

PART-TIME EXECUTIVE

GLOBAL EXECUTIVE MBA

mba.kedgebs.com



2016

ALUMNI HANDBOOK



Summary

Introduction	3
1. Foreword by Michel Gutsatz	3
2. The Global Executive MBA Team	3
3. Mission of the Global Executive MBA	4
4. The Global Executive MBA Shared Values	4
5. The Global MBA 2016 Class in France	5
The Global Executive MBA Programme	11
1. The Curriculum	11
1.1 Core Modules (3 days)	11
1.2 Elective Modules (3 days)	11
1.3 Specialisation Majors	11
1.4 Management Workshops & Business Simulations	11
1.4 The Development Centre	11
4. The Global Executive MBA Calendar	12
The Global Executive MBA Courses & Faculty	13
1. Core modules	13
1.1 Business Acumen	13
1.2 Leadership & Managerial Skills	14
1.3 Finance	14
1.4 Global Expertise	15
1.5 Marketing & Customer Orientation	16
3. Workshops & Business Simulation	17
3.1 Management Workshops	17
4. 17	17
3.3 Business Simulations	17
4. Specialisation majors	18
4.1 Branding Strategy for Business development (Shanghai)	18
. 19	
4.2 Sustainable Entrepreneurship (Bordeaux or Paris)	19
4.3 Aligning Global Strategy And Supply Chain Strategy	20
4.4 Driving Ecosystemic Innovation (Marseille)	21
4.5 Global Management (Shanghai)	22
4.6 Finance (Shanghai)	23
4.7 Wine & Spirits Management (International)	24
4.8 Driving Sustainable Change (International)	26

Introduction

1. Foreword by Michel Gutsatz

2016 sees the Global Executive MBA ranked #23 among the Top 100 Executive MBAs worldwide by the Financial Times!

This AMBA accredited programme is designed to equip managers with the competencies, cultural sensitivity and strategic vision to be able to effectively deal with the challenges in today's global economy.

It is characterised by a highly individualised and learning-path, a leadership module including an assessment centre and both individual and collective coaching sessions, courses with a more holistic and integrated view on management and a strong focus on project management.

The programme integrates seven International Business Seminars, taking our participants to those locations of the world where the 21st century is being built. These take place at our partner institutions in Shanghai (China), Delhi (India), Moscow (Russia), Sao Paulo (Brazil), Winter Park, Florida (USA)...

The Global Executive MBA has been built to be flexible and international, to offer participants the choice between:

4 campuses: Paris, Marseille, Bordeaux or Shanghai,

2 formats: 2-year, Part-Time Path -or- Flexible and up to 4-year Modular Path,

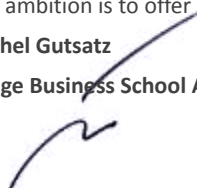
10 specialisation majors,

and the possibility to switch from one path to another to suit their personal or professional situation.

Our ambition is to offer each participant his/her personal path to the Global Executive MBA.

Michel Gutsatz

Kedge Business School Associate Dean and MBA Director



2. The Global Executive MBA Team

If you have any questions about the information contained herein, do not hesitate to contact (common email address structure: firstname.familyname@kedgebs.com):

Professor Michel GUTSATZ	Associate Dean & MBA Director, General policy and regulations.
Ms. Caroline FLOCH	Global MBA & DBA Programmes Manager, Overall operations of the MBA & DBA programmes.
Ms. Li PEIHUA	Global MBA Shanghai Manager
Ms. Sandra GLAVAS	Global Executive MBA Marseille Manager and international seminars & development
Ms. Sandrine ROGNON	Global MBA France Programme operations & logistics
Mr. Kirt WOOD	Global MBA Paris admissions & coordination
Ms. Marie-Ange GILLET ROSSY	Global Executive MBA Paris operations & logistics
Mr. Sébastien THEBAUD	Global MBA Bordeaux admissions & coordination
Ms. Caroline BALERE	Global MBA Bordeaux operations & logistics
Ms. Celine LIU	Global MBA Shanghai admissions
Ms. YingYing WU	Global MBA Shanghai Programme operations & logistics
Ms. Elodie PIRRON	Global MBA Marseille operations & logistics
Ms. Alice YANG Ms. Shery YIN	Global MBA Shanghai operations & logistics

3. Mission of the Global Executive MBA

The Global Executive MBA's mission stems from its motto:

"We Train, Educate & Inspire Responsible Leaders & Entrepreneurs".

Kedge Business School believes that leadership should be based on very strong values and that our graduates will act upon these values in their academic, professional & personal lives.

Kedge Business School prides itself on providing an environment where academic learning, shared values and personal development act conjointly to the improvement of your career.

Beyond the teaching of concepts, skills and techniques, the Global Executive MBA aims to prepare you as future leaders in a rapidly evolving and changing world and enable you to better work together for the benefit of all.

Having experienced and explored new ways of relating and communicating, Global Executive MBA graduates will be able to:

- Uphold these values and act upon them, thus assuming social responsibility.
- Help develop creative and constant improvements in any business environment.
- Approach any system or organisation as a whole.

At Kedge Business School, academic excellence is not achieved through pressure or by individual competitive motivation. It is based on a sincere desire to expand knowledge, interact with other schools of thought, other businesses and cultures as well as on the fundamental drive for self-improvement for the benefit of all. Self-direction, self-responsibility and entrepreneurship are fundamental to the Global Executive MBA. It is your responsibility to manage, through self-audit, your academic situation. It is the MBA's responsibility, through coaching, mentoring and counselling, to help you achieve your goals.

You are involved in the programme at all stages for your own benefit. You are encouraged to propose change and improvement in all fields of MBA activities.

4. The Global Executive MBA Shared Values

Our academic policies are based on these shared values:

Commitment and Involvement

It is our goal to create, together with the participants in each class, a positive and constructive learning environment. Our mutual commitment to contribute to this environment is essential.

Flexibility

The Global Executive MBA was designed to be a flexible and personalised programme. This ensures that the MBA adapts to the various evolutions within your professional & personal situations.

However, flexibility does not mean chaos, so you will be required to comply with academic rules that are integral element of an accredited MBA programme.














Reciprocally you must realise that the Global Executive MBA evolves on a permanent basis and that its organization may be modified. This ensures an optimal learning environment.











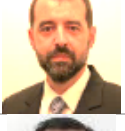




Ethics















Both MBA participants and the MBA Administration agree that ethical behaviour is the basis of our daily actions.








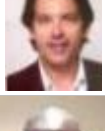







This encompasses all dimensions of professional life including business ethics, academic integrity and respect for Kedge Business School rules and regulations.
















5. The Global MBA 2016 Class in France










	Abou El Kacem 39 years old Master of Law Director of a SOCIAL CENTER	2014 Prof. Exp.:15	Marseille
	Alimou 48 years old DEA, CNAM-INIT Radio Project Leader, ERICSSON	2014 Prof. Exp.: 15 French Guinea	Paris
	Andrew 48 years old Bachelor of Sc, University of Newcastle Director/CEO, MIR RESOURCES-UK	2014 Prof. Exp.: 27 Australian	Paris
	Arnaud 38 years old PhD in Optics Business Developer, ALPHANOV	2014 Prof. Exp.: 11 French	Bordeaux
	Aurore 42 years old MS in Economy and Management Store development Manager Europe, FAST RETAILING	2015 Prof. Exp.: 15 years French	Bordeaux
	Caroline 44 years old Bachelor in Business Com, Ottawa Global Key Account Manager, METSO MINERALS	2015 Prof. Exp.:19 Canadian	Paris
	Casper 37 years old MSc in Project Management, Liverpool Strategic Program Director, GN RESOUNd	2015 Prof. Exp.: 14 Danish	Paris
	Christophe 43 years old Engineering Degree, ENSIAME Senior Manager SAP, Business & IT Consulting, IBM	2014 Prof. Exp.:18 French	Marseille
	Colleen 46 years old Degree Interior Architecture & Design Project manager, HARD ROCK CAFE	2014 Prof. Exp.: 19 American	Marseille
	Dan 32 years old Diplome d'ingénieur, ESTP International Development Manager, BOUYGUES CONSTRUCTION	2014 Prof. Exp.: 10 French	Paris
	David 42 years old DESS in Networks and Databases Senior Manager., Sopra Banking Software	2015 Prof. Exp.: 17 French	Paris
	Diego 33 years old MS in Business Management Marketing Manager, IBRAVIN	2015 Prof. Exp.: 15 years Brazilian / Italian	Bordeaux
	Donal 39 years old BSc in Chemical Sciences Account Manager France, TERUMO BCT	2015 Prof. Exp.: 16 years Irish	Bordeaux

	Elsa 35 years old PhD in Biological & Medical Sciences Scientific Operations Manager, MOTAC NEUROSCIENCE LTD	2014 Prof. Exp.:9 French	Bordeaux
	Emmanuel 39 years old DESS Food processing businesses Development Manager, SODEXO	2013 Prof. Exp.: 18 French	Bordeaux
	Emmanuel 34 years old Engineer ICAM Business Development Manager, ERAMET - AUBERT & DUVAL	2014 Prof. Exp.: 11 French	Bordeaux
	Fabien 37 years old Master in military telecom network Director of international multidisciplinary teams, FRENCH NAVY	2014 Prof. Exp.:12 French	Marseille
	Fabienne 42 years old Master in Mecanics Technology Position : Production Team Manager, FORD	2013 Prof. Exp.: 15 French	Bordeaux
	Fabrice 47 years old Master, EM Business School Marketing & Sales Manager, SWISSPACER (ST. GOBAIN)	2014 Prof. Exp.: 26 French	Paris
	Feiza 37 years old Phd in Medicine Head of Oncology and Hospital B.U., IPSEN Pharma	2015 Prof. Exp.: 11 Algerian	Paris
	Frédéric 35 years old Master of chemistry and Paper Engineer Project Manager Documentation, STORA ENSO GIPO	2015 Prof. Exp.: 11 French	Bordeaux
	Frédéric 45 years old Master of Science, Institut National des Telecommunications Carrier Sales EMEA- Sales Director, BROADSOFT	2015 Prof. Exp.: 20	Marseille
	Frédéric 36 years old Master of Science, Telecom Paris Change Project Manager, AIR FRANCE	2015 Prof. Exp.:14 French	Paris
	Gilles 42 years old DEA Office manager "Opératons côtières", MARINE NATIONALE	2014 Prof. Exp.:18 French	Marseille
	Gregory 35 years old Master Aerospace engineering NH90 Offer Manager, AIRBUS HELICOPTERS	2014 Prof. Exp.:10 French	Marseille
	Gretchen 46 years old BSc Pre med, BA French Assoc. Clinical Prjt. Mgt. Director, QUINTILES	2014 Prof. Exp.: 21 American	Paris
	Guillaume 34 years old MS in Computer & Information Sciences Mobile & Web Product Architect, VASCO Data Security	2015 Prof. Exp.: 11 years French	Bordeaux
	Hassan 37 years old Master degree in Purchase Management Projects Cost estimator,, TOTAL	2015 Prof. Exp.: 11 French	Paris

	Hervé 42 years old Adv. Technician's Degree in Business Sales Manager, DBF AUTOMOBILES	2014 Prof. Exp.: 18 French	Bordeaux
	Hervé 43 years old Pharmacist Doctor Diploma Production Director, EFS	2014 Prof. Exp.: 17 French	Bordeaux
	Jayavani 35 years old Bachelor Manager, Le Clos, Dubai Duty free	2014 Prof. Exp.: 15 years Indian	Bordeaux
	Jean-François 33 years old Doctorat, ENSMA Poitiers Project Manager, SAFRAN	2015 Prof. Exp.:10 French	Marseille
	Jesse Jun 32 years old B.A. , SISU Country Route Development Manager., Panalpina France Transports S.A.S	2015 Prof. Exp.: 11 Chinese	Paris
	Joseph 40 years old Ingeneer, ENSICA/ Master, INPT Ingeneer, THALES ALENIA SPACE	2015 Prof. Exp.: 17 French	Marseille
	Julien 41 years old Engineer Degree, Ecole de l'Air Position : Projects Manager, Military Aeronautic specialized	2014 Prof. Exp.: 18 French	Bordeaux
	Julien 37 years old École Nationale de la Marine Marchande Technical director, BOURBON INTEROIL NIGERIA	2014 Prof. Exp.:12 French	Marseille
	Katie 38 years old BA International Studies Area Sales Manager, BRUNSWICK CORPORATION	2014 Prof. Exp.:16 American	Bordeaux
	Ksenia 30 years old Master of sc Technology Management HPO Support Manager, Heineken International	2015 Prof. Exp.: 10 Russian	Paris
	Laura 37 years old Bachelor of Arts in Foreign Affairs Current Social Enterprise/ Non-profit, Director of International Buisness Development	2014 Prof. Exp.: 14 American	Marseille
	Laurent 43 years old Engineering Degree, Air Force Ac. Programmes' Strategic Evolutions, French Air Force	2014 Prof. Exp.: 19 French	Marseille
	Ludovic 45 years old Agricultural Engineer General Director, CHÂTEAU MARQUIS DE TERME	2014 Prof. Exp.:19 French	Bordeaux
	Ludovic 42 years old Engineer, Centrale Lille Managing Director, ATLANTIKA	2014 Prof. Exp.: 18 French	Bordeaux

	Lydia 40 years old M.A Speech & Interper. Com, NY Univ. Founding partner & Events Directorm TV MEDIA SPORT	2015 Prof. Exp.:13 French	Paris
	Marco 42 years old Master Degree Engineering Director, IFOAM EU Group,	2015 Prof. Exp.: 15 German	Paris
	Marine 44 years old Master Finance Transformation, audit and compliance policy officer, CMA Systems	2014 Prof. Exp.: 20 French	Marseille
	Mario 36 years old Master 2 Management Control Financial and Administrative manager, COFELY	2014 Prof. Exp.:15 French	Marseille
	Martine 50 years old Doctorat d'Expertise-Comptable Administration & Financial Director, HERBALIFE	2014 Prof. Exp.: 27 French	Paris
	Matthieu 30 years old Electronics and telecommunications Ingeneer Avionics Software Product manager, AIRBUS HELICOPTER	2015 Prof. Exp.: 8 French	Marseille
	Michaël 38 years old MSc in Biotechnology Head of Microbial Process Development – MERCK SERANO	2014 Prof. Exp.: 12 Belgian/Spanish	Bordeaux
	Michel 48 years old Master of logistics International Logistics, GEOCEAN	2014 Prof. Exp.:22 French	Marseille
	Michel 40 years old MCSE, MCSA, Supinfo International Project Leader, BANQUE DE FRANCE	2014 Prof. Exp.: 14 French/Cameroon	Paris
	Michel 45 years old Mastère Logistics Mmgnt, ESC Brest Supply Chain Manager, DCNS	2015 Prof. Exp.:19 French	Paris
	Mohamed 42 years old Master in Micro Electronics & Software Project Manager Software Engineering, CISCO	2015 Prof. Exp.:17 French	Paris
	Moise 35 years old Master, Skema Business School Project Engineer, CSC (RENAULT)	2014 Prof. Exp.: 14 French/Ivorian	Paris
	Nadine 32 years old Diplome d'Ingénieur, ISIMA Project Leader, AMAURY GROUPE	2014 Prof. Exp.: 11 French/Burkinabe	Paris
	Nicolas 37 years old Logistics & Transport Management Sales Manager, France Eastern area, Sales/Business Developer	2014 Prof. Exp.:15 French	Marseille
	Nicolas 35 years old PMG, Euromed/Kedge Customer Services Director, TOSHIBA	2015 Prof. Exp.: 14 French	Marseille 33 603 361 987

	Paris 33 years old Master Management des Achats, ESSEC Purchasing Director, BEAUTY TECH	2014 Prof. Exp.: 10 Mexican	Paris
	Pascal 41 years old Engineering Degree Project Director , RTE	2014 Prof. Exp.:17 French	Marseille
	Patrice 37 years old Master degree in Economics Evening news anchor/Executive editor, EQUIPE 21	2015 Prof. Exp.: 15 French	Paris
	Peter 49 years old PHD in Molecular Biology BD&L Divestment Project and Alliance Manager, NOVARTIS	2014 Prof. Exp.: 16 German	Paris
	Philippe 46 years old BTS Methods &Logistics, AFT-IFTIM Site Logistics Director	2015 Prof. Exp.:19 French	Paris
	Ralph 43 years old Master of sc in electrical Engineering Head of New Product Introduction, SMART DTV	2014 Prof. Exp.:17 German	Marseille
	Rémi 36 years old Accounting degree Business developper and associate ALD/MMA	2014 Prof. Exp.:12 French	Marseille
	Saïd 45 years old BTS Réseaux Informatique et Telecom Consultant , SFR	2015 Prof. Exp.: 22 French	Marseille s
	Sandrine 41 years old Master degree in Economy and Management Finance Director, GP DEVELOPPEMENT	2015 Prof. Exp.: 15 years French	Bordeaux
	Sandrine 41 years old Postgraduate Legal Qualification Lawyer Responsible for Social Law Dpt, ERNST & YOUNG	2013 Prof. Exp.: 12 French	Marseille
	Santiago 34 years old PhD, Medecine Uiversity Oslo Regional Sales and Technical Manager, ST JUDE MEDICAL	2014 Prof. Exp.: 10 French	Bordeaux
	Sébastien 40 years old Engineering Degree Space Systems Lean Specialist, AIRBUS Defense & Space	2015 Prof. Exp.: 15 years French	Bordeaux
	Séverine 36 years old MS in Economy and Management Area Sales Manager , INTEGRA LIFESCIENCES	2015 Prof. Exp.: years French	Bordeaux
	Sharron 44 years old LLB hons Law Degree, U. of London Consultant Programme Transformation Manager, SOCIETE GENERALE	2014 Prof. Exp.: 14 British	Paris
	Sophie 40 years old Master of Translation Fr-Ger-Eng Customer Support Manager, AIRBUS HELICOPTER	2013 Prof. Exp.: 9 French	Marseille

	Stéphane 39 years old Engineering degree, ITII/ENSAM Industrial Manager , HAMELIN Group	2014 Prof. Exp.: 15 French	Bordeaux
	Tatiana 41 years old Master of Economy Sales Manager, PROVEPHARM	2015 Prof. Exp.: 19 Moldavian	Marseille
	Thomas 40 years old MSc Yacht Design & Marine Sc., UK Project Manager, LUNA ROSSA CHALLENGE	2015 Prof. Exp.:17 French	Paris
	Tony 38 years old Master in Public Law, Sorbonne Paris Operations manager, MONDIAL ASSISTANCE	2015 Prof. Exp.:14 French	Paris
	Trushar 41 years old Master in Management, Solvay BS Head of Value Capture, GAMBRO HOSPAL NV (BAXTER RENAL)	2014 Prof. Exp.: 17 Belgian/Indian	Paris
	Vincent 30 years old ESC Master, Sup de Co Montpellier Regional Sales Director, TEVA	2015 Prof. Exp.: 10 French	Marseille
	Vitor 42 years old Ingeneer Degree Product Account Manager, SmarDTV SNC	2015 Prof. Exp.:15 Portugese	Marseille
	Yann 44 years old Ecole Nationale de la Marine Marchande IT & Internal Audit Director, SAKATA	2015 Prof. Exp.:21 French	Marseille
	Zoubir 44 years old Computer Engineer Software technical manager, B-PACK	2014 Prof. Exp.:19 French	Marseille

The Global Executive MBA Programme

1. The Curriculum

The Global Executive MBA is comprised of at least 620 hours (74 to 85 days/including 20 Saturdays + Development Centre):

- 13 core modules (offered on all of our 4 campuses: Marseille-Bordeaux-Paris-Shanghai) include e-learning preparation.
- Elective modules & Specialisation Majors (which include 3 to 5 modules - 9 to 20 days).
- International Seminars (2 seminars to be chosen among 17 business trips scheduled over 24 months).
- Development Centre (Assessment, Personal Project Accompaniment, Coaching, Career Workshops).
- Business simulations, Management Workshops and a Business Development Project.

1.1 Core Modules (3 days)

Business Acumen
Business Model Design
Business Ethics & Social Responsibility
Corporate Strategy
Strategic Innovation
Business Communication
Finance
Financial & Management Accounting
Multinational Finance

Leadership & Managerial Skills
Organizational Behaviour
Change Management
Global Expertise
Geostrategy & Geoeconomics
Leadership Across Cultures
Marketing And Customer Orientation
Research Methodology & Market Research
Marketing Management

1.2 Elective Modules (3 days)

Information System Strategy
Supply Chain Management
Negotiation

Project Management
Mobilising traditional and digital media for communication

1.3 Specialisation Majors

Entrepreneurship (Paris)	3x3 Days
Aligning Global Strategy and Supply Chain Strategy (Bordeaux)	3x3 Days
Driving Ecosystemic Innovation (Marseille)	3x3 Days
Global Management (Shanghai)	3x3 Days
Finance (Shanghai)	3x3 Days
Branding Strategy for Business Development (Shanghai & France)	3x3 Days
Wine & Spirits Management (Bordeaux, Adelaide, Sonoma)	3x5 Days
Driving Sustainable Change (Marseille, Roundtable (changes each year), Exeter-UK, PSU-US)	4x5 Days

1.4 Management Workshops & Business Simulations

Management Workshops: Lead Oneself - Lead Change	2x2 Days
ARTEMIS & Gaia Business Simulations	2x2 Days

1.4 The Development Centre

Collective & individual support to achieve personal aims

While completing coursework and projects, the Global Executive MBA Development Centre is on-going and aims to prepare and coach you in the development of your leadership capacities and to implement a personal 'transformational' project throughout your entire MBA experience. It provides with state-of-the-art tools and frameworks, allowing for the analysis of individual or group situations, and potential courses of action. serves a project promising feasible and sustainable development. Each participant is followed by a personal coach, with respect for privacy.



1. The Global Executive MBA Calendar

CAUTION: these dates can be modified at any moment. **Your one and only reference during your programme will be your monthly updated "Personal follow up grid" accompanied with the following table updated.**

	MODULES	BORDEAUX	MARSEILLE	PARIS	SHANGHAI
CORE COURSES	Opening	23 Jan 17	14-nov-16	3 Oct 16 or 30 Jan 17	3 Jan 17
	Business Acumen & Commut°	06-08 Jul 17	23-25 Mar'17	09-11 Feb or 02-04 Nov 17	19-21 or 26-28 Aug 16
	Business Ethics & SR	05-07 Dec 16 or 11-13 Sep17			16-18 Apr17
	Business Model Design	24-26 Jan 17	15-17 Nov 16	4-6 Oct 16 - 31 Jan-2 Feb17	14-16 or 21-23 Oct 16
	Change Management			13-15 Oct 16 24-26 Apr 17	15-17 Oct 16
	Corporate Strategy	09-11 Mar 17 or 1-3 Feb 18	20-22 Oct 16	02-04 Mar 17	9-11 or 16-18 Dec 16
	Financial & Mngt Accounting	23-25 Feb 17	15-17 Dec 16	30 Jun- 2 Jul 16 or 03-05 Nov 16 or 13-15 Apr 17	21-23 or 26-28 May 16 or 20-22 or 27-29 May 16
	Geostrategy	9-11 Feb 17 or 28-30 Jun 18	16-18 Jun 16 23-25 Feb 17	15-17 Dec 16-23-25 Mar 17	16-18 or 23-25 Sep 16
	Leadership Accross Culture	30 Jun-2 Jul 16 or 6-8 Apr 17	26-28 Jan 17 or 6-8 July 17	7-9 Jul16 / 5-7 Jan17	18-19 or 20-21 Mar 16
	Market Research	15-17 Sep 16 -11-13 May 17	09-11 Feb 17	30 Mar-1 Apr 17	19-21 Feb '17 TBC
	Marketing Managt	6-8 Oct 16 or 19-21 Oct 17	26-28 Oct 17	22-24 Sep'16 -12-14 Oct 17	18 / 25 Nov16
	Multinational Finance	12-14 Jan 17 or 1-3 March 18	8-10 Sep 16 or 11-13 Jan 18	27-29 Oct 16 or 4-6 Jan 18	16-18 or 23-25 Sep 16
	Organisational Behaviour		11-13 Dec 17		22-24 or 29-31 Jul 16
	Strategic Innovation	23-25 Jun 16 - 16-18 Nov 17	20-22 Apr 17	11-13 May or 23-25 Nov 17	9-11 or 16-18 Dec 16
ELECTIVES	Information Syst.Strat.			16-18 Mar17	20-22 Jan 17
	Project Management			29 Jun-1 Jul 17	14-16 Apr 17
	Supply Chain Managt	24-26 Nov 16 or 18-20 Jan 18			15-20 May 17
	Negotiation		30 Nov-02 Dec 17	17-19 Nov 16	17-19 Mar'17
	Mobilizing Traditional & Digital Media for Communication	1-3 Sep 16 or 21-23 Sep 17			03-05 Jun 16 or May 17
	Driving Sustainable Change		4-6 May 1 or 17-19 May 18		
	International Branding			11-13 Jul 16	
WORKSHOP	Workshop Lead Oneself	27-28 Jan 17	18-19 Nov 16	7-8 Oct 16 or 3-4 Feb 17	
	Wshp Lead Change			11-12 Oct 16 - 27-28 Apr 17	28-29 or 30-31 Oct 16
	Artemis simulation	08-09 Dec 16 or 8-9 Sept 17			
	Gaia Simulation (ex Eurosim)		07-08 Jun16 or 14-15 Dec17		
MAJORS IN FRANCE	ENTREPRENEURSHIP				
	Design your Business			05-07 June 17 or June 18	
	Finance your business			08-10 June 17 or June 18	
	Learn to convince			12-14 June 17 or June 18	
	ECOSYST. INNOVAT°				
	Ecosystems & Networks		05-07 Jun17		
	Creativity and Innovation		08-10 Jun17		
	Organizat.Design For Innovat°		12-14 Jun17		
	STRATEGIC SUPPLY CHAIN				
	Matching logistics & strategy	05-07 Jun 17 (Bordeaux)			
	Maritime & Air transport Mgt	08-10 Jun + 12-14 Jun 17			
	WINE & SPIRITS MANGT				
	Luxury & premium brands Mgt	05-09 June 17 or June 18 (Bordeaux, France)			
	Driving Sustainable Change		04-06 May 17		
FRANCE OR CHINA	BRAND STRATEGY				
	Tradition. & Digital Medias	1-3 Sep 16 or 21-23 Sept 17			03-05 Jun 16 or May 17
	Branding strategies		05-07 oct 17	-	17-19 June 16 or May17
	International Branding			11-13 Jul 16	
	Brand Community Collaborat°				10-12 Jun 16 or May 17
	CHINA	FINANCE			
TALENT MANAGEMENT					May 17
GLOBAL MANAGEMENT					Jun 17

The Global Executive MBA Courses & Faculty

In the Global Executive MBA programme, most of the modules are taught by international professors both from Kedge Business School and other renowned business schools. For certain modules, the Global Executive MBA invites the collaboration of high-level executives whose professional major-record is an asset to the programme. You'll find the professors' complete curriculum vitae and the detailed programme of each module in the syllabi, which will be sent to you at least 15 days before the date of the course.

1. Core modules

1.1 Business Acumen

BUSINESS MODEL DESIGN

Through this course, we will explore how to design powerful, sustainable business models, whether you are a start-up, a multinational, or a non-profit organization. After this course you should be able to:

- Challenge and reframe old business models by understanding current market drivers and how they weaken or strengthen a business architecture;
- Understand the business architecture of any venture, and specifically what added value is created to specific customers' segments, how revenues are generated, how the cost structure is dealt with, what the key resources and competencies involved are, etc.;
- Coordinate various business approaches (strategy, marketing, finance, innovation, HR) to develop, sustain and enhance competitive business models;
- As entrepreneurs or intrapreneurs, design new added values fitting specific visions and markets, while being also able to set it up as a concrete, real-life activity.

BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

This course is designed as an introduction to business ethics and social responsibility. It lays the basis of ethical theories, provides an overview of CSR definitions and challenges, and exposes the link between ethics and CSR. The purpose of the remaining of the course is to put theory into practice through the critical analysis of a case study and the creation of a new business model as a CSR and ethics strategy for a chosen company.

CORPORATE STRATEGY

What is strategy? Stakeholders and corporate social responsibility. The strategic process. Strategy and performance. Environment analysis. Value net. Internal analysis, value chain, resources and capabilities. Sustainable competitive advantage. Business-level strategies. Competition and cooperation. Corporate-level strategies. Strategy and scope. Alliances, mergers and acquisitions. Corporate portfolio management. Strategy implementation and management. Complexity and management of strategic change.

STRATEGIC INNOVATION

Why to innovate and typologies of innovation. Sources and partnerships for innovation. Diffusion of innovation. Strategies of innovation: creating and capturing value. Recent trends: value innovation, user innovation, open innovation, bottom up innovation. Innovation process, models, project management and portfolio management. Entrepreneurship and intra-preneurship, knowledge management, creativity.

Philippe MÉDA

Philippe MÉDA is an entrepreneur, keynote speaker, and an international business consultant working with start-up networks and accelerators in Europe and Singapore, and major international companies: Gemalto, SAP, and Pfizer... He trains entrepreneurs and intrapreneurs in fast growing markets business design (web economy, biotech, healthcare, IT, energy...). He is also a consulting professor for several Master programs: IAE, ENSCI, Mines, ENSAM, ... Philippe has developed a direct grasp on innovation and enterprise through a diverse major-record: As a Researcher in Biotechnology with the public sector (CEA / INSERM) ; As an Engineer in a private start-up (Immunotech) ; As a BU Director with several pharmaceutical businesses in the Healthcare market ; And also a SME Manager. He holds a PhD in Biochemistry & Cellular Biology from Grenoble University.



Virginie VIAL

Virginie Vial-Kilner is Professor in Development Studies, Corporate Social Responsibility, and Social Entrepreneurship at Kedge Business School. Her research focuses on economic growth, firms' performance, with an emphasis on Developing Countries issues. The themes explored are the effects of microeconomic firms' performance and macroeconomic growth, firms' demography, corruption and its effects on growth and productivity, corporate social responsibility, and the relation between social capital, entrepreneurship and economic development. She holds a PhD in Economic History, London School of Economics.



Roland BEL

Roland Bel is Associate Professor of Strategy and Innovation at Kedge Business School since 2007. He pursued a 20-year international business career, in Europe, the USA and Asia (ESSO, Hewlett-Packard, Schneider Electric, MGE UPS Systems). He occupied management positions mostly in Marketing and Strategy, developing new products & services, implementing innovation strategies, processes and organizations. Lately, he occupied general management positions in the US and in Asia/Pacific. His research focuses in the theory of organizations, international strategy, innovation and performance. Engineer in Computer Science from I.I.E. Paris and graduate from ESSEC BS (Paris), he holds a MBA from University of Chicago and a Ph.D. in Economics from the University of Sydney, where he taught courses in Economics and Strategy.



Pierpaolo ANDRIANI

Pierpaolo Andriani is associate professor in Innovation at Kedge Business School. He began his career as project manager in the laser industry and then joined Durham Business School as professor. He is a renowned specialist of innovation, complexity and networks. He holds a PhD from Durham university (UK).



BUSINESS ACUMEN & COMMUNICATION

Understanding the big picture. Rigorous analysis of one's situation, and critical thinking in a VUCA world.

Sound decision-making. Setting a vision (be visionary)

Market-centric approach. Devising a strategy and a plan which makes business sense. Developing a business case showing return. Building the Value Proposition. Business execution and driving for results. Communicating vision, strategy, plan, material and skills for and securing buy-in by every level (collaborators, peers, partners, Directors, Board, ...).

IAN THOMAS

Holding a number of senior line management positions in sectors as diverse as pharmaceuticals (TJ Smith & Nephew; Johnson & Johnson), automobile manufacturing (FIAT Auto); a start-up high technology business; and the semiconductor industry (STMicroelectronics, Professor Ian THOMAS is a Management Consultant and Visiting Faculty at Kedge BS. Visiting Faculty at ESCP -EAP, Paris. Sector consultant , Said Business School , Oxford University. Research domain in Strategy , Marketing, Business Development and Change and Business Communication.



1.2 Leadership & Managerial Skills

ORGANIZATIONAL BEHAVIOUR

Introduction to organizational behaviour foundations including: leadership, personality, teams and team effectiveness, roles, consensus, perception, conflict and negotiation. The role of performance management in HRM is emphasized, including: managing expectations, communication skills, feedback and coaching. Support material and exercises are provided to build skills in the report writing and presentations required in the course.

CHANGE MANAGEMENT

Of all the elements of a manager's role that cause the most difficulty - and that most frequently lead to failure - leading change management initiatives comes out on top. Research indicates that upwards of 75% of all change management initiatives do not achieve their declared goals. This figure is conservative. The change management course is designed to provide participants with appropriate change theory, frameworks, and tools that will prepare them to lead the 25% of change initiatives that are successful.

Models and frameworks associated with professional diagnose and analysis of change needs, development of effective change strategies, and management of change implementation are covered in depth.

The primary learning tools of this course include business simulations and cases that challenge students to go beyond theoretical knowledge into the world of real business dynamics including power, structure, negotiation, and strategy. The goal is a deep understanding on the part of participants of the process of effective change management at the individual, team, and organizational levels.

Laurent LAPIERRE

Laurent Lapierre is Associate Professor of Telfer School of Management, University of Ottawa. Beginning his appointment as an Assistant Professor was granted tenure with promotion to the rank of Associate Professor in 2007. Laurent teaches organizational behaviour and human resources management. His research focuses on work-family conflict and on leader-follower relationships. Laurent has been Associate director, MBA program, Telfer School of Management (2008-2011). Previously, as a Management Consultant for the HR Systems Group, he developed HR management systems and solutions for government and private sector clients. Holds a Ph.D. in Business Administration from McMaster University and an M.A.Sc IN Industrial-Organizational Psychology, University of Waterloo.



Michael MILES

Dr. Miles is currently professor and MBA program Director at the University of Ottawa. He teaches Change Management, Strategy, Leadership, and Governance, and researches intercultural leadership. He is also a consultant both in Canada and in Asia in the areas of organization development and business strategy.

Dr. Miles has held a wide number of positions both in Canada and internationally. These full time positions have spanned the range of public sector, private sector, advanced education and crown agency responsibilities: Associate, Canadian Institute for Petroleum Industry Development (1985-95). Principal Management Consultant, Consulting & Audit Canada (87-89; 92-93). Project Management Advisor, World Bank -Ministry of Interior, Thailand (85-87). Director of Organization Development: Veterans Affairs Canada (1980-85). Organization Change Consultant: World Bank Thailand Project (80-81)...Michael Miles completed his Doctoral Degree in Human and Organization Systems at the Fielding Institute in Santa Barbara. He holds 2 Masters Degrees in Organization Development and one in International Development.



1.3 Finance

FINANCIAL & MANAGEMENT ACCOUNTING

Financial Accounting: The course provides a balanced and comprehensive framework to enable you to acquire basic knowledge and skills to appraise current practice critically. To this end, it gives the 'keys' to explain the nature of items within published financial statements. Management Accounting: The course aims to explain the notion of cost and its relativity. It grants a large part to illustrations and examples.

Stéphane OUVARD

Professor OUVARD, born in 1966, 47 years old, is a consultant and trainer in financial accounting and corporate finance. Holding a degree of Chartered Accountancy, a PhD in Management Science and graduated from ESC Bordeaux, he is co-author of several books on Accounting and Finance. After professional experience of 15 years in Accounting and Audit, he is specialized in professional training and teaching as a professor of Accounting & Finance in Kedge Business School.



MULTINATIONAL FINANCE

The main objective of this "Multinational Finance" course is to enable participants to understand the complex interactions between financial markets and strategic corporate risks. This course assumes that participants are already familiar with basic fundamental concepts and techniques in corporate finance, accounting and economics. Therefore a special emphasis will be put on an evaluation of both strategic and financial consequences of operating globally: the role of financial management in maintaining global competitiveness being the very specific issue considered in the course.

1.4 Global Expertise

GEOSTRATEGY & GEOECONOMICS

Global approach of geopolitics of Mediterranean area (including Black Sea) and Africa: The zone of worst gap in human development, the non-Mediterranean actors, oil and gaz (key factors for silent or open confrontations), Turkey's role. Global approach of geopolitics of Asia: Historical trends and actor, today's economic integration agreements, political cooperation organizations, oil and gaz resources and transport, perceptions (Russian containment, Chinese containment), conflictuality in Asia, French and EU asiatic policies.

LEADERSHIP ACROSS CULTURES

There is a long on-going debate on whether: Leaders are born OR leaders are made, Leadership is situational OR some people are leaders whatever the situation, Leadership is culturally sensitive OR leadership goes across cultures, Leadership is ONLY at the top of the organization OR leadership is found THROUGHOUT the organization.

This course aims to explore all sides of the leadership literature, yet we believe that the statements in BOLD correspond to what we observe in global leadership at the moment. Participants will become familiar with the main topics and points of view on leadership then decide which are closest to their particular experience and finally be given a framework to think about their global leadership development path.

This course aims also to bring together Leadership and the Multicultural dimension in very practical, typical business situations.

Laurent ESTACHY

Pr Estachy is Associate Professor at Kedge Business School, specialised in macroeconomics and international finance. His research focuses on the interactions between geopolitics and global capital markets and on the emergence of market conventions in the stock, bond or foreign exchange markets. He began his career in commercial banking at Credit Lyonnais Int^l Headquarters and at BNP (Dublin & Paris). He later worked in the Treasury & Foreign Exchange dealing room of BNP in Paris, joining first the FX spot trading desk and then being in charge of a portfolio of multinational corporations. He then was VP at Rabobank-Paris. He holds a PhD in Macroeconomics and International Finance and an Executive MBA from HEC.



Bernard DREYER

Bernard A.M. Dreyer is Sworn Shipbroker and CEO of Sudclearance (Shipbroker). He also operates A.C.I. (International Trade and Transports Consultancy), has served as a Consultant to the World Bank & SFI, to the EU Commission (DGTREN), and to the Consulting Council for the Gerson Lehrman Group, NYC. In his earlier career, he served as Chairman and CEO of large French transport companies and deputy General Manager of a transnational transport company. In addition to lecturing at Schools worldwide, he also serves or has served in senior board positions for various organizations, including: Executive Vice-Pdt of French National Organization of Sworn Shipbrokers, Vice-Pdt of Institut Méditerranéen des Transports Maritimes. He holds a business degree from IECS Strasbourg, a C.E.S. in German language, a Post-Graduate Diploma in International Trade, from CECE and a Post-Graduate in Military studies from IHEDN. He has published several books and numerous articles in international publications, including recent articles on Incoterms and on the influence of China in Africa.



Kathleen DAMERON

American by birth and a French national, Kathleen founded her intercultural management intervention firm, KD Conseil in 1992, to assist organisations in improving the intercultural effectiveness of employees who work in an international environment, and in multi-cultural teams.

Kathleen is an executive coach for senior & middle managers. She has taught executive programs since 1997 at Essec Business School. Kathleen is certified in the Systemic Consulting Approach, Professional Coaching, Multicultural Training, Team Management Systems©, Success Insights©, International Profiler, Situational Leadership II© and is a NLP Master.

In-company experience: Kathleen was company secretary of the French subsidiary of an American company, leader in selective distribution of beauty products for the ethnic market. She also worked for Thomson Consumer Electronics Group as an in-house trainer for 4 years.



1.5 Marketing & Customer Orientation

MARKET RESEARCH

The course illustrates qualitative market research. It adopts the Consumption Culture Theory perspective in investigating how a company can study and understand consumers. In this course the participant 1) will explore the key criteria to conduct and design a market research, 2) will understand the potentiality of qualitative market research, 3) will analyse the Web as repository of market knowledge and the methods that can be applied to unleash that knowledge.

RESEARCH METHODOLOGY FOR BDP

The primary objective of this course is to help you with the completion of your Business Development Project (noted BDP). As such, this course relates to other disciplines, especially the Major you have chosen. We will focus here on the rigorous foundations: the research methods, protocol, design. This workshop is designed to provide an overview of the type of projects expected in each Specialisation Major and to clarify the expectations for the various deadlines and the expected deliverables, including the final project defense. It will give you an overview of the key components of your BDP report, and the key steps to produce it :

- Conducting (and reporting) a literature review
- Conducting a survey using a quantitative approach
- Quantitative research methods: overview and illustration
- From quantitative to qualitative research methods
- On-line session with Pr. Remaud
- Interactions and discussions with your tutor
- Cross Knowledge support and guideline, FAQ

MARKETING MANAGEMENT

The overall objective of this course is to introduce participants to the concepts, analyses, and activities that comprise marketing management and to provide practice in understanding, assessing and solving marketing problems in real life situations. Basic knowledge of the key marketing tools, models and frameworks for the analysis and understanding of marketing activities. Provide the ability to apply such models and techniques. Enable understanding of customer focus for brands and organizations. Enable understanding of the key elements of the marketing mix and be able to design a marketing program developing these elements. Enable participants to demonstrate critical thinking by analysing marketing problems, applying proper logic and formulating valid conclusions based on their analysis.

B to B Marketing

Much of the answer to handling B to B market complexity lies in developing stability and continuity via the building of relationships with selected customers, and establishing a position in the firm's industrial network. This course aims at providing participants with an overview of such business markets, and the potential means to analyse them and implement effective marketing strategy. This means taking conceptual bases beyond what is commonly known as the Marketing Mix, and integrating a broader conceptual framework, more in phase with the reality of business markets. Working outwards from this broader framework, tools and methods specific to business markets can then be developed and implemented.

Stefano PACE

Associate Professor at Euromed. His current research interests include brand communities & social media. He was a visiting PhD participant at Wharton Business School. His publications include articles in Marketing letters, Int^{al} Marketing Review, European Journal of Marketing, Qualitative Market Research, Group Decision and Negotiation. He obtained his PhD in Business Administration & Management at the Bocconi University (Milan, Italy), as Director of the Master in Marketing & Communication.



Hervé REMAUD

Hervé REMAUD is a Senior Professor of Marketing at Kedge Business School. He is the Academic Head of the Wine and Spirits MBA that is offered by KEDGE Business School. He has been working with wine (and seafood) industry entrepreneurs and senior executives for over 10 years, both in France and Australia. He is an Adjunct Senior Researcher of the Ehrenberg-Bass Institute for Marketing Science - University of South Australia, where he worked for 5 years (2005 to 2009), before being recruited by KEDGE Business School. He is accredited to supervise PhD students.

He holds a PhD in Agricultural and Agrofood Management from the National School for Agronomic Engineers in Montpellier (France). His research areas mainly relate to the wine industry, focusing on the interface between consumers' behaviour and wine firms marketing strategies. He has published several articles in international journals and books.

In 2011, he was the head of the committee organising the 6th International Conference of the Academy of Wine Business Research in Bordeaux at KEDGE Business School.



Frank PONS

Frank Pons is a Professor in Kedge Marketing Department and a full professor at Université Laval, Québec, Canada. He specializes in consumer behaviour and is also interested in sports marketing, the brand, retail, services marketing, communication and, more globally for all these areas, the influence of cultural variables on consumption.

Frank Pons treats all his professional interest field as an expert in the mainstream media. He is also an Independent Marketing Consultant in Montreal.

He holds a PhD in Administration, Major: Marketing, Minor: Psychology (Concordia University) and an M.B.A. (Laval University, Faculty of Business)



David FORD

David Ford is Affiliate Professor at Kedge Business School and Professor Emeritus at the University of Bath in the UK. He is a founder member of the IMP Group of Researchers and has acted as seminar leader or consultant to a wide range of international companies in business and retail marketing. He has published in Harvard Business Review, European Journal of Marketing etc. His is the co-author of "Business in Networks and Managing Business Relationships", with other members of the IMP Group



NEGOTIATION

This course provides concepts, observations and suggestions to improve analytical and operational negotiation skills; but it also addresses negotiation foundations on how to do first things first, i.e. how to make the right moves at the right time in order to reach the right decisions and to achieve ad hoc implementation.

Topics covered: Questioning Oneself Before Implementing Negotiation Routines, Preparing Negotiation Before the Meeting, Process Facilitation Before Problem Solving, Creating Value before Claiming Value, Facilitating Negotiation Before Fighting, Finalizing the Deal Before Adjourning.

Michele PEKAR LEMPEREUR

Michele Pekar (BA, University of Wisconsin; MTS, Harvard University) is a Partner at Co-Development, a consulting and training firm. Michele is a senior negotiation trainer who has taught for the last 15 years negotiation, leadership, team building and fundraising at Kedge BS, ENA, ENPC, ESSEC, Sciences Po Paris. She was trained in negotiation at Harvard. She is the editor of the best-seller "The First Move: A Negotiator's Companion" (John Wiley & Sons, 2010). She has been the Director of International Development, Graduate Programs, at ESSEC BS - Paris & Singapore from 1996-2011. She developed international, communication, and marketing strategies. She has worked in annual and major gifts development at Harvard University from 1990-1995, coordinating fundraising activities and building relationships with high-level donors. Michele was also a legislative aide for the President of the Wisconsin State Senate.



3. Workshops & Business Simulation

3.1 Management Workshops

LEAD ONESELF, STRATEGY & CHANGE

The management workshops have been created in order to help participants experiment the notion of leadership in a risk free environment. Concepts and theories will be seen during courses all over the programme, hence management workshops are here to test and exchange around those concepts and their use in a real business environment. The aim of those workshops is to allow participant to change their behaviour and state of mind regarding the way they manage their day-to-day business. These 2-day workshops (Lead one self, Lead strategy and change) will give a large part of business simulations, role-play, storytelling and discussion and will also be the place to develop participants' personal understanding through test and questionnaires. Those workshops will be also linked to the Development centre.

Benoit AUGER

Benoit Auger is an experienced consultant and an executive coach. Benoit has extensive experience managing multi-disciplined projects involving large-scale organizational transformation that increase companies' capability and performance. His expertise includes organizational change management, strategy implementation, competency modelling, team building & coaching, and developing Leadership of Top Executives and High Potentials. He has worked worldwide for companies such as BNPP, EDF, Air Liquide, Société Générale, ALCAN or Cartier. He is certified in Facet5 questionnaire, Behavioral Event Interview and in neurocognitivism approach. Benoit holds an Executive Master in "Business Consulting" from ESCP, a Master degree in Economy & Business Administration from Kedge BS.



3.3 Business Simulations

ARTEMIS

This course will use a strategic management simulation. Artemis business simulation constitutes a solid method for learning about fundamental business concepts. In this dynamic exercise, the players, who are divided up into teams, run simulated businesses competing on a given market. The « Artemis » business simulation aims at managing a fictitious firm and building a solid competitive position in a specific industry, glass products. This course will give to the participants a global overview of strategic leadership approaches.

Monia AMAMI

Monia Amami is the founder and Director of BE SOFT Company (development of business and macro-economic simulations). Her areas of interest include information systems, business simulations and internet platforms. She was deeply involved with many EU cooperation projects. She organises every year participant challenges where hundreds of participants participate simultaneously to one of the many business simulations she contributed to. Her current research interests are with Network Management and Internet Platform



GAIA

This course proposes an interactive approach to international business and intercultural negotiation. It is based on a serious game named EUROSIM. This course aims at training participants to formulate and implement strategic plans for the internationalization of the firm and to build alliance with foreign companies. Hence, this course particularly emphasizes direct negotiation between participants. The virtual companies managed belong to different European countries. Each country being different, specific companies have specific strengths and weaknesses. For companies to grow, producing is not enough

4. Specialisation majors

4.1 Branding Strategy for Business development (Shanghai)

When?

Mobilising traditional & digital medias for communication Brand Community Collaboration Branding strategies	03-05 Jun 16 or May 17 12-14 Jun 16 or May 17 17-19 Jun 16 or May 17
--	--

Why?

Brands have become one of the major immaterial assets of companies: building strong brands is now a critical element of many growth strategies. Branding itself is an important dimension of companies' immaterial assets – now the major part of the value of companies.

Setting up a brand, understanding the emotional relationship linking customers and brands, developing trust within brand communities or growing brands outside their domestic market to build them into global brands are some of the major issues that companies face in the 21st century.

This Major promotes a holistic understanding of business, based on the assumption that branding serves a fundamental strategic function.

Who?

- Executives and managers interested in understanding the importance of immaterial assets and how they can shape the growth strategy of a company.
- Persons working in BtoC or BtoB environments where setting up or developing a brand is an issue.
- Brand Managers responsible for planning and directing the entire marketing program for a given brand or a group of brands.

What for?

- Expose participants to core concepts in branding strategies and innovative marketing tools.
- Sensitise them to the existence of alternative forms of markets and approaches to business development.
- Focus on cutting-edge themes immediately transferable to their professional projects

By whom?

Michel GUTSATZ

Michel Gutsatz is Senior Professor of Marketing at Kedge BS and Director of MBAs and DBA. He currently is Adjunct Professor of Marketing at CEIBS (Shanghai). He is a leading expert in luxury and prestige brand management and the author of numerous books and articles on luxury. He is a consultant for investment funds, luxury brands, mass brands and retailers. Prior to that Michel was Managing Director of an Image Strategy Agency and HR and Internal Communication Director of the Bally Group in Switzerland. Michel also created and developed the MBA in International Luxury Brand Management at ESSEC. He holds an Engineering degree from Ecole des Mines de Nancy and a PhD in Economics.



Bernard COVA

Bernard Cova is Professor of Marketing at Kedge BS and Visiting Professor at Università Bocconi, Milan. A pioneer in the Consumer Tribes field since the early nineties, his internationally-influential research has emphasized what he calls "the Latin approach" of tribal marketing. His work has been published in the International Journal of Research in Marketing, the European Journal of Marketing, Marketing Theory & the Journal of Business Research. He is also known for his ground-breaking research in B2B marketing, especially in the field of project marketing. His publications include two books directly related to the topic of the course: Consuming Experiences and Consumer. He holds a PhD in Business from Paris Dauphine University.



Patrick BEAUDUIN

Born in Congo, Patrick discovered Europe through Belgium at the age of 7. After a Master's degree (thesis on Francophone comic books) and a certificate in Journalism and Social Communication, he left in 1978 to do his civil service in Niger. Back on the old continent in 1980, he made his advertising classes in the NCK, Euro RSCG and TBWA networks before founding his own agency in Brussels in 1989: Kadratura. Patrick arrived in Canada more than 20 years ago, bringing with him his passion for creative advertising, when he was hired as Executive Vice President and Chief Creative Officer at BCP, then to Cossette in 1996 as Chief Convergent Creative Office. From 1995 to 2000, he was President of the Mondial de la Publicité Francophone. From 2010 to 2013, at Radio-Canada, he was General Manager, in charge of the redesign of its radio station. Since 2014, Patrick is a consultant in communication strategy as well as a lecturer / trainer. For 14 years, he has been teaching 'History of Consumer and Advertising' at HEC Montréal, of which he is one of the founders. In addition, Patrick has always been involved in many humanitarian causes.



Courses

Branding Strategies (M.Gutsatz)

Brand Managers are responsible for planning and directing the entire marketing program for a given brand or a group of brands. In a way, it is like running their own businesses – brand managers have profit and loss responsibility for their brands. The main objective of this course is to walk participants through the steps required to build brand assets and create enduring competitive advantage for brands. This course endorses a practitioner, more than academic, focus and is designed as an MBA-level introduction to the issues faced by brand stewards. Stressing this applied focus, the course makes extensive use of an interactive pedagogy.

MOBILISING TRADITIONAL & DIGITAL MEDIAS FOR COMMUNICATION

This seminar-workshop offers a practical tool to better administer the current converging media coverage of a brand's or organization's discourse. Our goal is to enable you to consistently and effectively mobilise the entire set of your traditional and digital media platforms in order to build a strong brand. In an age of media platforms' exponential multiplication, this module presents in a synthetic and operational way a tool enabling the brand to administer those platforms, both traditional and digital, in a convergent way. In the end, the brand will be able to make better choices and especially exploit platforms with more strength and accuracy, while also avoiding scattering and budget waste. Whether it is in B to B or in B to C.

Brand Community Collaboration (B.Cova)

The advent of the Internet subsequently advanced the idea that brands can create consumer communities revolving around their websites. Thus, Many companies have sought to gain profit from groups of fanatics of their brands. Finally, marketing research has shown that identification with the brand community leads to positive consequences on consumer behaviours, including loyalty. In this course, we cast branding in a different light by examining it from the standpoint of the consumers' life world, the web of communal relationships in which they are suspended. This impacts directly the management of brands and helps to critically rethink the branding approach. In this course, an alternative or enriched model is proposed that allows a more responsible view on branding. Stressing such a critical focus, the course makes extensive use of research-oriented pedagogy.

4.2 Sustainable Entrepreneurship (Bordeaux or Paris)

When?

Design your business	12-14 May 16 (Bordeaux)	June 17 (Paris)
Finance your business	16-18 May 16 (Bordeaux)	June 17 (Paris)
Learn to convince	19-21 May 16 (Bordeaux)	June 17 (Paris)

Why?

The KEDGE BS Entrepreneurship Experience takes students beyond the classroom, allowing them to test their entrepreneurial ideas in real-world settings. Through courses, professional projects, and competitions, participants gain the practical tools needed to start, finance, and manage their own business. This major is unique in those terms: it allows the mobilization of all managerial skills developed and reinforced during the MBA, while providing the specific tools that enhance sustainable entrepreneurial skills.

The KEDGE BS Entrepreneurship Experience Competition has four deliverables (BDP):

- a research backbone including an introduction, a literature review as well as your methodology, findings description and analysis;
- a two Page Executive Summary, which should convey the essence of your business plan terms and summarize the most important information contained in each section of the plan;
- the Business Model, which describes the method or means by which a company tries to capture value from its business.
- and the Business Plan, which will describe what your business does, where it is going, how it is going to get there, and the resources it is going to.

Who?

Existing and prospective change-makers looking forward to building a solid entrepreneurial (or intrapreneurial) project. Actual or future entrepreneurs embracing the sustainability challenge as both an opportunity to innovate and a way to make the world a better place. Current or future entrepreneurs looking to step up from business as usual, aiming at building their business venture on solid ground through constant, recurrent incremental improvement, and the exploitation of cutting-edge social science research to back up their project.

What for?

- Embrace entrepreneurship as a process of effectuation.
- Implement business model design and innovation.
- Apply all management tools and techniques, provide a wrapping-up and in-depth working of the student's professional project.
- Develop an individual professional project to transform ideas into solid intra- or entrepreneurship ventures with a sustainable twist.

By whom?

Christophe ESTAY

Christophe Estay is Professor of Entrepreneurship and Director of Research at Kedge BS. He is a member of LIRSA (CNAM, Paris). His academic activities are focused on the motivation to start a business, attitude that combines both entrepreneurial issues and Human Resource Management. His expertise led him to interact with entrepreneurs and support them in their projects. He has published in francophone journals (French Review of Human Resources, INSME, etc. ...) and English journals (European Management Journal, Journal of Social Responsibility, etc.). He holds a Doctorate in Management Science, with distinction (Institut d'Administration des Entreprises), Thesis on the financial participation of employees in the company and a Higher Doctorate on Entrepreneurial motivation (Lille University of Science and Technology).



Stéphanie Le Beuze

Stephanie le Beuze is a serial entrepreneur and co-founder of Echy. At 34 years old, Stephanie Le Beuze has already had several lives. Before co-founding Echy - sustainable development start-up, this ESCP Europe graduate has worked for twelve years in finance as a consultant and risk management analyst. Passionate about innovation, Stéphanie then created Carmine Capital to support start-up SMEs' leaders and capital transactions. In the same spirit, and volunteers, she still finds time to help entrepreneurs start, and to teach at Kedge Business School. This is how she met in 2011, her two associates: two Experts from école Polytechnique. Her area of expertise are: Corporate Finance and real-estate, business development; entrepreneurship, Structured finance and LBO, risk issues in the banking sector. Her specialties are: Business Development in Corporate Finance, start-up launch, risk management, financial analysis, banking regulation. She is Six Sigma Qualified



Stéphane OUVRARD

Professor OUVRARD, born in 1966, 47 years old, is a consultant and trainer in financial accounting and corporate finance. Holding a degree of Chartered Accountancy, a PhD in Management Science and graduated from ESC Bordeaux, he is co-author of several books on Accounting and Finance. After professional experience of 15 years in Accounting and Audit, he is specialized in professional training and teaching as a professor of Accounting & Finance in Kedge Business School.



Courses

DESIGN YOUR BUSINESS

This course integrates many of the concepts, tools and practices of entrepreneurship. Students will learn to be superior opportunity assessors and shapers, to understand the integration of people and process in entrepreneurship, to write, articulate and present a new venture execution plan, understand the alternatives and trade-offs in financing, starting and operating a venture, and gain a better understanding of their personal entrepreneurial capabilities. Students will engage in feasibility assessment, venture viability analysis and resource acquisition. Students will learn how to conduct rigorous business-planning, and also how to network for resources and to be able to communicate about a new venture in a confident, articulate and effective manner.

FINANCE YOUR BUSINESS

Entrepreneurial Finance focuses on raising seed and growth capital from venture capital, business angels, investment banking, and commercial banking sources; and financial problems unique to the small- and medium-sized firm undergoing rapid growth. Examines actual proposals made to venture capital firms, particularly in terms of their financial viability. Course also examines financial management for entrepreneurs over the life of a business project. Includes financing start-ups, financial planning for the nonpublic smaller enterprise, going public, selling out, bankruptcy, sources of capital, and other related topics.

LEARN TO CONVINC

A convincing pitch deck is your ticket to the finals of start-up competitions and awards, and also to productive discussions with investors. So it is worth investing the time and energy needed in order to perfectly present your business idea. A tailored presentation. Get to the point. Stay focused. Practice makes perfect. Etc.

4.3 Aligning Global Strategy And Supply Chain Strategy

When?

	Bordeaux sessions
Matching logistics & competitive strategy	June 2017
Maritime & Air transport Mgt	June 2017

Mission & Objectives

Among obvious implications of globalization, products are used and consumed further and further from their place of production. Similarly, globalized supply chains require multiple physical movements to the products at all stages of the manufacturing process.

During decades, transport has been considered as a constraint. Today, it appears more and more as a strategic link that should be controlled and optimized. To build robust and agile logistics networks or to buy relevant transport services represent factors taking part the competitive advantage of a supply chain. The offshoring that is taking place on a massive scale since a number of years means that mastering the supply chain including its maritime and/or air transport components has become one of the key success factors for a lot of companies.

The complexity of the economy of transport lies as much in the diversity of operations in the manner and in the multiplicity of stakeholders as in the revolutions that have marked its past and that must be considered to understand its future.

For example, as 80% of international trade volume is transported by sea going vessels and 35% of value by air freighters, any international company needs to understand how these modes of transport are organized and are integrated in the wider supply chain environment.

Furthermore, today emphasis is put on risk (eg terrorist attack in 2001 and financial risk since the 2008 crisis) and companies need to be aware of the risks they are taking through their transport/logistic involvement.

Who ?

Supply Chain Managers, Logistics Managers, Transport Purchasers, and Professionals in the shipping or air freight transport.

What for ?

- Understanding the key concepts of supply chain management (SCM) and transport operation
- Identifying how competitive advantage can be derived from improving transport operations within the supply chain
- Understanding the latest development in transport and specifically air and maritime transports
- Learn how to design transport networks
- Learn how to manage transport operations and build appropriate transport solutions
- Learn how to manage risks on the transport chain

By whom?

Pierre AURY

Pierre Aury joined Platou London in 2010 in order to develop financial and advisory services. In 2006, he launched the Clarkson Shipping Hedge Fund (\$US 185 million). Previously, he was the Head of AEP's freight trading activities, Head of Freight Trading for Enron in London, CEO of Filo Shipping and Trading Ltd in Istanbul, CEO of Ahrenkiel Pacific Sces in Sydney and Chartering Manager in Cetrappa in Paris. Pierre was previously an officer on merchant vessels of Louis Dreyfus. He holds an executive MBA and a Master's and Chief Engineer's certificate. He has co-authored the Drewry Report "Risk Management in Shipping" published in 2006.



Seock-Jin HONG

Professor at Kedge BS, Prof. Hong was deputy director at the Graduate School of Logistics at the University of Incheon, Research associate at the air transport department of the Korea Transport Institute, Assistant general manager in Korean Airlines from 1988 and Researcher of Institute of Air Transport in Paris. Prof. Hong has a PhD, in addition to a Master degree of Transport Economics (ENPC). His research include air transport and cargo; supply chain risk management, lean logistics, tourism industry. He serves as a referee for World Review of Intermodal Transportation Research, Journal of Air Transport Management, etc.



Thierry ROQUES

Thierry ROQUES (PhD) is Professor in Supply Chain Management at KEDGE BS. He teaches Freight Transport, Supply Chain Management, and Logistics in many universities in Europe, Asia, Africa and America and directs research activities in SCM, Sustainable SCM and logistics outsourcing in various industries such as Wine & Spirits, transport or retailing. He also coordinates the Supply Chain Business School within Orange Group. He is a member of the Supply Chain Campus in France.



4.4 Driving Ecosystemic Innovation (Marseille)

When?

Ecosystems or Networks
Creativity and Innovation
Organizational Design For Innovat°

09-11 May 16 or June 17
12-14 May 16 or June 17
16-18 May 16 or June 17

Why?

Increasingly innovation happens within decentralised ecosystems that span corporations, individuals and communities interacting over evolving technological platforms. As a consequence, the logic of business is changing: firm-centred innovation is giving way to ecosystem-centred innovation. In ecosystems creativity and innovation thrive at the interfaces between different organizational functions, specialisms and ways of thinking. Hence, managing innovation today is more complex than managing R&D and scanning the environment to find promising ideas for future products/services.

The future key challenge for managers is to learn how to best capture distributed resources in the dynamic ecosystems. As no organization controls its ecosystems, managing innovation in the future requires new approaches, tools and sensitivity.

Alongside limits to organizational control and the demise of traditional management models based on plan-control-and-execute logic, come gigantic opportunities enabled by cooperative ecosystems. This major is one of the first to focus on this newly arising dimension of business.

Who?

Managers, consultants and curious minds interested in understanding the relationship between innovation, ecosystems and creativity. In particular, individuals working in highly innovative and turbulent environments subject to frequent disruptions will find that the major will provide them with cognitive frames and tools preparing them to become effective managers in such environments. This major addresses the demand of managers who want to harness the complexity of their organization and their ecosystem to accelerate and improve innovation.

What for?

- Acquire strategic understanding and managerial tools about managing in ecosystems and distributed environments.
- Understand the nature and the dynamics of networks.
- Learn how to re-design organizations to make them more innovative.
- Learn how to manage diversity of resources within organization and ecosystems to improve creativity.
- Learn creativity tools from cognitive psychology, anthropology and complexity theory.

By whom?

Pierpaolo ANDRIANI

Pierpaolo Andriani is Professor in Complexity and Innovation Management at Kedge Business School, France. He received his Ph.D. and MBA from Durham University, UK. Pierpaolo has a background in physics and has been Project Manager for various European research and development projects with several years' experience in the laser industry. He holds visiting professorships in Korea (Sogang University), Italy (University of Milan, Udine, Lecce) and he was Visiting Scholar at UCLA. His research interests are focused on the impact of complexity theory on innovation, organisational theory and entrepreneurship. His research has been published in journals such as Organization Science, Journal of International Business Studies, Research Policy, Long Range Planning, Complexity, and Research Policy.



Dave SNOWDEN

David John Snowden is a Welsh academic, consultant and researcher and well known guest-speaker in the field of knowledge management and sense making. Snowden has written articles and contributed to books on leadership, knowledge management, strategic thinking, strategic planning, conflict resolution, weak signal detection, decision support and organisational development. He holds an MBA from Middlesex U., a BA in Philosophy from Lancaster U. and started his working career with Data Sciences Ltd (formerly Thorn EMI), acquired by IBM in 1996. He was the Director of IBM's Institute for Knowledge Management and the founder of the Cynefin Center for Organizational Complexity. In 2008, he won the Academy of Management award for an "Outstanding Practitioner-Oriented Publication in OB" for a Harvard Business Review article. He is the founder and the Chief Scientific Officer, of Cognitive Edge, a research network focusing on the development of the theory and practice of sensemaking. He is an advisor on sense making to the Ministry of Defence, Singapore.



Gino CATTANI

Gino Cattani joined New York University Stern School in 2004. Gino's research is primarily focused on technological innovation and competition, interfirm mobility, creativity, and social networks. Professor Cattani completed his undergraduate studies at the Faculty of Economics in Pisa where he received a BA in Accountancy & Business in 1991. After qualifying as an accountant in 1992, and spending the 1995-1996 academic year as a Visiting Fellow Student at the MIT-Sloan School of Management in Boston, he received his PhD in Business Administration from the Faculty of Economics in Pisa in 1997. Professor Cattani received an M.A. in Management Science and Applied Economics from the Wharton School at the University of Pennsylvania in 2001 and a Ph.D. in Management from Wharton in August 2004. He was awarded the Richard Nelson Award Prize for the best article published in the international journals Research Policy on Industrial and Corporate Change.



Courses

Innovation, ecosystems and networks (P.P.Andriani)

The relationship between innovation and distributed networks and the increasing centrality of networks in innovation:

- What networks are and how to understand their evolution and dynamic properties
- What is diversity and why it matters at the individual, organizational and ecosystem level
- Tipping points and diffusion of innovation: understand and influence information cascades
- Emergent innovation as an emergent property of ecosystems
- Communities and distributed innovation
- Platform-based competition. Big data and the future of innovation

Creativity and innovation (D.Snowden)

Can we harness individual and collective creativity to foster adaptability and innovation? This course will show that creativity is an emergent process that

can be magnified by acting on levers such as cognitive diversity, individual and distributed sensemaking, and organizational structures. The course will explore tools from cognitive psychology, anthropology and complexity theory.

- The obstacles to creativity. Sense making, organizations and networks.
- The tools of sense making and creativity
- Sense making within distributed environments

Organizational design for innovation (G.Cattani)

Innovation thrives at the interface between diverse functions, departments, processes and organizations.

- What is an organization and what levers managers have over its design
- Why interfaces matter and how to manage
- Design organizations for disruptive innovation
- Design ambidextrous organizations
- Modular organizations and modular strategy in ecosystems

4.5 Global Management (Shanghai)

When?

International Management	10-12 Jun 16 or Jun 17
Managing International Change	17-19 Jun 16 or Jun 17
International Alliances	24-26 Jun 16 or Jun 17

Who is the Global Management Major for?

Designed for Company Directors who wish to become established on the international stage, Executives and subsidiaries Directors in charge of international development strategy and politics.

What are the benefits?

This specialisation major brings to the participants best practices on how major multinational companies create value through global strategy. Special attention is given to International strategies and alliances, effective management & leadership skills, business growth, business differentiation via innovation. This Major provides also participants with the conceptual tools necessary to understand the sources, direction and velocity of international change and to work effectively in today's interconnected world by developing strategic perspectives that link this changing environment and the state of the global industry. Group dynamics and simulation exercises will enhance the learning process as a way to develop managerial know-how of the complex dimensions of international management.

INTERNATIONAL MANAGEMENT

Cultural diversity is not something that is going to change or go away tomorrow, enabling us to plan our strategies on the assumption of mutual understanding. Cultures have guidelines and behaviour based on certain expectations and assumptions, particularly in international negotiation and decision making. This module is designed to provide you with a framework of the negotiation process and international management basic tools in order to help you understand and manage negotiations successfully.

MANAGING INTERNATIONAL CHANGE

International change is one of the constants in all aspects of business. Understanding the sources, direction and velocity of international change is a key skill that executives increasingly need to master. This course is designed to facilitate the development of those skills and then demonstrate how to master emerging risks and opportunities.

DEALING WITH INTERNATIONAL ALLIANCES

International alliances are an increasingly common aspect of corporate strategies as they can enable participating firms to create new levels of value. However they are not without their risks and limitations. This course is designed to introduce students to these complexities so they can confidently create, maintain and expand successful international alliances.

Yusaf H AKBAR

Yusaf Akbar is Associate Professor in Management and MBA Director at the Central European University Business School in Budapest, Hungary.

He is currently Editor-in-Chief of the International Journal of Emerging Markets.

His research fields are International trade and investment, EU integration and the politics of multinational enterprise strategy.

Publications: Books: "EU Enlargement and Central Europe: Regulatory Convergence and the Multinational Enterprise", "Global Antitrust: Trade and Competition Linkages". He has published in peer-reviewed journals including Journal of World Business, Business and Politics, Global Governance, Thunderbird International Business Review and World Competition.

He holds a PhD from Sussex European Institute, University of Sussex (UK).



Roland BEL

Roland Bel is Associate Professor of Strategy and Innovation at Kedge Business School since 2007. He pursued an 20-year international business career, in Europe, the USA and Asia (ESSO, Hewlett-Packard, Schneider Electric, MGE UPS Systems). He occupied management positions mostly in Marketing and Strategy, developing new products & services, implementing innovation strategies, processes and organizations. Lately, he occupied general management positions in the US and in Asia/Pacific. His research focuses in the theory of organizations, international strategy, innovation and performance. Engineer in Computer Science from I.I.E. Paris and graduate from ESSEC BS (Paris), he holds a MBA from University of Chicago and a Ph.D. in Economics from the University of Sydney, where he taught courses in Economics and Strategy.



4.6 Finance (Shanghai)

When?

Financial Markets & Investments	10-12 Jun 16 or Jun 17
Investment Strategy	17-19 Jun 16 or Jun 17
Portfolio Management	24-26 Jun 16 or Jun 17

Why?

The Finance Specialisation Major seeks to give participants the appropriate skills necessary to operate in complex and unpredictable global economic contexts, exercise initiative and personal responsibility at a professional level, and obtain the expertise as an investment manager to be precise and effective in investment recommendations proposals. Furthermore, the module is designed to develop the participants' cognitive and intellectual skills; help them to be able to compile financial information provided by companies and financial markets, be able to adapt their decisions to specific financial environments, and effectively evaluate conceptual outcomes and practical approaches to complex financial scenarios.

The objectives of the major are as follows:

- Develop a global, strategic vision for financial investment referring to macroeconomics, politics and geopolitics
- To learn about the characteristics of strategic investments, debt and equity portfolios, corporate finance and portfolio management
- To study in detail the issues related to the valuation of the discussed instruments;
- To learn about how securities markets function.
- To apply the concepts of Macroeconomics to Capital Markets
- To study different portfolio management strategies
- To learn about portfolio performance evaluation.
- To examine the use of derivatives in portfolio management.

FINANCIAL MARKETS AND INVESTMENTS

With a very practical framework, this module proposes a detailed inventory and description of financial markets' structures and components. Then, the concept of market efficiency is analysed. Finally, risky, fixed-income, derivative and alternative investments are examined with fundamental analysis, technical analysis and market models.

Krzysztof JAJUGA

Krzysztof Jajuga is Professor at Wroclaw University of Economics, Wroclaw, Poland, and Visiting Professor at Kedge Business School. He is director of two programs: Master Studies in Finance and Bachelor Studies in Finance. He is a member of the Scientific Council of National Bank of Poland, the Academic Advisory Council of PRMIA and the Education and Standards Committee of PRMIA and the Editorial Board of Risk Management in Financial Institutions. His research, teaching and consulting includes the following areas: Financial markets and instruments, risk management, real estate, personal finance, and quantitative methods in finance.

He holds a Master's degree, a Doctor of Philosophy, all in economics.



INVESTMENT STRATEGY

The module explores ways to deal with "radical uncertainty". Beyond the "modern" finance theory based on the rational expectations hypothesis, the course will refer to concepts such as "convention" (J.M. Keynes), "framing effects" (D. Kahneman), and "focal points" (T. Schelling) Many up-to-date stock, bond and foreign exchange markets developments will not only illustrate such theoretical concepts but also make this "strategic investment" module extremely valuable for MBA participants willing to explore alternative ways to understand financial markets..

Laurent ESTACHY

Laurent Estachy is Associate Professor at Kedge Business School. He specializes in macroeconomics and international finance. His research focuses on the interactions between geopolitics and global capital markets and on the emergence of market conventions in the stock, bond or foreign exchange markets. He began his career in commercial banking at Credit Lyonnais Int^l Headquarters and at BNP Dublin and Paris branches. He later worked in the Treasury & Foreign Exchange dealing room of BNP in Paris, joining first the FX spot trading desk and then being in charge of a portfolio of multinational corporations. He then was VP at Rabobank-Paris. He holds a PhD in Macroeconomics and International Finance (University of Nice) and an Executive MBA from HEC.



PORTFOLIO MANAGEMENT

An overview of portfolio management policies for individual and institutional investors; capital market theory; capital market expectations; asset allocation; portfolio construction and revision; portfolio risk management; performance measurement.

Wan Ni LAI

Wan Ni Lai is Lecturer in Finance at Kedge Business School. Prior to academia she worked for the Monetary Authority of Singapore as assistant Director. She holds a PhD in Management Sciences - finance from Aix Marseille University and a bachelor in engineering from the national University of Singapore.



4.7 Wine & Spirits Management (International)

Mission and objectives

Why?

It has been 14 years since KEDGE BS engaged its educational, training and research with the wine and Spirits industry. Nowadays, KEDGE BS delivers multiple programmes and courses focusing on wine and Spirits management, the Major in Wine & Spirits Management being one of them. To support our learning and training activities, KEDGE BS created a few years ago the «Wine & Spirits Management Academy», in addition to all the research projects that our team of researchers conduct every day.

We offer our participants a fantastic chance to work with well-known and recognized wine and Spirits academics and guest speakers in Australia, California, China, South Africa, and France. The Major in Wine & Spirits Management of KEDGE Global MBA aims to deliver state-of-the-art insights about the wine and Spirits industry, from an academic and professional perspective.

Wine and Spirits industry professionals can attend one or all these sessions. A certificate of attendance will be delivered for each session attended, and a minimum of 3 sessions should be attended in order to achieve the Wine & Spirits Management diploma, delivered by KEDGE BS.

What for?

The wine and Spirits industry is changing. It has always changed, these last few years more than ever before. New entrants in the industry tend to increase competition (already strong). Wine and Spirits consumers' needs and demand evolve in addition to new consumers discovering wine and Spirits, with new needs to satisfy. Getting an access to distributors is now crucial but even more difficult today in this battle for shelf space.

Facing these evolutions and market challenges, wineries and wine and spirits firms' managers have to understand their environment, to be reactive, to anticipate what consumers will expect tomorrow. Both these managers and winery owners have to find solutions, innovate, and review their practices to transform them into best practices. They have consumers to satisfy but also a team of employees to manage and encourage in order to deliver the best of their competences. Get engaged in the Wine & Spirits Management Major to reach these objectives!

How does it work?

As a Major of their Global MBA, participants have to attend at least three of the five 1-week sessions held in the following locations: Bordeaux, Sonoma, Adelaide, Stellenbosch and Shanghai. If you choose this 3-week major, you are exempted from International seminars.

The Major in Wine & Spirits Management of KEDGE Global MBA aims to deliver state-of-the-art insights on the wine and Spirits industry, from an academic and professional perspective. The Major includes at this stage five sessions held in 5 different locations: Bordeaux, Sonoma, Adelaide, Stellenbosch and Shanghai. Each session focuses on specific topics, based on the international experience and expertise of the institutions welcoming and delivering the session (in addition to KEDGE BS).

The following is necessary in order to complete the Major in Wine and Spirits Management. A brief summary is listed below and, later on in this document, more details are provided.

1. Completing a Business Development Project (BDP) related to the Wine and Spirits industry.
2. Attending 3 of the 5 sessions.
3. Attending the "weave" course, which is divided into sections throughout the year with the purpose of integrating together content from the Major.
4. Completing graded assignments for each of the international modules you attend. All assignments are intended to contribute to an integrated learning experience for you within this major—as opposed to having many fragmented assignments.

Sessions

The major is organized on-site at 5 different international partner campuses:

- Kedge Business School, Bordeaux, France – May 9 to 13, 2016 (and then in 2017)
- University of South Australia, Adelaide, Australia – July 11 to 15, 2016 (and then in 2017)
- University of Stellenbosch Business School, Stellenbosch, South Africa – September 26 to October 1, 2016 (and then in 2017)
- Kedge Business School / Shanghai Jiao Tang University, Shanghai, China – May, 2017
- Sonoma State University, Sonoma County, California / USA – June, 2017

In order to satisfy the Major requirements, 4 of the above 5 modules are required.

2 of these 4 are mandatory (Kedge Bordeaux and Kedge Shanghai Modules). The two extra modules have to be selected among Adelaide, Stellenbosch and Sonoma. Students may select 2 of the remaining 3 modules, or participate in all.

Weave Course

The purpose of the Weave course is to integrate the learning from all modules and also to provide any additional learning to support students in their BDP work in progress. A total of 15 hours are split throughout the entire major.

NB: if you choose this 4-week major, you are exempted from International seminars.

Seminars

THE BORDEAUX SESSION (9-13 MAY '16 OR JUNE 17)

- The Bordeaux session is hosted by KEDGE Business School – Bordeaux Campus. KEDGE is part of prestigious circle of business schools holding the "Triple Crown": EQUIS, AMBA and the AACSB. KEDGE has built a strong expertise in Wine and Spirits Management, delivering since 2001 a Wine and Spirits MBA, a specialized MBA, which was then transferred as a Major of the Global MBA.
- The main topic covered in this session is Luxury and premium wine & Spirits brands management. When attending this session, participants can expect to gain a good understanding of the wine and Spirits business environment at the worldwide level. Additional business insights will be delivered during industry visits at the International Spirits Centre in Segonzac and field visits to classified growths chateaux. The luxury positioning topic will be explored from different perspectives: economic (Expert opinions, reputation, reliability of judges' evaluations); strategic (key challenges facing a medium size winery when selling its products in the luxury segment); and marketing (key aspects to control when positioning and promoting your brand in the luxury segment).

THE ADELAIDE SESSION (10-15 JUL '16 OR JAN 18)

- The Adelaide session is hosted by University of South Australia (UniSA) / Ehrenberg-Bass Institute. UniSA Division of Business is the largest business school in South Australia, internationally recognised for excellence in teaching and research. Its MBA program was awarded the maximum five-star rating for the seventh consecutive year in 2014 by the Graduate Management Association of Australia. Located in one of the largest Australian wine-producing regions and enjoying a close relationship with the wine industry, UniSA has built up a strong reputation in wine marketing research, via its Wine Marketing

Group of the Ehrenberg-Bass Institute for Marketing Science.

- The main topic covered in this session is marketing that matters. When attending the session, participants can expect to understand how marketing laws apply to the wine and Spirits industry, from a buyers' behavior to brands growth perspective. Based on the various research projects conducted by the Ehrenberg-Bass Institute, including for wine and Spirits companies, the objective of the different courses will be to gain up-to-date knowledge on wine and Spirits marketing.

THE STELLENBOSCH SESSION (26/09-01 OCT. '16) TBC

- The Stellenbosch session is hosted by the University of Stellenbosch Business School (USB). USB has all three international accreditations: AACSB, EQUIS and AMBA. USB started its involvement with the wine industry with strong viticulture and oenology department. Many projects are now conducted at USB to better understand the business side of the industry.
- The main topic covered in this session is Wine sustainable development. Participants of this session will join the participants of the Water management major during morning class, and have a greater wine focus coverage in the afternoon class. Water is a critical issue for the wine industry, especially in South Africa. When attending the Stellenbosch session, participants can expect to gain a good understanding of the wine (mainly) and Spirits business environment at the African level. Representatives of Wines of South Africa will present their actions to promote wines of South Africa in the world, and their interactions with the South African wine producers. Visits to producers will give a chance to cover the sustainable issue and challenges when producing and distributing wines: wine procurement, wine retailing and the legal issues of retailing alcohol in an African context; supply chain and logistics management for an industry mainly export oriented; the promotion of the South African sustainability initiative as part of the strategy and marketing of South African wine firms.

THE SONOMA SESSION (19-23 JUNE '17)

- The Sonoma session is hosted by Sonoma State University / Wine Business Institute (SSU). SSU School of Business & Economics is a fully accredited AACSB institution. Located in the heart of California wine country and created through a partnership between the university and the wine industry, SSU wine business program is the first and only program in the United States to focus exclusively on the business aspects of the wine industry.

The main topic covered in this session is Strategic issues and challenges facing small vs. large wine companies. When attending the session, participants can expect to gain a good understanding of the wine and Spirits business environment at the North American level. Both the American and the Canadian markets have specific regulations in place: the three tier system for the US and the monopoly system for Canada. The key factors of success used by US wine and Spirits businesses are presented and discussed.

Professors

Professors and professionals invited by our Academic partners will be accompanied by Kedge BS Faculty:

Hervé REMAUD

Hervé REMAUD is a Senior Professor of Marketing at Kedge - Bordeaux Business School. He is the Academic Head of the Wine & Spirits MBA that is offered by KEDGE BS. He is an Adjunct Senior Researcher of the Ehrenberg-Bass Institute for Marketing Science - University of South Australia, where he worked for 5 years (2005 to 2009), before being recruited by KEDGE. He holds a PhD in Agricultural and Agrofood Management from the National School for Agronomic Engineers in Montpellier (France). His research focuses on the interface between consumers' behaviour and wine firms marketing strategies. He has published several articles in international journals and books. In 2011, he was the head of the committee organising the 6th International Conference of the Academy of Wine Business Research in Bordeaux at KEDGE.

Florine LIVAT

Dr Florine Livat gets her PhD in Economics in 2005. She studies the wine and spirits sector for more than 10 years. She worked several years as an economic analyst for a wine broker before joining Kedge-BEM in 2006. She is currently professor of economics, & consultant specialized in wine economics.

Olivier GERGAUD

Olivier Gergaud is a Professor of Economics at Kedge - Bordeaux BS. His research areas are Behavioral Finance & Wine Economics. He has been visiting professor in several European and US institutions. He has published more than 10 papers in applied economics. In addition, he serves on the Editorial Advisory Board of the Journal of Wine Economics and of the Journal of Prediction Markets. He holds a Ph.D. from the University of Reims, and an accreditation to supervise research from Sciences-Po Paris.

Anne GOMBAULT

Dr Anne Gombault is Professor of organizational behavior and management. Her research and teaching work focuses on organizational behaviour and management of creative industries, among which wine industry. She is the head of the Arts, Culture & Management in Europe Chair, a research unit of BEM, investigating strategic management and marketing of creative industries in Europe.

Pierre MORA

Pierre MORA is professor at KEDGE Business School. He teaches wine. He has written several books on the subject of wine marketing. He achieved his PhD on the subject of standardization in the wine industry regarding the consumer behavior, the management of the wineries and the wine industry governance. He won an award at the European Academic Software Award with "The French Paradox" wine business simulation he designed. His researches are focused on strategic, marketing and financial issues in the context of the wine industry and in the organic wines



4.8 Driving Sustainable Change (International)

(formerly Resource Management)

Mission & Objectives

- Benefit from Kedge's international network of top business schools on 3 continents and follow courses dedicated to the most pressing issues facing business managers today and in the years to come – the management of limited resources (human, financial, raw materials, energy)
- Integrate social and environmental strategies into your core business so that they both create business and societal/environmental value.
- Learn how to bridge the critical gap from boardroom decision-making to operational management practice.

MANAGING AROUND THE WORLD

Week of 01/05/16, Montreal, Canada

Join a group of international managers on-site in Montreal, Canada to engage with current management issues. Share, reflect and take action to understand & improve your business performance. Managing Around the World is a module designed to explore how things get done in a cross-cultural world, and how to work more effectively. Participants and faculty from top institutions collaborate in a structured process of analysis, representation, and friendly consulting. The module features world-class faculty including Henry Mintzberg, Jonathan Gosling and others.

BIOMIMICRY

Week of 9-05-16, Exeter, UK

The module will look at how nature is inspiring innovations that: increase energy and resource productivity; eliminate the concept of waste; catalyse the shift from product to service-oriented economies; build natural and social capital, and enhance business resilience: systems thinking; Gaia Theory; ecosystem concepts; ecological design frameworks informed by nature such as Biomimicry Life Principles, Cradle to Cradle, the Natural Step; and the nature-inspired Firm of the Future. It will explore how diverse perspectives are embedded in policies, institutions, leadership styles and business models. The module include a residential period off campus that will provide a direct experience of the interconnectedness and interdependence of natural and human systems.

DRIVING SUSTAINABLE CHANGE WITHIN THE FIRM

19-22 May 16 – Marseille, France

The purpose is to explore how you can create extraordinary business value through social and environmental responsibility. Furthermore, helping society and the environment can be a way that you can live out your personal values while also doing good business. The objectives are: To give you a brief overview of the major CSR/sustainability topics important to business leaders and how these "hot topics" might be used to create business advantage. Learn how to see business opportunities through a sustainability lens. Deep dive into how to drive change and apply social and environmental responsibility in a firm.

PROGRAM AT PORTLAND STATE UNIVERSITY

Portland State University

Course content currently under development and will be shared soon.

Sustainability recognizes the interconnectedness of social, environmental, and economic systems, and takes an integrated approach to meeting the needs of the present without constraining the ability of future generations to meet their own needs.



McGill University is a public research university in Montreal, Canada, officially founded by royal charter in

1821. McGill is considered one of the most prestigious universities in the world. As of the 2014-2015 school year, McGill was ranked 1st in Canada among all its major/research universities in the Maclean's 24th annual rankings, maintaining this position for the tenth consecutive year. In 2007, McGill premiered its Office of Sustainability and added a second full-time position in this area, the Director of Sustainability in addition to the Sustainability Officer.



In just over a decade, the University of Exeter

Business School has established itself as one of the UK's leading institutions. Committed to innovative research and building on its relationships with industry and society, Exeter combines tradition and heritage with innovation and insight. Exeter One Planet MBA is a unique programme dedicated to sustainability in context; giving participants the business skills, knowledge and experience to address the critical global challenges of the future. Developed in partnership with WWF International, the One Planet MBA aims to develop a new generation of business leaders equipped with the knowledge, skills and understanding required to create, build and develop sustainable, profitable businesses capable of succeeding in a fast changing international business landscape.



Kedge BS has established itself as a leading business school in France in issues revolving around Corporate Social

Responsibility and Business Ethics. With numerous research chairs dedicated to CSR, including the chair on Sustainable Purchasing, and Business as Unusual, Kedge has affirmed its position in partnership with renowned organisations such as La Poste, SNCF, Orange & the Ellen MacArthur Foundation. With over 300 partner institutions around the world, Kedge is firmly committed to its position as an international institution of excellence, and believes that international exchange is one of the drivers of its success



Portland State University (PSU) is a public coeducational research university located in downtown

Portland, Oregon, United States. It is the only public urban university in the state of Oregon that is located in a major metropolitan city, and is governed by a board of trustees. Sustainability became a central part of Portland State's institutional vision, an area of research enterprise, and a key learning outcome for its students. Higher education has the potential to address the world's most pressing and complex challenges through the integrated approach of sustainability. Because it requires knowledge from every field, sustainability at Portland State is not based in any single department. Instead, it spans the University to unite creative thinkers from across campus and throughout our community.



GLOBAL MBA

Kedge Global Executive MBA Contact

MBApedagogy@kedgebs.com

PEDAGOGY: Content: MBA Curriculum, courses' content, syllabus, qualitative feedback,... **Pre-Course:** pre-readings, Cross-Knowledge & Blackboard content, homework, group work. **Assignments:** personal or group assignments, late submission forms, grades, ...

Courses schedules, confirmation, cancelation or postponement. **Changes** in your calendar, path, courses, electives, international seminars and major. **Updating** your 'individual path follow up' table (dates, courses, attendance, hours, grades).

MBAmyseminars@kedgebs.com

SEMINARS All international seminar specific issues: programme, visa, dates, confirmation, cancelation or postponement...

MBAmycontract@kedgebs.com

CONTRACT Administrative issues: individual contracts, 'training convention' with companies, sheets of attendance, Financing & Payment: quotes, scholarship, OPCA, Fongecif, invoices, instalment, and all financial issues.

it-support@kedgebs.com

IT SUPPORT All technical issues Login and Password problems, Wifi Connexion, Virtual Campus, Global Registrar, Cross Knowledge, ...

Kedge Global Executive MBA Team

Caroline Floch - Concerning the overall operations of the Global Executive MBA programmes

Li Peihua - Global Executive MBA **Shanghai** Manager

Kirt Wood - Global Executive MBA **Paris** Manager

Marie-Ange Gillet Rossy - Global Executive MBA **Paris**

Sébastien Thebaud - Global Executive MBA **Bordeaux** Manager

Caroline Balère - Global Executive MBA **Bordeaux**

Sandra Glavas – Global Executive MBA **Marseille** Manager & International Programmes Manager

Sandrine Rognon - Global Executive MBA **Marseille**

Elodie Pirrion - Global Executive MBA **Marseille**

mba.kedgebs.com

The Global Executive MBA team is pleased to welcome you, advise you, provide you with directions and respond to all of your queries. We wish you a most enjoyable programme!



7 bd de Dunkerque 13002 Marseille | 56 rue de la Victoire 75009 Paris | 680 cours de la Libération 33400 Talence

mba.kedgebs.com - emba@kedgebs.com