



MBA

2019-2020





THE SCHOOL

Our ambition

An outcome of the College of Social and Economic Sciences founded by Jacques Rueff, Counsellor to General de Gaulle, IPAG Business School was created in 1965 in Paris and recognised by the State as a private institution of higher technical education in 1970.

IPAG's aim is not only to train excellent technicians in their field of specialisation, but also, and above all, to turn them into professionals capable of meeting the challenges of a constantly changing world, of thinking beyond executives and borders, of federating talent, of commitment and innovation.

Our commitments

IPAG places ethics, equality and corporate responsibility at the core of its values, research and pedagogy, as reflected in the CSR and responsible management components of the various programmes or courses on ethics. These biases are coupled with the implementation of responsible practices, both at the school and student association levels.

Research Chairs geared towards major societal issues:

Environmental, Climate Change and Energy Transition Chair

Chair in Quantitative Finance and Risk Management

Chair in Corporate Inclusiveness

French Savoir-Faire Chair



Our campus

Since its establishment in 1965, IPAG has been located in the very heart of the capital's intellectual and literary district. The buildings cover more than 4600 m² and include 39 halls, including a large 250-seat Amphitheatre. Each year, the campus welcomes nearly 2,500 students of more than 40 nationalities through 6 training programmes.



A COMMITTED VISION OF MANAGEMENT

IPAG advocates a committed vision of management. All of our activities, from our teaching and research policies to our own internal programmes, promote corporate social responsibility and meaningful projects, which are sources of sustainable benefits for companies as well as for society.

Our programmes promote an awareness-raising process. They stimulate students' ethical sensitivity, they invigorate their critical thinking and develop their sense of reality. Our ambition: to make them aware of their responsibilities as citizens and as future professionals.

Based on its values and the efficiency of its commitment, IPAG joined the United Nations PRME (Principles for Responsible Management Education) initiative in 2019, along with more than 500 business schools and management training institutions from 80 countries. We are honored to be part of it.

DR MARIA GIUSEPPINA BRUNA

Professor of Management, Head of Ethics, CSR and Societal Research at IPAG



THE PROGRAMME

General presentation

IPAG's specialised MBA is an international 5-year degree in Business Administration. It is intended for students who hold a 3-year or 4-year degree.

Working with students of all nationalities, you will learn how to manage teams and steer projects in an ethical manner, in a business environment increasingly impacted by digital and new technologies.

The course, in its Regular Track version, lasts 18 months and is divided into two phases:

- a first 6-month course dedicated to the acquisition of management fundamentals;
- a second one of 12 months, devoted to the chosen specialisation and a final Capstone project as well as a 6-month internship.

However, students with a 4-year bachelor's degree or professionals with a 3-year bachelor's degree who can provide proof of adequate professional experience (3 years or more in the management field) can be exempted from the first phase and opt for its 12-month Fast Track version.

Upon completion of the course, students obtain a 5-year degree in one of the 8 specialisations of our MBA and can apply for high-level management or consulting positions in France or abroad.

Phase 1
6 months
Fundamentals

Phase 2
12 months
Specialisation

Internship

**REGULAR
TRACK**

**FAST
TRACK**

- 3-year degree holder

- 4-year degree holder
- 3-year degree holder & 3 years of work experience



The benefits of an MBA at IPAG

- A wide range of specialisations: 5 in English, 3 in French;
- CSR at the heart of each program's pedagogical project;
- Emphasis on practical cases and real-life situations: business games, internships in France or abroad, meetings with professionals;
- Support for students: workshops dedicated to job search and leadership development seminars.

Phase 1

Learning the basics of management (6 months)

This first phase allows the students to acquire the required fundamentals to continue the programme in its specialisation phase. In addition to comprehensive theoretical instruction, it includes an important hands-on dimension.

Core modules

- Cost-based Accounting
- Financial Analysis
- Organisational Design
- Digital Marketing
- Operations Management
- Cross-cultural Management

Phase 2

Applied leadership, specialisation and professional immersion (12 months)

The specialisation phase is itself divided into two parts:

- 6 months at school, which include core modules and courses related to the chosen specialisation;
- 6 months of internship and the realisation of a concrete project in the service of a company, halfway between consulting and research work, in the same spirit as the Capstone projects which are very common in Anglo-Saxon academic circles.

Core modules

- Strategic Management
- Finance
- Supply Chain Management
- Leadership
- RSE



MBA IN FRENCH

- Real Estate Development
- Project Management
- Fashion Management



MBA IN ENGLISH

- Energy and Sustainability Management
- Luxury Brand Management
- International Business Development
- Finance and Investments
- Digital Transformation and Innovation Management

← Practical projects and business games →

Personal development workshops to improve your leadership skills

A Challenge Weekend to work on a real life company problematic

Conferences and regular meetings with professionals

An individual Capstone project

A 6-month internship

REAL ESTATE DEVELOPMENT



General overview

The "Real Estate Development" specialisation offers a foundation of fundamental and specific skills, such as value creation through architecture and design, construction techniques and site management. In addition, special emphasis is placed on sustainability.

Acquired skills

- Mastery of the different types of projects, their value chain and the stages of the construction cycle
- Architectural principles and design
- Legal and statutory framework for real estate development
- Financing and financial management of real estate projects

Opportunities

- Land Developer
- Negotiator VEFA
- Negotiator Program Manager
- After-Sales Service Manager

Programme Manager



Yves GHIAI

Land Developer Negotiator
VEFA Negotiator Program
Manager After-Sales
Service Manager

Yves GHIAI is an architect and property developer.

Professor of architecture and real estate development at various universities (UC Berkeley, CCA and FIDM), he has written more than 30 books and published articles in numerous newspapers and magazines.

His portfolio includes residential, hotel, recreational, office and shopping centre construction in the United States, Switzerland, Canada and Costa Rica.

Today, he owns and manages 5 companies in the real estate sector in the United States.

Specialisation modules

Value chain of different types of projects and impact of sustainable construction

- Dwellings, semi-detached houses and towers
- Hotel projects
- Office buildings
- Shopping malls, large and small retail stores
- Sustainable construction impact on the value chain

Architecture, design and buildings techniques

- Architectural Concepts from 1950 to today
- Building and Planning Regulations
- Reading of plans and technical drawings
- Design and division of architectural spaces
- Coordination of the various professions (engineers etc.)

Property and town planning law

Applied Finance

- Types of real estate companies
- Market and feasibility studies
- Partnerships, joint ventures, investor relations
- Project financing principles, from preliminary to final pro-forma
- Role of banks

Construction site monitoring

- Specificities of the different stages of construction and associated risks
- Operational management of the construction phases
- Construction site safety management

PROJECT MANAGEMENT



General overview

The Project Management specialisation leads to the mastery of all operations related to a project and its management: from international standard governing costs, quality and deadlines, to individual and organizational change management.

Acquired skills

- Command of the fundamental principles of project management (inspired by PMI/PMBOK)
- Managing uncertain environments
- Team and change management, individual and organizational
- Conducting rapid product/service development projects

Opportunities

- Internal Consultant
- Coach in agile organization
- Scrum master
- Project manager transformation
- Change manager

Programme Manager



Denis SCHNEIDER

Project manager and business coach

Ecole Centrale of Lille and SKEMA Business School Graduate, Denis SCHNEIDER has nearly 25 years of experience in operational management (Bouygues, Altran, General Electric, etc.)

Today he is an associate consultant at Baobab Factory, where he counsels and assists companies in their projects of process optimization, change management or team management.

Also, a certified professional coach Denis SCHNEIDER works with many top executives and decision-makers.

Specialisation modules

The basics according to the PMI/PMBOK (1)

- PMI Project Life Cycle
- Managing the integration process
- Project Scope Management
- Time Management
- Quality Management

The basics according to the PMI/PMBOK (2)

- Cost Management
- Communication Management
- Risk Management

Supply Management Agile Approach with Scrum

- Agile philosophy and methodology
- The Scrum Rule of 3-5-3
- Roles and Responsibilities of the Scrum Teams
- Scrum events
- The "Artificial Scrum"

Project Management Applied to Entrepreneurship and Innovation: Lean Startup

- Lean Startup: the principles of the combination of Agile and Lean
- The Lean Canvas.
- Generation of an MVP (Minimum Viable Product)
- Iteration process: Validated Learning, Build-Measure-Learn
- The art of swiveling

Successful Project Management: Team and Change Management

- Decision making, leadership and influence
- Conflict resolution
- Individual and organization change mechanism
- Leading change 10 principles
- Culture and objectives definition in change management

FASHION MANAGEMENT



General overview

The Fashion Management specialisation covers the fundamentals of the sector - brand value, design thinking or distribution strategies - but also the new challenges facing the industry, including sustainable development. In addition, this MBA allows students to sharpen their creative skills and to become familiar with the specific codes of this particular world.

Acquired skills

- Implementation of a brand strategy
- Expertise in aesthetic codes, as well as in methods of creation and innovation applied to fashion
- Understanding the value chain
- Sustainable development at the service of value creation in fashion

Opportunities

- Brand Director
- Public Relations Buyer
- Product Manager Sales Manager

Programme Manager



Béatrice TACHET
Professor and consultant

Holder of a Ph.D. in Management Sciences from IAE Paris-Sorbonne and a NEOMA Business School graduate, Béatrice TACHET has nearly 25 years of experience in the Fashion & Luxury sector, where she has held responsibilities in marketing, purchasing, international retail and consulting with various companies, both in France and abroad.

Her doctoral studies, coupled with her professional experience, allow her to support students efficiently during their studies.

Specialisation modules

Design thinking and innovation

- Basic Principles
- Fashion Thinking: creative approaches to the design process
- Focus Fashion Tech
- Technology, craftsmanship and innovation

Beauty in Creation and Innovation

- Brand and distribution strategy in fashion (e-commerce, retail)
- Values, evolution, background, history
- Branding strategies
- Distribution strategies applied to the components of the fashion industry
- E-commerce and omnipresence in the relationship with brands
- Big data

PR and Influence

- Personality and Brand Identity
- Content production: videos, social media, blog
- Social media PR strategy
- Media relations and organisation of press conferences
- Crisis communication and reputation management

Fashion facing the challenge of sustainability

- Climate Change
- Water consumption
- Waste
- Respect for the work ethic
- Animal welfare

DIGITAL TRANSFORMATION AND INNOVATION MANAGEMENT



General overview

The MBA in Digital Transformation and Innovation Management trains those who are now known as "change makers". This specialisation leads to the command of the digital transformation of the value chain and the generation of new business models, allowing graduates to supervise the implementation of a global and comprehensive digital strategy. Consulting in innovation management is also the subject of a specific course.

Acquired skills

- Overcoming the impacts of the digitalisation of the economy on different industries and economic models
- Accompanying the digitisation of a company's value chain
- Digital marketing and distribution
- Innovation management and methods
- Change management in consulting mode

Opportunities

- Consultant in digital transformation
- Chief Digital Officer
- Innovation Consultant
- Innovation Manager

Programme Manager



Vincent DUTOT
Teacher-researcher,
Consultant

With a Ph.D. from the Canadian University of Laval and author of four books on digital, his research and consulting activities focus on the impact of technology on performance, transformation, digital strategy and social media.

Consultant, lecturer and trainer for nearly 15 years, he guides companies, public institutions and their leaders in the digital transformation.

Specialisation modules

Digitalisation of the economy and new business models

- Macrogenomic impacts of digitisation - global trends
- Digitisation by sector (commerce, industry, logistics, health, media, etc.)
- The new business models (platform, BtoB, BtoC, CtoC), company liberated
- Future revolutions: Big Data, AI, IoT, blockchain, 4.0...

Digitalisation of the value chain and associated tools

- The digital transformation of the supply chain and HR
- The digital transformation of distribution (omnichannel)
- The digital transformation of marketing
- Transformation tools (from ERP to VR to Teleworking)
- Digital strategy
- From business model to digital strategy
- Behavior of the connected consumer
- Online acquisition channels (SEA, SEO, SMO, SMM)
- UX/UI in the age of interfaces
- E-reputation
- From digitisation to digital transformation

Innovation Management

- Types of innovation (incremental, adjacent, breakthrough, radical)
- Innovation methods (TQM, Agile, Lean, Scrum)
- Managing innovation on a daily basis: corporate culture, monitoring, communication, feedback, etc.
- Change Management

Consulting approach and jobs of tomorrow

- The fundamentals of consulting
- From briefing to negotiation
- Solution from Collective Intelligence and Design Thinking
- Diagnostic tools (Pareto, 7S, RSI, Ishikawa...)
- Power and influence

ENERGY AND SUSTAINABILITY MANAGEMENT



General overview

How to create value through sustainable development? This is the challenge of this specialisation, which allows students to acquire a solid and complete knowledge base in terms of CSR, to master the Closed Loop Supply Chain processes, or to understand the legal constraints associated with these changes.

Acquired skills

- Holistic approach to sustainable development
- Building a sustainable business model
- Knowledge of international policies and the legal framework for sustainable development
- Management of sustainability projects (indicators, team management)
- Funding for sustainable development programmes
- Marketing and communication applied to sustainable development
- Mastery and implementation of the Closed Loop Supply Chain concept

Opportunities

- Chief Sustainability Officer
- CSR Specialist
- Lead Sustainability Specialist
- Sustainability / CSR Consultant

Programme Manager



Tra TRAN

Teacher-researcher, consultant

Tra Tran is Academic Director of MBA Programs and Associate Professor of Management at IPAG Business School, France. She is currently Head of the Economic Policy Group of AVSE Global (Association of Vietnamese Scientists and Experts), which missions are to produce frequent reports to the Prime Minister of Vietnam. She has previously worked as researcher at the French National Center for Scientific Research for two research projects after completing her PhD degree at the Sorbonne Business School. She is specialised in the topic of public procurements and is an affiliated member of the research group "The Economics of Public Private Partnerships" at the Sorbonne Business School. She has published articles to peer-reviewed journals such as the International Journal of Industrial Organisation and the Revue d'Economie Industrielle.

Specialisation modules

The sustainability legal framework impact on business model generation

- Environmental sustainability issues, concerns, and stakeholder interests
- Extended Producer Responsibility Principle and waste management regulations
- Social issues approach: Regional labour practices and human rights
- Business models of sustainability (sustainable business models)

Creating value through sustainability

- Business Value and competitive advantage through environmental and social performance
- Sustainability marketing campaign strategies.
- Sustainability reporting, GRI standards and triple bottom line communication
- HR branding and talent acquisition through sustainability

Sustainability project, operations and team management

- Life cycle sustainability assessment
- Monitor and evaluate effectiveness of sustainability programs
- Organizational Design around sustainability
- Sustainability Leadership and Change Practicum

Financing the sustainability

- Introduction to Environmental, Societal and Governmental (ESG) Aspects of Finance
- Financing opportunities in the ESG domain
- Green finance: what's in the box?
- Shared Savings Agreements
- Opportunities from Closed Loop Supply Chains
- Concept of CLSC extension: value creation, sustainability and cradle-to-cradle
- CLSC Strategic and operational issues
- The 4 types of value created by CLSC: sourcing value, environmental value, customer value, informational value.
- The role information systems in CLSC value creation
- CLSC value creation Case Studies

LUXURY BRAND MANAGEMENT



General overview

The Luxury Brand Management specialisation encompasses all the issues of this sector: value creation, marketing, supply chain management applied to luxury goods, brand management, sustainability, etc. Its immersive nature also allows for an insight into the codes specific to the sectors that make up this unique universe.

Acquired skills

- Luxury marketing
- Challenges and risks of the luxury supply chain
- Controlling PR in luxury industries
- Principles of luxury goods distribution
- Sustainable development in the luxury sector

Opportunities

- Luxury Brand Manager
- Luxury PR Specialist
- Luxury Retail Buyer
- Luxury Brand Manager

Programme Manager



Béatrice TACHET
Professor and consultant

Holder of a Ph.D. in Management Sciences from IAE Paris-Sorbonne and a NEOMA Business School graduate, Béatrice TACHET has nearly 25 years of experience in the Fashion & Luxury sector, where she has held responsibilities in marketing, purchasing, international retail and consulting with various companies, both in France and abroad.

Her doctoral studies, coupled with her professional experience, allow her to support students efficiently during their studies.

Specialisation modules

Marketing applied to luxury and codes

- The anti-laws of luxury
- From premium to luxury
- The 3 marketing approaches : accessible, intermediate and inaccessible
- Perceived value and price setting rules
- Brand safety

Value generation with the supply chain

- Managing the value generation through supply chain: (design, creativity, modelism, prototyping, industrialising)
- Using supply chain as a bulwark against counterfeit (blockchain, partners selection, logistics tracking...)
- Securing sourcing and procurement to secure global quality
- Supply chain vertical integration challenge in luxury
- The supply chain : tool of the luxury experience (stock limitation, premium delivery, hyper-customisation)

PR applied to luxury

- Brand personality and brand essence
- Content production for FNL adverts, videos, social media, blog
- Social media PR strategy in FNL
- Media relationships building and press conferences organization
- Crisis Communication and Reputation Management

Luxury distribution principles

- Luxury retail distribution, high-end retailing principles
- Focus on merchandising applied to luxury
- Customer Relationship Management in luxury, tools and processes
- The use of e-commerce in luxury industry

Luxury facing sustainability challenge

- Climate change
- Water consumption
- Waste
- Respect of work ethics
- Animal welfare

INTERNATIONAL BUSINESS DEVELOPMENT



General overview

This specialisation offers a global approach to international business: development of new markets, supply chain management, trade negotiation, legal and regulatory framework of international trade.

Acquired skills

- Specific characteristics of regional markets
- Development of a new market abroad
- Principles and rules of international trade
- International negotiation
- International Supply Chain Management

Opportunities

- International business developer
- International franchise developer
- International expansion manager
- International account manager
- Market Development Consultant

Programme Manager



Tra TRAN
Teacher-researcher,
consultant

Tra Tran is Academic Director of MBA Programs and Associate Professor of Management at IPAG Business School, France. She is currently Head of the Economic Policy Group of AVSE Global (Association of Vietnamese Scientists and Experts), which missions are to produce frequent reports to the Prime Minister of Vietnam. She has previously worked as researcher at the French National Center for Scientific Research for two research projects after completing her PhD degree at the Sorbonne Business School. She is specialised in the topic of public procurements and is an affiliated member of the research group "The Economics of Public Private Partnerships" at the Sorbonne Business School. She has published articles to peer-reviewed journals such as the International Journal of Industrial Organisation and the Revue d'Economie Industrielle.

Specialisation modules

New market development

- Influential factors in international business country's ability, nations interdependence
- Rise and impact of trader barriers on international business"
- International market opportunities assessment according comparative advantage and opportunity costs and international entry strategies : franchising, licensing and other business vehicles
- European market specificities (offer, demand, national legal framework)
- Chinese market specificities (offer, demand, national legal framework)
- Middle-Eastern market specificities (offer, demand, national legal framework)

Global Financial Markets

- Foreign Exchange Risk
- International Treasuries
- Global Stock Markets
- Alternative Investments around the World
- Tax implications of global finance

International business planning and trade

- Individual country business plans development

- Import/export and customs regulations documents preparation and processing, according laws and procedures
- Export and import restrictions, tariff systems, letters of credit, insurance requirements and other customs-related matters

International business negotiation

- Practical negotiation skills
- Complex negotiation skills: negotiate in team or in complex situation
- Culture and Negotiation Strategies: negotiations types and cultural intelligence in negotiation across countries
- Business ethics in international negotiation

Global supply chain management

- "Global sourcing and procurement (global supplier networks, insource and outsource models, offshore or re-shore)"
- "Global Logistics (physical transportation, inventory management, warehousing, simulation tools and techniques)"
- International lean warehousing challenges
- IT support in International supply chain performance

FINANCE AND INVESTMENTS



General overview

This specialisation offers a solid foundation of fundamental knowledge in both corporate and market finance, in the increasingly complex context of a globalized economy. It also integrates the contributions of AI to market risk management and the challenges of sustainable development for the company. In addition, special emphasis is placed on Wealth and Health Management.

Acquired skills

- Command of investment management tools, including the main drivers of machine learning applications
- Knowledge of global and local regulations
- Integration of environmental, societal and governance criteria applied to asset management
- Ability to communicate with quantitative specialists on engineering applications (big and smart data)
- Financial project development for sustainable investments

Opportunities

- Financial Manager
- Corporate Financial Strategist
- Wealth Manager
- Quantitative Analyst
- Portfolio Manager
- Investment Adviser
- Risk Manager

Programme Manager



**Hans-Jörg
VON METTENHEIM**
Teacher-researcher,
CEO

Professor-researcher, Hans-Jörg VON METTENHEIM is the Director of IPAG's Chair in Quantitative Finance. Associate member of Oxford-Man Institute of Quantitative Finance of Oxford University, he has been in charge of the organisation of the International Market Forecasting Financials Conference over the last ten years and is the Finance Department Chief Editor of the Journal of Forecasting.

He is also CEO of Keynum Investments, a regulated financial consulting firm specialised in meeting the demands of banking institutions, family offices and wealthy individuals.

Specialisation modules

Wealth and Risk Management

- Models for wealth and risk management
- Wealth and risk: two sides of the same coin
- Popular risk management techniques
- Portfolio allocation
- Wealth management lifecycle

Investment Management

- Artificial Intelligence and Machine Learning in Finance
- Big, smart and alternative data
- Bridging the gap between business and engineering
- Finding a balance between discretionary and quantitative investments
- Modeling investment ideas

Financing Sustainability

- Introduction to Environmental, Societal and Governmental (ESG) Aspects of Finance
- Specificities of ESG projects

- Financing opportunities in the ESG domain
- Green finance: what's in the box?
- A holistic approach to investment management

Global Financial Markets

- Foreign Exchange Risk
- International Treasuries
- Global Stock Markets
- Alternative Investments around the World
- Tax implications of global finance

Corporate Finance and Governance

- Advanced Corporate Finance
- Analyzing a company through key ratios
- Company valuation
- Business Plan design
- Corporate Social Responsibility

JOIN IPAG

Eligibility for admission to the Regular or Fast Track MBA program is subject to the jury's discretion. After assessment of their application, the candidate's knowledge of management and administration and - where appropriate - the relevance of their professional experience will be tested in a 30-minute interview. The interview is conducted in English or French depending on the specialisation sought by the candidate.

MBA « Regular Track » (18 months)

- Subject to obtaining a Bachelor's degree (3-year degree level).
- In addition, for non-French speakers: a minimum level of B2 at the CEFR in French.
- In addition, for non-English speakers: TOEFL IBT (internet-based test : 80) or TOEFL PBT (paper-based test : 550) or TOEIC (780) or IELTS : 6.0 or Cambridge (FCE)

MBA « Fast Track » (12 months)

- Requires a 4-year university degree.
- Or a Bachelor's degree (3-year degree level) and a minimum of 3 years of professional experience
- In addition, for non-French speakers: a minimum level B2 in French at the CEFR
- In addition, for non-English speakers: TOEFL IBT (internet-based test : 80) or TOEFL PBT (paper-based test : 550) or TOEIC (780) or IELTS : 6.0 or Cambridge (FCE)

KEY FACTS

Type of degree:

Specialised MBA with 5 years of higher education

Duration of the program:

- 18 months for the « Regular Track »
- 12 months for the « Fast Track »

Campus :

Paris, Saint-Germain-des-Prés

Courses taught in:

In French or English depending on the choice of specialisation

Tuition fees:

- MBA Fast Track in 12 months: 10 000 €
- MBA Regular Track in 18 months: 16 000 €

Two intakes per year:

- End of September
- Late February



CONTACT

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**MORE
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GOING BEYOND TOGETHER



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