



École des Ponts ParisTech
School of International Management

EXECUTIVE MBA

Participant Handbook

Executive MBA – 5

Class of 2010 - 2011

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1. Introduction to the ENPC School of International Management

1.1 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' (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 1988 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 and innovation management and entrepreneurship both in the specialist courses taught in the program and also in the links that the School has with industry and various development agencies.

1.2 Individual and Professional Development

Participants join the ENPC Executive MBA program with individual sets of personal and professional experiences and expectations. Therefore, the Executive MBA program supplements key management knowledge and skills (e.g., economics, marketing, finance, accounting, strategy, operations, and technology) with opportunities to develop an individual management ethic, to work with international and multi-cultural teams, and to create perspectives for addressing global business issues.

The ENPC Executive 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 entrepreneurial leadership is one example of how the ENPC Executive MBA program provides opportunities for participants to apply individual initiative and creativity.

1.3 International and Global Perspective

The ENPC School of International Management's global focus is delivered by outstanding faculty members with extensive international experience and achievements. Courses are designed to ensure that connections are made to current international business issues and management challenges.

The ENPC School of International Management 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 Executive MBA program in Paris may attend courses at the ENPC School of International Management's sister part-time programs in Casablanca, Shanghai, Abu Dhabi, and Philadelphia and may be able to earn credits towards their Executive MBA degree. See the section entitled "Academic Partnerships" for further information.

2. Curriculum of the ENPC Executive MBA

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

1. Accounting and Finance
2. International Business and Strategy
3. Operational Management
4. Technology and Entrepreneurship
5. Human Resources and Organizational Skills
6. Integration

Figure 1 - Study tracks

<p>Accounting and Finance</p> <ul style="list-style-type: none"> - Financial Accounting - Managerial Accounting - Introduction to Finance - Corporate Finance 	<p>International Business and Strategy</p> <ul style="list-style-type: none"> - Strategic Management - Business Economics for a Global Market - Enterprise Risk Management - Corporate Governance, Business Ethics and Corporate Social Responsibility
<p>Operational Management</p> <ul style="list-style-type: none"> - Marketing Management - Operations Management - Global Supply Chain Management - Project Management 	<p>Technology and Entrepreneurship</p> <ul style="list-style-type: none"> - Information Technology and e-Business - Entrepreneurship and New Venture Creation - Marketing of Innovations and High-Tech Products
<p>Human Resources and Organizational Skills</p> <ul style="list-style-type: none"> - Team Building and Leadership - Human Resources Management - Managing Change in Organizations - Business Negotiations and Conflict Resolution 	<p>Integration</p> <ul style="list-style-type: none"> - Business Simulation - Study Trip to the USA - Study Trip to China

Initial courses in each track lay the foundations for subsequent courses, enabling each participant to benefit from an integrated and cumulative learning process. In addition to the core courses, the participant is required to participate in a final integration course (a computer-based business simulation exercise) and two overseas study trips, one to the USA and the other to China.

Overseas study trips constitute an important element of the ENPC Executive MBA program. All participants are required to attend the two trips during the program. Each trip has a specific theme. The theme of the US study trip is technology-based innovations and entrepreneurship with a series of visits to companies, financial institutions and agencies, as well as academic lectures. In China, the study trip is arranged around the ENPC Shanghai-based MBA with a series of company visits and guest lectures. Both study trips have been organized in such a way as to give participants sufficient opportunities to engage with, and experience, the local business, economic environment, people and cultures.

Track I: ACCOUNTING AND FINANCE

Financial Accounting

The aim of this course is to allow participants to develop skills in assessing and evaluating the financial performance of a company from its published financial statements and to develop a framework to understand from those financial reports what they reveal about strategy and performance, how operational decisions impact on financial performance, why financial structure is important and how the providers of funds, both equity and debt, view companies.

- Articulation of balance sheets, income and cash flow statements
- Revenue recognition
- Financial instruments (debt equities, derivatives, hybrids, etc.)
- Taxation and deferred tax
- Leases
- Stock-based compensation
- Earnings per share
- Consolidated financial reporting
- Effect of accounting changes
- International regulatory framework

The course will allow participants to undertake financial statement analysis;

- Analyzing an industry and economic environment
- Analyzing recent financial performance
- Analyzing a company's accounting methods
- Forecasting future performance
- Valuing the company.

The course will be case study based, using the study of actual company statements across a number of countries and industrial and finance sectors to examine the various aspects covered in the course.

Managerial Accounting

To be effective managers need to be able to understand and use some key tools and approaches to cost accounting, management accounting, cost management and performance monitoring systems, all of which are essential to ensure that the performance of any business improves. This course looks at the

implementation of strategy through the design and implementation of such management systems to plan and control an organization's performance

The course will use a combination of case studies, reviews of companies and worked examples. The subjects covered include the following:

- Cost concepts and costing systems
- Cost allocation and activity based costing
- Cost centers and profit centers
- Budgeting planning and control, systems and monitoring
- Business decisions and risk, use of business decision support systems and risk sharing
- Investment management and measurement
- Cost benefit analysis of information systems
- Performance measurement
- Transfer pricing
- Linking incentive systems to strategy
- Balanced score card.

Introduction to Finance

The course is intended as a foundation course to provide a conceptual and theoretical framework to allow participants to better understand financing decisions, investment decisions and financial markets, products and valuations. In addition the course will provide participants with an understanding of the practical aspects of corporate financial management and the relationship between the theory and the practice in modern business.

Financial Decisions:

- Financing sources
- Financial markets and products (equities, debt bonds, etc.)
- Overall capital structure design
- Choices of financial instruments to implement different capital structures
- Risk management and relationship between risk and return

Investment Decisions and Value Creation

- Modern portfolio theory, expected returns, variance, diversification and capital asset pricing model
- Evaluating projects using net present value
- Criteria for making investment decisions
- Calculating the cost of capital
- Modern valuation techniques including pricing of fixed income securities, equities, and foreign exchange
- Valuation of financial assets and liabilities
- Valuation of companies

The course will be based on the study of actual companies through case studies and the analysis of published financial statements.

Corporate Finance

This course will study short-term working capital management and long-term capital investment decisions and the financial tools and techniques and analysis used. The course covers the selection of (real) investments, financing them and managing the associated financial risks, the concept of value maximization.

- Corporate sources of funding
- Capital allocation and structure
- Overview of external financing
- Risk within the corporation and in financial markets
- Capital structure
- Options and real options
- Valuation
- Corporate governance and executive compensation
- Working capital management
- Dividend policy

The course will also cover, and therefore the participants will be able to undertake;

- Capital budgeting (discounting, NPV, and other rules)
- Project valuation
- Cost of capital calculation.

In addition the course will look at international corporate finance and the impact/management of foreign currency transactions. The course will use a combination of case studies and examination of company reports to apply the concepts to real business situations.

Track II - INTERNATIONAL BUSINESS AND STRATEGY

Strategic Management

This course introduces the basic concepts of strategic management as they apply to businesses and managing organizations, by looking at how to identify and choose a competitive position, to analyze a situation and how to implement the right policies and organizational context to make it work.

The course will also examine some of the concepts and tools currently used to make strategic business decisions and look at the importance of product life cycles, industry structure analysis, experience curves, competitive analysis and value chains in determining strategy.

Subjects to be covered include:

- What is strategy?
- How are strategies developed?
- Knowledge creation and corporate culture
- Market analysis and organizational analysis
- Alternate strategic choices - diversification or consolidation
- Strategies for collaboration – alliances and joint ventures
- Mergers and Acquisitions
- Predictive analysis – ways to assess strategies

- Implementing strategy
- Changing strategy.

The course will be based on a range of case studies and examples taken from a number of different countries and industry sectors.

Business Economics for a Global Market

The course deals with important economic issues that impact on business in a world that has become increasingly market-oriented and internationally integrated ('globalized').

The content of the course can be classified under three main headings:

- Microeconomic factors – including demand and supply analysis, costs and incentives, the role of competition policy, the persistence of oligopoly and monopolistic competition, privatization and the economics of the environment.
- Macroeconomic factors – aggregate output and the cyclical patterns in GDP and national income, the factors that determine; employment, the commitment to price stability and implications for monetary policy, prices, interest and exchange rates, the conduct of fiscal policy given the upcoming challenges of ageing population and rising debt.
- International factors – trade theory and trade policy, implications of trade liberalization, the role of the WTO and institutions, regional trade agreements, international finance and global capital markets, current global imbalances and implications for exchange rates.

Throughout the course, attention will be given to the major challenges and opportunities for business arising from the growth of emerging market economies. This has significant implications for the transfer of jobs and production in developed economies. A theme of the course is the need for a strategic response on the part of the individual firm, the industry and the government to meet these challenges. The worldwide movement towards knowledge-based activities in response to the pressure of global competition will be analyzed. A series of current articles and examples taken from academic, financial and business sources will be used.

Enterprise Risk Management

Effective risk management is an integral part of an efficient and successful organization. Risk Management cuts across all disciplines within an organization. It does not take place at the functional level, or the business unit level, but throughout the organization. It identifies and treats all serious risks across an organization in a coordinated way. Risk Management allows the firm to achieve its strategic objectives, and is focused on maximizing the firm's value, rather than avoiding adverse consequences. Risk Management requires the firm to identify opportunities for gain and exposures to unexpected loss. The firm must then assess the potential consequences, and plan to finance the consequences of any adverse events.

This course is designed to introduce the risk management process in the context of general corporate management. Each step in the process will be reviewed in detail, including setting the risk management strategy, identification of risk, measurement and analysis of potential impact, and appropriate treatment techniques. Risk financing options will be discussed in the context of global insurance and capital markets.

The course presumes no knowledge of risk management. However, while the risk management process encompasses all types of risks, we will focus our identification discussion on the class of risks known as hazard risk events, since you will not be exposed to these in other courses.

At the end of the course, you will:

- Understand the process, purpose, and role of risk management in a firm
- Understand the scope of risks facing firms
- Understand the tools used to mitigate risk, including crisis planning and response
- Understand the role of insurance and capital markets in risk management.

Corporate Governance, Business Ethics and Corporate Social Responsibility

The course is wide-ranging, looking at the broader responsibilities of business with respect to ethical issues, environmental responsibilities, community relations and the legal framework; the external factors, and the internal factors and influences; the style culture and responsibilities of management and the increasing influence of stakeholders, other than management and shareholders, in the running of a company, in a business environment increasingly influenced by globalization trends.

The course will look at subjects including:

- An introduction to corporate social responsibility
- Corporate governance structures and guidelines
- CSR and the corporate governance management system
- Management and board responsibilities, board composition and the role of non executives
- Corporate governance principles in different countries
- Relations with stakeholders
- Identification of stakeholder expectations
- Establishing and managing the systems processes and resources
- Measurement and reporting
- The link with risk management.

In addition the course will review some specific issues with regard to the law and intellectual property as they impact on business viability;

Managers and the Legal Environment:

- How to identify legal issues before they become problems
- Contracts, torts, product liability, international law, employment, litigation and dispute resolution
- The duties of officers directors and shareholders

Intellectual Property and Business:

- The impact of IP rights on business decisions
- Background to IP law
- Valuation of IP
- Protection of IP

The course will be based on studies of a range of different companies operating both in local markets and internationally.

Track III - OPERATIONAL MANAGEMENT

Marketing Management

This is a review of modern marketing theory and practice, revolving around the central decision variables of marketing which are; product, price, promotion and place. The course will provide an understanding of the concepts of marketing management and how to apply them, building a framework for defining the market, developing a marketing strategy, planning marketing tactics and making marketing based recommendations. The course includes:

- Customer – segmentation, decision making and perception
- Marketing Strategy – market selection, resource planning, threats and barriers to block competition.
- Product Development – measuring/assessing new product ideas, screening and the product development process
- Distribution channel management – identify and resolve channel issues, channel segmentation, incentives and co-ordination
- Pricing – how pricing decisions are made, pricing tactics, legal and regulatory constraints
- Advertising – positioning the product, how to design a campaign and manage a team.

The course will be based on case studies and examples and will cover introducing new products to new markets, innovation, the marketing of technical products and the effect of the internet on marketing.

Operations Management

This course looks at the key aspects of production and operations management, forecasting, planning, scheduling production and quality control, but it looks at these subjects within the analysis of the overall flow of materials products and information within and between organizations.

The premise is that operations is the planning, control and implementation of the processes used to transform inputs into goods and services and supply chain management is the integration of business processes within and across organizations, from the sourcing of raw materials through to delivery to the final customer.

The subjects covered in the course are:

- Manufacturing – methods and systems of production, scheduling, materials requirements planning and capacity planning, including the role and influence of integrated MRP and ERP systems
- Process Management – the design analysis and management of production processes to improve performance
- Demand planning and management – linking business plans and forecasts within an organization and externally amongst supply chain partners
- Principles of purchasing and supply – sourcing strategies and concepts
- Strategic supply chain management – integration of the theories concepts and methods
- Evolution of supply chain management in today's organizations.

The course will be based on case studies and studies of current company operations and practices.

Global Supply Chain Management

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.

Project Management

This module will be offered for the first time later in 2010. A full course description will be added at a later date when finalized by the professor.

Track IV - TECHNOLOGY INNOVATION AND ENTREPRENEURSHIP

Information Technology and e-Business

The objective of this course is to better understand the role and influence of information technology and systems on today's enterprise in both adding value and creating competitive advantage and how to use technology as a strategic lever in today's increasingly competitive business environment.

Adequate knowledge of technology is now a pre-requisite for successful managers, and the course addresses the implications for managers and organizations by looking at recent IT capabilities and how companies can build technology-based competencies.

The course starts by reviewing:

- The strategic perspective of IT and e-business management

- The evolving business models driven by IT and electronic commerce
- The importance of matching business models with new information technologies.

Then by more detailed, case-based study, the course examines:

- IT-enabled products, services and processes
- E-business models and strategy analysis
- B2C e-commerce for e-retailing and e-services
- B2B electronic markets
- Mobile commerce and wireless Internet applications
- Defining enterprise IT strategy
- New emerging technologies.

The objective is to learn by studying not just the theory, but also the practical applications of these relatively new concepts and business models and the lessons to be drawn from them.

Entrepreneurship and New Venture Creation

This is a course about entrepreneurship rather than a course for entrepreneurs. Principles of entrepreneurship are equally valid for managers within organizations as they are for the entrepreneurs working within their own start-up. The course covers strategic analysis and planning, competitive market analysis, product and process management, resource management and finance and the internationalization of markets.

Subjects include.

- An introduction to entrepreneurship, the entrepreneurial approach and success factors
- Discovering and defining real opportunities, new creative ventures from ideas to products
- Launching a new venture – an overview of the business start-up process
- New ventures in technology – the challenges
- Resource management and developing the business plan
- Financing the entrepreneurial business
- Managing a early stage growth business
- Corporate venturing and ‘intra-preneurship’.

The course will be based on real-life situations and companies, with the use of case studies and contemporary materials.

Marketing of Innovations and High-Tech Products

There is little disagreement with the idea that companies need innovation and companies spend enormous amounts of money developing new products and services. Yet, by all accounts, some 40-90% of innovations fail in the market. In this elective examines the drivers of market adoption, taking the perspectives of both ‘objective reality’ and the ‘perceived reality’ of the players in the decision. The course then offers some suggestions for bringing innovations more successfully to market.

Specifically the course explores the following:

- the nature of risk in marketing innovation relating to the innovation itself, the innovating company and intended consumer
- an added dimension of valuing by perceived value (rather than economic utility) investigating the psychological factors inherent in the behavioral change required by the innovation, both from the perspective of the consumer and the developer
- the different market research, strategies, organization structure and new product development processes required according to the nature of product and behavior change; the course focus is on bringing products to market but in so far as other functions impact on the firm's ability to do this successfully they are discussed in the course.

The focus of the course is on consumer product and service innovations. More time will be devoted to 'new to the world' innovation than to 'new improved' innovations.

Track V - HUMAN RESOURCES AND ORGANISATIONAL SKILLS

Team Building and Leadership

Leaders in modern business need to be adept at managing and dealing with people from different cultures, and also understand something of the essence of each culture, because that is important in determining customer and employee behavior. Awareness of these issues is important as skills and behaviors considered as effective leadership characteristics in one culture are not necessarily perceived as such in all cultures.

The course will cover:

- The concepts and definitions of culture
- What constitutes effective leadership across cultures
- What are the different aspects of leadership in different cultures
- How are specific characteristics valued differently in different cultures
- What is the impact of inherited culture: that is ethnic, racial religious and national background against that of an assumed culture that is the company culture.

In addition, the course will study the importance of:

- Symbols
- Role models
- Common language
- Customs and traditions
- Core values.

By using case studies and practical examples of companies operating in cross cultural businesses or new markets, for example the challenges of operating in China. The course will look at the practical implications of cultures on the management and leadership of organizations and how these cross-cultural factors affect those organizations.

Human Resources Management

This course is an introduction to human resource management and will explain how companies can gain competitive advantage through the successful recruitment, development and motivation of their employees. The initial part of the course will cover the broader issues of:

- Managing organizations
- Industrial relations
- Personnel management
- Learning and development
- Industrial democracy.

The course will then go on to review:

- Theories and models of Human Resource Management
- Organizational culture and employee relations
- HR Planning
- Job analysis and job evaluation
- Managing pay, motivation and incentives
- Recruitment and selection
- Performance management and appraisal
- Learning and training
- Employee relations
- International dimensions of HRM.

Wherever possible actual company examples will be used and referred to and a range of case studies will be used.

Managing Change in Organizations

The course will be about making the case for change, assessing the impact on the organization and how to then develop change and communication strategies and plans. A key element of the course is to understand the reactions to change, to understand why so many changes fail by looking at the psychology of change, change management strategy and planning, motivation, communications training and coaching and recognition of success.

The course will follow the process through case studies and examples of how to manage the change process showing:

- The case for change and defining the principles
- Stakeholder analysis
- Developing the change management strategy and plan
- Impact assessment
- The role of change agents
- Communications
- Initiating and then sustaining change
- Risks and contingency planning.

Finally the course will show how change must be put in the context of the bigger picture and be linked to the future direction and plans of the organization.

Business Negotiations and Conflict Resolution

This course provides both a theoretical perspective on effective negotiation, plus it constructs a framework to put the theory into practice. Illustrations are given of effective and ineffective negotiation practice, but a key element of the course is learning through interactive exercises and role play.

The course will cover:

- Introduction to business negotiation, planning for negotiation and setting objectives
- What is good negotiation?
- Negotiating styles and cultural factors and implications
- Issues in negotiation
- Planning the negotiation
- Conflict and power
- The process of negotiation
- Constructing an agenda
- Approaches to bargaining
- Ethical issues
- The role of third parties
- The emerging laws around negotiation.

Some examples and case studies will be used to illustrate the principles.

Track VI - INTEGRATION

Computer-based Business Simulation

Whilst the entire program is designed to support integration and the coordination of different management disciplines and structures, the final course will be a competitive business simulation exercise where the participants will have to integrate and apply many of the various concepts they have learned on the course.

Overseas Study Trips

The program includes two one-week long study trips: to the USA and to China. The content of each study trip revolves around a business/management theme and includes academic lectures, corporate presentations, field-based company visits and meetings with Alumni.

Study Trip to the USA

The U.S. Study Trip is designed to introduce participants to leading Technology, Innovation and Entrepreneurship institutions on the East Coast of the U.S. Participants will also examine investment, banking,

US regional business development, and the realization of the so-called “American Dream”, through visits to a mix of small to large businesses, factories, banks, and governmental business development bodies.

In Boston, participants will attend lectures on entrepreneurial marketing and visit a technology incubator and high-tech start-ups. In New York, the focus will be on investment and international banking.

Study Trip to China

An annual Study Trip to Asia has been part of the ENPC School of International Management tradition since its inception. More recently, this trip has been to China, more specifically to Shanghai. Its main objectives are presented hereunder. Participants are involved in its planning and organization, and contribute to several aspects of the trip as well as to its success.

Objectives

- An introduction to the Chinese society and culture.
- An introduction to the 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, hosting the Olympic Games in 2008 in Beijing and in light of ongoing preparations for organizing the Universal Expo of 2010 in Shanghai.
- Contacts with ENPC MBA Shanghai participants and with Chinese businessmen on concrete projects.

During the study trip, mornings are often devoted to lectures and guest presentations while afternoons are devoted to company visits.

CALENDAR 2009/2010

Note: The dates below for the courses taking place in 2010 are confirmed. However, for 2010-2011, the specific dates of the modules and the study trip as well as the sequencing of the topics will be confirmed later in 2010.

Figure 2 - Calendar

Dates	Modules
22-24 January 2010	Team Building and Leadership (Prof. Bob Marx)
12-14 February 2010	Business Economics for a Global Economy (Prof. Dermot McAleese)
12-14 March 2010	Financial Accounting (Prof. Gerard McHugh)
9-11 April 2010	Marketing Management (Prof. Marco Protano)
15-23 May 2010	Study trip to China (Prof. Tawfik Jelassi & Prof. Chalom Schirman)
11-13 June 2010	Introduction to Finance (Prof. John Soss) – subject to confirmation –
2-4 July 2010	Human Resources Management (Prof. John McClendon)
August	Summer Break
10-12 September 2010	Information Technology and e-Business (Prof. Tawfik Jelassi)
8-10 October 2010	Strategic Management (Prof. Sam Beldona) – subject to confirmation –
19-21 November 2010	Corporate Finance (Prof. Nahum Biger) – subject to confirmation –
10-12 December 2010	Managerial Accounting (Prof. Michel Lebas) – subject to confirmation –

3. Academic Policy

3.1 ENPC Executive MBA Program Code of Values

Academic policies for the Executive MBA program are based on our commitment to flexibility, learning as personal change, honesty, and respect of others. The ENPC School of International Management 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 School of International Management community. Participants and members of the ENPC School of International Management team create a positive and constructive learning environment where each participant contributes to the program's excellence.

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.

Honesty: The ENPC School of International Management 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 School of International Management participants are required to adhere to a code of honor based on respect for others.

3.2 Deadlines

Course assignments are submitted by e-mail to the Program Coordinator by 17:00 on the due date. The participants shall receive a confirmation e-mail from the Office of Academic Affairs within 24 hours during the business days, informing them that the assignment has been received. If a participant has submitted the assignment and did not receive the confirmation e-mail from the Office of Academic Affairs, he/she is expected to contact the Executive MBA Program Coordinator in a timely manner, in order to conform to the established deadline for assignment submission.

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

- Within two days after the deadline: the assignment shall be downgraded by one grade;
- Within four days after the deadline: the assignment shall be downgraded by two grades;
- Within six days after the deadline: the assignment shall be downgraded by three grades;
- No submissions will be accepted after six days of the deadline. Non submission will result in a failing grade for the module.

Assessment

The School's assessment policy varies by program, but is based on the principle that assessment includes feedback, evaluation, mark or grade and a recognized level of achievement. In the Executive MBA program, the School's assessment method aims at ensuring that participants meet the learning objectives of each module.

As a result, the basis for assessment in each module may vary, but final grades are based on a combination of group work, in-class presentations and individual assignments or tests. Class participation is typically not graded as a high level of interaction is expected from all participants in the Executive MBA.

The grading scheme that is used in the Executive MBA program is based on the following table:

Figure 3 – Grading scheme

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

In the event that a participant fails a module, then he/she will be given one opportunity to resubmit the work in question or re-take a test. If this does not result in a pass, then the participant will be required to re-take the module again when it is next offered, or by agreement with the school, take an equivalent module in another ENPC MBA program. As all the modules in the program are compulsory; participants must pass all of them in order to graduate.

The overall grade in a given module is based on at least two of the following assessment criteria:

- Individual Assignments: Prepared individually and submitted within a set time limit.
- Team Assignments: Prepared by all members of a team during the course. Only a team member who has made a significant contribution to the assignment can be listed as an author of a group assignment. Each team is expected to submit on the cover page of the assignment the amount of contribution of each team member. Teams will be composed for each module by the Executive MBA Program Coordinator.
- Oral Presentations: Faculty members often require individuals and teams to make a presentation to the class. Assessment includes the quality of content, presentation skills and visual aids.
- In-class examinations:
- Closed-book exams: A closed-book examination is written individually without aid or assistance of another person, computer, 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 may not be shared.
- Take-home examinations: Must be completed individually and within a set time limit.

Participants can expect to receive their grades roughly four weeks after assignment or exam due dates. Grades are posted confidentially. Graded assignments and exams with comments from the professor are returned to participants.

3.3 Class hours

In-residence modules run from Friday to Sunday on the specified weekends listed on the calendar of the program. Class hours are as follows:

Friday:	from 09:00 to 19:00
Saturday:	from 09:00 to 19:00
Sunday:	from 09:00 to 17:00

3.4 Attendance

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 module.

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 compensate for the class hours missed 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 module work equal to 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 will result in the participant receiving a grade penalty for the module as follows:

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

Faculty members are responsible for keeping track of class attendance. In case of illness or exceptional circumstances, participants are required to submit a written proof (e.g., a doctor's note) to the Office of Academic Affairs.

3.5 Plagiarism and "Free Riding"

Plagiarism, "free riding" or presenting another's work as one's own is subject to strict and severe academic penalties including an automatic grade of "0" for the course. A second offence results in immediate expulsion from the Executive MBA program. This policy applies to participants who engage in misconduct and to those who aid, abet, or permit academic misconduct.

4. Academic Procedures

4.1 Academic Advising and Professional Projects

The faculty teaching in the Executive MBA may be able to assist you with academic and/or professional matters or issues that you may have. Whenever possible, they will be glad to give you advice and/or support during the course of the program.

Please note that all day-to-day issues should be directly referred to the Executive MBA Program Coordinator.

Professional Projects

Professional Projects are a focused application of the management skills acquired during the Executive 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 Advisor and can take one of the following forms: In-company Consulting Project, Business Plan Development, or a Research Study. The project goals will be agreed between you and your project advisor who will offer you academic support and guidance throughout the project, both at dedicated advising sessions or via e-mail.

1. Consulting Project

The aim of this project is to write a report for a client organization. Issues tackled should be of significance to the client and feasible to analyze and evaluate. Although participants often directly discuss the terms and timetable of the project with the client organization, they must receive the approval of their academic advisor before any final content and schedule are decided.

2. Business Plan Development

This option is open to those participants who intend to launch a new business upon completion of their Executive MBA program. The output expected is a comprehensive business plan comprising the full range of strategic, operational and resource issues. The expectation is that the finished document should be of the quality and caliber to use as a blueprint for a business start-up.

3. Research Study

A research report typically combines research, analysis, quantitative methods, qualitative assessment, and findings consistent with the research. The quality of the content, analytical nature and overall conclusions of the project will determine its grade.

Note that the professional project will not start before the second year of the program and that a pass grade must be obtained on the project work in order to graduate.

Please consult the Professional Project Guidelines document (to be handed out at the end of the first year of the program) for more detailed information.

4.2 Course Material

Each participant will be delivered a copy of all required readings and textbooks. The teaching material for a given module consists of any combination of the following:

- Class notes
- Case studies
- Articles
- Copy of Power Point slides
- Textbooks.

Most of the teaching material is incorporated into a single pack or booklet for each module. Booklets and textbooks of a forthcoming module are typically distributed to the participants at the end of the preceding module.

4.3 Teams

Contemporary managers must work effectively as members and leaders of teams with skilled and diverse individuals. Therefore the Executive MBA Program requires that participants learn, study, and report an 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. Teams will be composed for each module by the Executive MBA Program Coordinator. The challenge of working effectively in teams requires that participants be well organized, fully prepared, and effective communicators.

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.

4.4 Submission of Assignments

Assignment deadlines and exam dates are set by the Office of Academic Affairs in coordination with faculty at most 3 weeks after the last day of the module.

Participants are responsible for ensuring that their individual and team assignments are submitted to the Office of Academic Affairs on time. An assignment cover sheet must be accurately completed and firmly attached to the top of all written work. Group assignments must include the name of only those participants who have contributed substantially to the work. All assignments must arrive at the Office of Academic Affairs before 17:00 Paris time on the day of the submission deadline. Late submissions are downgraded. All assignments and exams must be written in English to be eligible for grading.

4.5 Administrative Registration

Participants should arrange an appointment with Ms. Delphine Horvath, the Finance and Administration Manager of the School, to complete the process of administrative registration.

4.6 Participants' Feedback

At the end of each module, all Executive MBA participants are required to complete an evaluation form assessing the teaching effectiveness, content quality and learning value of that module. Participants complete these evaluations immediately after the last session of a module and provide valuable feedback for assessing the module and faculty. We consider participants' course evaluations essential to the maintenance of high standards and continuous improvement of the ENPC School of International Management programs. The data collected is aggregated and provided to the professor for information after he/she has submits the grades for the module. The identity of participants is scrupulously maintained confidential.

5. Academic Partnerships

5.1 Study Abroad

In addition to the in-residence modules taught in Paris, participants may register at no extra tuition for the block-taught courses (which last 4 to 6 days) at the ENPC MBA sister programs and partnerships in Shanghai, Casablanca, Abu Dhabi and Edinburgh. They may also take some courses in Philadelphia but these courses may span 2 or 3 weeks and participants will have to pay tuition to Temple University for the courses they want to take.

5.2 Exchange Agreements

In addition to the opportunity of studying at one of our overseas sister programs and partnerships, the ENPC MBA offers a number of other study abroad options. These options include exchange programs and agreements

between the MBA Program and institutions in France and abroad. Details of all the available exchange and study abroad programs can be obtained from the Office of Academic Affairs.

5.3 Agreement with the Ecole nationale des ponts et chaussées

ENPC courses that are available to the ENPC MBA participants are listed in the ENPC course catalogue, which can be consulted through the enpc.fr website.

Participants considering this alternative should discuss their plans with the Director of Academic Affairs 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. To be eligible for these courses, Executive MBA program participants must be fluent in written and oral French.

6. Office of Academic Affairs

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

Monday to Thursday: from 9:00 to 18:00
Friday: from 9:00 to 17:00

Linda Crofton
Executive MBA Program Coordinator
Phone: +33 (0)1 44 58 28 58
Fax : +33 (0)1 44 58 27 49
crofton@enpcmbaparis.com

Other contacts:

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Dean and President of the Board of Directors
Director of Academic Affairs
Professor of e-Business and Information Technology
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Kataline Boubet

Full-Time MBA Program Coordinator

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7. ENPC School of International Management Faculty

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Maîtrise M.I.A.G.E., Université Paris-Dauphine

Dean and President of the Board of Directors

Director of Academic Affairs

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ENPC School of International Management, Paris, France

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M.Sc., Mathematics, Allahabad University

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M.A., Harvard University

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International Dean of the ENPC MBA in Shanghai (China)

<http://www.enpc.fr/mib/mbateam.htm>

schirman@enpcmbaparis.com

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M.B.A., International Finance, Marketing, Harvard Business School

B.A., Government and History, Cornell University

Distinguished Visiting Professor of Finance and Management

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Alon Rozen (USA)

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 MBA, ENPC School of International management
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Staff of the ENPC School of International Management

Name	Function	Contact Information
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Ms. Delphine Horvath	Manager, Administration and Finance	Phone: +33 (0)1 44 58 27 62 Fax: +33 (0)1 44 58 27 69 horvath@enpcmbaparis.com
Mr. Barry Slater	International Registrar	Phone: +33 (0)1 44 58 28 50 slater@enpcmbaparis.com

8. Faculty

Please see our website for details

9. Additional Information

a. School address

ENPC School of International Management

15, rue de la Fontaine au Roi

75127 Paris Cedex 11

France

Tel: +33 (0)1 44 58 28 58

Administrative Fax: +33 (0)1 40 15 93 47

Fax of the Office of Academic Affairs: +33 (0)1 44 58 27 49

Bus: line # 20, 56, 65 or 75

Nearest metro stations: Goncourt (line 11) or République (line 3, 8, 9 & 11)

Working Hours of the Office of Academic Affairs:

Monday through Thursday: from 9:00 to 18:00, Friday: from 9:00 to 17:00

During the week end of an Executive MBA module:

Saturday: from 9:00 to 19:00, Sunday: from 9:00 to 17:00

School opening hours:

Weekdays and week end: from 7:30 to 23:45

b. Information about the main campus of the ENPC (at Champs-sur-Marne)

Address:

Ecole nationale des ponts et chaussées

6 et 8, avenue Blaise Pascal

Cité Descartes - Champs-sur-Marne

77455 Marne-la-Vallée

Tel: +33 (0)1 64 15 30 00 or +33 (0)1 64 15 30 00

The Cité Descartes (see map on next page) is about 40 minutes train ride from Paris city centre and is accessible by RER line A (direction: Marne-la-Vallée)

Instructions: get off at Noisy-Champs station, at the arrival platform: take the exit at the front of the train, take the exit heading out of the station to the right, once outside the station turn left, at the first intersection turn

Participants are not authorized to use the Office of Academic Affairs photocopier. There are photocopying facilities at Copy Top, located at 6 bd Voltaire, 75011.

d. **Library Information**

Main-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) www.sciences-po.fr

Due to a special agreement between the ENPC School of International Management and Sciences Po, Executive 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 program.

Fondation Nationale des Sciences Politiques
30, rue Saint Guillaume
75337 Paris Cedex 07
Tel. 01 45 49 51 57

Library Hours: Monday, Wednesday, Thursday, Friday 9:00-19:30, Tuesday 10:30-19:30, Saturday 9:30-18:00

Closed on Sundays and holidays.

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-Dauphine www.bu.dauphine.fr

Place du Maréchal de Lattre de Tassigny Metro : Porte Dauphine (Line 2)
75775 Paris Cedex 16
Tel. +33 (0)1 44 05 40 94 or +33 (1) 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 9:00-20:00, Saturday 9:00-13:00

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. +33 (0)1 53 59 12 60
Metro: Pont de l'Alma, RER C, Station: Alma Marceau (line 9), or Ecole Militaire (line 8)

Bus°: line # 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 €

Library Hours: From Tuesday through Saturday 10:00-19:00

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.

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.

BNF

Quai François Mauriac

75706 Paris Cedex 13

Tel: +33 (0)1 53 79 59 59

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

RER C, station : Bibliothèque François Mitterrand

Bus # 62 or 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 4^{ème}

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

Hours: Monday, Wednesday, Thursday, Friday: 12:00 to 22:00, Weekends & holidays: 11:00 to 22:00

Closed on Tuesdays

Tel.: +33 (0)1 44 78 12 33

Fax : +33 (0)1 44 78 12 15