



المعهد الفرنسي العربي
لدراسات الإدارة والمالية
**FRENCH ARABIAN SCHOOL
OF MANAGEMENT AND FINANCE**

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

delivered in partnership with

HEC, ESCP-EAP, ADVANCIA, NEGOCIA

educational institutions of the Paris Chamber of Commerce and Industry



E-MBA Philosophy

The Executive MBA is a high-level programme in general management, designed for both company executives and high potential managers who wish to improve their management expertise, and take a broader step in their current professional career. The programme is thus designed to enhance their knowledge of management, and to improve their team leadership skills in order to contribute to the development of their companies. It also best prepares to cope with the challenges of globalization in the Gulf region, as well as in the rest of the world.

Courses

Courses are taken on a *monthly basis*. They are organised in the Kingdom of Bahrain at AGU campus. In order to guarantee optimum consistency in the pedagogical process, its 18 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.

These 18 modules are delivered by:

- Academics from the faculty staff of CCIP's management education institutions (HEC, ESCP-EAP, ADVANCIA, and NEGOCIA) for 14 of them,
- Experts and academics from the Kingdom of Bahrain and the Gulf Region's best academic institutions for 4 of them.

The 18 modules are mandatory. Courses are organised around 4 blocs of competencies, and described below:

- **Corporate Management**

1. Managerial Economics

An understanding of both macroeconomic forces shaping companies' working environment, and microeconomic theories, as supply, demand, and competition are essential to rational decision making. This course provides the keys to analyse the competitive environment, as well as predict market trends.

2. Corporate Strategy

Thinking strategically, evaluating strategic options, and anticipating in managing strategic change are fundamental skills in today's ever-changing business environment. The corporate strategy course provides participants with tools, models, and techniques. They understand the dynamics of the firm's situation, and the way it evolves over time. Participants also learn how to perform a strategic diagnosis based on an analysis of the competitive environment, and on the identification of the strategic capability of their organization, as well as learn how to use strategic intelligence.

3. Accounting

Interpreting a financial statement, and understanding the implications of financial decisions are facilitated through this course which introduces key accounting practices, terminology, financial ratios, cash-flow statements, group financial statements, and other skills.

4. Corporate Finance

This course explores the two key aspects of corporate finance: investment decisions and financing. It introduces participants to financial concepts and methods that provide them with insight on the relationships between financial management, and other areas of business, in particular corporate strategy. Present value, opportunity costs of capital, valuation of shares, or capital structure are just some of the topics that are covered.

5. Marketing

This course introduces the fundamental concepts, terminology, and trends of marketing. As a business function dealing directly with customers, marketing focuses on understanding, developing and delivering value. Strongly connected with all fields of business, this course provides an overview of marketing essentials.

6. Management Control

To fully grasp the impact of cost accounting methods and control systems on decision-making, this course introduces major concepts and performance management tools that are intimately linked to corporate strategy. Costs and how they are determined, profitability analysis and performance indicators are the key concepts that help participants to understand how actions translate into results.

7. Operations Management

Competitive advantage can be gained through the implementation of technological and operational improvements. This course highlights tools for managing efficient operations, and managerial attitudes that encourage productivity.

8. Organisational Behaviour

The human dynamics of an organization, including social, cultural and psychological dimensions make this course. Participants learn how to comprehend and analyze an organization to enhance managerial and leadership skills, as well as effectiveness. This module mainly covers organizational structures, individual and managerial behaviours, and team development.

9. International Business Law

This course gives participants an overview of the world's legal systems, with a focus on American and European business law. Participants study legal aspects of foreign investment, joint-ventures, and technology transfer acquiring understanding of international business law.

- **Finance**

10. Financial Analysis

This course aims at developing a good understanding of the financial documents (Income statement, Balance sheet, Statement of cash-flows), learning how to calculate and interpret ratios, especially ratios of return, and understanding the different kinds of cash-flows.

11. Financial Planning

3 to 5-year financial forecasting mainly deals with identifying needs, budgeting, and elaborating a financial policy. This course explains how to apply these concepts to companies, even start-ups, and discusses the different means of financing their activities.

12. Capital Markets

During this course, participants (1) get a global understanding of the financial markets industry, players, and their roles, (2) develop a mastery in the necessary techniques and skills to operate at practitioner level in several areas in the capital markets, (3) get the fundamentals to develop risk management skills as part of the general management, (4) and acquire intellectual expertise to apply economic and financial theory effectively and efficiently.

- **Soft skills**

13. Leadership Skills in a Multicultural Environment

The main goal of this course is to help participants develop interpersonal leadership skills in order to build capability as future leaders. The course tackles key themes such as: How to be and to behave as a leader? How to build and improve a collaborative environment? As a leader, how to better influence people and interact more efficiently with the environment? The course also covers topics such as feedback and coaching.

14. Managing Changes

Managing changes is assessing the complexity of a corporate transformation (dynamics of agendas, constraints, goals over time), learning how to lead at the edge of conflict, and to deal with claims diversity.

15. Human Resources for Executives

In this course, participants (1) extend their knowledge on HRM practices in an international firm from the perspective of a line manager, and (2) get practically applicable concepts, practices, and techniques in selected areas of human resource management. This module also demonstrates that different HR activities are linked with each other, as well as with the firm's strategy. Indeed, it provides a disc using framework to better handle existing HR procedures, and develop tools if the latter do not exist.

- **Understanding Regional and Global Challenges**

16. Politics of the Gulf Region, European Union and France

This course gives a complete overview of the relationships that exist between the Gulf Region, the European Union, and France, highlighting a cooperation built during the past 30 years. A special focus on the strategic diversification of the Gulf economy and the mutation of the political environment draws the challenges of some new cooperation between each region in order to cope with prospective issues, as well as propose valuable partnerships.

17. Sustainable Development and Green Business

This course aims at familiarizing E-MBA participants with the concept of sustainable development and how businesses implement it today. The perspective is a strategic one, viewing sustainability management both as a necessary response to environmental and social challenges, and as a strategic opportunity for firms. Furthermore, this course helps assess the boom of green business today.

18. Energy Management

The energy sector is becoming increasingly competitive due to political evolutions, and environmental issues. These new challenges require managers to have the capability of vision and anticipation, whether they work in the fields of oil, gas, electricity, or renewable energies. This course, developed in close cooperation with the best French and local industrial and scientific institutions, aims at providing the GCC countries with the most modern solutions to energy issues.

The teaching organisation of these courses is *once a month* and on *week-end*:

Thursday	Friday	Saturday
10.00 am – 6.45 pm	9.00 am – 5.45 pm	8.00 am – 4.45 pm

Introduction Course: Business game based on management practices

One specific course, taking place during an integration seminar, takes the format of a Business Game based on management practices, simulating the real and evolving business context. The course familiarizes students with strategic decision-making situations, and prepares them for a business market characterized by strong competition. Participants experiment teamwork, collective management, and take business decisions regarding company strategy.

Consultancy Project (in 2-student groups)

The consultancy project enables participants to put into practice, within a professional context, the skills acquired during the programme. The project is performed in 2-student groups. It is organised under the continuous supervision of a professor, and under the tutorship of a qualified expert. It is defended before a jury at the end of the programme. The consultancy project corresponds to 50 working hours.

Study trip (optional)

The study trip is designed to broaden participants' hands-on international experience, and to expose them to different business environments and practices. It is also an opportunity to create a network, and establish international contacts through company visits or interviews with managers working in France and in Europe.

The one-week study trip takes place within Paris Chamber of Commerce and Industry's educational institutions in France, and allows participants to meet with other Executive MBA programmes candidates.

Topical conferences and workshops

These 2-hour conferences are delivered either by executives from French or foreign companies established in the Kingdom of Bahrain and in the Gulf region, or by international experts from the political or economical field.

These topical conferences provide participants with an opportunity to benefit from a professional view on issues discussed during the courses, or on questions relating to the Gulf region.

The topical conferences are held regularly. A dinner is organized after the debates in order to facilitate discussion and team building in the programme.

A total of 6 topical conferences is proposed during the curriculum, and a last conference closes the end of the academic year.

E-learning facilities

Participants benefit from an access to an on-line teaching portal, which provides them with e-learning facilities. This allows them to familiarize with fundamental concepts of management through on-line courses.

Governance

Paris Chamber of Commerce and Industry

Pioneer in management education in France, the Paris Chamber of Commerce and Industry (CCIP) owns and operates HEC, ESCP-EAP European School of Management, ADVANCIA, and NEGOCIA among others educational institutions.

CCIP is a public institution. As the leading CCI in France and in Europe, it represents 387,000 companies in Paris and its Region. This constituency generates nearly 20% of the French GDP. CCIP offers various services to its member companies, and accompanies them through all phases of their development. Taking positions on pending legislation, helping companies plan, prepare the future, training tomorrow's business leaders, and managing infrastructures, CCIP plays a leading role in the national and international influence of the French Capital Region.

AGU

The Arabian Gulf University was established to develop the Gulf society providing education and excellence, as well as meeting its needs of specialists and professionals in all important fields of the society.

After studying all the cultural, social and economic needs for the Gulf Region, the General Conference of Arabic Education Office for the GCC countries announced on 4 April 1979, the decision to establish the Arabian Gulf University; Bahrain would be its headquarter.

The Arabian Gulf University was founded on three main pillars:

1- Cultural Goal: Contribute in reviving the Arabic Islamic culture and projecting its qualifications.

2- Political Goal: Unite the GCC youth under one roof of joint programs, and qualify them intellectually, educationally and scientifically to strengthen their feeling of belonging to their area and nation.

3- Development Goal: All activities related to general development in the modern sense of the word, amalgamating efforts in developing the financial and human resources, and investing them for the best of mankind.

Admissions

- Applicants shall meet the following requirements:**
- Hold a BA or Masters degree, and have significant work experience at top management level, or at least at a supervision position.
- Be highly motivated, and have enough global vision of their business and personal perspectives to be able to justify the need to participate to an Executive MBA programme.
- Have a strong working knowledge in English.

- Selection procedure:**
- Application form** composed of: the resume of the applicant, two letters of recommendation, and certified copies of diplomas with transcripts. Corporate candidates are required to provide a sponsoring letter.
- All candidates must hand in an **essay written in English** answering the 3 questions raised in the application form. Their speaking proficiency in English will be tested during the interview.

□ **Eligibility:**

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

Interview (for eligible applicants):

During the individual interview, the candidate must convince the selection committee of his/her abilities and motivation, as well as his/her knowledge of English. The jury is composed of the Director of the French Arabian School of Management and Finance, a Professor from CCIP's educational institutions, and a Business Executive representing companies in the Region.

Programme costs

Tuition for this 18-month programme is BHD 10,000 net of tax, representing the total participation (18 months), including teaching materials, topical conferences, consultancy, catering, and final project supervision.

The tuition fees are payable in several instalments.

These fees do not include:

- The application fee (BHD 75 non refundable).
- Study trip in Europe.
- Travel costs.
- Accommodation costs.

Timetable and admission procedure

Applications are examined in order of arrival; they must be submitted to the programme office as early as possible.

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

Final admission is declared by the jury presided by the French Arabian School of Management and Finance at Arabian Gulf University.

QUICK FACTS AND CALENDAR

Deadline for Application submission	31 August	
Applications selection and interviews	September	
Confirmation or rejection	September	
Program Starting date	October	
Length of the programme	18 months	
Campus	Arabian Gulf University Campus, Manama, Kingdom of Bahrain	
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