

EXECUTIVE MBA



Faculty & course descriptions

In partnership with:



GROW, MAKE YOUR TEAM GROW, MAKE YOUR COMPANY GROW – SUSTAINABLY

Embarking on an Executive MBA program is often one of the most impactful decisions people take for their career – and their life. Choosing the right MBA for you and your current circumstances is a critical decision. It is important that you have a good sense of what is 'inside' an Executive MBA.

The purpose of this booklet is to help you get a better understanding of the IÉSEG Executive MBA program in terms of the topics you will tackle, and of the people who will facilitate your learning through these different topics. In particular, you will be able to appreciate the professional and academic background of the experts who are delivering the program: they have been chosen because of their concrete experience with the worlds of business and management, alongside their expertise in their particular domain.

Next, each course is described alongside its main learning goals, so that you can gain a more concrete sense of the sustainable and positive leadership positioning of the IÉSEG Executive MBA. This will enable you to see how the program, which we have designed in partnership with CEGOS, one of the world's leaders in leadership and executive training, enables you to achieve five key objectives:

- Create value sustainably
- Become a transformational and positive leader
- Make decisions in a global and systemic way
- Manage innovation and change
- Manage and leverage multicultural dynamics.

Happy reading, and I wish you every success with your endeavors to take your career to the next level.



Catherine DEMANGEOT

**Executive MBA Academic Director
at IÉSEG**



TABLE OF CONTENTS

Faculty	4
Learning program	11
Executive MBA program	
Leadership and Self-development	
■ Positive and fair leadership	12
■ Leadership mindset.....	12
■ Essence of personal leadership.....	12
■ Negotiation and conflict management.....	13
■ MBTI	13
■ Career development	13
Team performance	
■ Team building	14
■ Peer coaching	14
■ Team development and change management	14
■ Complex problem solving and decision making.....	15
■ Intercultural and diversity management	15
Organizational functions	
■ Managing human resources	16
■ Performance management.....	16
■ Finance analysis.....	16
■ Corporate finance	17
■ Brand management strategy	17
■ Information systems, operations and supply chain management	17
Organizational processes	
■ Social media, communication and the digital firm	18
■ Organizational design.....	18
■ Organizational change management	18
■ Project and horizontal management	19
■ Innovation and creativity.....	19
Strategic management	
■ Strategic analysis.....	20
■ Corporate strategy.....	20
■ Competitive strategy and business models.....	21
■ Creating sustainable value.....	21
Global intelligence	
■ Global economics	22
■ Sustainability metrics.....	22
■ Risk management.....	22
■ Learning trips	23
■ Research methods	23
Specialization tracks	
Company accelerator	
■ Strategic leadership.....	24
■ Business development.....	24
Coaching and development	
■ Coaching executives and teams.....	25
■ Individual personal project	25
Consulting	
■ Consulting methods.....	25
■ Consulting practice.....	25

FACULTY

Jacques ANGOT



**Professor of Management, Coordinator of IÉSEG's Entrepreneur Incubators, IÉSEG
MS in Applied Mathematics and MS in Marketing and Strategy**

Jacques has held the Social Innovations Management Chair, in association with Adecco and Société Générale. He works with companies in a variety of business sectors on topics revolving around leadership, innovation and social business. Jacques challenges ingrained habits, disrupts routines and sparks creativity to enable people to innovate and drive their projects forward.

Dr. Fawaz BADDAR

Professor of International Negotiation, IÉSEG

PhD in Strategic Sales and Account Management from Cranfield University School of Management (UK)

Fawaz explores international key account management in the Arab world and emerging economies. His research sheds new light on how business is conducted in emerging economies and in the field of industrial marketing in cross-cultural contexts. It provides additional insights on cross-border practice transfer to deepen the current understanding of global management.



Marie-Anne BARAULT

Career Services Manager for MBA Programs, IÉSEG

BA in Business Management, MA in International Taxation from Université Paris XII (France), recently graduated from Universidad San Pablo CEU (Madrid) Post Graduate Program in Personal and Professional Development

Marie-Anne specializes in international mobility, HR project management, training and coaching employees and organizations in a changing environment. She has 20 years' professional experience with various international companies where she advised mobile employees and teams on legal, compensation & benefits and HR development aspects. Having lived different expatriations, she also specialized in Dual Career Management and international executive coaching during/after assignments.

Étienne BASSE

Senior Consultant in Management, Senior Manager, Executive Coach, CEGOS

Graduated from ESSEC Business School (France)

Étienne holds a business degree and spent 15 years working in the FMCG sector, building significant sales and negotiation experience as Sales Representative, Regional and National Sales Manager, Head of Merchandising and Key Account Manager, reaching Board of Directors level. He then spent 15 years training and consulting, specializing in cooperation within companies and with customers. He has emerged as a leading expert in personal and professional effectiveness in the workplace.



Dr. Anna CANATO

Director of Research and Professor of Management, IÉSEG

PhD in Business Administration and Management from Bocconi University, Milan (Italy)

Anna spent several years working hand in hand with companies as a strategy consultant and change management. She taught at top business schools in several European countries before joining IÉSEG in 2009, where she researches and teaches strategy and leadership.



Dr. Chavi CHEN

Professor of International Negotiation, IÉSEG

PhD in Business Administration from the University of Manchester (UK)

Chavi has built extensive experience in international mediation through years working in international patents and trade, especially in the Far East. She has also trained sales managers in cross-cultural communication. Her research focuses on how globally dispersed teams transfer knowledge through Information and Communication Technologies (ICTs), and how multiple languages in communication affect intra- and inter-cultural conflict management in multilingual communities.



Emmanuel CHENEVIER

Senior Consultant, Project Leader, Manager of Innovation Training, CEGOS

Graduate Engineer, Executive MBA from Université Paris-Dauphine (France)

Emmanuel started his career in development of aerospace and defense systems in the largest companies in the sector. He has developed consulting and training activities in project management and innovation management for more than 10 years. He operates in multiple industry sectors: food, bank, insurance, aeronautics, pharmacy, construction. Emmanuel has developed innovative pedagogical tools such as virtual classrooms to roll out training in international companies.



Dr. Christopher CONWAY

Professor of Information Systems Management, IÉSEG

PhD in Business Administration from the University of Arkansas, Fayetteville (USA)

and MBA from the University of New Mexico, Albuquerque (USA)

Christopher's research focuses on how technical IS workers and virtual teams use time differently from managers, and the implications of those differences for management. He has likewise done research in software development methodologies. Christopher also worked for 20 years at a variety of IS jobs with government laboratories, defense contractors, OEM manufacturers, and private companies across the United States. During the first tech boom, he was CTO at a dotcom that foreshadowed today's social networking sites.



Patrick DAGUET



Professor of Finance, CFA Charterholder, IÉSEG

MBA from ESC Pau (France) and DESS Degree in Banking and Finance from Université Paris V (France)

Patrick specializes in structured finance (project finance, securitization and derivatives) as well as financial insurance. He has worked in these areas for more than 15 years, as part of his 30 years' acquiring extensive experience in the banking and financial world. Patrick started his own consultancy in 2011 and now advises clients in his fields of expertise.

Dr. Simone DE COLLE

Professor of Business Ethics & Strategy, IÉSEG

PhD in Management from Darden School of Business, University of Virginia (USA)

Simone has over 15 years' experience researching, teaching and consulting (inter alia at KPMG Sustainability Advisory Services, London) in the field of business ethics. His research interests include business ethics, CSR and stakeholder theory, focusing on value creation and ethical decision-making in organizational contexts. He is a co-author of *Stakeholder Theory: The State of the Art*, with R. Edward Freeman et al., published in 2010 by Cambridge University Press.



Thierry DEFENDI



Senior Consultant, Progress Management, CEGOS

Graduate Civil Engineer, École Spéciale des Travaux Publics, Paris (France)

Thierry spent 10 years in industry operational and then 20 years in business consultancy in all areas of activity. As a consultant in organization, project management and change management, he works in consulting, training and personal support towards organizers, consultants, project managers and general managers. He develops innovative training and methodological approaches in the fields of projects qualification and operational performance.

Dr. Gwarlann DE KERVILER

Professor of Marketing, IÉSEG

PhD in Marketing from Université Paris-Dauphine (France), MBA from Harvard Business School (USA) and MS from ESSEC Business School (France)

Gwarlann teaches several courses on marketing research, brand management, customer relationship management, luxury marketing, etc. Her research concentrates on developing customer loyalty. Gwarlann previously served as Marketing Manager at blue-chip groups in France and abroad including Danone, Elior and Staples.



Dr. Catherine DEMANGEOT



Professor of Marketing, IÉSEG Executive MBA Director

PhD in Marketing, from Aston University (UK), MBA in Strategy, from Strathclyde Business School (UK)

Catherine spent a «first life» in print and web publishing, in both London and Dubai. She then moved on to consultancy roles, her engagements spanning the areas of strategy and marketing. As an academic, she has taught executive MBA courses in strategy and consulting in various parts of the world (Europe, The Middle East, Asia), while retaining a consultancy practice. Her research focuses on how people interact with their environments (virtual, cultural) and the strategies that emerge, over time, from these interactions.

Alain DULUC



Senior Consultant in Leadership, Senior Manager, Head of IÉSEG Executive MBA Training Methods, Executive Coach, CEGOS

MA in Psychology from Université de Bordeaux (France)

Alain specializes in personal development, leadership, and trust-based team performance. He helps companies navigate their way through major organizational change and cross-cultural shifts, and speaks to management and executive teams internationally. Alain is the author of *Leadership and Trust*, first published in 2000, where he shares his insights into leadership and how it can leverage trust and excellence.

Dr. Patricia ELGOIBAR

Professor of Negotiation, Member of ICON (Center of Negotiation), IÉSEG

PhD in Organizational Psychology from the University of KU Leuven (Belgium) and Universidad de Sevilla (Spain)

Patricia conducts research in the field of conflict management, industrial relations, gender relations and negotiation. She is on the team coordinating the "New European Industrial Relations" European research project aimed at furthering innovation and improvement in social dialogue. Patricia currently represents Spain and Western Europe at the International Association for Conflict Management (IACM).



Dr. Antonio GIANGRECO



Full Professor of HRM & OB and Director of Post-Graduate Programs, IÉSEG

PhD in Industrial Behaviors, London School of Economics (UK), MBA from SDA Bocconi (Italy)

Antonio's main research interests are in the area of resistance to change, IT and behavior, training evaluation and performance assessment systems. He has published papers in *The International Journal of HRM*, *European Management Review*, *European Journal of Operational Research* and *Personnel Review*, among other trade publications.

Benjamin GIBBS

Professor of Finance, IÉSEG

MS in Financial Management (Professional Learning and Development) from the University of the West of England, Bristol (UK)

Benjamin has been a financial planner in companies for several years. He teaches courses such as Financial Institutions and Markets, Current Issues in Management, Cost Accounting and Performance Management and others. He is the academic coordinator of the MS in Audit, Management Control and Corporate Finance at IÉSEG.



Catherine GOUTTE



Head of Innovation and Development, CEGOS

Agronomist Engineer, Agrocampus, Rennes (France)

Catherine's experience spans international project management, operation supervision, supply chain management and quality. She is currently focused on constantly enhancing CEGOS' suite of innovative international solutions addressing corporate HQ level requirements. Catherine also liaises with top-tier business schools to build partnerships addressing executives' and top managers' needs. She has 22 years' experience in the training and learning industry, working as a director, partner, trainer and expert in digital learning.

Pascal KEREBEL

Senior Consultant in Corporate Finance and Risk Management, Team Manager, CEGOS

MS in Corporate Finance and MBA in Risk Management

Pascal is a respected consultant and trainer. He helps companies to implement internal control systems and financial reporting systems, and to create their own unique metrics to support organizational/function goal tracking and measurement. Pascal has written several books and papers discussing the implementation of efficient internal control processes and ongoing risk management.



Dr. Xavier LECOCQ



Professor of Strategic Management, Director of the Executive Education Department, IÉSEG

PhD in Strategic Management from Université Lille 1 (France)

Xavier's research areas cover business models and collaborative forms of organization. Xavier works regularly with companies in various sectors, supporting CEOs' efforts to tackle strategic issues. He is the founder of the Business Model Community (<http://businessmodelcommunity.com>), which encompasses more than 300 researchers working on business models worldwide.

Virginie LOYE

Senior Consultant, Manager of HR & Competency Training, CEGOS

BA (Hons) in European Management, Degree in Human Resources

Virginie has worked in various HR positions including Training & Development Manager, Compensation & Benefits Manager, and HR Director for international companies. She is on the team designing CEGOS' next-generation HR learning solutions. She has also contributed to recent HR studies including Generation Y at Work, Cross-Generational Relationships and the Social Climate in France.



Dr. François MAON



Professor of Strategy and Corporate Social Responsibility (CSR), IÉSEG

PhD in Management Sciences from Louvain School of Management (Belgium)

François's research principally focuses on topics linked to CSR implementation and change-related processes, responsible organizational cultures, stakeholder influence processes, and anti-corporate movements. He has published articles in international peer-reviewed journals and co-edited books on CSR-related topics.

Jérôme MAES



Senior Consultant, Project Director, CEGOS Manager and Board Member, CEGOS

MS in Life and Food Science from AgroParisTech, Paris (France), PMP certified, PRINCE2 certified

Jérôme has worked for 28 years as a project engineer and manager in various business sectors. He initially focused on more technical projects and later gravitated towards operation reengineering and change, building extensive know-how, spanning interpersonal relations and project leadership in the process. Jérôme has been harnessing this wealth of experience to train project leaders in the field of personal fulfillment since 2003, and mastering Will Schutz's Human Element approach as well as NLP techniques in the process.

Yvon MOYSAN



Lecturer in Digital Marketing, Co-head of Crédit Agricole Nord de France Digital Banking and Big Data chair, IÉSEG Master in Management, Harvard University (USA), MS ESSEC Business School (France and Singapore)

Yvon is a member of IÉSEG Center for Marketing Analytics (ICMA). He is also CEO of Saint Germain Consulting, a consulting firm in digital marketing with an expertise in the banking and insurance industries. He started his career in 2000 as e-Business Product Manager at BNP Paribas, then joined HSBC France in 2003 as Commercial Banking e-Business Senior Manager, and joined AXA worldwide headquarters in 2009 to lead the Multi-Channel worldwide project. In 2011 he joined a consulting company to lead the Customer experience and Digital strategy business units. In 2014 he joined IÉSEG School of Management and founded Saint Germain Consulting. Yvon is also a public speaker in international professional and academic conferences (In Banque, EFMA, Dialogkonferansen). Yvon is the author of *M-insurance* and *E-insurance* at L'Argus editions, and is quoted in the media on a regular basis (Capital, Atlantico, Action Co).

Dr. Loïc PLÉ



Professor of Management and Strategy, Head of the CETI (Center for Educational and Technological Innovation), IÉSEG

PhD in Management Sciences from Université Paris-Dauphine (France)

Loïc's research focuses on developing co-creation with customers, and on the consequences of integrating customers in firms' strategies, organizations and business models. He has written several international business cases, and coordinated a bestselling book compiling strategic management case studies, besides conducting a wide variety of consulting assignments revolving around strategy and organizational management. He is the founder of IÉSEG's CETI (Center for Educational and Technological Innovation), a think-tank dedicated to furthering forward-looking training methods and to blending them into training strategies and engineering.

Dr. Benoît ROUX



Teaching & Research Assistant in Strategy, IÉSEG

PhD in Strategic Management from Université Lille 1 (France)

Benoît specializes in strategy. He has been teaching for 7 years at both the executive level and in the Grande École Program of IÉSEG. His research interests focus on the evolution of organizations, dealing with business cooperatives in the food industry and business models in the automotive industry.

Michel SION



Senior Consultant in Finance, Manager of Financial Training, CEGOS

MBA from Columbia University New York (USA), Degree in Law and Finance

Michel has spent several years working in a variety of corporate finance positions. He contributes to CEGOS training on Finance and Credit Management, and has authored several books on cash culture, creating effective business plans, cash management and the financial analysis of consolidated financial statements. He leads training courses in corporate finance, business planning and financial analysis on a regular basis.

Dr. Barbara SLAVICH

Professor of Management, IÉSEG

PhD in Management Sciences from ESADE Business School, Barcelona (Spain) and PhD in Business

Administration and Management from Università Ca' Foscari, Venice (Italy)

Barbara is the Academic Director of the Master in Fashion Management program at IÉSEG. Her research focuses on creativity management, leading and growing ventures in creative industries, and organizational and social mechanisms in the luxury industry. She has lectured at top business schools in Europe and worked on consulting projects with several companies before joining IÉSEG in 2010.



Jean-Pierre TESTA

Senior Consultant, Coach, Manager of Management Trainings, CEGOS

Graduated in Management from ESCP-EAP Business School, Paris (France)

Jean-Pierre has acquired experience working in international sales, training sales executives, and as Chief HR Officer, and is now best known as an expert consultant, manager and coach. He has spent the past 20 years building his management and leadership expertise with an approach based on the "from the inner to the outer" concept, i.e. learning how to lead yourself before leading others. He has discussed this approach in several books including *Managerial intelligence and the leadership toolbox*.



Catherine TOURNIER

Senior International Consultant, Executive Coach, CEGOS

Post-Graduate Degree in International Projects and Human Resources, CNAM, Paris (France)

Catherine is a certified MBTI®, The Human Element®, and 360° Emotional Capability Profile expert. Her recent publications include *S'adapter en restant soi-même* (adapting without betraying yourself) and *Transformer sa colère en énergie positive* (harnessing your anger to fuel positive energy). Her philosophy centers on challenging people to embrace a positive – but not lenient – mindset, and aims at empowering individuals and teams to tackle challenges serenely while respecting their environment and accommodating their constraints.



Dr. Stéphane VIGEANT

Professor of Economy, IÉSEG

PhD in Economics from Université du Québec à Montréal (Canada)

Stéphane specializes in efficiency and production economics, economic regulation, environment and applied econometrics. He has worked as an economist (tax policy) at the Department of Finance of Ottawa in Canada.



LEARNING PROGRAM

COURSES

During the first 18 months of the program, courses will take place on Fridays and Saturdays every other week.

The 33 course modules (16 hours each) build on each other, and add up to a purpose-designed learning journey. Participants first work on themselves, on sharpening their leadership skills and on cementing their self-development skills. Then they move on to their management skills and enhancing team performance, examine a typical organization's main functions and processes and, lastly, work on strategy and acquire a keen understanding of their global environment.

In addition to these central course modules, participants choose one of three specialization tracks: Company Accelerator, Coaching and Development, and Consulting.

CONFERENCES & WORKSHOPS

Conferences and workshops (one per month alternately, on Thursday evenings) will complete courses and build your expertise in a broad variety of fields including strategy, marketing, finance, HR and more.

They will provide opportunities to meet well-known speakers and to network (these conferences will be open to IÉSEG and CEGOS' partner companies).

LEARNING TRIPS

This Executive MBA program includes two high-impact international learning expeditions: one week each in destinations such as South Africa, the US, etc.

Besides providing valuable insights into strategic and economic issues in the business world on an international level, these experiences will open your mind and eyes to other business cultures.

A corporate experience

- Visit companies in various business sectors
- Meet directors and managers, who will talk about their jobs, companies, positions and markets
- Discuss strategy, economics, globalization, sustainable development, innovation and countless other topics with front-line professionals

An academic experience

- Take part in executive lectures by prominent academic and professional experts
- Learn about management, finance, marketing, sales development, strategy and other fields
- Use various interactive learning methods (case studies, business games, role-plays, e-learning, etc.)

A cultural experience

- Experience two different cultures first-hand
- Experience the lifestyle
- Tour cities, and more

EXECUTIVE MBA PROGRAM

LEADERSHIP AND SELF-DEVELOPMENT

POSITIVE AND FAIR LEADERSHIP (EXPERT TO BE CONFIRMED)

Organizational and positive psychologists have shown that fairness and subjective well-being have a strong impact on employee performance, job satisfaction and the ability to build meaning at work.

This course is therefore aimed at training future leaders in the role they will play managing fairness and nurturing well-being in their teams.

Learning goals:

- Build a positive emotional atmosphere in their teams
- Understand the dynamics of positive and authentic leadership
- Manage a team's perceptions of fairness and unfairness

LEADERSHIP MINDSET: ALAIN DULUC, CEGOS

Leadership is one of the most important challenges for executives and companies. It draws the line between a good manager and a great one, and between performance and excellence. This seminar provides a solid understanding of the issues and the opportunity to experience leadership first-hand. It also provides a practical setting to understand your own behavior patterns in relation to others in a group, and to explore personal leadership and trust-based relationships. And it will boost your self-development and put you in a place where you can unleash your full leadership potential. The first thing you need to do before you can lead others is to lead yourself.

This seminar draws on the FIRO theory and the associated tools to shed light on the human side of leadership, excellence and trust. It opens a door into an intellectual and emotional journey starting from within.

Learning goals:

- Grasp the importance of leadership in an executive position
- Pull the human levers of excellence
- Develop personal behaviors that inspire trust
- Build a trusting atmosphere in organizations

ESSENCE OF PERSONAL LEADERSHIP: ALAIN DULUC, CEGOS

There is no such thing as "the" best leadership style: there is only "your" best leadership style, and the key is in your own personality. Your behavior springs from your underlying feelings, self-esteem and self-confidence. So does your motivation.

This seminar explores those underlying layers that inspire deep-seated trust. It is also an opportunity to revisit your different experiences with groups in order to capture your very own core leadership style, and provides leaders with a practical structure to organize and nurture trust in teams and companies.

Learning goals:

- Harness feelings to build trusting relationships
- Leverage your self-confidence to motivate others
- Explore your leadership lifeline
- Drop your self-defense mechanisms and be more flexible



NEGOTIATION AND CONFLICT MANAGEMENT: DR. PATRICIA ELGOIBAR, IÉSEG

This seminar prepares you to negotiate in different situations, identify various negotiation settings and understand which strategies will be most effective in each one. We will use the win-win negotiation approach and hands-on practice to build your self-confidence and to apply theory in practice (role-playing, debating real-life cases, etc.). Then, we will explore conflict management styles and effective conflict resolution processes in organizations.

This course centers on interpersonal, negotiation and conflict-defusing skills, and on how to leverage them in different situations.

Learning goals:

- Become an effective, versatile and ethical negotiator
- Be equipped to negotiate in different situations and circumstances
- Explore conflict management in organizations (within the same group, with other groups)
- Boost your self-confidence when negotiating

MBTI: CATHERINE TOURNIER , CEGOS

The Myers-Briggs Type Indicator (MBTI) assessment stems straight from C.G. Jung's theory of psychological types, and is based on four main dimensions: Extraversion (E) and Introversion (I); Sensing (S) and Intuition (N); Thinking (T) and Feeling (F); and Judgment (J) and Perception (P).

This assessment provides a comprehensive and detailed approach to behavioral preferences, and sheds valuable light on career orientation, professional projects, work environments, career choices, etc.

Learning goals:

- Understand your preferences regarding the way you construe your work experience
- Apply these insights to your professional project

CAREER DEVELOPMENT: MARIE-ANNE BARAULT, IÉSEG

The importance of communicating clearly on your professional strengths, making consistent career choices and standing out in international recruitment processes can hardly be overstated today. This seminar provides you with the tools you need to develop the skills, knowledge and expertise you will need to tackle your next professional challenge.

Learning goals:

- Prepare for your next position and facilitate long-term planning of your career
- Identify your transferable skills and leverage them
- Home in on the personal strengths that will further your professional project
- Learn how to use professional networks effectively and efficiently

TEAM PERFORMANCE

TEAM BUILDING: ALAIN DULUC, CEGOS AND DR. CATHERINE DEMANGEOT, IÉSEG

This session is an introduction to the Executive MBA program and an opportunity to get to know the other participants. You will also learn how to build high-performing teams by building the Executive MBA cohort and its subteams, along with games, role-plays and team-building exercises and get to know each other.

Learning goals:

- Understand the Executive MBA program
- Learn the basics of team building
- Experience team building first-hand
- Interact with the participants who will spend two years on this Executive MBA program together

PEER COACHING: CATHERINE TOURNIER, CEGOS, JACQUES ANGOT, IÉSEG AND DR. ANNA CANATO, IÉSEG

The participants will be members of the same team of peers for two years, and therefore work together, learn together and grow together on this Executive MBA program. You will build new skills, share ideas, help each other to better understand the content of the seminars and practice the methods you learn in class, and share and help others to solve personal or professional problems.

The team will set its own objectives, write its own rules and schedule its own meetings. Each team will have a four-hour meeting every three months (four times in two years) with a coach who will help it to better master and use peer team management processes.

Learning goals:

- Experience peer team building, operation and development
- Learn how to give and receive emotional support and to help and coach peers and be coached by peers
- Learn how to use a team to grow and build new skills, and help others to grow and build new skills

TEAM DEVELOPMENT AND CHANGE MANAGEMENT: JEAN-PIERRE TESTA, CEGOS

This seminar tackles one of the core competencies of leadership, i.e. rallying people. You will have an opportunity to experiment the various steps it takes to build a “dream team” that can deliver unrivalled performance – which in turn requires deep-seated trust among members. This path to excellence is no different from the path that people follow when they deal with change.

Learning goals:

- Understand the various phases of team development
- Rally a team to build trust
- Leverage change-management processes and tools
- Create a vision for the future



COMPLEX PROBLEM SOLVING AND DECISION MAKING: JACQUES ANGOT AND BENOÎT ROUX, IÉSEG

Are we able to make good decisions in every situation? How can we combine our own personality and the rules and constraints under which a decision is expected? Where does the right stance lie, between being concerned and keeping aware and practising discernment? This seminar provides an immersive pedagogy through participation in a business game (with rounds of effective decisions) and added customized events (prompting the development of better patterns of decision-making).

Learning goals:

- Complex vs. complicated problems
- How to solve a complex problem
- Deciding how to decide
- Managing decision-making risks

INTERCULTURAL AND DIVERSITY MANAGEMENT: DR. FAWAZ BADDAR AND DR. CHAVI CHEN, IÉSEG

The seminar will enable learners to build a cross-cultural understanding of consumers and business partners beyond national borders by exploring the relationship between cultural variables, human behaviors, and their implications for managers from a cultural and cross-cultural perspective. It covers theory and practice, and provides learners with an opportunity to develop the skills, perspectives and cross-cultural awareness they need to become the future business leaders in our increasingly competitive global arena.

Learning goals:

- Display a systematic understanding and critical knowledge of cross-cultural theories and models
- Demonstrate understanding of how to communicate with business partners across borders
- Identify and critically analyze the factors and cultural variables influencing relationships, communication and negotiation styles across country borders
- Acquire insights to lead international negotiations
- Cultural contexts and transferring practices across borders with a view to enhancing the understanding of global management



ORGANIZATIONAL FUNCTIONS

MANAGING HUMAN RESOURCES: VIRGINIE LOYE, CEGOS

Providing the right number of people, with the right skills, in the right place, at the right time is absolutely vital to roll out the company's strategy. This requires a proactive and systematic approach to foresee the skills that the organization will need tomorrow and thereby anticipate and support that organization's changes.

The seminar will show you the benefits of strategic workforce planning for your business and the role of Human Resources in that process. It will also provide a method and tools to drive this approach and on-board key stakeholders.

Learning goals:

- Identify the key challenges revolving around people development
- Clarify the concept and steps of the strategic workforce planning process
- Attract and develop key talents to tackle business challenges

PERFORMANCE MANAGEMENT: BENJAMIN GIBBS, IÉSEG

This course examines the situations and challenges associated with performance management (cost and management accounting and management control), and how this approach tackles those challenges. Our initial focus is on how to harvest cost and management accounting information. We consider different descriptions and categorizations of cost, cost accumulation and cost management systems. We examine how this information is used in decision-making across corporate functions and in planning, controlling and evaluating business processes and corporate strategy. We also look at issues in the design and operation of management accounting and control systems.

Learning goals:

- Understand cost concepts and cost systems
- Use, and critically appraise the use of, management accounting information in corporate decision making
- Appreciate the challenges and constraints in the design and use of management accounting and control systems



FINANCE ANALYSIS: MICHEL SION, CEGOS

Top managers need to feel comfortable with financial information in order to understand their business' financial strengths and weaknesses, appraise the financial stakes of their decisions, and analyze a customer's, supplier's or takeover target's financial statements. However, many top managers feel out of their depth with finance and accounting.

This seminar is based on a finance-for-non-financial-professional training approach and uses a method that has helped hundreds of trainees: selling at a profit implies investing and thus financing the company.

Learning goals:

- Understand the financial rationale of any business
- Read financial statements
- Understand financial KPIs
- Analyze an industrial company's financials

CORPORATE FINANCE: PATRICK DAGUET, IÉSEG

This seminar appraises the various angles a company can explore to manage its capital efficiently. It covers topics ranging from investment decisions (organic growth or acquisitions) to financing decisions, i.e. all the issues a CFO needs to consider when dealing with these situations. We will be discussing the decision-making processes revolving around leveraging as a tool, cost of capital and dividend distribution, and then you will be in the driver's seat, deciding when and how to finance working capital and avoid liquidity issues.

Learning goals:

- Define, adjust and execute a funding strategy fit for the project the company is considering
- Measure, fine-tune and understand financial and operating leverage
- Understand the key notion of breakeven
- Identify sound financing strategy and investment decisions and make smart, value-creation decisions
- Compute, interpret, analyze and decide on the right working capital management strategy

BRAND MANAGEMENT STRATEGY: DR. GWARLANN DE KERVILER, IÉSEG

This course will provide the tools participants need to understand brand management strategy basics. We will consider the fundamental aspects that underpin brand management, such as brand definition, brand identity, brand experience, brand value, brand heritage, brand extension and brand communication. We will then discuss case studies to shed light on brand-related best practices.

Learning goals:

- Plan and coordinate the key aspects of brand management
- Provide a dream brand experience
- Manage sound growth, brand extension, licensing and co-branding
- Craft a brand message that conveys the brand's myth and heritage

INFORMATION SYSTEMS, OPERATIONS AND SUPPLY CHAIN MANAGEMENT: DR. CHRISTOPHER CONWAY, IÉSEG

This course will help you to understand the critical importance of information systems in enterprises, and how they support modern operation and supply-chain management. We will examine how information systems can sharpen a business' strategic edge, provide a brief introduction to ERP systems using SAP, and then review operations and supply chain management. Then, we will apply these approaches to supply chain management and complete the seminar with a hands-on simulation using SAP to tie all the topics together.

Learning goals:

- Understand how to leverage information systems into sustainable competitive advantages
- Understand how an enterprise's operations impact its profitability
- Design a high-level operation plan and supply chain
- Understand the basics of using an ERP system

ORGANIZATIONAL PROCESSES

SOCIAL MEDIA, COMMUNICATION AND THE DIGITAL FIRM: YVON MOYSAN, IÉSEG

Companies can no longer sidestep the web in their marketing strategies. Web marketing has been gaining a growing share in overall marketing expenses, and has become a strategic source of revenue. There are two main reasons for this: first, customers are more digital-friendly and, second, web marketing eliminates time and space but it also enables instant operations and allows marketers to track, monitor and measure those operations in real-time, providing them with powerful – yet sometimes dangerous – tools.

Learning goals:

- Identify ways to build exposure, reach customers, and engage a community using the web
- Understand how web-marketing provides key insights to the company
- Understand the most frequently used ways to track and monitor actions

ORGANIZATIONAL DESIGN: DR. BARBARA SLAVICH, IÉSEG

This course will equip you to make smarter organizational choices in complex and dynamic environments. It will provide advanced tools to understand how organizations operate, how they can be engineered to achieve their goals, and what processes and phenomena can affect their operation. We will do this by providing a rigorous theoretical approach, discussing cases and doing exercises that will add up to a solid understanding of the complexity of modern organizations.

Learning goals:

- Understand the links between company strategy, competitive advantages and organization design
- Provide a systemic angle on the factors that impact organization choices at different levels, and examine several organizational design models
- Leverage the main tools and techniques to design organizations

ORGANIZATIONAL CHANGE MANAGEMENT: DR. ANTONIO GIANGRECO AND DR. ANNA CANATO, IÉSEG

This course explores the issues and opportunities associated with change management, and provides tools to analyze and overcome obstacles and thereby effect change in your company. We will also review the current debates in change management.

Learning goals:

- Understand where resistance to change might arise
- Understand the problems that organizations might face when they implement new technologies or other changes
- Use the main change management models
- Leverage change management best practices





PROJECT AND HORIZONTAL MANAGEMENT: JÉRÔME MAES, CEGOS

Cross-functional operations are gaining prominence in business. Expert communities, business process management and project management are disrupting permanent hierarchies. And executives now need to tackle two challenges: achieve their goals and objectives within their chain of command and, at the same time, deliver their cross-functional objectives. All this is even more complex when executives manage other managers. Leading managers on your team, rallying them around these principles and supporting them involves leveraging a full range of behavioral skills and associated tools.

Learning goals:

- Define an approach to cross-functional management that addresses the full range of stakeholders
- Explain the vision and give meaning to secure stakeholder buy-in
- Scope projects, draft the project charter and elicit requirements
- Use project management tools (WBS, RACI, Schedule, Gantt chart, budget, risk register, change management plan, and project dashboards)

INNOVATION AND CREATIVITY: EMMANUEL CHENEVIER, CEGOS

This two-day seminar will provide a full immersion in creativity and innovation from the inside. The first day, we will explore the main steps and tools that fuel innovation and creative processes. You will find your path on a journey through uncertainty. The next day, we will transpose that experience to each participant's company. You will be able to create and deliver an innovation road map to roll out in your company.

Learning goals:

- Bridge the gap between ideas and concepts
- Nurture innovation culture
- Link leadership and innovation skills

STRATEGIC ANALYSIS: DR. LOÏC PLÉ, IÉSEG

This seminar provides the tools you need to assess the situations before making smart strategic decisions. It will include case studies, lectures and discussions, equipping you to run internal and external strategic analyses, and to blend both those angles into a comprehensive picture of your environment.

Learning goals:

- Understand strategic analysis principles and tools
- Understand when and how to use these various tools
- Take a step back and look at the big picture to use strategic analysis tools
- Assess the situation and fine-tune strategic decisions

CORPORATE STRATEGY: CATHERINE GOUTTE, CEGOS

Corporate strategy is a thrilling exercise for leaders and top executives. It deals with shaping your company's future, and indeed the world. Business strategy focuses on the particular battlefields where each of the company's various business lines and skills are waging war (with Porter and SWOT matrices, for instance). Corporate strategy, on the other hand, is about the big picture for your business, and choosing the battlefields. The seminar provides an in-depth look at the stakes underlying global business growth and a close look at the inputs and outputs of successful implementation, namely specialization, diversification, integration and internationalization. It gives leaders the facts they need to spot the pitfalls, build intelligence, and challenge their teams, fast.

Learning goals:

- Define the scope of corporate strategy
- Assess opportunities to specialize or diversify
- Develop an integration strategy
- Implement internationalization strategy





COMPETITIVE STRATEGY AND BUSINESS MODELS: DR. XAVIER LECOCQ, IÉSEG

This seminar is geared to enable participants to map out and roll out a competitive strategy. We will use case studies and discussions to home in on the principles and main challenges surrounding business strategy. We will focus extensively on business models, as one of the tools to compete in a given sector. Business models, moreover, have become crucial for entrepreneurship, strategic management, MIS, operations management, and even accounting and finance. We will therefore take a cross-functional look at organizations. Rather than competitive advantages, business models focus on value creation and value capture processes, and they are both cross-functional by nature.

Learning goals:

- Understand the principles of competitive strategy and execution for new ventures and existing business development
- Grasp the main impacts of the business model approach on the traditional concepts in strategic management and organization
- Analyze a company's business model and the various business models in a given sector
- Design business models for new ventures or to deliver existing business growth

CREATING SUSTAINABLE VALUE: DR. FRANÇOIS MAON, IÉSEG

Global challenges associated with sustainability issues are multidimensional, involving economic, social, and environmental concerns and have implications for virtually every aspect of a firm's activities. In this context, in recent years, a number of companies have completely redefined their business strategies and models in line with principles of sustainability in order to maximize value creation for the organization and its stakeholders. In this course, we will approach ways in which sustainability-related challenges, viewed through the appropriate set of lenses, can help to identify business thinking, choices and practices that contribute to a more sustainable world while simultaneously driving (shared) value. The course will lead the participant to integrate social and environmental innovation in business models, increase the opportunities of correlating social and environmental impact and economic growth by thinking in terms of ecosystem rather than competition, and inventing new real and effective collaborative business solutions to current and emergent issues.

Learning goals:

- Develop critical skills to strategically and successfully approach seemingly paradoxical challenges and face the current and emergent stakes in business and society relationships
- Elevate social and environmental goals to a strategic level by coupling social/environmental impact and innovation to the business model of the company
- Be able to think and design major corporate social and environmental innovation processes

GLOBAL ECONOMICS: DR. STÉPHANE VIGEANT, IÉSEG

This course provides an introduction to the world's economy, international trade, and economic development, and is designed especially for non-economists. We will be discussing the foundations of international markets and trade, comparative advantages, foreign investment and international inequalities. We will also be providing a brief introduction to geographical economics and reviewing a few of the factors shaping exchange rates and macroeconomic dynamics, and rounding up the course with a discussion on the financial crisis and capital mobility.

Learning goals:

- Understand the fundamental economic mechanisms at work worldwide
- Analyze the current trends in the world's economy
- Factor basic economic knowledge into sound managerial decisions

SUSTAINABILITY METRICS: DR. SIMONE DE COLLE, IÉSEG

Managers and decision-makers are under increasing pressure to meet the demands of powerful stakeholders focused on sustainability-related social and environmental issues. In this course, we will address key sustainability-related management tools available to organizations and how they can drive efforts to integrate sustainability into their activity and strategy, providing a balance between economic performance, environmental stewardship, and social well-being. In particular, we will examine sustainability metrics – leading indicators, lagging indicators and materiality of results – and how they are and can be used to shape organizational policies, track progress and establish trust among key stakeholders. Participants will leave with a broad range of valuable frameworks, experts' insights and analytical tools that they can use to make sense of current and/or emerging sustainability-related standards and management methods for immediate or prospective use in their own organizations.

Learning goals:

- Envision the different ways in which sustainability concepts and tools can be integrated throughout organizations' strategy and activities
- Understand how sustainability-related interventions can be managed and evaluated with consideration to the internal and external stakeholders of an organization
- Critically assess the economic, social and environmental impacts that organizations generate
- Establish an integrated sustainability reporting approach and maximize the value of those reporting efforts

RISK MANAGEMENT: PASCAL KEREBEL, CEGOS

This seminar will introduce you to risk management in a firm at various levels, factoring in the differences in multicultural environments. We will start with international internal control regulations, then move on to designing a risk management reference base, testing performance and suggesting remediation plans. We will then discuss risk mapping and communication and, lastly, crisis management techniques.

Learning goals:

- Understand the content and the objectives of the major regulations impacting risk governance
- Assess the maturity of an internal control and risk management process
- Contribute to producing an internal control and risk management report
- Map risks

LEARNING TRIPS: EXPERT TO BE CONFIRMED

These trips are about more than harvesting information about host countries and following the training program: we also want you to challenge your own values and yardsticks. The goal, ultimately, is to open up your mind and play and take control during learning trips with discussions and debates with local executives, project leaders, etc.

Learning goals:

Before each learning trip:

- Prepare to experience a new culture, a new way of thinking, new practices and new ways of working
- Prepare to face physical and cultural challenges, and lead short projects

After each learning trip:

- Debriefing of the learning trip experience
- Discuss how you can use your experience and what you have learned in your “real life”

RESEARCH METHODS: DR. CATHERINE DEMANGEOT, IÉSEG

This seminar introduces the principles of business research methods. Participants will develop the skills they need to plan, organize and undertake a business research project. This encompasses research design and methods, data collection techniques and data analysis. We will also explore ethics in research and research report writing, and provide the tools you need for professional dissertations.

Learning goals:

- Plan and design a research project
- Synthesize a range of literature on a business problem
- Present an in-depth analysis of a chosen business problem in an appropriate business research report format
- Discuss ethical issues in business research



SPECIALIZATION TRACKS

TRACK 1: COMPANY ACCELERATOR

STRATEGIC LEADERSHIP: DR. ANNA CANATO, IÉSEG

The objective of this course is to enable participants to understand the fundamental link between leadership abilities and strategy construction. We will consider fundamental aspects that underpin strategic management, such as organizational identity, culture and vision. Then, we will discuss real-life cases to expound on the various approaches and best practices that help organizations to hone distinctive, effective and sustainable positions on their markets. This course is interdisciplinary in nature and ultimately encourages tighter teamwork between HR, strategy, marketing and communication functions.

Learning goals:

- Reflect on various choices made by existing companies, regarding the organization of their internal and external activities in relation to their strategy
- Understand and plan the coordination of functions that impact an organization's corporate branding and strategic positioning
- Understand and reflect on the role of leaders as people who enact company culture and can drive its development

BUSINESS DEVELOPMENT: EXPERT TO BE CONFIRMED

This seminar will support executives in their understanding of the evolution of new prospect selling and existing customer business development. We consider the increasingly competitive and price-sensitive global marketplace and the need for matched business development skills enabling greater customer orientation, insights provision, provable value creation and delivery, understanding of the physical/online sales/e-commerce environments, and more. This seminar aims to provide participants with an understanding of what commercial excellence in the 21st century actually means.

Learning goals:

- Adapt sales and business development to the new macro international considerations
- Blend the practical customers' needs with emotional engagement and interact with them through technology
- Network to develop business and nurture customer contacts at all levels
- Measure success, high customer satisfaction rates and the link to loyalty



TRACK 2: COACHING AND DEVELOPMENT

COACHING EXECUTIVES AND TEAMS: ALAIN DULUC, CEGOS

Successful managers are pathfinders, great leaders, and can coach individuals and teams. This course provides the templates, concepts and tools you need to do all of the above, drawing on real-life experiences with teams and face-to-face coaching.

Learning goals:

- Acquire basic individual and team coaching skills and apply them to your job as manager
- Use a few basic psychological analysis tools
- Hone your process expertise and build meaning to help team members work out which decisions they should handle themselves, how to handle them, and which decisions to escalate
- Empower employees to grow and work self-reliantly

INDIVIDUAL PERSONAL PROJECT: ÉTIENNE BASSE, CEGOS

How do you decide which task you should do next? The answer is inside you. It's right there, but you can't see it straight away. You have to look for it. Based on The Implicit Career Search (designed by Steve Miller in collaboration with Will Schutz), this seminar will help you to clearly define your job's ultimate purpose and to build a successful career based on that purpose. Finding your own personal answer to your career quest will give you the momentum you need to become what you want to be, professionally speaking, and enjoy it. The seminar is a U-shaped journey. It brings you closer to your inner self, your personal contribution and your mission. Then it rises back to the surface, to your job's ultimate purpose and ends with your career development steps and action plan.

Learning goals:

- Become essence-centered
- State what makes you unique
- Build your career

TRACK 3: CONSULTING

CONSULTING METHODS: THIERRY DEFENDI, CEGOS AND DR. CATHERINE DEMANGEOT, IÉSEG

Executives, during their careers, often have to play a consultant's role or work and manage consultants. They may be internal or external consultants. The purpose of this course is to consider the core nature of consulting, and present the key challenges of the consulting role.

Learning goals:

- Develop an appreciation of the different roles which consulting (internal and external) can play in an organization
- Consider and critically assess different methods underpinning the consulting process, including problem exploration, analytical tools, action research and the management of change, recommendation development
- Reflect on the client-consultant relationship at different stages of the process, from the perspectives of both client and consultant

CONSULTING PRACTICE: DR. CATHERINE DEMANGEOT, IÉSEG

Executives are often called upon, within their organizations or if they become consultants, to 'solve a client's problem'. This workshop will enable participants to experience the stance of a consultant through a 'real-life' experience. They will have to work on the real problem of an organization as provided via a consultancy brief, before developing, as a group, a set of recommendations that will be presented to the client (face to face or via technology) at the end of the workshop. Finally, the participants will reflect on both the process and the content of consulting.

Learning goals:

- Experience and reflect on the nature of the consultancy process, in terms of the following three key aspects : the strategic analysis, the consultancy team process, the client relationship
- Experience the stance of a consultant, from the receipt of a brief, to analysis and the presentation of recommendations to the client
- Critically assess the value and the components of an overall analysis framework to interpret the problem, develop and assess recommendations

ENQUIRIES AND APPLICATIONS

Cindy BAUER

+33 (0)1 55 91 98 06

+33 (0)6 71 44 84 90

executive@ieseg.fr

Socle de la Grande Arche

1 Parvis de La Défense

92044 La Défense Cedex

France

www.ieseg.fr



In partnership with:



BEYOND KNOWLEDGE*

* Bien plus que des savoirs