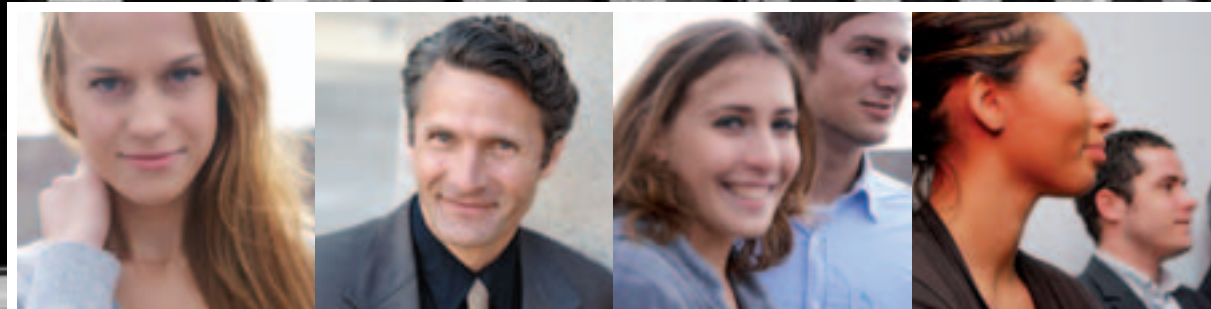


The New Benchmark

THE BUSINESS SCHOOL OF FRANCE'S LARGEST UNIVERSITY*



** The three universities in Strasbourg merged on 1 January 2009*



Ecole de
Management
Strasbourg

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*France's prestigious Grande École system, which is a separate educational track from the traditional university system, includes top-tier institutions of higher learning in fields such as engineering and business. Admission is based on a competitive entrance exam.

THE BUSINESS SCHOOL OF FRANCE'S LARGEST UNIVERSITY

/// EM Strasbourg Business School is

- > A unique teaching institution in France with 40 programs covering all major management fields
- > Initial, continuing, and cooperative education programs
- > 72 faculty and a vibrant research program
- > Over 300 professionals involved in student admissions and teaching



/// Three main academic departments

- > **Programme Grande École*** Department, offering curricula with an international focus
- > **University Master's** in Management Department, offering professional and research programmes in all major management fields (initial and cooperative education programs)
- > **Executive Education Department**, offering continuing education programs (Master's, University Degrees, Executive MBAs, etc.) and in-company training

/// Extras that make the difference

- > 40 initial, continuing, and cooperative education programs
- > 72 faculty and two research centers
- > 1,500 students each year

- > 400 managers trained each year
- > 11,000 alumni worldwide
- > 126 exchange program agreements with universities in 41 countries
- > E.M.Strasbourg-Partenaires with almost 150 members
- > 6 business chairs
- > A 10,300 m² campus equipped with the latest technology, located in the heart of Strasbourg
- > ISO 9001 version 2000 certified
- > The first French business school to be Qualéthique® certified
- > A signatory of the United Nations Global Compact
- > A partner of the French Association of Diversity Management (AMFD)
- > Member of the French *Conférence des Grandes Écoles* consortium and the French Association of Business Administration Institutes (*Réseau des IAE*)
- > Support from local governments and chambers of commerce and industry across the Alsace region of France

KEY DATES

- > **12 October 2007:** EM Strasbourg Business School is formed from the merger of IECS Business School and Strasbourg IAE Business Administration Institute
- > **March 2008:**
 - François Loos, a former French minister, Member of Parliament, and regional councillor, is appointed Chairman
 - Michel Kalika, a former professor at University of Paris-Dauphine, is appointed Dean

> April 2008:

- The School outlines a five-year business development strategy and appoints the following three Associate Deans:
- Babak Mehmanpazir, Associate Dean of the *Programme Grande École* Department
- Jacques Lewkowicz, Associate Dean of the University Master's in Management Department
- Pia Imbs, Associate Dean of the Executive Education Department

- > **May 2008:** The School forms a partnership with the French Association of Diversity Management (AMFD)
- > **June 2008:** The School signs the United Nations Global Compact
- > **July 2008:** The School obtains ISO 9001 version 2000 certification (second certification)
- > **September 2008:** The School receives the Qualéthique® certification from the French Association for Business Ethics (*Cercle d'Éthique des Affaires*)
- > **29 September 2008:** Didier Ernst is elected Vice Chairman

François Loos

CHAIRMAN OF EM STRASBOURG BUSINESS SCHOOL
FORMER FRENCH MINISTER, MEMBER OF PARLIAMENT,
AND REGIONAL COUNCILLOR



In an economy where innovation and globalization have forged a new landscape, managers must be not only competent, but also open-minded, watchful, visionary, and able to sidestep a host of pitfalls. These are the modern virtues that tomorrow's business leaders will need to guide our economy going forward. But before that, we need to find these managers – and educate them.

EM Strasbourg Business School – member of the prestigious *Conférence des Grandes Écoles* consortium and part of what will soon be France's largest university – intends to do just that. These are the needs that must be met if the business world is to ensure employment and prosperity, if the academic world is to deepen our understanding of organisations and their development, and if students are to acquire the skills essential for a successful

career. These are political needs as well – political in the highest sense of the term – in that a healthy economy is a service, and it cannot create knowledge unless it continuously improves the level of service it provides. The School's Board of Trustees represents all of these diverse issues. Our greatest challenge today is to adapt to the twenty-first century's global economy.

Michel Kalika

DEAN OF EM STRASBOURG BUSINESS SCHOOL



EM Strasbourg Business School is currently undergoing profound change and has adopted a strategy based on its key differentiator: its affiliation with the University of Strasbourg, France's largest university.¹ The School's leaders, along with local governments and chambers of commerce and industry, decided to position EM Strasbourg as a business school within a large, multi-disciplinary university in Europe's capital city. This model gives the School's programs international recognition and visibility worthy of any top-tier institution of higher learning. EM Strasbourg Business School has also focused on expansion, especially in terms of its faculty, which almost doubled ahead of the 2008 academic year.

The next step will be to increase the School's staff. By burnishing its reputation, ramping up publications, and improving the services offered to businesses, EM Strasbourg Business School will bolster the international quality of its programmes and accomplish its mission of developing managers with the skills to succeed in a global, digital environment. Because EM Strasbourg Business School is part of a large, international university operating in a rapidly-changing environment, it is also committed to inculcating in future managers the values they will need to excel; namely, ethics, diversity, and sustainable development.

Therefore the School:

- > Is the first French business school to be Qualéthique® certified by the French Association for Business Ethics (*Cercle d'Éthique des Affaires*); and
- > Has signed the United Nations Global Compact and formed a partnership with the French Association of Diversity Management (AMFD).

1. Following the merger of three universities in Strasbourg on 1 January 2009.

A SCHOOL WHERE RESEARCH FEEDS LEARNING

A MAJOR STRENGTH

RESEARCH AT EM STRASBOURG BUSINESS SCHOOL

With 72 faculty, the research carried out at EM Strasbourg Business School encompasses multiple dimensions: articles published in academic journals for review by the scientific community; empirical studies to link research to the needs of the business world; and teaching innovations such as business cases. These efforts cover the entire academic chain, from acquiring new insights to transmitting knowledge to students and managers.

/// Two high-performing research centers

The Center for Applied Management Science (CESAG) studies management practices with a focus on the following:

- > Human Resources Management / Social Responsibility / Cross-Cultural Management;
- > Organizational Change / Strategy / Entrepreneurship;
- > Marketing / Sale / Commercial Interfaces;
- > Performance / Hospital and Public sector Management; and
- > Information Systems.

The Center for Management and Economics Research (LARGE) studies Financial Economics with a focus on the following:

- > Finance: behavioural finance, risk decisions and game theory, and market microstructures;
- > Corporate Finance and Banking:
 - SME financing, bankruptcies, corporate governance, and financial structures; and
 - Credit risk, bank efficiency, financial development, and banking in emerging countries.

/// A complete doctoral program

Because EM Strasbourg Business School has university status, it can offer a full research-oriented doctoral program. This program consists of two steps: one, a research-track Master's in Management degree; and two, a thesis in Management Science, which leads to a PhD in Management Science.

Programme Grande École students also have the option of enrolling in a dual-degree program in their third year, whereby the last year of the *Programme Grande École* curriculum counts as the last year of the research-track Master's in Management (M2) degree. This allows students to begin their doctoral thesis work immediately upon graduation with the Master's.

THE LARGEST MANAGEMENT AND ECONOMICS LIBRARY IN EASTERN FRANCE

The EM Strasbourg Business School library spans 3,000 m² on three floors (all with wireless Internet access), and includes reading areas, meeting rooms for workgroups, look-up terminals, and 500 seating places. It aims to meet students' and research professors' needs for reference materials by offering a vast array of resources: 40,000 books, 315 hard-copy periodicals, 10,000 online periodicals, over 1,000 thesis reports, management and economics thesis reports, research papers, etc. And because EM Strasbourg Business School is part of a university, it has access to the Strasbourg Interlibrary Loan Service, the electronic resources of all other Strasbourg universities (including numerous specialised databases), and a large network of library professionals.

/// A solid faculty

EM Strasbourg Business School increased the number of research faculty from 40 to 72 ahead of the 2008 school year. This decision reflects the priority given to creating knowledge, which is the only guarantee of high-quality academic performance on an international level. The School's faculty has published over 1,250 articles in management journals around the world; these articles are listed in the 2008-2009 Faculty Book which can be downloaded at: http://www.em-strasbourg.eu/docs/faculty_book.pdf



/// Teaching innovations: EM Strasbourg Business School champions business cases

EM Strasbourg Business School's faculty often write business cases in addition to their other research activities. Indeed, the trio of field research, academic publications, and business cases forms the foundation of the school's approach to teaching and learning. The School's emphasis on business cases and novel teaching methods is driven by a desire by faculty to draw from real-world examples and formalize them in research articles and business cases; the hands-on involvement of School directors, who encourage faculty to work with professionals and participate in in-house training; and special grants given to all faculty to fund business-case work. These efforts have paid off, as evidenced by the many awards the School has won for its business cases, including from the French Center for Business Cases and Educational Materials (CCMP), part of the Paris Chamber of Commerce and Industry. And with the 12 *Stylos d'Or* (Golden Plume) awards EM Strasbourg Business School has won since 2001, the School is firmly positioned as one of France's leaders in business cases.

PROGRAMME GRANDE ÉCOLE

**INTERNATIONAL, BUSINESS-ORIENTED PROGRAMS
WITH STRONG CULTURAL DIVERSITY**



Curricula in the *Programme Grande École* Department are designed to give students maximum flexibility in selecting the courses best suited to their career goals. After a first year core curriculum focusing on the basics of management, students are free to select one of several majors offered by the School. The courses for these concentrations are given at the Strasbourg campus. In addition, students are required to spend at least one year abroad at a partner university (either in their second or third year), taking courses in general management and the culture of the host university's country.

/// Programs tailored to specific career goals

Thanks to the wide range of courses offered at EM Strasbourg Business School, students can design their degree programs to match their career interests and goals. For example, students can follow a traditional program, a cooperative education program, a research-based program, or a Master's in Accounting and Internal Controls program.

/// EM Strasbourg Business School's unparalleled international scope

One of the special – and unique – benefits of EM Strasbourg Business School's *Programme Grande École* curricula is that they offer genuine international immersion: 42% of the class of 2007 obtained jobs outside of France, ranking EM Strasbourg Business School as one of the top French business schools in terms of international career placement. The School's university status bolsters its presence on the global stage, and has enabled it to form high-quality partnerships with approximately 130 renowned colleges and universities in 41 countries.

The School offers the following four study abroad programs:

- > **One-year exchange program:** A full academic year at one of 126 partner universities in 41 countries.
- > **Dual-degree program:** Two to four consecutive semesters in the second year for Bachelor's students or the third year for Master's students; upon graduation students will receive a *Programme Grande École* degree from EM Strasbourg Business School as well as a degree from the host university.
- > **MBA program:** Students who completed a one-year exchange program in their second year can enroll in an MBA program in their fourth year (a supplemental year).
- > **Triple-Master's program:** Students complete their third year in Krakow, Poland, and their fourth year in Dresden, Germany, and graduate with three Master's degrees.

/// Laptop computers and online course materials for all students

Among the teaching innovations introduced for the 2008 school year, the following two initiatives in particular will enable students to work effectively in today's globalized, digital world.

> An Apple MacBook for every first-year student

The digital revolution has altered the way in which the real world, the business world, and individuals interact. In this new landscape, the Mac has become the preferred multimedia communication tool and the best choice for students. One of the EM Strasbourg Business School's top priorities is to give students an education that incorporates new information and communication technologies.

> Online course materials

All materials for *Programme Grande École* courses are posted on the EM Strasbourg Business School intranet, giving students unlimited access – including access to course materials that are not part of their particular program.

/// Majors

- > Marketing Intelligence and Decision-Making
- > Marketing Strategy and Implementation
- > Sales Management and Negotiations
- > Accounting and Auditing
- > Finance
- > Entrepreneurship
- > Human Resources
- > Business Information and Logistics
- > European Management
(available only to foreign exchange students from another university)

/// Student internships

Internships form an integral part of EM Strasbourg Business School's degree programs, and give students the opportunity to see how the topics they study are applied in the real world. Students are required to complete three internships, one of which must be in another country or involve an international project.

/// The internship year

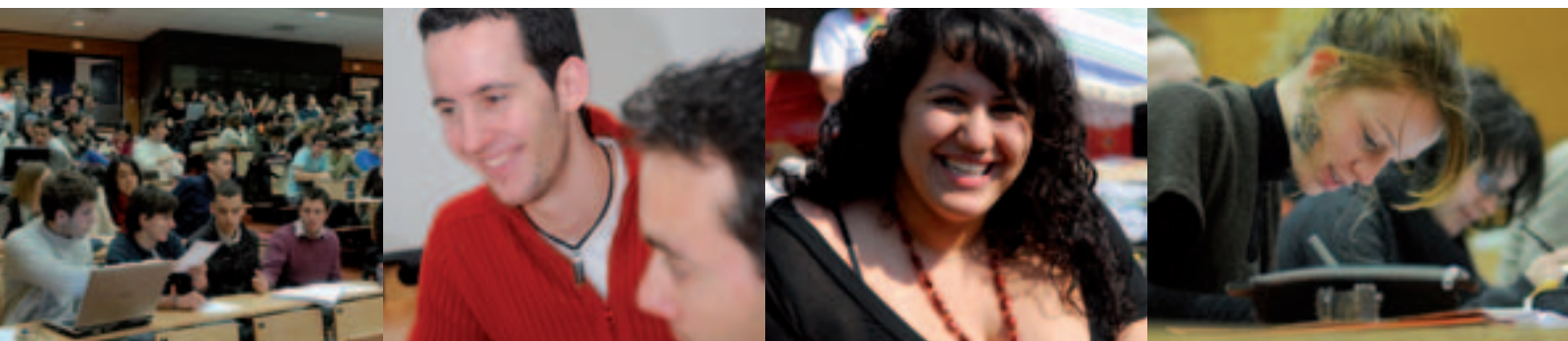
The internship year consists of at least nine consecutive months working at a company. This experience gives students their first significant professional experience, and can serve as the gateway to a permanent position after graduation. The internship year can take place either in France or in another country, and between any two years of an academic program.

/// Cooperative education

EM Strasbourg Business School students can participate in a cooperative education program during their final year. This program gives them the opportunity to obtain a professional qualification backed by a high-level degree, while acquiring extensive in-company experience.

/// Prospect'Act: students helping businesses reach new markets

EM Strasbourg Business School has introduced a novel program that teaches students how to penetrate new markets and helps SMEs to expand internationally. The Prospect'Act program provides *Programme Grande École* students with an opportunity to work with companies to identify high-potential foreign markets and assess business development opportunities. Prospect'Act is a win-win partnership consistent with EM Strasbourg Business School's international focus, through which 42% of graduates land jobs overseas. SMEs benefit from the support of a respected business school to evaluate foreign markets before investing in costly international expansion efforts, while EM Strasbourg Business School students benefit from the supervision of company managers. With the help of Prospect'Act, SMEs can explore new market opportunities and launch effective penetration strategies.



A RICH PALETTE OF DEGREE OPPORTUNITIES

LIFELONG LEARNING

EM STRASBOURG BUSINESS SCHOOL AND THE BUSINESS COMMUNITY

A CLOSE RELATIONSHIP

Photo credit: Patrick Bogner – Non-binding document – Printed on PEFC paper to preserve our forests

EM Strasbourg Business School aims to educate the managers of tomorrow. To do so, it must work hand-in-hand with the business community. Businesses are involved in virtually all aspects of EM Strasbourg Business School's programs, from selecting students to helping new graduates find their first jobs. They also support thesis research and enrich the coursework by providing guest speakers. Over 300 managers collaborate directly with the School every year.

/// E.M.Strasbourg-Partenaires

E.M.Strasbourg-Partenaires is unique among French business schools in that it participates directly in the School's management. The Foundation's primary objectives are to advance EM Strasbourg Business School's development, ensure constant communication between the School and the business community, and build an able student body that can support companies through internships, projects, and jobs.

/// Business Chairs

The EM Strasbourg Business Chairs are grouped by theme (sales, supply chain, new information and communication technologies, sustainable development, healthcare management, and diversity management), and are intended to meet business' academic needs (e.g., enduring relationships with business schools and specific topics for applied research). The Business Chairs are highly active; they arrange conferences on important issues, hold special seminars and meetings with representatives of chair companies, publish articles in scientific and trade journals, and help design degree programs.

THE EM STRASBOURG BUSINESS SCHOOL ALUMNI CLUB: AN 11,000-STRONG NETWORK

EM Strasbourg Business School's 11,000 alumni can be found across France (Paris, Lyon, etc.) and around the world (Germany, London, New York, etc.). This active, dynamic network plays an important role in the School's development. The EM Strasbourg Business School Alumni Club sponsors numerous initiatives and other events in the political, social, and corporate spheres in order to enhance the School's reputation and secure job opportunities for graduates. The Club also helps the School reach its goals, especially in terms of applying for accreditations (EQUIS, AACSB, EPAS, and others) and broadening its global reach. Finally, the Club's many publications, including a directory with all 11,000 alumni and regularly-updated postings for jobs and internships, are an important resource for members seeking to advance their careers.



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