutions outside of the ENPC MBA Global Network are concerned, our agreements usually involve reciprocal exchanges of one or two participants for a limited time period.

Cost

Participants are personally responsible for travel, visa formalities, accommodation, board, required textbooks, insurance and registration fees (when required).

Selection Procedure

Some of the options are restricted to limited numbers. A selection committee meets before the end of the Fall semester to consider the applications. The decisions of the committee are based on academic performance, overall attitude, motivation letter and the relevance of the chosen exchange program to the participant’s curriculum plan.

Application Procedure

Participants are advised to think carefully about their overall curriculum plan when considering the study abroad options and to discuss it with their Academic Advisor. Participants wishing to be considered should consult by December the Office of Academic Affairs. For programs within the ENPC MBA Global Network, an abbreviated application form must be submitted. A full application form must be completed for applicants to exchange programs outside of the ENPC MBA Global Network. Exchange programs are restricted to limited numbers. The ENPC MBA reserves the right to select the candidates for exchange based on the quality of their application dossier.

The MBA Program Coordinator is in charge of coordinating participants’ exchanges across the network.

ECTS

Participants should be aware that the ENPC MBA will not validate more than 9 ECTS earned as study abroad credits towards graduation requirements.

The ENPC MBA Global Network

The ENPC MBA Program in Paris is a leading player in a network of graduate programs that provide exposure to international business and global issues in a variety of geographical and cultural settings. Through this network, full-time participants in the MBA Program in Paris may study during the spring semester at the ENPC MBA Global Network’s sister institutions in Casablanca, Shanghai or Abu Dhabi.

Programs across the world differ, each bringing its own local character to the overall formula, but the same quality standards apply globally. Currently, the ENPC School of International Management runs the following MBA programs:

- The ENPC MBA at the Ecole Hassania des Travaux Publics, Casablanca, Morocco;
- SIMBA, the ENPC MBA at the University of Tongji, Shanghai, China;
- Abu Dhabi – ENPC MBA (Dual Degree Program) at Abu Dhabi University (ADU), Abu Dhabi, United Arab Emirates.

The Curriculum

The curriculum of each ENPC MBA program overseas comprises international and local course offerings. International offerings are taught by visiting faculty from the ENPC MBA international faculty network. While similar courses may be taught by different visiting faculty members depending on the location, international courses are similar in content and scope. Local courses are specific to each site; they address local issues and topics and are taught by resident faculty members.

Rules and Regulations

Exchange participants:

- will be required to have spent at least one term (trimester or semester) at their home program before qualifying for an exchange;
- can take a maximum of 9 ECTS credits outside of their MBA program within the ENPC MBA Global Network, however, a minimum of 45 out of the 54 credits required to graduate in ENPC MBA programs must be taken within one's home program (among both local and international offerings);
- must complete all required courses in their home institution. In some exceptional cases, participants can complete required courses at sister institutions when the course is taught by the same professor. Participants must seek approval of their Academic Advisor in this case.
- ideally should only register for international courses unavailable to them within their own home program while on an exchange abroad.

Exchanges will take place from January to March and from April to June and in some exceptional cases, throughout an entire semester.

Transcripts

Participants choosing an exchange program within the ENPC MBA Global Network receive full credit for the courses they attended as if they were courses taught at their home program. Courses appear in full in the participant's grade transcript, bearing the code name pertaining to the program where the participant has attended the course(s).

ENPC MBA Global Network Institutions



The ENPC MBA of the Ecole Hassania des Travaux Publics

Casablanca, Morocco

The ENPC School of International Management launched in 1998 a part-time MBA program catering to executives in conjunction with the Ecole Hassania des Travaux Publics, one of Morocco's top engineering schools.

The participants of the MBA Program at Hassania are senior executives in business and government organizations. They follow the program over two years, combining international MBA courses with local courses taught by Hassania faculty.

This is an ideal opportunity for participants interested in Middle-Eastern and North-African issues to gain an in-depth appreciation of the Arab world and the Euro-Mediterranean region. Participants wishing to do an exchange with our partner program in Morocco can attend MBA international and local courses, and also follow courses at Hassania on Arab culture, civilization and geopolitical issues.

Number of participants accepted: 5

Length of exchange program: January – March and April - June

Website : www.ehtp.ac.ma



The Shanghai International MBA (SIMBA)

The ENPC MBA at the University of Tongji

Shanghai, China

An ENPC MBA Program opened at the Tongji University in March 2000. Part of the Institut Franco-Chinois d'Ingenierie et de Management (IFCIM), the MBA Program is one of several development axes that Tongji University set up with ParisTech, the consortium of Paris-based Engineering Schools. Under this agreement, the ENPC School of International Management was given the responsibility for setting up and managing the ENPC MBA program at Tongji University known as SIMBA (Shanghai International MBA).

SIMBA offers a part-time program closely modelled on the ENPC MBA Paris program. It combines international and local course offerings taught by renowned international professors as well as Chinese faculty from the Tongji University.

Participants interested in participating in an exchange at SIMBA (Shanghai) should request the specific Exchange Application pack from the Office of Academic Affairs to get more detailed information.

Number of participants accepted: 3

Length of exchange program: April - June

Website : www.simba-tongji.com



Abu Dhabi University (ADU), a leading academic institution in the United Arab Emirates, and the ENPC School of International Management signed a collaboration agreement in June 2007 to jointly offer a dual MBA degree focusing on International Business. Participants joining the MBA program at ADU will be able to earn two degrees within 18 months: a general MBA degree from ADU and a specialized MBA degree from ENPC focusing on international business. The dual degree program is part-time and was launched in summer 2007.

The mission of the ADU MBA program is to produce graduates who will be prepared to advance into top managerial positions in marketing, finance, accounting, human resources and other business functions in both the private and public sectors. The program offers a combination of a small class learning environment and cutting-edge topics taught by an internationally respected faculty.

Number of participants accepted:	Flexible
Length of exchange program:	Flexible
Website :	www.adu.ac.ae/MBA

Exchange Programs

The ENPC MBA in Paris has established exchange agreements with several universities abroad. These vary according to the institution, but essentially they concern one to two participants per year, for one term of study.

Tuition for exchange programs is free of charge, however, fees, other than tuition, are at the exchange participant's expense. Normally, these are expenses related to medical insurance or third party liability, travel, housing and other, minor institutional fees.

Some of the institutions with which the ENPC MBA has established exchange agreements do not follow the same semester based schedule, and therefore the class sessions of a given course take place once or twice a week. Participants should be aware of the constraints this will entail when applying for an exchange program. Often, the exchange will not take place until the following Fall Term.

The ENPC MBA has established exchange agreements with the following institutions:

- Athens University of Economics & Business, Athens, Greece
- CEU Graduate School of Business, Central European University
- Copenhagen Business School, Frederiksberg, Denmark
- EGADE, ITESM, Monterrey, Mexico
- Faculty of Business, University of Victoria, Victoria, Canada
- Helsinki School of Economics, Helsinki, Finland
- HHL-Leipzig Graduate School of Management, Leipzig, Germany
- Indian Institute of Technology (IIT Delhi), Delhi, India
- Management School of the University of Edinburgh, Edinburgh, UK
- Solvay Business School, MBA Programme, Université Libre de Bruxelles
- Technion: Faculty of Industrial Engineering & Management, Haifa, Israel

What follows is a description of the various exchange programs the ENPC MBA has with these institutions, specifying the nature of the agreement, the number of participants involved, the duration of the exchange opportunity and the type of courses available to exchange participants.



Athens University of Economics & Business

Athens, Greece

The Graduate Program in Decision Sciences is a dynamic program designed so as to offer the greatest value to recent University graduates as well as managers in need to become more competitive in the information era. The Full Time and the Executive Masters Programs serve the specific needs of each of these distinguished groups, respectively.

The program, which was launched in January 1999, aims at becoming a pioneering graduate program in the area of Business Administration, with international activity and appeal, and offering a substantial contribution to the role and development of Greece in the European integration. The program has already experienced wide recognition, having attracted significant interest from applicants, employers and international partners.

The full-time program starts in September of every year. The total duration of courses for this program is equal to 11 months, and consists of five academic periods. The duration of each academic period is equal to seven to eight weeks of teaching and one week of exams.

The Full Time Masters Program aims at developing managers for the information society. The program offers 5 specializations: Business Administration, Entrepreneurship & New Business Development, Financial Engineering, Logistics & Transport and E-Business. Setting the base for a management career, it is a unique asset for those who have opted for a rapid development in a competitive marketplace.

Number of participants accepted:	1 - 2
Length of exchange program:	One semester
Formal application required:	Yes
Website :	www.decision.aueb.gr



CENTRAL EUROPEAN UNIVERSITY

CEU Graduate School of Business

Central European University

Budapest, Hungary

The MBA Program commences each year with intakes in January and September, bringing together participants from more than 20 countries for an intensive 16-month management education program. In addition to general management, with particular focus on the realities of transforming economies, participants can concentrate on Finance, Information Technology Management, or Marketing. A distinctive aspect of the program is that modules on business ethics are integrated into both required courses and electives. The curriculum also includes a real-world consulting project, as well as the possibility to spend an exchange semester abroad.

the new CEU Master of Business Administration is a four-semester, 60-credit degree program, which is a worldwide standard for MBA programs. Classes are offered in each of the fall, winter and summer semesters. Thus, a full-time participant entering in September may complete the program by December of the following year (16 months, or four semesters). All participants are required to complete all degree requirements within five academic years following matriculation into the program.

The Danube River divides Hungary's capital city of Budapest into Buda and Pest respectively, the former being primarily the "green" residential belt, and the latter the industrial and financial hub. Budapest can lay claim to one of the most spectacular panoramic views in Europe.

Often referred to as "the city of spas" Budapest is one of Central Europe's most dynamic and vibrant cities, as well as being one of the region's economic and financial centers. Politically and culturally the capital is the heart of Hungary, with one third of the country's population living in its direct sphere of influence.

The combination of favorable natural characteristics and millennia of building created the current Budapest, which the world's travellers appropriately consider to be one of the most beautiful capitals of the world.

Number of participants accepted: 1 - 2
Length of exchange program: One semester
Formal application required: Yes
Website : www.gsb.ceu.hu



**Copenhagen
Business School**
HANDELSHØJSKOLEN

Copenhagen Business School

Copenhagen, Denmark

'If you asked me to define the Scandinavian approach, I would say that it's based on cooperation, care, and innovation. The peoples of Scandinavia have been cooperating in many ways for a very long time. And the most important lesson we've learned is that if you want to cooperate successfully, you have to be ready to listen to other people's opinions'

Jørgen Lindegaard
President and CEO, The SAS Group

Copenhagen Business School has around 14,000 participants and an annual intake of around 1,000 exchange participants. With this number of participants as well as around 400 full-time researchers and around 500 administrative employees, CBS is the one of the 3 largest business schools in Northern Europe.

Number of participants accepted: 1 - 2
Length of exchange program: One semester
Formal application required: Yes
Website : www.ftmba.cbs.dk



EGADE

ITESM - Instituto Tecnológico de Estudios Superiores de Monterrey

Campus de Monterrey, Monterrey, Mexico

The ENPC MBA Paris has recently set up an exchange agreement with EGADE at the Instituto Tecnológico de Monterrey, one of Latin America's leading institutes of higher learning. Participants will be able to attend courses in Spanish within the Graduate School of Business Administration and Leadership which offers a number of masters' programs ranging from Finance to Information Technology Management.

Ideal for those who are looking to further a career in Latin America or to have a regional specialisation, this new exchange program is meant to open new links with this important world region. While the exchange will be operational only with the Monterrey Campus, ITESM operates campuses in several locations in Mexico. In addition, it has set up joint academic ventures with leading Latin American universities across the continent.

Number of participants accepted:	1 - 2
Length of exchange program:	One semester
Additional requirements:	Spanish
Website :	www.mty.itesm.mx



Faculty of Business

The University of Victoria
Victoria, Canada

The ENPC MBA Program and the Faculty of Business of the University of Victoria in Canada signed an exchange agreement four years ago. The University offers advanced courses in business administration through an innovative and vanguard program. ENPC MBA participants especially interested in South-east Asia will be able to follow courses in this area and participate in special programs.

The University of Victoria operates, as most North American universities, on a semester basis. It offers an award winning Entrepreneurship Program in the summer, open to participants wishing to do an exchange during this period of time. The Entrepreneurship Program begins in May and ends in July.

Participants wishing to take advantage of this opportunity to do a Special Studies Option, however, are particularly encouraged to join Victoria in the Fall for one or more of their specialisation modules. One module might appear as particularly attractive to ENPC MBA participants: the Service Management Module offered in the Fall Term and running from September to December.

Number of participants accepted:	2
Length of exchange program:	One semester
Formal application required:	Yes
Website :	www.bus.uvic.ca/international/forms.html



HELSINGIN KAUPPAKORKEAKOULU
HELSINKI SCHOOL OF ECONOMICS

Helsinki School of Economics
Helsinki, Finland

The Helsinki School of Economics was founded in 1911. It is an independent state institution of university standing and engages in economics and business research and education. It is the largest institution of its kind in Finland with over 4,000 participants. The School offers degrees in economics and business administration at the bachelor, master, licentiate, and doctoral levels.

The unique high-tech business environment in Finland provides a natural foundation for our Information Technology Management track, which participants may select as a concentration. Our new High-Technology Entrepreneurship Track starting in January 2004 is designed to prepare participants for the entrepreneurial challenges. Participants may also choose from a wide range of finance electives to major in International Finance.

For almost two decades we have been innovators in management education in Finland and in Scandinavia with case-based teaching and other learning instruments. The full-time program begins in September and March. MBA courses are offered in the form of flexible, two to three week modules.

Number of participants accepted:	2
Length of exchange program:	One semester
Formal application required:	Yes
Website :	www.mbahelsinki.net



HHL-Leipzig Graduate School of Economics

Leipzig, Germany

HHL, founded in 1898 and located in a historically trade-oriented city, is Germany's oldest business school. The high quality of HHL's MBA program was recognized recently by the financial journal "EconomicaAmerica", which ranked the HHL MBA among the top 50 worldwide, the top 12 in Europe and the best in Germany, and has a record of placing graduates with prominent international firms-including Arthur Andersen, BASF, Bayer, Bertelsmann, Booz Allen & Hamilton, Boston Consulting Group, Daimler-Chrysler, Deutsche Bank, Ernst & Young, Ford, Henkel, Kirch-Gruppe, KPMG, McKinsey, Nestlé, Procter & Gamble, Siemens, and Volkswagen-as well as with many German "Mittelstand" companies.

The MBA curriculum at HHL strives to combine the best of the American and European models of higher education by mixing American practicality with European theoretical rigor. Hence, our MBA offers a mix of three types of courses. First, core courses in economics, quantitative methods and IT provide the theoretical and analytical grounding upon which applied business courses are based. Second, courses in accounting, finance, marketing, business organization and strategy provide a basic background in all the important functional areas of modern management. Third, we offer application courses--such as E-commerce, entrepreneurship, innovation management, managerial leadership and corporate-government relations - which address current business concerns. The 15-month long MBA program begins in early September and ends in late November of the following year.

The HHL setting, Leipzig itself, is a cultural mecca. A prominent trade center for over 800 years, its prosperity lent the vitality and means to a long tradition of classical and experimental art. Bach, Mendelssohn-Bartholdy and Schumann made it famous. Their music lives today alongside opera, live theater, cafés and cabarets, jazz and discos, art museums, film festivals, book fairs and much more. Fascinating exhibits chronicle Leipzig's key role in reunifying Germany. Trendy shops, a traditional marketplace and a landscape of newly-renovated, turn-of-the-century architecture are also part of the scene. In Leipzig you're never far from Berlin, Dresden, and Weimar, or the venerable cities of the Czech Republic and Poland, as well as the Erzgebirge and Hartz mountains. Another plus: Leipzig (and the HHL area) has lots of affordable, quality rental housing.

Number of participants accepted:	1 - 2
Length of exchange program:	One semester
Formal application required:	Yes
Website :	www.hhl.de

ENPC and IIT (Delhi) have recently signed a Memorandum of Understanding that envisages, apart from several other forms of collaboration, “exchange, on a reciprocal basis, of participants at Undergraduate, Graduate and Doctoral levels for limited periods of time for purpose of education and /or research”. The areas covered are Computer Science, Civil Engineering, Environmental Engineering, Surface Transport and Engineering, and Management. IIT (Delhi) runs a 2-year full-time MBA that is ranked amongst the top 10 in India.

The MoU states that the exchange participant will continue to be treated as a full-time participant at the home institution and will be considered as a full-time exchange participant at the host institution. His or her program of study at the host institution will be determined by mutual consultation between his or her academic advisor at the home institution and the "interim" academic advisor identified by the host institution.

It should be noted that the MBA curriculum at IIT (Delhi) follows the classic format wherein most courses run weekly for the whole semester. Also there are administrative procedures to be followed that may take a significant amount of time. Participant exchanges would have to be initiated *à la carte*, suited to particular individuals' interests and possibilities. Please contact the ENPC-side coordinator of the exchange agreement, Prof. Suman Modwel for further information, but please first consult their website (www.iitd.ernet.in) which gives extensive information of all programmes and their curricula.

Number of participants accepted:	Flexible
Length of exchange program:	Flexible
Formal application required:	No
Website :	www.iitd.ernet.in



The International MBA at the Management School of The University of Edinburgh

Edinburgh, UK

The Edinburgh MBA and ENPC MBA share ideals of excellence in education - scrutinizing and evaluating the latest ideas under the direction of first class tutors. There is also an emphasis on the ethics of business activity and the need to work in groups and teams. Group work and the exchange of ideas are seen as a key ingredient to individual development.

Edinburgh ranks as one of the most pleasant, historic and aesthetically satisfying cities in the world. Amongst the tall tenements of the Old Town and the spacious elegance of the New Town a tradition of intellectual rigour, ground-breaking thought and academic excellence has been sustained and celebrated since the sixteenth century. The University was granted its Royal Charter in 1582 making it the sixth oldest university in the United Kingdom, and for over 400 years it has been at the forefront of teaching and research across a wide spectrum of disciplines. Today the City is a vibrant forward-looking capital that deftly combines modernity with its many rich legacies and its international reputation as a centre for both the arts and the business world. Within this inspiring and challenging environment the University thrives as one of the largest and one of the most intellectually powered seats of learning and research in Europe.

The study of management was first offered at the University in a pioneering business degree in 1918. The spirit of pragmatic enquiry and in-depth analysis of the dynamics of business has continued to this day. The Edinburgh MBA was first offered in 1978, since when it has successfully been undertaken by over 2500 participants from a wide variety of backgrounds, nationalities and business specializations. The Management School is situated on the lively University campus right in the heart of the city. Studying here has a tangible sense of excitement - the spirit of learning is very much alive. Coupled with this is the excitement and splendour of Edinburgh itself. Wherever you

go in this city you will be impressed by its beauty - the famous castle high above the fashionable stores, the volcanic crags of Arthur's seat, the views over the Firth of Forth to distant hills and the dramatic backdrops that match the scale of our participants' ambitions.

Number of participants accepted: 2-3
Length of exchange program: April - June
Website : www.ems.ed.ac.uk



Solvay Business School
Brussels, Belgium

The Solvay Business School is the school of management of the Brussels University (ULB), founded by Ernest Solvay in 1903. More than 2,000 participants attend some thirty programs at the School today, including degrees in management, the Solvay MBA, and more than thirty Executive Education programs.

Located in central Brussels, capital of Belgium and heart of the European Union, the Solvay Business School enjoys a plurality of cultures, which confers a number of advantages on the School. Easy to get to (by high speed and other trains, road and air), cosmopolitan Brussels, European City of Culture in 2000, offers all of the leisure facilities a participant could wish for.

The MBA Program begins in early September and finishes at the end of June. The academic year consists of five periods of courses and seminars. Each period lasts for eight weeks ending with one week exam and one week break (reading). Classes are given during the day.

Five focuses are offered to participants who want to specialize in a specific field of study such as Finance, Control and Accounting (A), European Management (B), Strategy & Marketing (C), Technology & Entrepreneurship (D) and Business Intelligence (E).

Number of participants accepted: 1-2 maximum
Length of exchange program: One semester
Formal application required: Yes
Website : www.solvay.ulb.ac.be/mba



Faculty of Industrial Engineering & Management
Haifa, Israel

The Technion Faculty of Industrial Engineering and Management was established in 1958 and today is one of Israel's leading management training programs. The Faculty's graduate program was formed in 1977. Until 1995, the Faculty offered only a thesis-based Masters of Science degree in Industrial Management. Today, the Faculty has established a state-of-the-art MBA program focusing on the management of technology-based firms. The program has been designed around three primary objectives:

- To provide Israel's high tech industry with the managerial expertise necessary to develop and grow;
- To provide Israel's engineers and scientists with a program where they can learn the skills necessary to either assume a managerial role in an existing high tech firm or to establish a successful high tech start-up; and



- To provide those managers lacking a science or technology background with the opportunity to learn more in these areas so they can enter technology management.

The Technion offers an MBA program with many advantages and unique characteristics, including the building of a strong foundation in all aspects of high tech business administration and the opportunity to choose from a variety of electives. This, combined with an excellent and outstanding academic faculty and world-class lecturers from the Israeli and international high tech industries, provides participants with an intellectually stimulating environment where they can prepare to become the next generation of management professionals.

Number of participants accepted:	1-2
Length of exchange program:	One semester
Formal application required:	Yes
Website :	www.technion.ac.il

Agreement with the ENPC (aka Ecole des Ponts ParisTech)

ENPC courses available to the ENPC MBA Program participants are listed in the ENPC course catalogue available online at www.enpc.fr. Participants who are interested may participate in the courses if they do not conflict with other MBA courses. Note that the majority of courses are in French, thus to be eligible for these courses, MBA Program participants must be fluent in written and oral French.

Participants considering this alternative should discuss their plans with their Academic Advisor and then contact the Office of Academic Affairs to determine the availability of the course(s) concerned. ENPC courses are offered at the ENPC campus in Champs-sur-Marne (RER A Noisy-Champs).

ENPC MBA STAFF

For assistance and additional information about the MBA Program, please contact the Office of Academic Affairs:

Monday through Thursday: from 9:00 to 18:00

Friday: from 9:00 to 17:00.

Fax number: 01 44 58 27 49.

The Office of Academic Affairs

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