



cycle in
International Management (cIM)

PARTICIPANT HANDBOOK
2011-2012

Office of Academic Affairs

September 2011

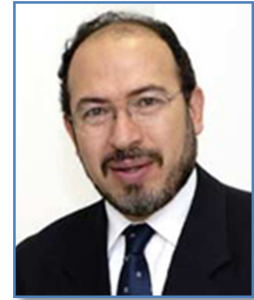
ENPC SCHOOL OF INTERNATIONAL MANAGEMENT

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1. MESSAGE FROM THE DEAN

Our School brings together individuals with widely differing experiences and interests who share one goal: the pursuit of excellence. Students and professionals attending the ENPC School of International Management come from a broad range of backgrounds, including media and publishing, banking and financial services, art and design, engineering and manufacturing, high-tech and energy, hospitality and tourism, education and training, retailing and consulting services, as well as government and public administration. The aim of the School is to take you beyond technical proficiency to mastering the mental frameworks and analytical tools for lasting individual development 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 and society at large. Because business is international and management is cross-cultural, we have always emphasized a global approach to teaching. That approach has been enriched, over the years, through our experiences teaching programs in Paris, Shanghai, Casablanca, and Edinburgh.

In 1999, the School launched the cycle in International Management program, intended as a “mini-MBA” program to better introduce ENPC engineers to current issues and fundamentals in Management and Business. In 2005, we added two specializations – International Business and Technology and Entrepreneurship. The program was also opened to other ParisTech Grande Ecole engineering students. Finally, in 2010, we opened the program to all Grandes Ecoles students.

In order to further encourage engineers to become future managers, we offer a limited number of graduates of the cIM program the opportunity to pursue an accelerated ENPC MBA in International Business, Technology & Entrepreneurship or Enterprise Risk Management. The quality of our MBA programs has been recognized by the Association of MBA's (AMBA). AMBA highlighted, in its accreditation report, the School's unique ability to encourage students to “learn how to learn” and to think for themselves.

Thanks to business fundamentals and forward-thinking content delivered by internationally renowned faculty from leading business schools, the ENPC School of International Management, via the cIM and MBA programs, offers young engineers a fast track to leading managerial positions in world-class companies around the globe.

We are glad you have decided to join us on this journey of reflection, discovery and advancement.

Dr. Tawfik Jelassi

Dean and Professor
ENPC School of International Management
Ecole des Ponts ParisTech

2. LEARNING OBJECTIVES

Whether you are a specialist or a generalist, managerial skills are essential in today's business environment for all graduates. The **cycle in International Management (cIM)** Program offered by the ENPC School of International Management since 1999 is a unique opportunity to acquire these skills while simultaneously completing an engineering degree, a business degree or during an early work experience.

The cIM is designed to foster accelerated individual and professional development in business and management. The objective is clear – **gain a rapid understanding of key business and management theories and best practices – in an MBA-style learning environment**. Participants will have the unique opportunity of working with an international cadre of professors who teach in leading business schools around the planet.

All courses are taught exclusively in English. Thus a secondary learning objective is ensuring all participants gain a working knowledge of business English, which can often be used as credits toward English requirements in other schools (contact your language department for more details).

Specific objectives include ensuring the foundations of key management disciplines, notably:

- ✓ Management
- ✓ Accounting
- ✓ Finance
- ✓ Marketing
- ✓ Organizational Management
- ✓ Operations Management
- ✓ Strategy
- ✓ Entrepreneurship

By bringing together talented individuals from a wide range of *Grandes Ecoles* and backgrounds participants will learn another key MBA and management skill – networking.

Finally, an overriding objective is to **challenge participants intellectually and academically** by exposing them to new ideas, new approaches in teaching and teaching styles and new 'outside of the box' methods in applying learning.

"I wanted to write you an email in order to thank you for this year's classes, telling you that I have really enjoyed the program and that it has given me really efficient tools in order to have a better understanding about the world that is surrounding us. So thank you again for letting me into the program and providing us with high quality courses and professors. I liked it so much that I am actually doing my one year internship in an architecture/engineering company in the strategic planning department: for the first six months, I am being trained with the strategic tools of the company (finance, planning, management, programming...), and the six following months they will send me to Bogota in order to manage the development of the company in South America along with the Director that is already out there. What a gap between this and civil engineering! Isn't it?"

W. Squier, Ecole des Ponts ParisTech, cIM 2009-2010

4. SCHEDULE

Classes take place on Saturday & Sunday from 9:30 to 13:00 and from 14:00 to 18:00 over ten weekends.

KEY DATES	
CORE COURSES	
Introduction to Management Prof. Alon Rozen 22-23 October 2011	
Accounting Basics Prof. John Kennedy 5-6 November 2011	
Fundamentals of Marketing Prof. Len Rogers 26-27 November 2011	
Introduction to Finance Prof. Kevin O'Connell 10-11 December 2011	
Managing People & Organizations Prof. Henning Blarr + Jutta Miksche 21-22 January 2012	
Operations Management Prof. Kirsty Tan 4-5 February 2012	
SPECIALIZATIONS	
International Business	Technology & Entrepreneurship
Doing Business in Emerging Economies Mr. Adam Bricker 3-4 March	Technology Management Prof. Karim Sabbagh 3-4 March
International Corporate Strategy Prof. Joseph Connolly 28-29 April	Innovation Management Prof. Sushi Suzuki 28-29 April
Cross-cultural management Prof. Sabine Mueller 26-27 May	Entrepreneurship Prof. Morven McLean 26-27 May
Integration module: The Markstrat Simulation Prof. Suman Modwel 9-10 June	

Program recap:

- **Class hours: 9:30-13:00 and 14:00-18:00.**
- 6 core modules of 15 hours each, equivalent to 9 ECTS
- 3 specialized modules of 15 hours each, equivalent to 4.5 ECTS
- 1 integration simulation module of 15 hours, equivalent to 1.5 ECTS
- In all, the program includes 150 contact hours, equivalent to 15 ECTS.
- Classes will be held at **ENPC MBA 15 rue de la Fontaine au Roi, 75011 Paris**
- Classes will be held in **Classroom 5, Salle Celia Russo**, on the lower level of the building.

5. ADMISSIONS

Admissions are open by preference to all ParisTech engineering students, students of other *grandes écoles* and, exceptionally, to working professionals demonstrating a clear motivation to participate in the program.

All admissions are handled online at <http://www.enpcmbaparis.com/admission> .

A complete admissions file includes completing the online forms for personal information, background information (education and work/internship experience), 3 personal essays in English, a CV in English, and for non-ParisTech engineering students 1 letter of recommendation. Once the application is complete and validated, a date will be set for an interview at the School.

Selection criteria include life and work/internship experience, motivation to participate in the program, maturity and English-language skills.

Please note: places are **limited to 50 participants** and a waiting list of 10 participants.

6. FUTURE PERSPECTIVES – THE ENPC MBA

As the cIM program has been specially designed to bridge the gap between undergraduate and graduate studies, and to bridge the gap between engineering studies and management, engineering students that complete the program may be eligible for an accelerated ENPC MBA. Every year, up to 5 ENPC engineering students may qualify for the MBA on a full scholarship as part of their third year of engineering studies. Engineering students from other ParisTech engineering schools may also qualify. All cIM graduates qualify for a tuition fee reduction of 25% towards the MBA. Other scholarship opportunities may exist based on academic merit and/or financial need.

For further information regarding the ENPC MBA, please contact Keyvan Ghandchi, Head of Admissions, by telephone at 01 44 58 28 52 or by e-mail at: admissions@enpcmbaparis.com.

7. COURSES OFFERED

a. Core Curriculum

All core courses are the equivalent of 1.5 ECTS.

CORE COURSES	
<p>Introduction to Management October 22 -23, 2011 Prof. Alon Rozen</p>	<p>The objective of this course is to introduce students to the field of Management and to act as an introduction to the entire program. Subjects covered corporate structure, management, marketing, strategy, human resources, business planning and more. The course will also include a brief introduction to preparing papers, proper citation and avoiding plagiarism.</p>
<p>Accounting Basics November 5-6, 2011 Prof. John Kennedy</p>	<p>The objective of this course is to introduce students to the basics of accounting and financial statements. Subjects covered will include financial accounting, understanding balance sheets and profit & loss statements, cost accounting and budgeting, cash-flow statements and analysis, as well as capital structure.</p>
<p>Fundamentals of Marketing November 26-27, 2011 Prof. Len Rogers</p>	<p>An introduction to marketing and marketing strategy, students will learn the fundamentals of marketing, the marketing mix, marketing strategy, key marketing analysis tools while applying them to cases and the development of their own marketing plans.</p>
<p>Introduction to Finance December 10-11, 2011 Prof. Kevin O’Connell</p>	<p>The objective of this course is to familiarize participants with important concepts of financial management as well as the responsibilities and issues facing financial managers in corporations and financial institutions. Subjects covered will include capital budgeting decisions, portfolio theory, financial markets, company valuation and real options.</p>
<p>Managing People & Organizations January 21-22, 2012 Prof. Henning Blarr + Jutta Miksche</p>	<p>The objective of this course is to introduce students to the field of Management. Subjects covered include: fundamentals of management, corporate governance & corporate culture, strategy, organization design, human resource management, and leadership.</p>
<p>Operations Management February 4-5, 2012 Prof. Kirsty Tan</p>	<p>The objective of this course is to serve as an introduction to systems and production planning, quality assurance, supply chain management and operational issues in management.</p>
<p>Integration module: The Markstrat Simulation June 9-10, 2012 Prof. Suman Modwel</p>	<p>This course is based on a computerized business simulation that has been designed for teaching strategic marketing concepts. It covers strategic concepts such as brand portfolio strategy, segmentation and positioning strategies, as well as the operational “4P’s” of marketing. It demonstrates that tactical decisions cannot be effective without first defining explicit portfolio, market segmentation and product strategies.</p>

b. Specializations:

i. International Business (IB)

International Business Specialization Courses	
<p>Doing Business in Emerging Economies</p> <p>March 3-4, 2012</p> <p>Mr. Adam Bricker</p>	<p>This course will expose students to the specifics of doing business in emerging economies like Brazil, India, Russia and China, but with an emphasis on China. Cultural differences, managerial challenges, setting up a business and navigating the difficult waters of doing business in an economy in which the rules are different will be addressed.</p>
<p>International Corporate Strategy</p> <p>April 28-29, 2012</p> <p>Prof. Dawn Bowden</p>	<p>The course is intended to give students an insight in how to deal with the challenges that companies are facing in today's global economy. Particular attention will be devoted to issues of strategy formulation and the design of organizational structure in a global environment. Additionally, aspects of leadership, human resource management and control will be discussed. The course provides the analytic and conceptual foundations for managing companies in an international context.</p>
<p>Cross-cultural management</p> <p>May 26-27, 2012</p> <p>Prof. Sabine Mueller</p>	<p>The aim of this course is to develop a conceptual and practical understanding of how cultural dimensions affect business interactions and teamwork. The course provides a framework for comprehending and adapting to the cultural values, expectations, communication patterns and work practices of international managers.</p>

ii. Technology & Entrepreneurship (TE)

International Management Specialization Courses	
<p>Technology Management</p> <p>March 3-4, 2012</p> <p>Prof. Karim Sabbagh</p>	<p>Students will be exposed to topics such as technology dynamics and globalization as the basis for new value creation, new market spaces, and new business models. In particular, it will cover the impact of new technologies on business models, industry structure, and business competitiveness, as well as the subsequent organizational and change management challenges that executives / managers face in this context.</p>
<p>Innovation Management</p> <p>April 28-29, 2012</p> <p>Prof. Sushi Suzuki</p>	<p>This course aims to equip students with knowledge about innovation strategies and approaches at the product, service and process level. The management of innovation and R&D is inherently interdisciplinary and multi-functional, and integrates the management of market, technological and organizational change to improve the business competitiveness of a firm.</p>
<p>Entrepreneurship</p> <p>May 26-27, 2012</p> <p>Ms. Morven McLean</p>	<p>Starting a company and going from idea to market is a significant challenge. This course will present a framework for developing ideas, setting up a business, managing the challenge faced by young companies and their leaders, and will also offer some venture capital basics. Students will also be exposed to business plan development, how to assess business opportunities, and business planning.</p>

8. ACADEMIC POLICY

cIM students are required to abide by the same rules and regulations as ENPC MBA participants. We ask ParisTech students to read this section carefully, as the grading system, registration procedure and submission of course work might not be the same as those used at the ENPC and other ParisTech schools.

cIM students are required to adhere to a code of honor. They should in all circumstances respect each other. Disrespectful behavior and conduct disruptive of class dynamics will not be tolerated.

Students are asked to be punctual for all classes and to contribute to a positive class environment (e.g. not to talk to classmates, use your cell phone and/or check e-mail during lectures).

a. Code of Values

The academic policy of the ENPC MBA Paris is based on the School's commitment to flexibility, learning as personal change, honesty, and respect of others. The School 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.

b. 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 cIM certificate the School must provide evidence of participant learning and achievement, both at an individual and a class level, and show consistent standards of teaching through the assessment process and the eventual grading outcomes. The School adopts an approach to assessment and grading which includes the different forms of assessment: feedback, evaluation, marking and a recognized level of achievement. The grading and assessment is designed to ensure that to pass a module 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 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 on each individual's progress and grades at the half-way point in each semester and will be distributed to 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 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.

Grades definitions and equivalences are detailed in the following 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 cIM 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.

In the event that a cIM participant wishes to appeal against a fail grade, he/she should send an email to the Program Coordinator, with cc to the Assistant Dean.

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 participants' success in demonstrating their 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 constructive written feedback / comments for each assignment or examination to every participant, indicating the reasons that the specific grade was awarded.

Faculty members are expected to return the final course grades to the CIM Program Coordinator within the three weeks that follow their receipt of exams 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, generally within 3 weeks of the end of class. Individual assignments must weigh for at least 55% of the final grade.
- **Class Participation:** Participation includes preparation and making relevant and positive contributions to class discussion and can represent 10-20% of the grade.
- **Group 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. This can represent no more than 45% of the overall grade, and generally is no more than 35% of the overall grade.
- **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. These are often graded as part of the group assignments evaluation.
- **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 person receives a fail grade in an examination or a marked assignment (a grade of 9 points or below) then they 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 person has a 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 (see Appeals Procedure later in this document).

c. 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 must assign make-up work relative to the matter treated in class during the participant's absence or can increase the amount of work necessary for the final assignment (where applicable).

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 to or superior to the class time missed, even if the absence is justified and pre-approved!

In the event of absence due to illness or exceptional circumstances, participants are required to submit written proof to the Office of Academic Affairs. However absences due to illness and/or exceptional circumstances also require make-up assignments equivalent to time missed in class and if more than one day of class is missed due to illness the module cannot be validated.

IMPORTANT: A participant missing more than 25% of contact hours for a given module – whether justified or not – cannot validate the module and will have to retake the course the following year to validate the program.

d. 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 as noted in each course syllabus.

Participants are responsible for ensuring that their individual and team assignments are submitted online to the Bridge (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 CIM 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 and exams must be written in English and rigorously spell-checked. Papers with poor spelling and/or numerous grammar mistakes will be graded down (please use spell-check tools and grammar/style-checking tools usually integrated in Office and OpenOffice software programs).

Late or Incomplete assignments

In accordance with the ENPC MBA Paris 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 assignments will be graded on a Pass (10 points) or Fail (0 points) basis.
- After 30 days any assignment not submitted will given a grade of 0.

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

e. 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 makeup assignment. A minimum 4 point penalty will be applied to the makeup assignment in agreement with the Professor.

Case 2: In the event of clear plagiarism – whether by omission or commission – that affects even a small percentage of any 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 best grade the participant could obtain on the assignment would be a 10. In the event, 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.

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.

All papers submitted to the Bridge will be scanned by Turnitin software and issued an "Originality" score. Turnitin supplies a detailed report in which it identifies each case in which similarities appear between a previously-submitted work and the paper being scanned. While there are instances of "false positives" these reports will help the professor and/or Office of Academic Affairs to determine the originality of the paper submitted. This tool also helps participants to verify that they are citing sources correctly.

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."**

f. Class hours

Classes are held from 9:30 to 13:00 and from 14:00 to 18:00, 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.

g. Graduation

Graduation Requirements

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

1. Validation of all 15 ECTS of course work
2. A minimum grade point average of 12/20.
3. Completion of all online module evaluations.
4. Complete payment of all tuition fees (as applicable).

Participants meeting all requirements will receive a signed certificate in the Fall of the following academic year.

Please note that only one original certificate 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 the Program Coordinator.

h. 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 or she will be required to formally re-enroll for the following academic year. Participants may re-enroll twice to complete course requirements. Re-enrolment is free of charge for active students, and €500 per year for all others.

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

If requirements remain uncompleted after the 2nd year of re-enrolment no further re-enrolment options for completing the missing requirements will be available.

i. Non-Payment of Tuition Fees

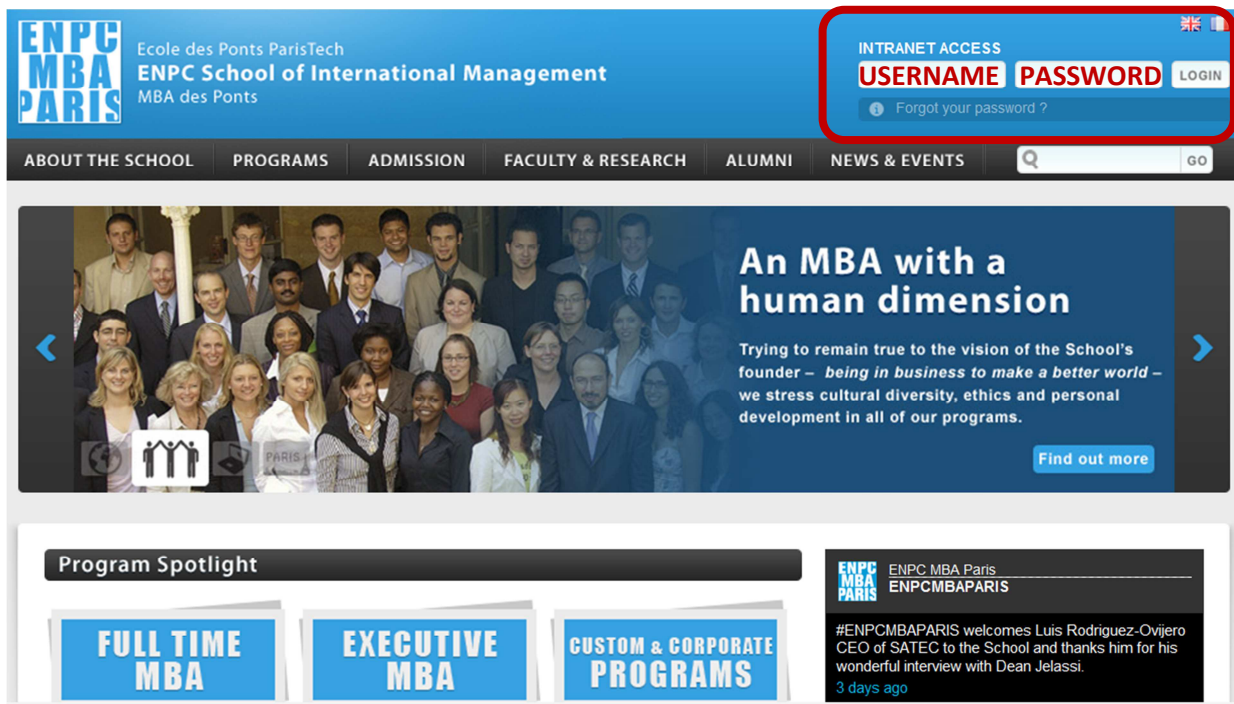
If a participant does not pay his or her tuition fees by December 1st, or within a specifically-negotiated timeframe, he or she may will be placed on Academic Suspension and will not be allowed to participate in courses until payment is submitted. After one year, the participant will be officially de-registered from the program.

j. 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 will receive a user name and a password during the admissions process. You will use this to connect to the Bridge, download course materials and upload assignments.

The Bridge is accessible via the School's website at www.enpcmbaparis.com



The screenshot displays the ENPC MBA Paris website. The header includes the ENPC MBA Paris logo and the text "Ecole des Ponts ParisTech ENPC School of International Management MBA des Ponts". A navigation menu contains links for "ABOUT THE SCHOOL", "PROGRAMS", "ADMISSION", "FACULTY & RESEARCH", "ALUMNI", and "NEWS & EVENTS". A search bar is located on the right. A red box highlights the "INTRANET ACCESS" section, which includes fields for "USERNAME" and "PASSWORD", a "LOGIN" button, and a link for "Forgot your password?". Below the header is a large banner featuring a group photo of students and the text "An MBA with a human dimension". The banner also includes a quote: "Trying to remain true to the vision of the School's founder – being in business to make a better world – we stress cultural diversity, ethics and personal development in all of our programs." and a "Find out more" button. Below the banner is a "Program Spotlight" section with three cards: "FULL TIME MBA", "EXECUTIVE MBA", and "CUSTOM & CORPORATE PROGRAMS". To the right of the spotlight is a social media post from ENPC MBA Paris: "#ENPCMBAPARIS welcomes Luis Rodriguez-Oviero CEO of SATEC to the School and thanks him for his wonderful interview with Dean Jelassi. 3 days ago".

If you have any problems with accessing or modifying your account please contact the Program Coordinator, or in cases of urgency you may 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 message professors, staff and participants directly, 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 program (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.

9. ACADEMIC PROCEDURES

a. Course Material

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

- Syllabus
- Course pack
- Teaching notes
- Case studies
- Articles
- PowerPoint slides

Pre-reading or pre-work is often assigned to be completed before the first session of a course. It is important that students prepare in advance for the course in order to ensure a quality learning environment. Please note that Professors will be instructed to give **surprise quizzes** in the event they do not believe students have prepared properly for class.

b. 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 develop these skills, 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.

c. 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 and after class.
- Assisting the faculty with technical support and returning the teaching equipment (slide projector, etc.) to its proper storage area.
- 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.

d. Online Course Evaluation by Participants

At the end of each course, all registered participants are **required to complete a course evaluation online** 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 course evaluations essential to the maintenance of high standards and continuous improvement of the cIM 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 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.

e. 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 Program Coordinator with cc: to the Assistant Dean, Alon Rozen (rozen@enpcmbaparis.com).

10. CONTACT INFORMATION

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

Ms. Yingting CHENG

Special Programs Coordinator

15, rue de la Fontaine au Roi 75011 Paris

cheng@enpcmbaparis.com

Tel. 01 44 58 28 57

Office hours:

- Monday to Thursday: from 9:00 to 18:00
- Friday: from 9:00 to 17:00
- Saturday, during course weekends: 9:00-13:00

