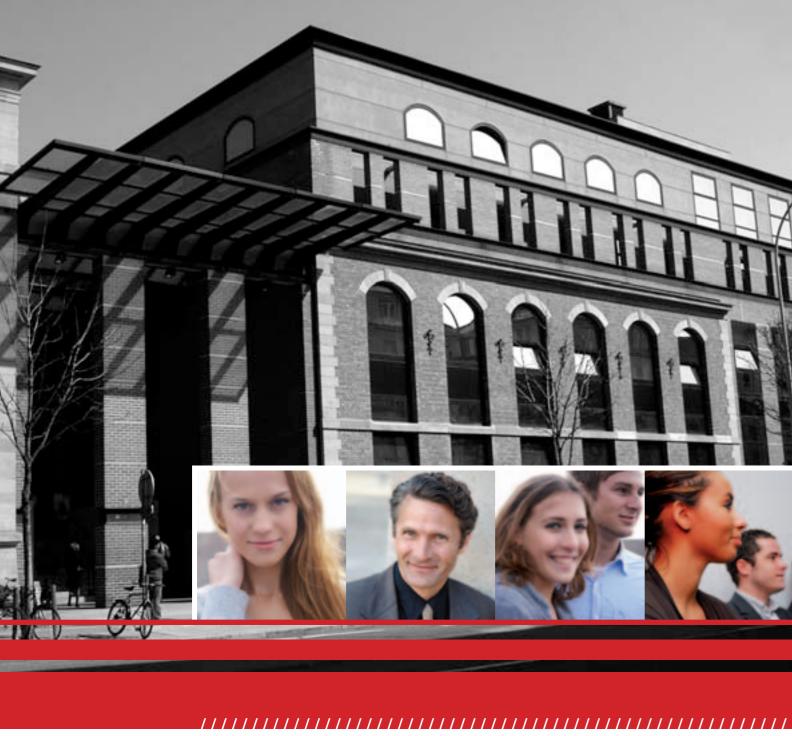
The New Benchmark THE BUSINESS SCHOOL OF FRANCE'S LARGEST UNIVERSITY*



* The three universities in Strasbourg merged on 1 January 2009



Ecole de Management Strasbourg UNIVERSITÉ DE STRASBOURG WWW.em-strasbourg.eu

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> 400 managers trained each year

> 126 exchange program agreements

> A 10,300 m² campus equipped with the latest technology, located in the heart

with universities in 41 countries

> ISO 9001 version 2000 certified

Qualéthique[®] certified

> The first French business school to be

> A partner of the French Association of Diversity Management (AMFD)

> Member of the French Conférence des

Administration Institutes (Réseau des IAE)

Grandes Écoles consortium and the French Association of Business

> Support from local governments and

across the Alsace region of France

> May 2008: The School forms a

Nations Global Compact

version 2000 certification

(second certification)

of Diversity Management (AMFD)

chambers of commerce and industry

partnership with the French Association

> June 2008: The School signs the United

> July 2008: The School obtains ISO 9001

> September 2008: The School receives

the Qualéthique® certification from

(Cercle d'Éthique des Affaires)

the French Association for Business Ethics

> A signatory of the United Nations Global

> 11,000 alumni worldwide

> E.M.Strasbourg-Partenaires

> 6 business chairs

of Strasbourg

Compact

with almost 150 members

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



> 12 October 2007: EM Strasbourg Business

Business School and Strasbourg IAE

Business Administration Institute

School is formed from the merger of IECS

• 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

KEY DATES

March 2008:

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/// 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
- > 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
 - - > 29 September 2008: Didier Ernst is elected Vice Chairman

CHAIRMAN OF EM STRASBOURG BUSINESS SCHOOL FORMER FRENCH MINISTER. MEMBER OF PARLIAMENT.

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

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, multidisciplinary 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 rapidlychanging environment, it is also committed to inculcating in future managers the values they will need to excel; namely, ethics, diversity, and sustainable development.

François Loos AND REGIONAL COUNCILLOR



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**

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).

MISSIONS **AND GOALS INTERNATIONAL LEADERSHIP**

SOLID, REAL-WORLD VALUES

ETHICS, DIVERSITY, AND SUSTAINABLE DEVELOPMENT

/// A model unique in France

Like most top-tier business schools around the globe, EM Strasbourg Business School is part of a multi-disciplinary university, the University of Strasbourg. Unique in France, this affiliation enables the School to leverage the University's academic and other resources while enjoying the support of local governments and chambers of commerce and industry, approximately 150 partner businesses, and the School's 11,000 alumni. EM Strasbourg Business School is given considerable independence in mapping out its growth strategy. The School is rooted in a leading university environment, is renowned around the world, and is taking steps to earn international accreditations such as EPAS, EQUIS, and AACSB.

/// Responsible managers with a global vision

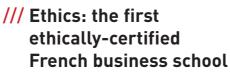
EM Strasbourg Business School aims to develop managers who can meet the challenges of globalization and the digital economy. The School guarantees that each graduate will have the cross-functional and specialised skills needed to lead businesses operating around the world. EM Strasbourg Business School also places great emphasis on promoting the management values of ethics, diversity, and sustainable development.

/// An ambitious strategy

EM Strasbourg Business School is part of France's largest university. Located in the international setting of Europe's capital city, the School benefits from a vibrant regional economy and the support of numerous partners. The School intends to become a nationally- and internationally-recognized top-tier business school. In order to respond to the highly-competitive global academic environment, over the next five years EM Strasbourg Business School will focus on sustained qualitative and quantitative growth and worldwide expansion.

UNIVERSITY OF STRASBOURG, A FAR-REACHING MERGER

1 January 2009 marks the effective date of the unprecedented merger of three universities in Strasbourg (Louis Pasteur, Marc Bloch, and Robert Schuman) to form a single university with 42,000 students, 2,545 professors and research professors, 26 Bachelor's programs, and 48 Master's programs. The new university's nulti-disciplinary programmes and research activities provide a wealth of opportunities and synergies unique in France. Moreover, with its European identity and international scope, it attracts students and research professors from multiple cultures and backgrounds – all of whom are certain to find an open-minded, diverse institution driven by excellence and performance. The new university's intellectual and scientific capital enables it to meet today's challenges, and, thanks to its capacity for innovation, it is poised to become a major player in the European academic arena.



One of EM Strasbourg Business School's main goals is to develop ethical, sociallyresponsible managers. This commitment was recognized in September 2008 when the School received the prestigious Qualéthique[®] certification from the French Association for Business Ethics (Cercle d'Éthique des Affaires).

This three-year certification recognizes businesses and other organisations whose corporate governance and operating processes are designed to respect individuals, protect the environment, preserve natural resources, appreciate cultural and intellectual values, follow ethical accounting practices, and issue accurate, reliable information to all stakeholders.

/// Diversity management

One of EM Strasbourg Business School's core values is diversity. The School elected to firmly anchor the value of diversity in its operations through a partnership formed in July 2008 with the French Association of Diversity Management (AMFD). The partnership aims to develop and disseminate diversity management techniques, merge the approaches used by EM Strasbourg Business School and AMFD, and launch joint initiatives to advance research in this field. It will also offer companies tools to help them manage diversity more effectively.

/// Sustainable development, a reality at EM Strasbourg **Business School**

EM Strasbourg Business School has incorporated sustainable development into its fundamental principles in order to teach future managers how to operate in a socially and environmentally responsible manner - and give them the tools and methods to do so.

More specifically, the School promotes sustainable development by:

- > Holding Sustainable Development Awareness Weeks in order to build awareness among staff and other stakeholders facing the challenges of this issue;
- Compact in lune 2008:
- Chair, sponsored by around 15 partner businesses; and
- Development and Corporate Social Responsibility for managers in the public and private sectors.



> Signing the United Nations Global

> Creating a Sustainable Development

> Offering an Executive MBA in Sustainable

MANAGEMENT BY QUALITY: **ISO 9001 CERTIFICATION**

EM Strasbourg Business School obtained ISO 9001 version 2000 certification from the French Quality Assurance Association (AFAQ) in April 2004 for all activities related to the design and administration of higher education degree programs. EM Strasbourg Business School is the third French business school to obtain this certification, which reflects its commitment to meeting the needs and expectations of all its stakeholders. The School's business process management system incorporates change management, continuous improvement, and innovation, along with tools to ensure controlled growth fuelled by constant (and measured) customer satisfaction.

T H E N E W B E N C H M A R K

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 Interfacies;
 Performance / Hospital and Public sector Management; and
- > Information Systems.

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 seat-

ing 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

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 researchoriented 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.

/// 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

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databases), and a large network of library professionals



/// 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.

NEW BENCHMARK E

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 vear).
- > 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.



- > 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 highlevel degree, while acquiring extensive incompany 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.

ТНЕ NEW BENCHMARK

UNIVERSITY MASTER'S IN MANAGEMENT **A RICH PALETTE OF DEGREE OPPORTUNITIES**

EXECUTIVE EDUCATION LIFELONG LEARNING

University Master's in Management programs at EM Strasbourg Business School comprise a wide range of professional and > MASTER'S IN ORGANIZATIONAL research degrees (M1 and M2) in all main management fields: purchasing, auditing, sales, marketing, accounting, internal controls, finance, entrepreneurship, human resources, etc. These include both initial and cooperative education programmes.

/// General Management

- ADMINISTRATION, STUDENT CYCLE (M2)
- > RESEARCH-TRACK MANAGEMENT DEGREE (M2)

/// Human Resources

> HUMAN RESOURCES (M2)

/// Entrepreneurship

> ENTREPRENEURSHIP FOR SMEs (M2)

/// Marketing

> MARKETING MANAGEMENT (M2)

/// Sales

- > GLOBAL SOURCING (M2)
- > E-COMMERCE (M2)
- > INTERNATIONAL TRADE (M2)
- > KEY ACCOUNT MANAGEMENT (M2)

/// Auditing, Accounting, and Finance

- > OPERATIONAL AND FINANCIAL AUDITING (M2)
- > AUDITING, ACCOUNTING, AND INTERNAL CONTROLS (M1 & M2)

Managers must continually update their skills in order to remain relevant in today's fast-paced job market. Anyone seeking to boost their career, move in a new direction, or be more effective on the job can find the ideal program to help them reach their goals at EM Strasbourg Business School.

/// International

- > EXECUTIVE MBA IN SUSTAINABLE DEVELOPMENT AND CORPORATE SOCIAL RESPONSIBILITY
- > EXECUTIVE MBA IN HEALTHCARE MANAGEMENT
- > EXECUTIVE MBA
- > INTERNATIONAL MBA

/// General Management

- > MASTER'S IN ORGANIZATIONAL ADMINISTRATION, EXECUTIVE CYCLE (M2)
- > ORGANIZATIONAL ADMINISTRATION AND MANAGEMENT (DU)
- > INNOVATION MANAGEMENT (DU)
- > SUPPLY CHAIN MANAGEMENT (DU)
- > FACILITIES MANAGEMENT (MS)
- > RESEARCH-TRACK MANAGEMENT DEGREE (M2)

/// Human Resources

> HUMAN RESOURCES (M2)

/// Entrepreneurship

> ENTREPRENEURSHIP FOR SMEs (M2)

M1: Master's 1 M2· Master's 2 DU: University degree (Diplôme d'université) LP: Professional degree (Licence professionnelle) MBA: Master's in Business Administration



/// Marketing

- > MARKETING MANAGEMENT (M2)
- > EVENTS MANAGEMENT (DU)

/// Sales

- > E-COMMERCE (M2)
- > INTERNATIONAL TRADE (M2)
- > KEY ACCOUNT MANAGEMENT (M2)
- > GLOBAL SOURCING PARIS (DU)
- > SOURCING STRATEGIES AND TECHNIQUES – PARIS (DU)
- > RETAIL MANAGEMENT IN CONJUNC-TION WITH DISTECH (LP)

/// Auditing, Accounting, and Finance

- > OPERATIONAL AND FINANCIAL AUDITING (M2)
- > ISLAMIC FINANCE (DU)
- > MONEY-LAUNDERING AND FRAUD PREVENTION (M2)
- > FIGHTING ORGANIZED FINANCIAL CRIME ACROSS EUROPE (M1 & M2)
- > LEGAL INVESTIGATIONS INTO FINANCIAL OFFENSES (LP)

EM STRASBOURG BUSINESS **SCHOOL AND THE BUSINESS** COMMUNITY **A CLOSE RELATIONSHIP**

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**

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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 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 regularlyupdated postings for jobs and internships, are an important resource for members seeking to dvance their careers.

E.M.Strasbourg 0 **Partenaires** Strasbourg AtmD CONFÉRENCE DES GRANDES ÉCOLES **AACSB** reseau **iae**

Ecole de Management Strasbourg UNIVERSITÉ DE STRASBOURG

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