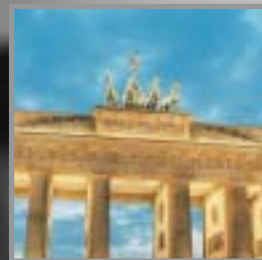


MBA

> European Executive

ESCP-EAP



ESCP-EAP

LONDON

PARIS

BERLIN

MADRID

TORINO

European School of Management

Learn everywhere. Manage anywhere.



CHAMBRE DE COMMERCE
ET D'INDUSTRIE DE PARIS

- **5 Campuses**
in Paris, London, Madrid, Berlin and Turin.
- **ESCP-EAP** has the status of "Grande Ecole de Management" in France.
It is a "wirtschaftswissenschaftliche Hochschule" in Germany.
In the UK it has MSc. validation through City University, London.
In Italy it delivers the "Laurea Specialistica in Economia" validated through the University of Turin.
- ESCP-EAP awards **8 degrees**:
European MSc. in Management,
Diplôme / Grade de Master Grande Ecole,
Diplom-Kaufmann/-frau, Master's in European Business, Mastère Spécialisé, MBA, Ph.D./
Dr.rer.pol., Laurea Specialistica in Economia.
- **125 full-time faculty members**
(15 nationalities) and 50 affiliate faculty
across the 5 campuses.
- **45 visiting professors**
and 700 guest lecturers (business leaders
and scholars) contribute to the portfolio
of programmes on the 5 campuses.
- **3,000 participants**
in Executive Education each year.
- **3,200 graduate students**
(over 80 nationalities) study on the 5 campuses.
- **25,000 graduates**
work in over 70 countries worldwide.
- The European Full-time MBA, the Executive MBA
in Paris, the European Executive MBA, and the
CeMBA are **AMBA accredited**.
- ESCP-EAP European School of Management is
AACSB and EQUIS accredited.
- It is accredited by the **Franco-German
University** (Deutsch-Französische Hochschule -
Université Franco-Allemande).

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Welcome

The primary aim of ESCP-EAP European School of Management is to train top level managers. With this in mind, we have devised curricula which combine high value-added theoretical and practical inputs, as well as a cross cultural perspective, in order to help professionals face the challenges of globalization.

The ESCP-EAP faculty of 125 professors from 15 different countries are all experts in their fields. The five campuses of ESCP-EAP located in major European business centers (Paris, London, Madrid, Berlin and Turin) make it a truly European institution of higher education. In addition, approximately 50 partnerships with major schools and universities worldwide allow ESCP-EAP to offer a transnational education whose quality and reputation are guaranteed by three accreditations (AACSB, EQUIS and AMBA).

The ESCP-EAP MBA programmes benefit directly from these assets. They prove our commitment to a European and international training experience. Our MBA programmes are passports to international careers. Our MBA participants (representing more than 20 nationalities) are exposed to innovative teaching styles, study in several countries and prepare themselves to work in varied cultural environments.

We are convinced that ESCP-EAP MBA programmes are particularly suited to meet the requirements of the most demanding international businesses.

Prof. Dr. Jérôme Bon

Associate Dean ESCP-EAP
Dean, MBA Programmes



*"All of us are destined
to follow our own inclinations,
provided they are upwards".*

Antoine de Saint-Exupéry

The ESCP-EAP European Executive MBA aims at shedding new light on your past experience in order to help you acquire the managerial and strategic skills of tomorrow. Shared diversity and a wish to progress together are the cornerstones of your success within the ESCP-EAP European Executive MBA programme.

In the course of fifteen modules taught on our five European campuses (Paris, London, Madrid, Berlin and Turin), you will rediscover the major elements of management, strategy and leadership, from the perspective of a global and ever-changing business world.

During the programme's workshops, you will experiment with the concepts presented in the various lectures. The workshops aim to give you an opportunity to innovate, to implement new management tools and to integrate them in your own professional life.

Lastly, you will conduct a team consulting project whose objective is to propose concrete answers to issues relating to corporate development.

The ESCP-EAP European Executive MBA programme provides a unique chance to gain new knowledge and know-how, as well as a new outlook in a demanding professional and academic environment. Our participants are selected on the basis of their motivation and potential. They must display both a sharp intellect and an entrepreneurial spirit.

Prof. Dr. Philippe Gabilliet

Dean of the European Executive MBA
Professor of Management & Leadership



A Truly European School

ESCP-EAP European School of Management is proud of producing graduates whose intellectual adaptability, entrepreneurial flair and cosmopolitan outlook enables them to master any global business challenge.

■ Our Mission:

Through transnational teaching and research programmes, ESCP-EAP fosters personal growth, develops managerial skills and enriches management knowledge for a complex world. In so doing it contributes to the well-being of society through the performance of people and organisations in the global economy. ESCP-EAP's mission is to develop business leaders with the intercultural skills, flexibility and knowledge to work anywhere.

■ An Exclusive Business School:

ESCP-EAP European School of Management is at the forefront of postgraduate and executive education in Europe. ESCP-EAP was formed in 1999 with the merger of ESCP, one of the first schools in the world dedicated to business studies (founded in 1819), and EAP, a unique multi-campus business school promoting European management education since 1973. The amalgamation of the two has been successful principally because both schools shared the core concept of promoting theoretical learning in a practical manner.

■ Where is ESCP-EAP Based?

ESCP-EAP is unique in being the only postgraduate business school to have campuses in five different European countries. The opportunity to study cross-border courses in Paris, London, Madrid, Berlin and Turin is just one aspect of ESCP-EAP's intercultural nature. Having strong links with 50 partner institutions in 27 countries around the world is another international component.

■ Global Understanding

The multicultural mix of students (among the 3,000 current students, 80 nationalities are represented), the international faculty (125 multinational faculty, 45 visiting faculty and 700 guest lecturers from around the world), and the experience of living in different countries, all contribute to the self development and learning environment of each individual student.

■ A Strong Alumni Network

24,000 ESCP-EAP graduates live and work in more than 70 countries around the world, many holding significant positions in leading organisations and proving influential in developing future graduates.

■ Quality Standards

ESCP-EAP provides an effective, high quality learning experience for its students and strives constantly to maintain its reputation for the quality of its courses, teaching and learning. Being a top "Grande Ecole" (Graduate School of Management), means the school has accreditation from the French Ministry of Education, the "Conference des Grandes Ecoles" and the Franco-German University. Additionally, ESCP-EAP is fully recognized by the Berlin Senate and the "City University of London". These accreditations constitute an easy means of identification and a guarantee of high quality graduate education.

ESCP-EAP has worldwide recognition and is EQUIS and AACSB accredited. Its European Full-Time and Executive MBAs in Paris are AMBA accredited. These accreditations reinforce our globally recognised standard of achievement and quality of schooling.



A Truly European Programme

A Multicultural Programme, a European Degree

The programme lasts 18 months and includes 15 four-day modules from January 2006 to June 2007. All classes are taught on ESCP-EAP's European campuses: Paris, London, Madrid, Berlin and Turin.

Each campus brings its own added-value to the European Executive MBA: local networks and privileged contacts with the local business community. This unique structure allows participants to get an insider's perspective on the multiple faces of today's globalized business world.

The European Executive MBA is continuously innovated and enriched with new themes. It is entirely taught in English and includes core courses, workshops, international seminars, and a Team Consulting Project.

The European Executive MBA was designed to bring together executives from all over Europe. The cultural mix is a very unique feature of the programme.

A Diversified Pedagogical Approach

The ESCP-EAP European Executive MBA curriculum includes:

- **Ten core courses:**
to acquire the fundamentals of management
- **Fifteen workshops:**
to gain new skills
- **Five weeklong international seminars:**
to experience business practices in different environments (January, April, October, March and June)
- **A Team Consulting Project:**
to apply skills and knowledge acquired during the year to a real issue faced by a company
- **An Individual Experience Report**
- **Distance Teamwork:**
and on-campus groupwork are required during the whole programme
- **Breaks:**
two weeks over Christmas/New Year and the entire month of August

	Understanding the Manager's Environment	Controlling the Functions within the Company	Extending the Scope of one's Actions
Core Courses	<ul style="list-style-type: none"> ■ Managerial Economics ■ Corporate Strategy ■ Business Law 	<ul style="list-style-type: none"> ■ Accounting Information ■ Finance ■ Marketing ■ Performance Management ■ Operations Management 	<ul style="list-style-type: none"> ■ Human Resources Management ■ Organisational Behavior
Workshops & Conferences	<ul style="list-style-type: none"> ■ Organisational Diagnosis and Change ■ Project Management ■ Technology Management ■ International Strategy ■ Managing Mergers 	<ul style="list-style-type: none"> ■ B to B Marketing ■ Company Valuation ■ Options & Derivatives ■ Information Systems ■ Purchasing 	<ul style="list-style-type: none"> ■ Idea Management ■ Ethics & Decision ■ Global Team Management ■ Risk Management ■ Entrepreneurship
International Seminars	<ul style="list-style-type: none"> ■ Induction Seminar: Organisational Innovation ■ Project Development in Emerging Countries 	<ul style="list-style-type: none"> ■ European Business Environment ■ Innovation and High-Tech Management 	<ul style="list-style-type: none"> ■ Synopsis Seminar

Team Consulting Project

The programme's content is subject to modifications.

ESCP-EAP Campuses

All European Executive MBA modules are taught on ESCP-EAP's five campuses located in Paris, London, Madrid, Berlin and Turin.

The unique 5-campus system fosters close relationships with local companies for optimal internship and career recruitment opportunities. Each campus is a vibrant intellectual community.

■ Paris

The Paris campus is conveniently located in the centre of the city. It is the largest of the five campuses and hosts the greatest number of faculty and students. The school's outstanding reputation and close relationships with leading French companies maximize internship and career prospects for students. With extensive campus facilities and over 50 active student clubs and associations, a strong sense of school spirit and community prevails.

■ London

ESCP-EAP London is located on an urban campus in the centrally-located neighbourhood of Hampstead in North West London. ESCP-EAP London is a member of the ABS (Association of Business Schools).

■ Berlin

Nationally recognised in Germany as a "wissenschaftliche Hochschule" ESCP-EAP Berlin has an established reputation in the region. The campus is located near Charlottenburg Castle and its surrounding park. The school's nineteenth century building has recently been renovated, and is host to numerous events, conferences and lectures on European business issues.

■ Madrid

The Madrid campus is surrounded by parks and gardens in the residential area of Puerta de Hierro, near the "Ciudad Universitaria." The campus has an open and friendly atmosphere and well-equipped facilities. ESCP-EAP Madrid maintains close ties to local and national businesses.

■ Turin

The Turin campus is the most recent addition to ESCP-EAP's cross-border network. It maintains strong ties to Italian and international companies, which actively participate in its governance. The campus operates in partnership with the Faculty of Economics of the "Università degli Studi di Torino". Funded by corporate contributions, the facilities and equipment are state-of-the-art.



International Seminars

The European Executive MBA includes five weeklong international seminars* to experience business practices in different environments:

■ Induction Seminar: Organisational Innovation

The objective is to develop skills in the area of organisational innovation: understanding a new situation and knowing how to get people moving to bring it about, key skills which are often lacking in managers. This seminar capitalizes on the participants' experience with an introduction to macro-economics to complement it.

■ Project Development in Emerging Countries

In the current context of globalisation, an ability to lead projects in developing countries is highly prized. The success factors include identifying the opportunities, limiting the risks and going beyond the difficulties encountered in such enterprises. The participants can choose between Eastern Europe (Russia), Asia (India/China), Latin America (Argentina/Brazil) or the Middle East (Lebanon/United Arab Emirates).

■ Innovation and High-Tech Management

The work attitude that characterizes the North American business culture, its flexibility and innovation speed highlight this seminar. Additionally, company visits and conferences in this seminar aim at helping participants understand the processes of innovation in companies better, especially as it applies to diffusing and sharing innovation.

■ European Business Environment

This seminar covers the structure of the European institutions and their influence on the business environment; the structure and operation of: the political and economic agenda, competition policy, lobbying practices and business strategies vis-à-vis the Single European Market.

■ Synopsis Seminar

Subsequent to the various reports submitted by the participants, this synopsis seminar is devoted to taking a fresh look at organisational concepts. It includes a three-day corporate game which will require a transversal approach and teamwork.

**Jointly with the Executive MBA in Paris and BI Norwegian School of Management participants*



Core Courses

■ Managerial Economics

This course covers contemporary macroeconomic issues - new trends in trade and investment, global monetary policy, as well as microeconomic issues - theory of the firm, from pure competition to imperfect markets, pricing strategies and sources of competitive advantage.

■ Performance Management

Topics such as management control (budgets and reporting) and new performance management tools are exposed in this course. They are completed by a workshop which highlights the links between strategic management and the design of an appropriate set of indicators.

■ Accounting Information

Introduction to financial statements (the financial accounting process and long-term assets; current assets (inventories and other current assets); Shareholders' equity; liabilities and provisions; cash flow statement; understanding financial group statements.

■ HR Management

This course focuses on the way employees are recruited, developed and retained by professional human resource management practices. It is designed to outline the strategic relevance of HR for achieving firm performance and to explain how line managers can contribute to this process. All topics are discussed in an international business context.

■ Organisational Behaviour

Participants will acquire knowledge on a manager's job, missions and responsibilities, particularly in focusing on corporate structures, the different types of firms' structures, decision-making analysis, conflict resolution, and on the implementation of training and assessment policies.

■ Business Law

Presentation of the world's different legal systems in general, and in particular, the American and European ones: international trade legal context, including contracting for international goods and services and the resolution of international business disputes; international investment's legal context, including the negotiation and structuring of joint ventures and technology licensing agreements; comparison of company laws and analysis of legal aspects of mergers and acquisitions.

■ Corporate Finance

This course introduces the concepts and the methods that enable participants to understand the financial dimension of corporate strategy and its links to the business environment. It also tackles financial analysis, investment policies, investment financing techniques and financial policies.

■ Corporate Strategy

Addressed topics are: the different aspects of strategic management such as environment analysis, diagnosis, strategy, control and management systems, strategic staff positioning.

■ Operations Management

The firm's competitiveness is highly influenced by technology and production. The main themes tackle production systems, stocks, production control, quality and innovation.

■ Marketing

In the scope of market strategic planning, the following key notions are studied: competitive analysis, strategic positioning on a global market, product and brand differentiation, marketing planning.



Workshops, Team Consulting Project & Debates

Workshops

Each workshop represents 12-hour per module.

A workshop is always devoted to the in-depth study of a specific question. It is the ideal place for group work, debate and discussion of solutions between the participants and the speakers, the latter being all experts in their domains.

Themes

- Organisational Diagnosis and Change
- Project Management
- Technology Management
- International Strategy
- Managing Mergers
- B to B Marketing
- Company Valuation
- Options & Derivatives
- Information Systems
- Purchasing
- Idea Management
- Ethics & Decision
- Global Team Management
- Risk Management
- Entrepreneurship

This list is subject to change

Team Consulting Project

The Team Consulting Project's objective is to develop teamwork experience, within the framework of a mission intended to result in recommendations suitable for implementation. The project brings together a contributor (on behalf of his/her company, a partner institution or him/herself) and a multi-disciplinary team. Each project is monitored by a tutor from ESCP-EAP faculty.

Debates

A two-hour debate is organised within each module. It aims at broadening the participants' knowledge of the European business environment. Journalists, academics, consultants or corporate managers are called upon to lead these debates. Some provide specialized inputs on the socio-economic, cultural and managerial realities of various countries. Others offer a more technical complement to regular classes. They present a comprehensive perspective of the managerial culture which future European managers need to acquire.



A Typical Module

In order to guarantee an optimum consistency in the pedagogical process of the European Executive MBA, its 15 modules have been conceived and structured on the basis of an identical pattern which follows a strict learning process and allows the participants to exchange and communicate.

WEDNESDAY

1.30	- 5.00	pm	Core Course 1
5.30	- 7.30	pm	Debate

THURSDAY

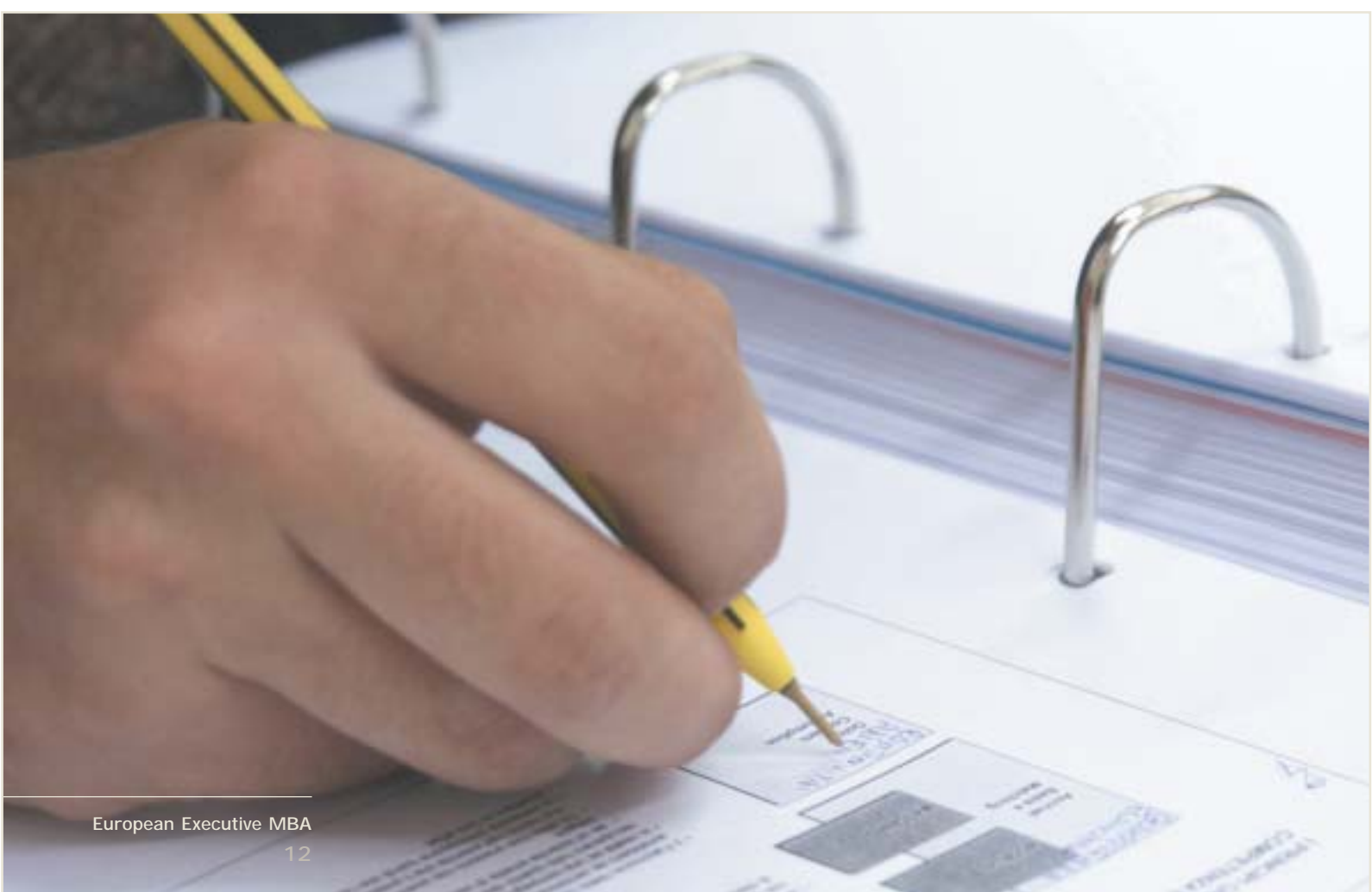
8.30 am	- 12.00	pm	Core Course 1
12.00	- 1.30	pm	Lunch
1.30	- 5.00	pm	Core Course 2
5.30	- 7.30	pm	Team work (Team Consulting Project)

FRIDAY

8.30 am	- 12.00	am	Core Course 2
12.00	- 1.30	pm	Lunch
1.30	- 8.00	pm	Workshop

SATURDAY

8.30 am	- 12.30	pm	Workshop
12.30	- 1.30	pm	Lunch
1.30	- 4.30	pm	Workshop



Programme Calendar

n°	Date	Location	Core Courses	Workshops
	Jan 2006	Paris or Berlin	Induction Seminar	
1	Jan	Paris	Strategy, Economics	Project Management
2	Feb	Paris	Strategy, Economics	Negotiation Techniques
3	March	Paris	Accounting, Economics	Idea Management
	April	China India Russia Middle East South America	Seminar: Project Development in Emerging Countries	
4	May	Madrid	Strategy, Basics of Accounting	Creating Global Teams
5	June	Madrid	Marketing, Business Law	Organisational Change
6	July	Turin	Business Law, Marketing	Technology Management
7	Sept	Turin	Marketing, Taxation Issues	Brand Management
8	Sept	Paris	Finance, Operations Management	Financial Analysis
	Oct	USA & Canada	Seminar: Innovation and High-Tech Management	
9	Nov	London	Finance, Advanced Accounting	Entrepreneurship
10	Dec	London	Finance, Operations Management	Company Valuation and Financial Engineering
11	Jan 2007	Berlin	Finance, Operations Management, Human Resources Management	International Strategy and Structure
12	Feb	Berlin	Human Resources Management, Organisational Behaviour	Professional Development and Career Management
	March	Brussels & Paris	Seminar: European Business Environment	
13	April	Berlin	Management Control, Human Resources Management	Marketing B to B
14	May	Paris	Management Control, Organisational Behaviour	Purchasing
15	June	Paris	Management Control, Human Resources Management	Information Systems Management
	June	Location to be defined	Synopsis Seminar	

This schedule is subject to change.

Faculty

The ESCP-EAP faculty includes 125 permanent professors (15 different nationalities) and 50 affiliate professors. The institution welcomes visiting professors and adjunct lecturers. All management fields are covered.

The professors are involved in significant research activities. Ambitious and innovative, the European Executive MBA brings together a multi-disciplinary teaching team, which includes international specialists who are all devoted to maintaining the programme's success.

Academic Committee

The programme's content, development and pedagogical style, as well as other academic matters, are discussed and decided upon by an Academic Committee of professors and experts.



My course is concerned with the human aspect of people management in organizations, touching on different disciplines such as psychology, sociology and leadership. The process of learning from others is one of the key activities of the programme. Participants contribute to the course with their own experience, thus providing insight and enrichment into the different issues for the benefit of the whole class. The main goal is to build the integrative horizon of the participants' perspective and to help them acquire a strong sense for the strategic, structural and interpersonal variables, which are common in any organisational situation.

Dr. Katharina Balazs

Associate Professor of Organisational Behavior



Teaching in the European Executive MBA is always a great pleasure and a stimulating challenge. The pleasure stems from the friendly and dynamic atmosphere that characterizes the discussions. The challenge arises from the broad scope of experience and knowledge of all the participants. My course is designed to help participants better understand and analyze the strategic issues they may face whatever their levels as managers. The main assignment in this course consists in an analysis of the strategic position of the company participants are working for. In the classroom, we all try to mix pleasure and challenge to foster learning and fun.

Dr. Thierry Boudès

Associate Professor of Strategic Management.



A deep insight into economic sciences appears to be essential. It provides participants with a rich theoretical background, a way of thinking, that enhance their capability to analyse, understand complex situations, and anticipate the major economic trends likely to affect the future of the companies or institutions they work for.

Dr. Patrick Gougeon

Professor of Finance



Globalization implies that diversity is becoming a major challenge in business life. The Human Resource Management course provides insights on how to deal with a culturally diverse workforce from an HR perspective. Thus, the European Executive MBA is an excellent opportunity to learn about managing people and experiencing diversity within groups in a multicultural context.

Dr. Marion Festing

Professor of Human Resource Management and Intercultural Leadership



I greatly enjoy teaching in the European Executive MBA. The nice blend of participants' diverse cultural and professional backgrounds strongly stimulates in-class discussions. In our sessions together, we assess real-life problems in business markets, using both concepts and tools discovered in class and students' own work experience. It has been a great experience for me, and I am sure participants have taken away many new insights upon returning to their companies.

Dr. Wolfgang Ulaga

Associate Professor of Marketing

Academic & Business Partners

■ Arcelor trusts ESCP-EAP for the training of its managers



The European Executive MBA has contributed to the integration of the managers of Arcelor and the transformation of the company after the merger that led to the creation of Arcelor II. It places the emphasis on mobility. Every year, about a dozen candidates from all parts of the world are selected by the Group's Career Committees. A Steering Committee, composed of top Arcelor managers, defines the themes for the Team Consulting Project. These themes, chosen from the heart of the business, are among the challenges faced by Arcelor. Each project receives internal support from an executive sponsor. This type of project is an effective integration tool for our managers who have a traditional engineering culture. Now, they have to think along business lines. The results of their reflections and the implementation of their recommendations is a concrete and direct consequence of the MBA.

Joël Frigière

France Programme Manager,
Arcelor University Management

■ Norwegian School of Management BI: a new partner



BI Norwegian School of Management was established in 1943. The school has developed into a first-class future-oriented business school and has attracted an ever-growing number of students. With more than 21,000 students and 350 full-time faculty members, BI is now one of the largest business schools in Europe. BI Norwegian School of Management is an internationally oriented business school with an extensive offering of educational programmes taught in English attracting a substantial and increasing number of international students to the school. BI Norwegian School of Management is strongly committed to further developing new international programmes. The Executive MBA in cooperation with ESCP-EAP is of great importance to BI Norwegian School of Management. This joint programme will give you as a participant benefits from interaction between two strong academic institutions. The worldwide network from two well-known and recognized educational institutions will be a great asset for you in the future. We welcome you to a demanding but truly exciting international learning environment. We welcome you to the European Executive MBA Programme.

Henning Kristoffersen

Director of Studies Executive MBA,
BI Norwegian School of Management

Who are our Participants?

Statistics . Class of 2006

38 Participants*		Sectors
11 Nationalities		6% Computer Services
37 Years old (from 29 to 42)		8% Pharma and Cosmetics
14 Years of Work Experience (from 7 to 20)		8% Automotive ind.
15% Women		9% Consulting
Education		10% Financial Services
3% Law		11% Utilities, transp. & other Services
7% Humanities & other		12% NTIC
32% Economics & Management		15% Steel & alum. ind.
58% Engineers & other Scientific Degrees		21% Other Sectors

* +21 participants from BI Norwegian School of Management join this class for international seminars and some workshops.



The ESCP-EAP distinguishes itself through the School's concept of a cross-disciplinary approach to management, case studies learning practices, and finally, through its teaching history and traditions of more than one century. While each of these characteristics might be found separately in other reputable programmes, their unique combination distinguishes ESCP-EAP European Executive MBA programme as the best for me compared to other top ranking educational institutions.

Alena Osipova, Russian

Investment Officer, Quadriga Capital Russia Beteiligungs- und Verwaltungs GmbH, The EBRD Central Russia Regional Venture Fund, Class of 2005



An MBA is a significant commitment. A few months after starting the programme, I had to delegate some of my duties in order to give more time to my studies. My initial training is technical. I was concerned about the finance and strategy contents since this is all very new to me, but crucial if I am to become a plant manager. However, the professors' approach is suitable for engineers on all levels. They started off slowly! And now, I can better see how I will be able to put my new knowledge into practice.

Leandro Nannipieri, Italian

Plant Manager Tubisud, Class of 2003



Frankly speaking, the ESCP-EAP European Executive MBA programme has been absolutely ideal in rounding out my understanding on business issues and challenges. The well-tailored schedule for practicing middle-level managers, consultants and high potential managers, coupled with a blend of some fine teaching and insightful seminars on innovation and technology management within emerging and developed market economies, makes this programme an effective and valuable learning experience.

Eric Tenkorang, French

Pre-Sales Consultant, CORIS,
Class of 2005



The European Executive MBA is a family affair: all family members should be made aware of the pressure it will put on them for the coming 18 months, and only solidarity and understanding will make it possible to cope with the inevitable stress. Since I started this programme, my partner has taken over the weekly shopping from me and even learnt how to cook, in order to enable me to study over the weekends - without his support it would have been a lot more difficult and he clearly deserves part of the MBA diploma !

Ann Verledens, Belgian

Sales Director Europe, Trophy Radiology SA,
Class of 2005



I am an industrial engineer, but my initial training did not give me the tools to handle finance, human resources and strategy. And I did not know how to put together a business plan either. I am impressed by the teaching methods of the professors at ESCP-EAP. They know how to adapt to all the levels of knowledge of the participants, and they use simple explanations. Obviously, to have optimal results, it is necessary to prepare for the courses before actually attending the classes.

Fermin Loredó Iglesias, Spanish

Senior Sales Manager Industry, Arcelor Group,
Class of 2004



The nationality mix on the course is obviously one of its highlights. We have an excellent group of people from all sorts of backgrounds working in international companies and doing very varied jobs. It is definitely the best part of an MBA, not so much for the famous future network that you might use but far more for the friendships and great moments spent together - often working on your projects but sometimes over a beer and tapas in the summer heat of Madrid.

Robert Palmer, American

Director of Retail Operations, Disneyland Resort Paris,
Class of 2005

MBA Admissions Offices

ESCP-EAP European School of Management

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Fax: +39 011 563 11 36
Séverine Chapalain
info@escp-eap.it

■ Admissions Requirements

Applications will be accepted from **holders of a graduate degree**. In certain exceptional cases, the selection committee will accept candidates who do not have these qualifications, but who hold a high-level position.

Applicants must demonstrate their managerial skills and their potential for success within their companies, and have **at least five years of successful professional experience**. They must be highly motivated and demonstrate their ability and determination to carry out their educational project along with their professional and personal life.

The courses and course work are in English. **A TOEFL score is required** (minimum: 250) for non-native English speakers.

ESCP-EAP reserves the right to ask applicants to provide a GMAT score if the submitted information does not allow for adequate assessment of the application.

These elements will be assessed by the selection committee, during an individual interview.

■ Programme Costs

Tuition for this eighteen-month programme is **€25,000** net of tax, payable in three instalments in January 2006, June 2006 and January 2007.

A non refundable **€7,500** deposit is required to secure a place in the programme once admission has been granted. This deposit is deductible from the first instalment.

These fees do not include:

- the application fee (**€150** non refundable)
- travel and accommodation costs during international seminars (estimated at **€7,000**)
- travel and accommodation costs during campus residencies (Paris, London, Madrid, Berlin, Turin)

These fees are at the participants' charge.

■ Timetable and Admission Procedure

Applications are examined in the order of their arrival; they must be submitted to the programme office as early as possible, and at the latest by:

- June 17th, 2005 for the first recruitment session
- October 14th, 2005 for the following session

Incomplete applications will be put on hold until all required documents have been provided.

Eligibility is declared by the selection committee and on the proposal of the Dean of the programme, after an analysis of the information contained in the application.

Admission interviews take place in June and October. During an individual interview, the candidate must convince the selection committee of his/her abilities and motivation.

Final admission is declared by a jury presided over by the Chairman of the ESCP-EAP Board.

European Support & Governance

■ The Paris Chamber of Commerce and Industry

A pioneer in management education in France, the Paris Chamber of Commerce and Industry (CCIP) owns and operates ESCP-EAP European School of Management. The CCIP has the status of a public institution. The leading CCI in France and in Europe, the Paris Chamber of Commerce and Industry (CCIP) represents the 300,000 companies in its constituency (Paris and the adjoining "départements" the Hauts de Seine, the Seine-Saint-Denis and the Val de Marne), which generate 18% of the GDP. It offers services to these companies and accompanies them during all phases of their development. By taking positions on pending legislation, by helping companies plan for and prepare the future, by training tomorrow's business leaders, by managing infrastructures, the CCIP plays a leading role in the national and international influence of the Capital Region.

■ The "Land" of Berlin

Since 1985 the "Land" of Berlin has provided essential political and financial support to the CCIP's educational endeavour in Berlin, granting degree accreditation and making available resources to the School there. Today the School is an integral part of the German higher education system and awards a "Diplom-Kaufmann/-frau", an MBA and a Ph.D. (Dr. rer. pol.).

■ European Advisory Council

ESCP-EAP takes advice on its strategy and development from the members of its European Advisory Council. The Council is the European structure integrating the School's four national advisory bodies. It includes representatives of the CCIP and the "Land" of Berlin, as well as high-level representatives from industry across the five countries.

■ The Turin Chamber of Commerce

The Turin Chamber of Commerce is a founding partner of the Italian campus and supports the development of the ESCP-EAP European School of Management in Italy.

■ The University of Turin Faculty of Economy

Founded in 1404, the University is one of the oldest in Europe and its Faculty of Economy is one of the best in Italy. Since 1992 the University of Turin and its Faculty of Economy has started a strong partnership with ESCP-EAP which led to the Turin campus foundation in 2004.





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