

PART-TIME EXECUTIVE

# GLOBAL EXECUTIVE MBA

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## 2016 PROGRAMME GUIDE

PARIS - MARSEILLE - BORDEAUX - SHANGHAI

Choose  
your campus !

2016-09-13



Le MOCI  
**commerce**  
international  
#1 MOCI Executive MBA 2014



**GLOBAL MBA**



Ranked #23 Worldwide / #3 in France  
Financial Times Global Executive MBA 2015 ranking

# Summary

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# 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 21<sup>st</sup> 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,

8 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](mailto:firstname.familyname@kedgebs.com)):

Professor Michel GUTSATZ	Associate Dean & MBA Director, General policy and regulations.
Ms. Caroline FLOCH	Executive MBA Programmes Manager, Overall operations of the MBA programmes.
Ms. Sandra GLAVAS	International Executive Programmes Manager (MBA Seminars, Majors, Strategic Business Projects)
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Ms. Elodie PIRRION	Global Executive MBA <b>Marseille</b> operations & logistics
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Ms. Marie-Ange GILLET ROSSY	Global Executive MBA <b>Paris</b> operations & logistics
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Ms. Celine LIU	Global Executive MBA <b>Shanghai</b> recruitment & admissions
Ms. Alice YANG Ms. Shery YIN	Global Executive MBA <b>Shanghai</b> operations & logistics

### 3. Mission of the Global Executive MBA

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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

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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 Executive MBA 2016 Class in France

















	<b>Abou El Kacem</b> 39 years old Master of Law Director of a SOCIAL CENTER	<b>2014</b> Prof. Exp.:15	<b>Marseille</b>
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	<b>Tony</b> 38 years old Master in Public Law, Sorbonne Paris Operations manager, MONDIAL ASSISTANCE	<b>2015</b> Prof. Exp.:14 French	<b>Paris</b>
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	<b>Vincent</b> 30 years old ESC Master, Sup de Co Montpellier Regional Sales Director, TEVA	<b>2015</b> Prof. Exp.: 10 French	<b>Marseille</b>
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	<b>Zoubir</b> 44 years old Computer Engineer Software technical manager, B-PACK	<b>2014</b> Prof. Exp.:19 French	<b>Marseille</b>

# 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.
- Elective modules (at least 2 courses to be chosen among 25 different MBA modules).
- Specialisation Major (which includes 3 to 5 modules - 9 to 20 days).
- International Seminars (at least 2 seminars to be chosen among 14 business trips scheduled over 24 months).
- Development Centre (Assessment, Personal Project Accompaniment, Coaching, Career Workshops).
- Business simulations, Management Workshops.
- Business Development Project.
- E-learning preparation for 10 modules: you take a specific quiz (CrossKnowledge) and if necessary, you will be provided with a list of interactive on-line courses to be completed before the beginning of the face to face module.

### 1.1 Core Modules

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 (Choose 2)

Information System Strategy
Supply Chain Management
Mobilising traditional and digital media for communication
Negotiation

Project Management
<b>Any France/China modules (minimum of 2) in one of the Specialisation Majors. If interested in any other international modules, please check with MBA office first as restrictions apply.</b>

### 1.3 Specialisation Majors (Choose 1)

Sustainable 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)	3x5 Days

### 1.4 Management Workshops & Business Simulations

Management Workshops: Lead Oneself - Lead Change	2x2 Days
ARTEMIS Business Simulation	2 Days
GAIA Business Simulation	2 Days

## 2. The Development and Management Path

### 2.1 Collective & individual support to achieve your personal aims

While completing coursework and projects, the Global Executive MBA Development & Management Path 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 you with state-of-the-art tools and frameworks, allowing for the analysis of individual or group situations, and potential courses of action.



### 2.2 The Development Centre

The Development serves a project promising feasible and sustainable development. At your service throughout your MBA and credited. Each participant will be followed by a personal coach, with respect for privacy. There will be two parts in this individual programme: **My professional project definition & action plan** & **My personal coaching programme**.

#### **My career project & action plan (Roadbook)**

The module begins with **assessment work**, which includes an online assessment and a self-assessment completed during the 1<sup>st</sup> session, helping you define the **personal AIMS** you assign to your MBA. This assessment will be completed at strategic moments throughout your MBA, gathering contributions from peers, professors, colleagues and partners. All this valuable information will be recorded in your **Personal Roadbook**, which will also include all stages of the design, refining and implementing your personal project. Your coach helps you to fill in your MBA Roadbook. The rhythm of filling in the Roadbook depends on each participant's project and path. At the end of the programme and 6-12 months after, you will submit your Project, explaining your vision, aims and **action plan** in front of a '**co-development**' jury, composed of peers, faculty and MBA administration.

#### **My coaching programme**

Individual coaching sessions (up to 18 hours) with professional coaches will provide permanent support and accompaniment to enable each of you, in your mother tongue -as much as possible, **to create the conditions required to succeed in the programme** and ensure that the programme **serves an integral purpose in the development of your career objectives** and to fully exploit resources (both current and future potential), to achieve your aims and optimise your transition from both a personal and professional perspective.

**Principles:** This individualised support adheres to the principles of coaching and in particular that of **total confidentiality** vis-à-vis the Global Executive MBA administration and the participant's employer. Coaching is optional and not credited. The number of sessions you need is to be co-defined with your coach. Extra sessions (subject to individual credit) can be programmed after the end of your courses and even after your graduation.

#### **Optional collective workshops**

The programme offers specific Management & Career Workshops, which will help you explore your leadership behaviour and its impact on others. Participants wishing to develop their career will have access to several Career Workshops (useful for all internal or external mobility projects): Competencies, Motivation, Network, Interviews. International employability workshops will be planned on demand.

## 3. The International Business Seminars and Consultancies

**“The international visit component of the part-time MBA is one of the strongest and most substantial elements of this kind that assessment panels have observed in accredited part-time programmes.”**



Source: AMBA - Last MBA assessment report.

### 3.1 Mission, Objectives and Definitions

International study figures as a central component of the Kedge Global Executive MBA, expanding participants' conceptions of the business world and opening possibilities to new opportunities through education, professional networking and direct socio-cultural interaction on-site. The Kedge Global Executive MBA programme mandates your participation in 2 international business seminars (IBS) and/or business consultancies (IBC), however you are permitted to attend more than 2 if you so choose. Two seminars figure as 96 contact hours in the Kedge Global Executive MBA programme (over 15% of the programme total).

#### Objectives

- To give you an insight into a foreign business culture.
- To benchmark with foreign management practice and decision making processes.
- To help you understand the very different ways in which other business communities think.
- To provide you with detail on a range of subjects, such as: “Understanding Consumer Markets in India”; “Sustainability & Innovation in Emerging Markets, Brazil”; or “Market-Entry & Joint-Venture Strategies in China”.

#### What the International Business Seminars are

- **1-week (Monday-Friday) in duration.** You are required to be present for the full 5 days of the seminar.
- **Education-focused.** The seminars are designed to be learning experiences first and foremost. It is understood that ‘learning’ takes place through in-course lecture, company visits, and socio-cultural exchange.
- **Engaging.** Learning necessitates active engagement with the seminar courses, visits and associated activities for the entire duration of the programme. Being on-time and actively participating in all activities is mandatory.
- **Opportunities.** The MBA programme is committed to making an effort to create opportunities for you during the seminars. These opportunities may be through professional networking, meeting company contacts, following courses related to your professional sector, etc.

#### What the International Business Consultancies are

- **In-depth, practical experience.** The consultancy programme is a project-focused international exchange opportunity for MBA participants to gain in-depth knowledge using a learn-by-doing, hands-on approach.
- **2+ months in duration.** The Business consultancies are long-term, project focused exchange programmes. They are composed of 3 distinct phases: Phase 1: the pre-phase during which a significant amount of the research is carried out; Phase 2: the on-site week, which is carried out on-site; Phase 3: this is the post-phase, during which the students continue to work on the project for one month after the conclusion of Phase 2, albeit remotely.
- **Insightful.** The I.B.C. programmes demand more investment on the part of the participant than a typical seminar. However, they also provide a level of insight and acquired knowledge impossible to replicate elsewhere.
- **Accompanied projects.** Participants will be accompanied by Kedge Business School faculty during the preparation and final project development. Participants are evaluated for their performance on group and individual levels.

### 3.2 Modalities and costs

#### Level of accommodations

International Seminars have proven to be, in years past, tremendously rewarding, inter-cultural exchange opportunities. They are not, however, all-inclusive travel holidays. As a general rule, as a participant on an MBA international seminar, you may expect the Global Executive MBA programme to arrange, and pay on your behalf, for the following:

- One airport pick-up and transfer to the hotel for the group based on the most common arrival time (some exceptions apply).
- A modest, clean, and safe hotel; the equivalent of a European 2 to 3 star hotel or apartment hotel (apartments feature kitchenettes - they are cleaned only once per week). Breakfast will be included.
- 6 nights’ (check-in Sunday, check-out Saturday) accommodation in a shared-room. Participants who wish to stay for additional nights, upgrade to a single room, or add any other additional services (laundry service, minibar, room service), are responsible for paying them directly to the hotel upon checkout. It is not Kedge’s responsibility to arrange or to pay for these services.
- One welcome dinner.

## Seminar Estimated Expenses and what is covered by Kedge

- **Covered by Kedge**  
Hotel Accommodation (6 nights in a shared/double room) for the first two seminars & Welcome Diner (unless otherwise stipulated).  
Courses, Company Visits & Socio-Cultural Visits. Transport for seminar affiliated activities.
- **NOT covered by Kedge**  
Valid Visa and Passport, Travel Insurance. Flight to the destination of the seminar & Meals. In order to help you better assess the **minimum associated costs** of the Seminars/Consultancies, the following table has been provided using price figures provided in 2016. These figures are susceptible to change and are only used to serve as an approximation:

	India	Brazil	USA	China	Russia	Australia
Total costs (Meals + Return ticket with lead time)	€ 1000	€ 1 600	€ 1 400	€ 1 200	€ 900	€ 1 400

## 3.3 International Seminars Overview

### Next International Business Seminar/Consultancy Dates & Partners

Seminar	Dates	Partner
Brazil	Nov' 16	University of Sao Paulo
India	Jan '17	IMM Lucknow, Noida Campus, Delhi
IBC	Mar '17	France / Rollins, Florida
China	Jun '17	Shanghai Jiao Tong University
USA	Jun '17	Sonoma State University
Australia	Jul '17	UniSA, Adelaide (Wine Marketing)
USA	Oct '17	Portland State University, Oregon
Brazil	Nov' 17	University of Sao Paulo
Russia	Apr' 18	Moscow Plekhanov University

### INDIA - Indian Institute of Management Lucknow - Noida Campus, Delhi

#### International Seminar: Aligning Business Strategy with Consumer Behaviour

- **Courses**  
Socio-cultural Environment in India ▪ Current Economic Environment In India  
The Indian Rural Market  
Indian Consumer Behaviour. Strategic Perspective of Business in India
- **2 Company visits** to complement the course themes
- **Team Building Exercise & Tour of New Delhi**
- **Final Deliverable:** Group presentations before IIM Lucknow professors.



#### Lodging and Logistics

- The program will cover a 6 night stay in a shared (twin) room.
- 1 Group Meal will be organised and paid. 1 social event will be organised using IIM Lucknow's professional network.
- Minimum additional off-seminar budget: approximately 700€ Flight, 225€ Meals

### CHINA - Shanghai JiaoTong University

#### International Seminar – Digital China

The future of digital is being created in China. China is now the place where new business models and new platforms are being developed which will impact businesses worldwide in the coming years. After a period where Chinese companies copied western models, new companies are now changing the whole digital landscape. Both e-commerce and financial innovation are being changed today by these major digital actors. Big Data has also become a major issue for all companies.

- **Final Deliverable:** Essay.

#### Lodging and Logistics

- The program will cover a 6 night stay in a shared (twin) room. Hotel to be determined.
- Group Transport will be arranged to/from the airport when the majority of participants arrive/depart.
- 1 Group Meal will be organised and paid for. 1 social event will be organised using Antai-Kedge's professional network.
- Minimum additional off-seminar budget: 900€ Flight, 225€ Meals



## USA - Rollins MBA/Kedge Global EMBA - International Business Consultancy

- One Company will be identified using Kedge Global Executive MBA's corporate network, This company will furnish a 'problem' for the mixed team of students from the Kedge Global EMBA and Rollins College - Crummer School of Business MBA program to solve, in 3 phases (see IBC description above). Students will be accompanied by Faculty from Kedge/Rollins
- **Deliverables:** Divided into two parts (evaluated by Kedge/Rollins faculty):  
Presentation to company representatives at the conclusion of on-site week  
Final report + presentation, delivered one month after the presentation.



### Lodging and Logistics

- Hotel is included only when travelling to Rollins (and for IBC in France if your home campus is different from where the IBC takes place). Transport to/from the company during visit dates will be arranged as necessary.

## USA - Portland State University

### International Seminar – Design Thinking

You will learn how to apply Design Thinking to create new product and service innovations. You will leverage the tools of Design Thinking to define a specific business problem and develop viable solutions that can be executed through the Lean Start-Up Process or other product and service development procedures. You will experience the nuts and bolts of the creative process and will build your personal creative confidence to solve future business problems in your own professional settings. Through targeted company visits, you will also experience Design Thinking in industry settings to further deepen your understanding of the critical principles required to define and develop viable business solutions.



- **Final Deliverable:** Group PPT presentations before a group of PSU Professors.

### Lodging and Logistics

- The program will cover a 6 night stay in a shared (twin) room. Hotel to be determined.
- 1 Group Meal will be organised
- Approximate additional budget: 1000€ Flight, 325 € Meals

## BRAZIL - USP - University of Sao Paulo

### International Seminar - Sustainability and Innovation in Emerging Economic Markets

Brazil is one of the BRIC countries and also the eco-nomic leader in Latin America and Mercosul. With a continental territory and a privileged scenario of natural beauty, Brazil presents an unique example of a country that has being successful in harmonizing its fantastic industrial, technological and economic growth with the adoption of sustainability practices for its development along with innovation in both private and public sectors. This program aims to introduce the group to the Brazilian business scenario and its main developments and challenges on economic and social fields.

A balanced program with classes by renowned Professors of FEA-USP intermixed with selected visits and cultural activities certainly provides an intense and attractive experience into the Brazilian business culture.

- **2 Company visits** to complement course themes
- **Guided tour** of the city
- **Final Deliverable:** Group PPT presentations before a group of USP professors.



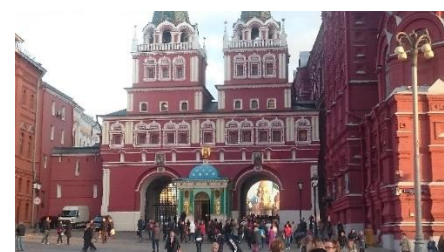
### Lodging and Logistics

- Hotel to be determined. 1 Group Transport will be arranged to/from the airport when the majority of participants arrive/depart.
- 2 Group Meals will be organised. Approximate additional budget: 1300€ Flight, 250€ Meals

## RUSSIA -Plekhanov Russian University of Economics Plekhanov Business School «Integral» , Moscow

### Doing Business in Cross-Cultural Markets

- **Courses:**  
Competitive Position of Russia in the World Economy  
Cross-Cultural Marketing ▪ Working with Russian Partners  
Mergers and Acquisitions
- **Company Visits:** Success Stories of Prominent Russian companies
- Guided tour around Moscow
- 1 social event using PBSI professional network
- **Final Deliverable:** Presentation to PBSI professors



### Lodging and Logistics:

- Accommodation: Hotel Ibis Paveletskaya. Transport: Group transfers will be arranged to/from the airport when the majority of participants arrive/depart. Meet & Greet Dinner is included. Approximate Additional Budget: 300€ Flight, 250€ Meals

## 4. The Strategic Business Project

### 4.1 Description and Contents

The Strategic Business Project is the central work of your MBA programme and figures as the centrepiece of the body of work you submit to Kedge Business School during the course of your MBA programme. The project is heavily weighted in reflection of its critical importance to the pedagogical construction of the MBA programme as a whole. Graduation from the MBA programme is contingent upon:

1. The submission and successful evaluation of the Strategic Business Project documents,
2. A successful oral defence of the work place before a Jury composed any or all of the following: The Professors who lead the Specialisation Major courses, a member of the Global Executive MBA administration, and your Tutor.

**The project is to be completed as an individual**, or in certain cases (when approved by the programme), as a small group. The specific contents of this document will vary in relation to the Specialisation Major chosen, but regardless of your specialisation choice, it is important to understand that the Report which results will be divided into clearly identified, independent sections, with a dense quantity and solid quality of scientific underpinning.

This is to say that it is understood that there will be a **significant portion of academic research (both quantitative and qualitative) conducted by you**, and presented in clear and thorough manner in your Business Development Project. The rubric for the project's evaluation will be provided to you by the professors teaching your specialisation courses, and a separate SBP guidebook will also be provided to provide a reference for the drafting of this key document.

The team of professors delivering your Specialisation Major courses are specialists in their respective domains. If you have a question relating to the integration of a specific point from one of the courses followed during your specialisation major, you are therefore expected to follow up with the professor who taught that course.

### 4.3 Strategic Business Project milestones/deadlines

Steps	Months
Initial identification of your Strategic Business Project Topic	Research Methodology Workshop April (year 1 - all part.)
Major Course #3 Conclusion	June (year 2 or year 1 for intensive participants)
Strategic Business Project Subject approval	June (Professor H. Remaud)
<b>Written acceptance</b> by selected Tutor	Before 15 <sup>th</sup> June
First Follow-Up session (Field & Method of research)	Before 15 <sup>th</sup> September
Second Follow-Up (first project draft evaluation)	October
Final exchange with Tutor (final editing of project)	September (October Defence), November (December Defence) or February (March Defence)
Strategic Business Project Defence	October, December or March

## 5. The Global Executive MBA Calendar

### 5.1 The Global Executive MBA Sessions - All Campuses

**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	>>	>>	14 Nov 16 or 27 Feb 17	2 Dec 16
	Business Acumen & Commut°	06-08 Jul 17	23-25 Mar 17	09-11 Feb 17 or 02-04 Nov 17	17-19 Mar 17 or 24-26 Mar 17
	Business Ethics & SR	05-07 Dec 16	11-13 Sept 17		18-20 Aug 17 or 25-27 Aug 17
	Business Model Design			15-17 Nov 16 or 28 Feb-2 Mar 17	14-16 or 21-23 Apr 17
	Change Management			13-15 Oct'16 or 24-26 Apr'17 or Apr'18	13-15 Oct 17 or 20-22 Oct 17
	Corporate Strategy	23-25 Feb 17	20-22 Oct 16 or 15-17 Feb 18	02-04 Mar 17 or 8-10 Feb 18	9 or 18 Dec 16 or 17 or 24 Nov 17
	Financial & Mngt Accounting	16-18 Mar 17	05-07 Jan 17 or 20-22 Dec 17	15-17 Dec 16 or 13-15 Apr 17	05-07 May 17 or 12-14 May 17
	Geostrategy	12-14 Jan 17	23-25 Feb 17 or 11-13 Jan 18	15-17 Dec 16 or 23-25 Mar 17 or 4 Jan 18	8-10 Sept 17 or 15-17 Sept 17
	Leadership Accross Culture	30 Jun-2 Jul 16 or 13-15 Apr 17	26-28 Jan 17 or 06-08 July 17	5-7 Jan17 or 28-30 Jun 18	5-6 Dec 16 + 14-15 Jan 17
	Market Research	15-17 Sep 16	09-11 Feb 17 or 1-3 Feb 18	30 Mar-1 Apr 17	18 or 27 Nov 16 or 08 or 17 Dec '17
	Marketing Managt	6-8 Oct 16	26-28 Oct 17	22-24 Sep 16 or 12-14 Oct 17	17-19 Feb 17 or 24-26 Feb 17
	Multinational Finance	9-11 Feb 17	08-10 Sep 16 or 22-24 Mar 18	27-29 Oct 16 or 15-17 Mar 18	17-19 or 24-26 Nov 17
	Organisational Behaviour	11-13 Dec 17	3-4-6 Jun 16		21-23 Jul 17 or 28-30 Jul 17
	Strategic Innovation	16-18 Nov 17	28-30 Apr 16 or 20-22 Apr 17	11-13 May 17	14 or 23 Apr '17 or 20 or 29 Apr '18
ELECTIVES	Information Syst. Strat.			16-18 Mar 17 or 29-31 Mar 18	17-19 Feb 17 or 30 Mar-1 Apr 18
	Project Management			29 Jun-1 Jul 17 or 24-26 May 18	20-22 Jan 17 or 2-4 Feb 18
	Strategic Supply Chain	24-26 Nov 16 or 18-20 Jan 18			15-20 May 17 or 12-14 Jan 18
	Negotiation		30 Nov-02 Dec 17	17-19 Nov 16	17-19 Mar'17 or 16-18 Mar 18
	Mobiliz Trad.& Dig.Media for Com°	21-23 Sep 17			16-18 Jun 17
	Driving Sustainable Change		08-10 Jun 17 or 17-19 May 18		
	International Branding			11-13 Jul 16	9-11 Jun 17
	Branding Strategies		05-07 oct 17		02-04 Jun 17
WORKSHOP	Workshop Lead Oneself			18-19 Nov 16 or 3-4 Mar 17	27-28 Oct 17 or 29-30 Oct 17
	Wshp Lead Change			11-12 Oct 16 or 27-28 Apr 18	3-4 or 5-6 Mar 17 or 26-29 Jan 18
	Artemis simulation	08-09 Dec 16 or 14-15 Dec 17			
	Gaia Simulation (ex Eurosिम)		08-09 Sept 17		
INTERNATIONAL SEMINARS	AUSTRALIA (Adelaide)	10-14 Jul 17 (Wine Marketing)			
	BRAZIL (Sao Paulo)	07-12 Nov 16 or Nov 17			
	DIGITAL CHINA	26-30 Jun 17			
	FRANCE (Marseille)	05-09 Sep 17			
	IBC (Florida, US or France)	6-11 Mar 17 (FR) or 05-10 Mar 18 (US)			
	INDIA (Delhi)	16-21 Jan 17 or Jan 19			
	RUSSIA (Moscow)	09-14 Apr 18			
USA (Portland, Oregon)	25-30 Sep 17				
USA (Sonoma, California)	26-30 June 17 (Wine & Spirits Mgt)				



## Majors

	MODULES	BORDEAUX	MARSEILLE	PARIS	SHANGHAI
MAJORS IN FRANCE	<b>ENTREPRENEURSHIP</b>				
	Design your Business			05-07 June 17 <b>or</b> June 18	
	Finance your business			08-10 June 17 <b>or</b> June 18	
	Learn to convince			12-14 June 17 <b>or</b> June 18	
	<b>ALINING GLOBAL STRATEGY &amp; SUPPLY CHAIN</b>				
	Matching logistics & strategy	05-07 Jun 17			
	Maritime transport Mngt	08-10 Jun 17			
	Air transport Mngt	12-14 Jun 17			
	<b>DRIVING ECOSYSTEMIC INNOVATION</b>				
	Ecosystems Innovation		05-07 Jun 17 <b>or</b> June 18		
	Creativity and Innovation		08-10 Jun17 <b>or</b> June 18		
	Organizat.Design For Innovat°		12-14 Jun17 <b>or</b> June 18		
	<b>BRAND STRATEGY FOR BUSINESS DEVELOPMENT</b>				
	Trad.& Dig.Media for Commut°	21-23 Sept 17			16-18 Jun 17
	Branding strategies		05-07 Oct 17	-	02-04 Jun 17
International Branding				09-11 Jun 17	
Brand Community Collaborat°			29 Jun-01 Jul 17		
MAJORS IN CHINA	<b>FINANCE</b>				
	Fin. Mkts & Invests				9-11 Jun 17
	Investment Strategy				16-18 Jun 17
	Portfolio Management				23-25 Jun 17
	<b>TALENT MANAGEMENT</b>				
	Talent Strat. or Global				12-14 May 17
	Human Dvlpt or Cult.				19-21 May 17
	Talent Tools & Mkting				26-28 May 17
	<b>GLOBAL MANAGEMENT</b>				
	European Business Practice & Markets				16-18 Jun 17
Europeen Business Practice & Market				9-11 Jun 17	
Internat. Alliances				02-04 Jun 17	
INTERNAIONAL MAJORS	<b>WINE &amp; SPIRITS MANAGEMENT</b>				
	Luxury & premium brands managt	05-09 June 17 or June 18 (Bordeaux, France)			
	Wine Strategy	26-30 June 17 (Sonoma, California)			
	Wine Marketing	10-14 Jul 17 (Adelaide, Australia)			
	Wine & Spirits digital marketing	15-20 May 17 (Shanghai, China) tbc			
	<b>DRIVING SUSTAINABLE CHANGE</b>				
	Driving Sustainable Change Course	08-10 Jun 17 <b>or</b> 17-19 May 18 (Marseille, France)			
	Managing Around the World	30 Apr-05 May 17 (Dublin, Ireland) , May 18 (TBD)			
	Biomimicry - Exeter	30 May – 2 June 2017, May 2018 (Exeter, UK)			
Design Thinking, Portland	26 Sep-01 Oct 16 (US) - 25-30 Sep 17 (US)				



# 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 diagnosis 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 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 gas (key factors for silent or open confrontations), Turkey's role. Global approach of geopolitics of Asia: Historical trends and actors, today's economic integration agreements, political cooperation organizations, oil and gas 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<sup>l</sup> 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

### RESEARCH METHODOLOGY FOR SBP

The primary objective of this course is to help you with the completion of your Strategic Business Project (noted SBP). 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 SBP 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

### QUALITATIVE 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.

### 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.

### 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.



### 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<sup>3</sup>l 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.



### 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



## 2. Electives

### SUPPLY CHAIN MANAGEMENT

This three days class provides an overview on the theoretical and practical dimensions of Operations and Supply Chain Management.

Key outputs of this course are:

- Understanding the key concepts of supply chain management (SCM) and logistics operations
- Identifying how competitive advantage can be derived from improving SCM and logistics operations
- Understanding how SCM and logistics concepts and practices can be applied to service operations to achieve competitive advantage in the industry.

### INFORMATION SYSTEMS STRATEGY

The objectives of the course are to give participants a good understanding on: What IT can bring to their business: overview of the IT solutions available on the market and their added value for the companies in terms of efficiency, development, agility and costs (ERP, CRM, SRM, BI, e-commerce, e-marketing, e-procurement, Collaborative solutions...); Which type of IS architecture (internal / external, best of breed / ERP, centralized / decentralized) and which type of solution (software, SaaS, Cloud, outsourcing, offshoring) to implement according to the business strategy. Methodologies to manage IT/IS in their company: IT governance, project portfolio management, strategic sourcing, build and run best practices, change management, risks management...

### 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:

- Understanding the various strata of a brand's discourse in a pragmatic way and take it into account.
- Fully acknowledge the strategic consequences of the current media transformation.
- Define an operational tool enabling the construction of a brand discourse both integrated and converging through multiple media platforms.
- Apply this tool in the context of your organization.

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.

### PROJECT MANAGEMENT

Some professional careers are made of project management. Managing one project is often a step in a professional career. Almost for sure, any management career includes participation in at least one project critical review.

A project is an investment. Any investment has to be decided and launched formally. Making a project investment decision has to be prepared adequately. One success factor is assurance that project will be controlled adequately to its conclusion. Another success factor at project "go-no go" decision is assurance that human factors are managed adequately. This course provides state-of-the-art criteria for successful project management, key practical knowledge for managers to help them plan projects and control project execution. Skills and effective use of technology are reviewed in this course for effective project management.

The course enables managers to coordinate functional task forces to define, plan or execute projects. Critical success and risk factors in projects are reviewed with the prospective of business leadership.

### Thierry ROQUES

Thierry ROQUES (PhD) is Professor in Supply Chain Management at KEDGE Business School. He teaches Freight Transport, Supply Chain Management, and Logistics at the KEDGE Masters Programmes and directs research activities in SCM, Sustainable SCM and logistics outsourcing in various industries such as Wine and Spirits, transport or retailing. He also coordinates the Supply Chain Business School within Orange Group.

His research focuses on Inter-organisational relationships, LSPs, Purchasing in the service industry and sustainable SCM. He is also researching on the Management of creativity. He is a member of the Supply Chain Campus in France. He teaches in many universities in Europe, Asia, Africa and America.



### Stéphane ROGER

Stéphane Roger is Partner at SopraSteria, in charge of Consulting activities regarding IT Strategy and Digital Transformation. Previously, he was VP Product Marketing at Hubwoo (international SaaS marketplace), co-founder and CEO at Opteamis (provider sourcing company), founder and Partner at CTRL A / DSI (consulting firm dedicated to CIOs). He started his career with IS and strategic consulting firms in Paris: KPMG Peat Marwick, Atos Origin and AT Kearney where he drove ERPs implementations, Business Process Reengineering, IT strategic plans, IT governance and IT transformation programs in an international context and within numerous sectors. He then became CIO at Uniq, European leader of the convenience food industry, where he increased the functional IS scope, improved services levels and reduced by 40% the operating costs. He holds a Master of Computer Science.



### 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. For 3 years, he taught African literature to students, future teachers. 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



### Gilles VALLET

Gilles Vallet is the programme director of the Postgraduate Programme in Project Engineering at Oxford Academics. His professional career has focused on projects, project management and project offices. Starting from systems embedded in submarines and telecommunication systems, he has consulted with international organisations and companies across two broad types of assignments: industrial projects (microelectronics, cars, information systems), and scientific projects (defence, air & space). He has also been deeply involved at CERN (Geneva). In all, he has either conducted or guided over 1000 projects. He has authored three books published in French (Editions Dunod), the Highware suite of training modules (>20,000 professionals trained in 8 languages) and Cross-knowledge on-line courses (>100,000 participants). Graduate Engineer from Ecole Polytechnique, he holds visiting teaching positions in several institutions such as HEC in Geneva,



## NEGOTIATION

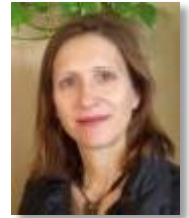
This course provides concepts, observations and suggestions to improve analytical and operational negotiation skills; but it also addresses negotiation foundations on how to do first things first, i.e. how to make the right moves at the right time in order to reach the right decisions and to achieve 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, LEAD 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, Behavioural 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 Aligning Global Strategy And Supply Chain Strategy

#### When?

	Bordeaux / Paris sessions
Matching logistics & competitive strategy	June 2017
Maritime Management	June 2017
Air transport Management	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 Cetragpa 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.



## 4.2 Branding Strategy for Business development (Shanghai)

### When?

	China	France
Mobilising traditional & digital medias for communication	June 17	Sep 17 Bordeaux
Brand Community Collaboration		July 17 Paris
Branding strategies	June 17	Oct 17 Marseille
International Branding	June 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 21<sup>st</sup> 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.

## 4.3 Entrepreneurship (Paris)

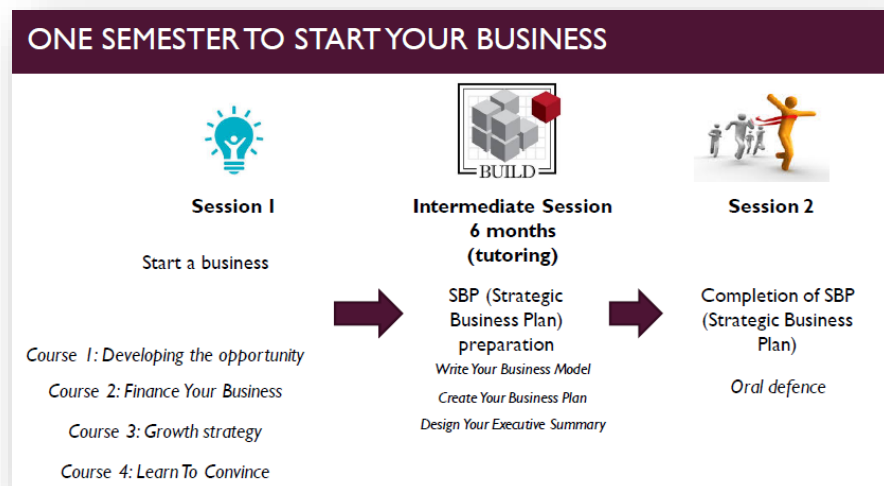
### When?

June 2017 or June 2018

### 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.

### What for?



### 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.

### By whom?

#### 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 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.

#### 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 areas 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 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

#### DEVELOPING THE OPPORTUNITY

Learn what entrepreneurship is: The entrepreneur's profile. Various types of enterprises, technology and Social entrepreneurship. Learn how to discover, develop, and assess opportunities, in order to choose one that has the best potential for success. Crack the code of business models. Define your market, identify your user and come up with an informed plan for your venture.

#### FINANCE YOUR BUSINESS

Learn how to build a business plan: income statement, balance sheet, cashflow statement. Define your financing needs

Learn how to choose the right financing model amongst a wide variety of financing options: Various financing models: bootstrapping, organic growth, debt and risk capital, equity financing, Key types of investors: angels, venture capital, and crowdfunding

Learn how to negotiate with investors and bankers: Terms, and term sheets, exit modes and what exit strategy

#### MARKET GROWTH STRATEGY

Explore the strategies in order to grow customer base and your internal organization: Demand forecast, Customers attraction, Performance measure and report, Organization to support more growth.

#### LEARN TO CONVINC

Learn how to build a convincing pitch deck for start-up awards and discussions with investors:

- A tailored presentation. Learn to prepare a different pitch to bankers, VCs, corporate funds...

- Get to the point. Make your message clear-cut and precise.

- Stay focused. You have little time to convince investors, so learn to make the most out of it

- Practice makes perfect. Rehearse and rehearse and get feedback from your peers and seasoned entrepreneurs / investors



## 4.4 Driving Ecosystemic Innovation (Marseille)

### When?

Ecosystems or Networks	June 17
Creativity and Innovation	June 17
Organizational Design For Innovat°	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?

European Business Practice & Markets Managing International Change International Alliances	Jun 17
	Jun 17
	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.

#### EUROPEAN BUSINESS PRACTICE & MARKETS

This module examines the role of European integration and public policy – especially EU integration – impacts on the business strategies of companies operating in Europe. An in-depth examination of the softer dimensions of business environment and business practice is performed, with a view to highlighting both common factors and specificities of markets within Europe.

By the end of the module, students will

- Gain an understanding of the **key developments in the European business environment**
- Have a critical perspective on how European market characteristics affect the required **global strategic approach to these markets**.
- Examine the current **global economic crisis** and its **impact on Europe**
- Have a critical perspective on how European policies (**especially trade policy with China**) effects business decision-making and strategy
- Be capable of understanding some of the factors that **differentiate strategies – as compared to integrate – in the European market**.
- Develop an awareness of both **tools and methods appropriate for approaching and handling these markets**, and the strategic mindset of key business actors operating on them.

#### 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.

**NB: if you choose this major in Shanghai, you are exempted from one International seminar but have to attend a third Elective Course.**

#### 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 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.



## 4.6 Finance (Shanghai)

### When?

Financial Markets & Investments	Jun 17
Investment Strategy	Jun 17
Portfolio Management	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<sup>l</sup> 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.



**NB: if you choose this major in Shanghai, you are exempted from one International seminar but have to attend a third Elective Course.**

## 4.7 Talent Management (Shanghai)

### When?

<b>Talent Strategy for a Global Workforce</b>	Jun 17 or Jun 19
<b>Human Dvlpt or Cult.</b>	Jun 17 or Jun 19
<b>Talent Tools &amp; Mkting</b>	Jun 17 or Jun 19

### Why?

This major is for those who want to play a strategic role in developing tomorrow's global talent. Top talent professionals have especially attractive career opportunities in a number of sectors today

Asia: the future talent innovator

Multinationals expect about 70% of the world's growth over the next few years to come from emerging markets, with 40% coming from just two countries, China and India. "Developing countries are becoming hotbeds of business innovation...new products and services that are dramatically cheaper than their Western equivalents... they are experimenting with entirely new business models...from supply chain to management to recruitment and retention." Source: Financial Times Special Report, April 2010.

### What are the benefits?

The content of the program can best be explained by the learning outcomes students will achieve. By the end of the program, participants will be able to answer the following strategic questions.

- How does talent contribute to corporate strategy and the bottom line?
- If my CEO asks "where should we invest in Asia?", how do I build a business case?
- How do I create partnerships for talent initiatives with universities, governments, companies and institutes?

#### Talent Strategy for a Global Workforce

This course begins with the strategy of talent and covers the political and economic landscape of human development that talent leaders need to know in order to make strategic decisions at the international level.

#### Bob AUBREY

Bob Aubrey is Professor at Kedge Business School and Talent Major Chair for the AEMBA Shanghai.

He is the author of 7 books in 9 languages on personal and career development, learning at work, future of education. As an international consultant, he has a 25 year experience, has worked in 40 countries with CEOs and talent managers of global corporations. He launched Metizo in 2002 and expanded company to 4 continents. He holds a PhD in Philosophy from University of Paris and a MBA from University of California.



#### Implementing Human Development across Cultures

This course represents the implementation phase, with identification of two key dimensions of talent leadership. The first is managing talent across cultures to achieve global capability. Cultural and social networking issues constitute the first module of teaching. The second module concerns the content of talent development programs, learning and motivation as well as organizational change and development issues.

#### Ben NOTHNAGEL

Ben Nothnagel is Attorney at law. As an International trainer his clients include some of the world's most innovative and successful companies. Students from 31 countries have attended his training programs. His specialties are: Innovation in knowledge based industries, Internationalisation, Facing the International Challenge, Diversity and its impact on team performance, Team building, Communication, Leadership.



#### Talent Tools, Measurement & Talent Marketing

This course deals with talent tools and measurement of learning and development result, and the evaluation of efficient talent programmes. It also covers employer branding and communication internally and to the market, using media and social networking.

#### Tao DENG

Tao deng is Partner of New Leaders and an Executive Coach. He was formerly HR Director of Google Greater China region. Prior to that he served in leadership HR roles in different multi-national companies such as HR Director of Maersk Shipping Line, HR Director of AlliedSignal Greater China region, HR VP of AstraZeneca Pharma, HR VP of Whirlpool Asia Pacific.

Tao is the former Chairman of HR Association of foreign pharmaceutical companies in China, Honorary consultant for Peter F. Drucker Academy, Global Remuneration professional by WorldatWork Society. He was awarded as Best HR Manager in 1998 by China Staff, consecutive Top 10 outstanding HR manager of Asia-pacific region in 2004 and 2005, Winner of Top 25 Outstanding Leaders by Chinese Elite Management Forum in 2005 & HR Outstanding Achievement Awards of Greater China 2009/2010. He holds an Executive MBA from CEIBS.



**NB: if you choose this major in Shanghai, you are exempted from one International seminar but have to attend a third Elective Course.**

- How do I develop talent across cultures and deal with culture issues? How do I build global talent standards?
- How do I manage learning and motivation for all employees? How do I measure human development and ROI?
- How do I lead organizational development and change? How do I brand and market my talent strategy ?

## 4.8 Wine & Spirits Management (International)

### Mission and objectives

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#### 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 Executive 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 Executive 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 Executive 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 Strategic Business Project (SBP) 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 SBP work in progress. A total of 15 hours are split throughout the entire major.

**NB: if you choose this major, you are exempted from International seminars.**



## Seminars

### THE BORDEAUX SESSION (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 Executive 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 SONOMA SESSION (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.

### THE ADELAIDE SESSION (JULY 17)

- 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.

## 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



## 4.9 Driving Sustainable Change (International)

### Mission & Objectives

- Benefit from Kedge's international network of top business schools on 4 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.

### Why?

Corporate social responsibility and sustainability (CSR) is one of the fastest and most important trends in global business today. Over 90% of Fortune 500 companies officially engage in CSR. Moreover, when recruiting MBA graduates, companies find that those students who are into CSR are better candidates. In other words, all the basic skills are needed to be recruited (e.g., finance, communication) but what sets students apart is their willingness to be leaders with values and who care about the long-term success of their stakeholders. Simply stated, CSR is about good business.

This programme offers participants a chance to engage in an elite group of MBA schools who are trying to change how MBA education is conducted. With this informal network, participants will have access to courses around the world that are delivered by premier institutions, most of which are the top ranked in their continent.

### How does it work?

Students are required to attend three classes (one in France and two international) as well as the Weave Course (explained below). In other words, the major does not require international seminars above and beyond the requirements, but additional international electives are possible.

In brief, the following are the requirements:

1. Attend the Driving Sustainable Change course (held in Marseille)
2. Attending the Managing Around the World Roundtable (different location each year)
3. Attend one of the following international seminars: Exeter programmes on Biomimicry or Sustainable Finance in May 2017; Design Thinking Program (Portland, USA); Sustainability and Innovation in Emerging Economic Markets (Brazil)
4. Attend 3 weave classes of 8 hours each throughout the school year 2016-2017
5. Complete a SBP on the topic of Driving Sustainable Change

### 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 SBP work in progress. A total of 24 hours are split throughout the entire major during three days.

**NB: if you choose this major, you are exempt from International seminars.**

### Academic Director

Ante Glavas specializes in purpose-driven employee engagement. His work has been covered by media outlets such as CBS, CNN, Fast Company, Fortune, GreenBiz, and USA Today. Prior to his academic career, he was a leader in Diageo (a Fortune 500 company), founded the first private business school in Croatia, consulted to over 100 organizations, and conducted work in 50 countries. For his work in contributing to society, he received numerous awards such as the Medal of Honor from the President of Croatia. Ante earned a Ph.D. in organizational behavior from Case Western Reserve University while simultaneously serving as the Executive Director of the Center for Business as an Agent of World Benefit. At Case Western he developed one of Forbes "10 Most Innovative Business School Courses". Later, as an assistant professor at the Mendoza College of Business at the University of Notre Dame he was awarded the James Dincolo Outstanding Teaching Award for best management professor. Ante is currently an associate professor at Kedge Business School in France.



## MANAGING AROUND THE WORLD

April 30 – May 5, 2017 – Dublin, Ireland , May 2018 TBD

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.



**University College Dublin (UCD)**, is Ireland's largest university, with over 1,480 faculty and 32,000 students founded in 1854. Originally located in Dublin city, all of the university's faculties have since been relocated to a 133-hectare campus at Belfield, four kilometres to the south of the city centre. University College Dublin is frequently ranked among the top universities in Europe. There are five Nobel Laureates amongst



## BIOMIMICRY AND SUSTAINABLE FINANCE

30 May - 2 June, 2017, May 2018 – Exeter, England

The **Biomimicry** module will look at how nature is inspiring innovations that are changing business process (e.g., increase energy and resource productivity; eliminate the concept of waste; build natural and social capital). The module includes a residential period off campus that will provide a direct experience of the interconnectedness and interdependence of natural and human systems.

The **Sustainable Finance** module will explore sustainable financial solutions and balancing conflicting investor agendas. It will prepare you to understand the connections between sustainability and capital markets and the opportunities to positively influence the path towards a low carbon, low water, climate resilient and inclusive economy.

## DRIVING SUSTAINABLE CHANGE WITHIN THE FIRM

June 8-10, 2017– 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.

## DESIGN THINKING PROGRAM

25-30 September 2017 – Portland, USA

In this field study programme, students will learn how to apply Design Thinking to create new product and service innovations. Students will leverage the tools of Design Thinking to define a specific business problem and develop viable solutions that can be executed through the Lean Start-Up Process or other product and service development procedures. Students will experience the nuts and bolts of the creative process and will build their personal creative confidence to solve future business problems in their own professional settings. Through targeted company visits, students will also experience Design Thinking in industry settings to further deepen their understanding of the critical principles required to define and develop viable business solutions.

**EXETER BUSINESS SCHOOL** 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 BUSINESS SCHOOL** 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** 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.



# The Global Executive MBA Campuses

## PARIS

KEDGE BUSINESS CLUB - 56 RUE DE LA VICTOIRE 75009 PARIS, FRANCE - +33 (0)1 42 81 20 20

### CONTACT

Kirt Wood, Campus & Paris MBA Manager: 33 (0)603 343 294

Marie-Ange Gillet-Rossy, MBA Program Coordinator: 33 (0)142 812 736

### TECHNICAL ASSISTANCE

- Our hostesses can assist you from 8:30 am-6:30 pm (8:00 pm for MBAs): brain bubbles reservation, printing, call taxi...
- Our technician can assist you with room set ups and regular technical difficulties
- Wifi: bring your kedge password with you (same in al campuses) -> The wifi protocol is posted in every classroom

### HOW TO GET TO KEDGE PARIS?

- **By Taxi** Taxi Bleus : 3609 or Taxi G7 : 3607
- **By Metro:** 5 stations nearby served by 7 lines : #3, 7, 9, 12, 13, 14, RER A, RER E (see stations & lines on the map below)  
**Metro map** [How to use the metro?](#) 14.10€/10 tickets
- **From CDG Airport:** [Roissy Bus](#) & [RER B](#)
- **From ORLY Airport:** [Orly Bus](#) & [Orlyval](#) + [RER B](#) :



### SERVICES

- **Post office:** 78 rue Taitbout 75009 Paris
- **Supermarket:** [Franprix](#) 38 rue Chateaudun 75009 Paris
- **ATM:** 64 rue de la Chaussée d'Antin 75009 Paris
- **Pharmacy:** 11 rue Lafayette 75009 Paris

### HOTELS

- [Hôtel Mogador](#) 51 rue de la victoire 75009 PARIS
- [Best Western Opera d'Antin](#) 75 rue de Provence PARIS
- [Hôtel Montholon](#) 15 rue de Montholon PARIS

### RESTAURANTS

- **Berts (in the building):** small commercial café open during the week 8:30 am to 1 pm
- **My Bo Bun** (Vietnamese take out): 73 r de la victoire PARIS
- **La Chantereine** (Cafe): 51 rue de la victoire PARIS
- **Le relais de la victoire** (Brasserie): 73 rue de la victoire
- **Chez Jean** (mini market & deli): 7 rue Lafayette Paris
- **Tivoli (Pizzeria):** 5 Rue Lafayette PARIS - good for larger groups, no reservation needed.

# BORDEAUX

EXECUTIVE CENTER 680 COURS DE LA LIBÉRATION 33405 TALENCE, FRANCE - +33 5 56 84 55 55

## CONTACT

Sébastien THEBAUD, MBA Admissions & Development: +33 (0)5 56 84 42 07 / +33 (0)6 83 87 49 90  
Zakia CHAMROUNE, MBA Program coordinator: +33 (0)5 56 84 84 40

## TECHNICAL ASSISTANCE

- Our technician can assist you with room set ups and regular technical difficulties
- Wifi: bring your kedge password with you (same in all campuses) -> The wifi protocol is posted in every classroom

## HOW TO GET TO KEDGE BORDEAUX?

### • By car :

When driving on Rocade A630

- Take « exit number 16 » (“Gradignan centre”, “Talence centre”, “Domaine Universitaire”)
- Drive towards “Talence centre” and “Bordeaux” and pass by a Total Gas Station
- Turn on your right after around 500m and continue on “allée Ronsard”

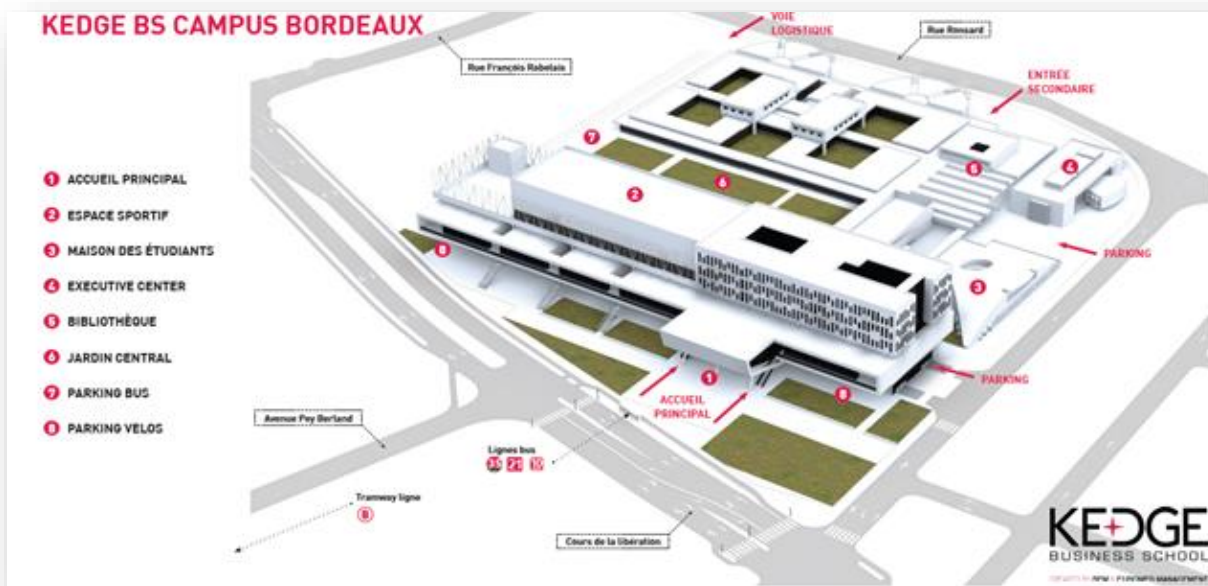
### • By bus / tramway

Bus Liane 10 / 21 / 35 (“Ecole de Management” stop)

Bus Liane 10 coming straight from “Bordeaux Saint Jean” train station

Tramway line B (“Doyen Brus” stop) and walk up Pey Berland Avenue

- **From/to Bordeaux Mérignac Airport:** 15mn drive by taxi when there is no traffic (30/35€ fare)
- Taxi contact: Mr Brena (+33 6 09 34 02 48)



## HOTELS

Hôtel Campanile Bordeaux Sud - Gradignan – Talence (from 42€) Allée des Demoiselles, Gradignan +33 5 56 80 63 33

Hotel Arena (from 50€)

7 Allée des Demoiselles 33170 Gradignan +33 5 57 83 07 07

Hôtel Altica (from 45€)

3 Rue V. Van Gogh, Villenave-d'Ornon +33 05 56 04 64 64

Hotel La Réserve au Pavillon du Château Rabat (+ 150€)

35 Rue Rémi Belleau, Talence +33 5 57 26 58 28

## RESTAURANTS

The self-service restaurant at Kedge is open from 7:30 am to 3:00 pm. A bar will also be available at the cafeteria.

# MARSEILLE

**CAMPUS LA JOLIETTE-GRAND LARGE - 7 BOULEVARD DE DUNKERQUE 13002 MARSEILLE 33 (0)4 91 82 78 00**

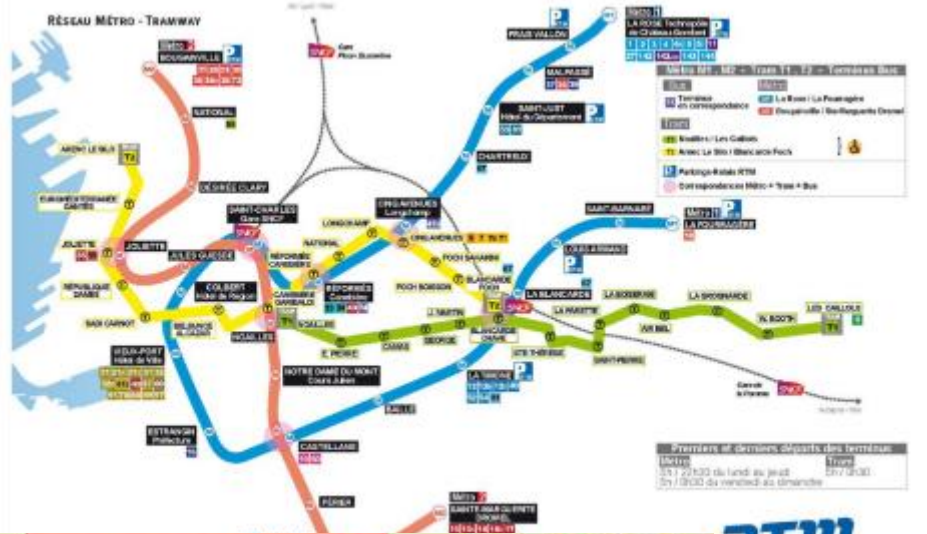
## CONTACT

Sandrine Rognon MBA Admissions & Development +33 491 827 912 / +33 689 322 299

Elodie Pirrion MBA Program Coordinator + 33 491 827 913

## HOW TO GET TO KEDGE MARSEILLE?

- **By taxi** : 04 91 02 20 20 or 04 42 88 11 44
- **By bus / tramway/subway**:  
Single Fare: 1,80€ - 10 fare card: 14€  
3-day Card: 10€  
Tramway line n° 2 - Joliette station  
Metro line n° 2 - Joliette station  
Bus 35, 49, 83
- **From Marseille Airport and Saint Charles train station**  
Departure every 20 min from the railway station & the airport - 8.00€/12.80€ (Round trip).
- **Parking**: Parking Arvieux - Rue des Docks (2.50€/h - 26€/j - 100€/week - 245€/month)



## HOTELS

- **Ibis Euroméditerranée** +33 (0)4 91 99 25 20  
Near the Place de la Joliette Single Room from 90€
- **B&B Marseille La Joliette** +33 (0)8 92 70 22 18  
Near the Place de la Joliette - 52 Single Room from 67€
- **Ibis Centre Bourse** +33 (0)4 91 91 17 63  
62 rue Puvis de Chavannes Single Room 91€ + Breakfast
- **Etap Hôtel Vieux-Port** +33 (0)8 92 68 05 82  
46 rue Sainte 13002 Marseille Single Room from 60€

## RESTAURANTS

- Brasserie le Champoreau place de la Joliette - Carte 10 /12€
- Picnic rue des docks 7/15€
- Taste 51, Rue de Forbin +33(0)6.28.04.91.38 - 7/15 €
- Dubble place de la Joliette - Take away
- Simply Food rue des Docks - Take away
- Le cafouch aux saveurs 20 rue Mazenod - menu 10€

# SHANGHAI

**KEDGE- SJTU AEMBA Programme - Pao Sui-Loong Library, 1954 Hua Shan Road  
Shanghai Jiao Tong University, Shanghai 200030, P. R. China Tel: 0086-21-5230 1172**

## CONTACT

**Peihua LI**  
MBA Shanghai Operations Manager  
[peihua.li@kedgebgs.com](mailto:peihua.li@kedgebgs.com)

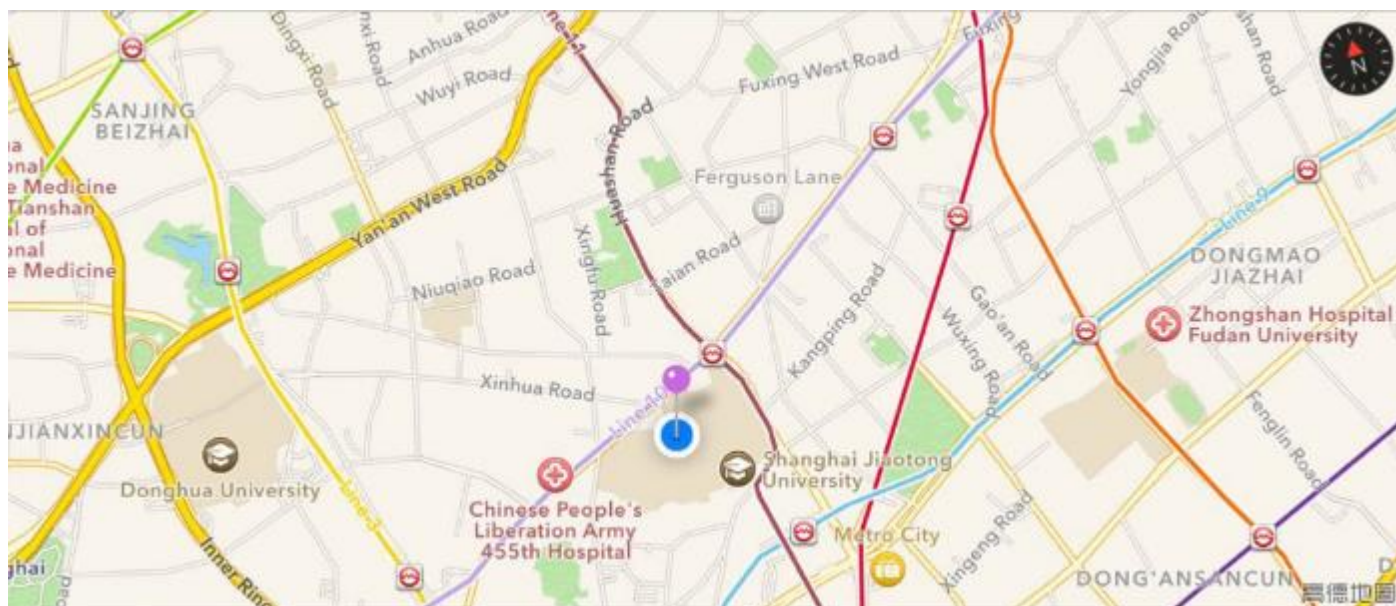
**Alice YANG**  
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[aemba-info@sjtu.edu.cn](mailto:aemba-info@sjtu.edu.cn)

**Shery YIN**  
Global MBA Coordinator  
[aemba.office@sjtu.edu.cn](mailto:aemba.office@sjtu.edu.cn)

## HOW TO COMMUTE TO KEDGE SHANGHAI

- From PVG (PUDONG Airport) Around an hour by taxi, 51KM, with a fare of 180-200RMB when there is no traffic
- Metro: Line 10/11 (from 3RMB) Get off at Jiao Tong University Station (exit 2) and walk 100m up Hua Shan Road
- Line 10: New Jiangwan Town – Hangzhong Road/ Hongqiao Railway Station; Line 11: Jiading North/ Huaqiao – Luoshan Road
- Metro: Line 1/9 (from 3RMB) Get off at Xujiahui Station (exit 18) and walk 100m north along Gongcheng Road, the address of the side door of SJTU is No.55 West Guang Yuan Road
- Line 1: Fujin Road – Xinzhuang; Line 9: Songjiang South Railway Station – Middle Yanggao Road
- Bus: 26, 48, 911, 920, 926 (2RMB)

Shanghai Public Transportation Card (SPTC) is convenient in Shanghai. The 8.5cm by 5.5cm card is widely used for payment on local buses, taxis, Metro lines and docks. It helps you to skip long queues at the Metro ticket booths and you don't need to ask the ticket fare from ticket conductors, whose English are not always perfect. The price will be automatically deducted from your card based on your trip in the Metro, so you won't lose any money if you suddenly shortened your trip. You can purchase it at metro stations, banks and convenient stores. On initial purchase, according to the new transport regulations, the buyer shall pay 20 Yuan as deposit. The deposit is refundable as long as there is less than 10 Yuan credit in the card.



## HOTELS

### Crowne Plaza Shanghai

400 Panyu Road, 200052, Shanghai  
Tel: 0086-21-61458888 Opened: 1992 Number of rooms: 553  
From 800RMB/night, 600m from campus

### Shanghai Xihua Business Hotel (The Suites Shanghai)

1 West Huai Hai Road (near Hua Shan Road), 200030, Shanghai  
- Tel: 0086-21-33977711 - Opened: 2006  
168 rooms - From 680RMB/night, 300m from campus

### IBIS Shanghai Xujiahui Hotel

858 Panyu Road, Shanghai Tel: 0086-21-62838800  
Opened: 2010 – 76 rooms  
From 400RMB/night, 300m from campus

## RESTAURANTS

### LE PETIT JARDIN

220 Kang Ping Road, Shanghai Tel: 0086-21-52582058

### Jupiter Bistro & Bar

301 West Guang Yuan Road (near North Yi Shan Road), 200030,  
Shanghai Tel: 0086-21-64289561

### CHA Lisi (Xuhui Branch)

4F, 2038 Hua Shan Road, 200030, Shanghai  
Tel: 0086-21-63288869

### CBD/Brand-Name Dining Outlet

Xujiahui 1KM (Line 1 Xujiahui Station)

# GLOBAL EXECUTIVE 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 majors. **Updating** your 'individual path follow up' table (dates, courses, attendance, hours, grades).

**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

**Sandra Glavas** - Global Executive MBA Manager for International Programmes & Majors

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

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

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

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

**Zakia Chamroune** - Global Executive MBA Bordeaux Academics

**Sandrine Rognon** - Global Executive MBA Marseille Admissions

**Elodie Pirrion** - Global Executive MBA Marseille Academics

**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!*