



# Master in Management

## MIM

archives audiovisuelles Hygiéniste du travail et de  
Ingénieur de recherche en méthode scientifique Logisticien  
Médiateur, interculturel Métrologue  
Opérateur de conduite  
Responsable achats  
Souscripteur de risques d'entreprise  
Spécialiste en froid  
Spécialiste en ingénierie documentaire Statisticien



- e-Business*
- International Business Development**
- Project Management
- Sustainable Development*
- International Management**
- Business Development



# Why MIM?

## **F**aculty

of highly respected academics and experienced professionals

## **R**esources

for new professional horizons and business insights

## **E**ngagement

in solid management disciplines and enriching interactions

## **N**ational

Master's Degree following European higher education standards

## **C**entre

of Paris and at the heart of the European economy

## **H**ome

of international cultures, friendships and business networks

The CNAM MIM is committed to fulfill students' needs & ambitions for future professional horizon with its...

# **FRENCH touch!**



# What is MIM?

## → MIM is the Master in Management Programme.

The Master in Management programme is designed for students who wish to pursue a career in business and management mainly in private sectors. It provides a solid foundation in the range of management disciplines and is distinguished from more specialized Masters by its breadth.

## → MIM is a French National Master's Degree.

The Master in Management programme is built under the standardized European System of higher education (Bologna process). MIM students are committed, accompanied and challenged to achieve their Professional Master Degree delivered by the French Ministry of Higher Education.

## → MIM is under an international scope and standards.

The Master in Management programme is taught in English. International students have extra French lessons, which give them competitive advantages of multiple language and management skills. Our Master gives students from around the world the opportunity to gather in Paris to learn about business customs and share different cultures. They learn from each others' experiences and academic background and of course from recognized professionals from different industries and economic regions.

## → MIM is the ongoing development of international management competences.

The Master in Management programme enables students to:

- 1 - Master the principles and tools developed for managers of business units provided in up-to-date management issues in the real business environment with **Core curriculum** (M1) and **Transversal modules** (M2);
- 2 - Build a concrete view of the working environment, especially in the specific European business with **Supporting modules** (M2);
- 3 - Represent the management of focused business activities as an action which includes four complementary elements: functional management, time management, organizational management, daily management with **Specialization modules** (M2);
- 4 - Master and experience the strategic principles and tools towards high performance and innovations with **Group projects and Internships** (M2);
- 5 - Achieve intercultural and additional competences relying on students' original degree in sciences or engineering or students' **intercultural experience and engagement**.

# Program structure

Following the standard of the European education system, the CNAM MIM is designed over two year full time (Master 1 and Master 2), around a framework of:

- Orientation (2 weeks)
  - > with team building and students' life activities
- Master 1: core curriculum (12 months)
  - > with baseline courses in management principles
- Master 2: specialization (12 months)
  - > with transversal courses, supporting courses and specialised and elective courses among:

## Specializations:

### MAJORS:

- ✓ Project Management
- ✓ International Business Development

### MINORS:

- ✓ Business Development
- ✓ Sustainable Management
- ✓ International Management
- ✓ E-Business

- Internship and practical activities (3-6 months)
  - > with group and individual researches, internships and company visits

The MIM follows the school year's full time rhythm:

- Semester 1 **October to February**
- Semester 2 **March to July**
- Internship for M2 **June to September**

Courses carry between 2 to 8 credits, depending on their importance and duration, with a full amount of over 60 ECTS credits per year.



We are proud that our MIM students could achieve a seat in the Final French competition of the *Global Management Challenge* - April 2013.

*The Global Management Challenge is organized by the company Euromanager. GMC is a competition between several teams, compiled by the biggest French business schools and companies. After having been trained and selected in the transversal modules and business simulations, MIM and MBA students represent the CNAM-IIM to participate in GMC competitions. In 2009, the CNAM IIM team won the National Championship trophy for France, and participated in the International Championship. In 2010, the CNAM IIM team reached second place of France.*



# Program structure

Orientation weeks (Paris student life, Multicultural Environment, Team Building)			
Master 1	Master 2 - Specialization Year (Transversal courses + 1 Major + 1 Minor)		
<ul style="list-style-type: none"> <li>• Financial Accounting</li> <li>• Management Accounting</li> <li>• Corporate Finance</li> <li>• Marketing</li> <li>• Organization Theory</li> <li>• Management of the Firms</li> <li>• Human Resource Management</li> <li>• Integrative Group Project</li> </ul>	Transversal modules		
	<b>Core modules Master 2</b> <ul style="list-style-type: none"> <li>• Project Management Core</li> <li>• Management Information Systems</li> <li>• International Business Law</li> </ul>		<b>Supporting modules Master 2</b> <ul style="list-style-type: none"> <li>• Business simulation &amp; Team Building</li> <li>• Career Management &amp; Professional Development</li> <li>• Business Communication skills</li> </ul>
	Major - Specialization blocks		
	<b>M2IB International Business Development (MR117p2)</b> <ul style="list-style-type: none"> <li>• International Development Strategy</li> <li>• Key Trends of Globalization</li> <li>• Key Global Economic Players</li> <li>• International Finance</li> <li>• International Trade</li> </ul>		<b>M2PM Project Management (MR120p2)</b> <ul style="list-style-type: none"> <li>• Project Management Specialization</li> <li>• Organization &amp; Team Dynamics</li> <li>• Feasibility Study &amp; Business Plan</li> <li>• B to B Marketing</li> <li>• Business Engineering</li> </ul>
	Minor - Elective blocks		
<b>Business Development (M21)</b> <ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• Managerial Behaviors</li> <li>• Business Ethics</li> </ul>	<b>Sustainable Development (M22)</b> <ul style="list-style-type: none"> <li>• CSR</li> <li>• Risk Management</li> <li>• Sustainable Development</li> </ul>	<b>International Management (M23)</b> <ul style="list-style-type: none"> <li>• Multicultural Mgt</li> <li>• Consulting &amp; Change Management</li> <li>• International HRM</li> </ul>	<b>E-business (M24)</b> <ul style="list-style-type: none"> <li>• Digital Marketing</li> <li>• E-Commerce &amp; Logistics</li> <li>• Web Project Mgt</li> </ul>
M1 - 8 months Full Time	M2 - 8 months Full Time + Practices over 3/6 months		
<b>Graduation</b>			



# Master 1

This year helps students to understand the rules and practices of an organization as well as the different modalities of its management. The learnings of the first year are then applied in a team-based experience that allows students to learn by action in the real work world.

Course	Description	Duration/ Credits
US172N Management Accounting	The intention of this course is to develop critical thinking skills as regards financial statements and to learn and apply accounting techniques to well understand a business. The focus of this course is not to become an accountant but to improve knowledge to be able to use accounting information to make well-reasoned decisions.	40h 4 ECTS
US172U Financial Accounting	This course defines product costing, budgetary control systems, and performance evaluation systems for planning, coordinating, and monitoring the performance of a business. It also shows the ways in which organizations can foster strategic successes by the optimal use of accounting information.	40 h 4 ECTS
US172P Marketing	This course explores the key concepts and processes of marketing, from the perspective of a general manager: Customer analysis; marketing strategy, sideview marketing, etc	80 H 8 ECTS
US172Q Human Resources Management	This course examines the evolving human resources function within today's organizations. Topics include the changing environment of human resources management; managing human resources in the global community; human capital development; human resources processes and systems, etc	50 H 6 ECTS
US172R Organization Theory	This course examines modern concepts of effective management. Discussions focus on foundations, theories, and literature for designing effective organizational relationships, and integrating new concepts and models from organization.	60 H 7 ECTS
US172W Finance	Introduction to corporate finance and capital markets. Topics include project and company valuation, real options, measuring risk and return, stock pricing and the performance of trading strategies, corporate financing policy, the cost of capital, and risk management.	80 H 8 ECTS
US172S&X Management of the Firm	This course integrates the ways to diagnose the operating system and to define the evolution /change directions for a business enterprise. It will provide necessary skills to manage business activities and conduct teams from a managerial perspective.	80 H 8 ECTS
UA1719 Integrative Group Project	This project is a practical part in a team-based experience that allows students to learn by action in the real work world. Monitored by a professor, each group of students will conduct a project related to a live business and managerial issue. Each group must submit a 10 000 word report that embodies the outcomes of their project and defend them in an oral presentation.	200H 15 ECTS



# Master 2: Transversal and Supporting Modules

In order to successfully be an entrepreneur or join an organization, Master in Management students need to develop their own skills, achieve the principles and tools of project, quality, intercommunication, etc. These skills, tools and principles will help optimize the resources in this transversal management mode. Therefore, the CNAM has developed transversal management modules that are indispensable for all Management students, whatever expertise they will follow. They include:

Course	Description	Duration/Credits
US172Y Project Management Core	A project is an investment. Any investment has to be decided. Making a project investment decision has to be prepared adequately. One factor is assurance that project will be controlled adequately to its conclusion. This course provides future managers key practical knowledge to help them to plan projects and to control project execution.	36 H 4 ECTS
US1730 Management & Information Systems	This course intends to provide participants with the basics of a MIS, an understanding of principles, tools and main elements to apply in their own business environment. More specifically: concepts of MIS technologies, make trade-offs between technology and/or solutions and impact to decisions on the management.	36 H 4 ECTS
USM306 International Business Law	This course is designed to provide students seeking a career in international management with the basic knowledge and tools necessary to identify and address key legal and ethical issues that are faced by businesses in general and by businesses seeking to do business abroad in particular. Accordingly, after an introduction presenting the broad lines of the principal legal systems applied internationally to businesses, the course will focus on familiarizing students with the concepts, vocabulary and substance of certain legal situations frequently faced by companies. The objective is not to transform students into lawyers, but to give them the knowledge and reflexes to ask lawyers and tax advisors the right questions and be able to anticipate and judge the answers when their company is faced with legal or ethical issues.	36 H 4 ECTS

In order to gain professional experience and business practices, Master in Management students need to be familiar with the French and European business world, to immediately start their professional careers in France or European countries with confidence, or to set up a business project process connecting with French and European companies. CNAM has developed supporting modules including:

US173B&D Team building and Business Simulation	At the beginning and at the end of the year, students of Master 2 will be put together to join a fictitious environment in which they are going to run a business in a competitive framework, at different levels of difficulties. The first Business game constitutes a solid method for reviewing fundamental business concepts learnt in the Master 1. The second Business game assures the knowledge learnt during the year, and require students a higher level of development in defining their company's strategies concerning production, commercial and financial policy.	2 x 30 H
USM308 Communication skills	This course will provide strategies to help non-native English speakers improve their oral and written presentation skills in an academic or professional framework. Organization, presentation style, and cross-cultural issues will be addressed. Class time will be shared between lectures and student participation.	2 x 30 H
US173C Career Management and Coaching	It is today more than ever necessary to manage someone's own career. Employees and entrepreneurs have the same common element, defining their future in terms of business project or professional career. This course is especially important for young graduates without or lack of professional experiences. The goal is to define career objectives, understand today's business world, companies' systems and job market, then to prepare to be ready for job search, resume writing and present professionally to companies. Students may be coached individually afterwards to be able to handle future interviews with full confidence.	36 H
US173E French foreign language and business language	The official language of the CNAM MIM is English. However, acquiring a good level of French language is a plus for future career development. Students enrolled in the CNAM MIM program will have a French course during the whole first year. This course is not a simple workshop of practicing oral French language. Depending on the level, it could vary from daily to specialized French (sociology, economy, French news) that help foreign students to adapt well to French social and business life.	50 H

# Master (MR079p2 – M2PM) in Project Management

## This Master degree provides:

- Critical thinking on tools, methods and standards in use to manage projects.
- Abilities to design and to operate project management and business engineering.

## Stakes:

- Project Management is critical to assure investment strategies in companies and organizations.
- Business Engineering is key to assure integration of investment strategies in moving environment (human, markets and technologies).
- Project Management combined with Business Engineering: fundamentals for entrepreneurship.

## Goals:

- Keys to understand surrounding and environment of business & projects.
- Ability to diagnose management situations in evolving organizations.
- Capacity to identify adequate management tools for the management situation and related implementation plan.
- Capability to coordinate implementation of methods.
- Skills to measure results.

Specialization Courses		Duration / Credits	
US1733	Organization & Team Dynamics	36H	4 ECTS
USM30A	Business Engineering	36H	4 ECTS
USM30B	Project Management Specialization	48H	5 ECTS
US1739	Feasibility study & Business Plan	36H	4 ECTS
US173A	B to B Marketing	36H	4 ECTS

(Course descriptions and detailed topics could be found on <http://iim-en.cnam.fr/master-in-management/>)



### Career Opportunities

The Master intends to help students start a rewarding career with a large choice of positions and careers:

- Project Management Officer (PMO)
- Junior Project Leader
- Business Plan Entrepreneur
- Project Risk Analyst
- Business Process Analyst
- Junior Program Coordinator
- Innovation and Technology Manager
- Project Portfolio Analyst



# Master (MR072p2 – M2IB) in International Business Development

## This Master degree provides:

- Critical thinking as well as practical knowledge in international business and corporate development.
- The new skills required to manage the post-financial crisis firms (CSR, leadership in big pictures...).

## Stakes:

- Due to globalisation, companies are confronted with an increasing array of options regarding:
  - Markets,
  - Location of key facilities and activities,
  - Cross-border processes.

To address these challenges they need more international expertise.

## Goals:

- Master the key tools and schemes of internationalization (trading, licensing, joint-ventures...).
- Develop the ability to operate in a multi-cultural environment.
- Get ready for multinational 3.0 (new tools, new drivers, new players, new markets, new missions...).

	Specialization Courses	Duration / Credits	
US173R	Key Global Economic Players	36H	4 ECTS
US173S	International Development Strategy	36H	4 ECTS
US173U	International Trade	36H	4 ECTS
USM305	Key Trends of Globalization	48H	5 ECTS
US173X	International Finance	36H	4 ECTS

(Course descriptions and detailed topics could be found on <http://iim-en.cnam.fr/master-in-management/>)

## Career Opportunities

The Master intends to help students start a rewarding career with a large choice of international careers:

- International Business Expert
- International Brand Manager
- International Business Plan Analyst
- Global/Multicultural Business Developer
- Entrepreneur in new markets



# The CNAM

## Profile

The Cnam is a public institution which was forged at the dawn of the Industrial Age and in the throes of the French revolution.

On October 10th 1794 the Convention enacted a law to educate workers in these emerging technologies and founded the Cnam in order to, "Improve the nation's industry, cultivate engineering methods, teach widely and illuminate ignorance" (Henri Baptiste Abbé Grégoire).

The Cnam is now composed of 2 Schools: School of Management & Society and School of Industrial Sciences & Informatics Technology. The International Institute of Management (IIM) is integrated into School of Management & Society and is the International Business School of the Cnam.

Located in the center of Paris, the International Institute of Management is dedicated to a high level of management training, with 3 main educational objectives:

- Train our students to become managers, engineers, executives, experts, consultants and all around leaders;
- Develop and widen their skills, and prepare them for any business setting and scenario;
- Expand their management experience through educational simulations, like leading an operational unit or practicing as a consultant.

## Main study fields

The Cnam offers 700 academic programs across 350 different professions at all levels of qualification, including 62 professional certifications, 28 undergraduate programs, 34 graduate programs and 25 doctoral programs.

Our offers at Cnam IIM: A wide range of courses, in line with both the European and International standards. Classes are taught in French and/or English, and have programs for both full time and part time students.

- MBA program, accredited by AMBA;
- Masters in management, per the European standard LMD (Licence-Master-PhD);
- Specialized masters, accredited by the Conference des grandes écoles.



## Creation of CNAM since 1794

150 Locations in France  
500 Permanent Professors  
100 000 Students enrolled yearly  
Over Millions Alumni



# The faculty at the CNAM is our greatest asset

## Strengths

The mission of the IIM is to federate and develop the high level trainings in management of Cnam and to give them an international recognition.

We develop programs focussing on general and specialized management. While being internationally oriented these programs are also thoroughly rooted in the professional world.

We offer a variety of programs in conformity with the European and international standards taught in French and English in different formats (Full time, Part time, Distance learning, etc.).

The faculty body of the IIM displays both academic and professional prowess and is in tune with the economic and academic realities of our time.

The IIM has developed numerous agreements with universities and leading institutes abroad and in France. This international cooperation underlines the multicultural opening of the IIM and its will to spread knowledge and experience to managers and students of any nationality.

## Faculty

Professors who teach in the CNAM MIM Programs are leading faculty members with diversified academic and professional expertise. They bring a wealth of professional and personal experience to the classroom by combining distinguished research with practical experience and acknowledged teaching skills.

### → The MIM Management Team:

- Tra Nguyen, Manager of MIM Programs
- Pieric Couteaud, Academic Head of MIM M2PM
- Anne-Gaëlle Jolivot, Academic Head of MIM M2IB
- Christelle Pezon, Academic Head of MIM M1



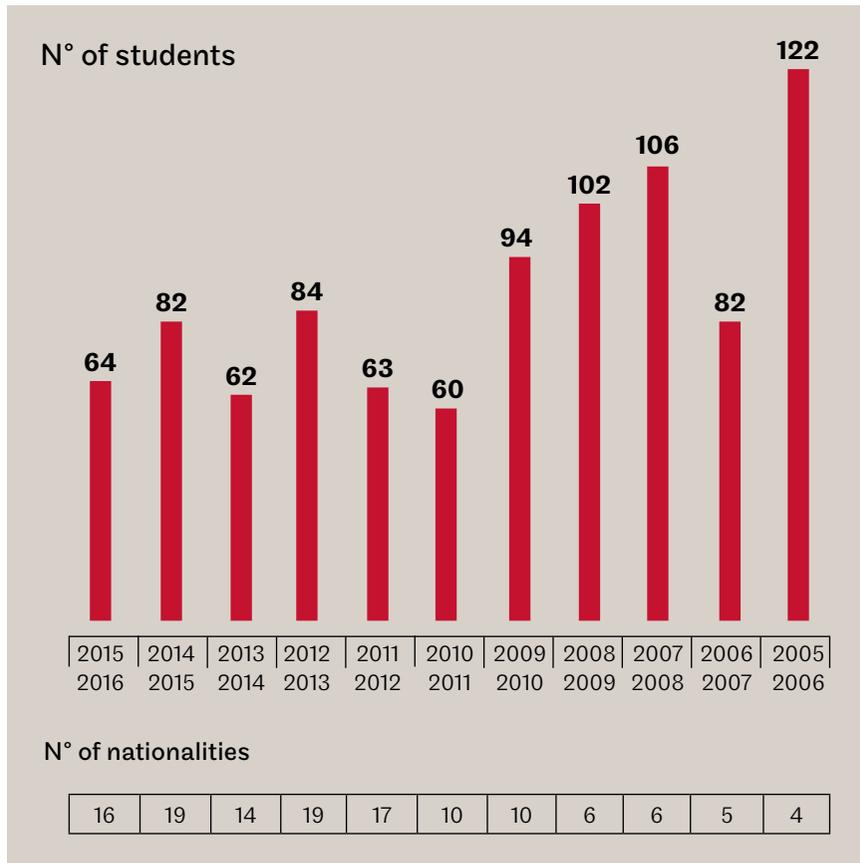
*«CNAM is a great university, not only the location in Paris downtown, such a beautiful and historic campus, but provides an international learning environment and experiential courses as well. Lots of interesting topics, case studies, group works, which makes classes more joyful and easier to understand.*

*Finally, I appreciate that I had an opportunity to studying at CNAM, and a big thanks to the professors. Your effort makes me different.»*



Agudelo Veronica - Colombian  
Senior Project Executive  
Banca de Inversion Bancolombia  
MIM International Business 2012

# MIM students years after years



**25** Average age of participants

**80%** International participants

## Graduates working in famous companies

- Boston Consulting Group
- Deloitte
- Total
- Technip
- Thales
- Nissan
- Saint Gobain
- Huawei
- Valeo (FR, CN, IN)
- GE (FR, CN, VE)
- Hermès
- OECD
- Start up...

## Positions

- Regional director • Manager • Associate • Consultant...

# Student Life

Paris and the Ile-de-France region account for approximately 30% of French GDP with France being the 4th largest economy and 2nd largest exporter of services in the world. There are 750,000 companies based in the Ile-de-France and 310,000 in Paris itself - the city that has the highest output of research and development in Europe.

Since the CNAM is at the center of all these and because it caters to working professionals, student life tends to be centered on professional interests. Each year the CNAM holds around 200 national and international conferences, expositions or congresses that are available to students. Many students take part in basic or applied research projects. Others become involved in professional assignments.

The typical CNAM MIM student averages 25 years old and has completed 3 or more years of post-secondary education before enrollment. MIM students come from different countries: China, Russia, Brazil, Ukraine, Azerbaijan, Georgia, Turkey, Vietnam, Saudi Arabia, Korea, India, Philippines, Cameroon, Seychelles, Nigeria, Burkina, Colombia, Venezuela, Guatemala, etc. and of course from France.

*«J'ai passé 2 ans en faisant le Master 1 et le Master 2 dans la "famille" du CNAM IIM. Je dis "famille" parce que beaucoup de mes collègues de pays différents sont devenus mes amis et les professeurs sont toujours disponibles si j'ai besoin de leurs conseils de professionnels. J'ai beaucoup apprécié l'environnement amical et multiculturel du MIM ainsi que la pertinence des cours au besoin de la vie professionnelle. Ainsi, je pense que ce programme est un bon choix ! Et grâce au MIM, j'ai appris à parler le français et j'ai découvert la culture française.»*

*« I've been studied 2 years of Master in the family of CNAM IIM. I said "family" since students gathering from different countries become friends here, and professors are always available to help and to give professional advice. I appreciate a lot the friendly and multicultural environment of MIM, as well as the relevance of courses that we need for our professional life. In plus, I think the programme is a good choice. Thanks to MIM, I've learnt French and discovered its culture. »*

Maria Saint-Lipkalova - Russian  
Assistant of president - Ladoga Industrial Group Saint-Petersburg  
MIM Project Management 2008



# Alumni testimonies

*<<It was a pleasure and a privilege to study at CNAM-IIM Paris; training is oriented in professional manner to ensure an optimal preparation for business life. Graduated from the Master in Project Management and Business engineering, I can tell you that I was supported by a dedicated team of quality, which aims to develop your potential. In addition, the opportunity presented by this training lies in the wealth of multicultural exchanges, because beyond the lessons you will understand new cultures, which is a significant advantage in today's competitive global market.>>*

Franck Destouches - French  
Pricing Coordinator - RCi Banque UK for Nissan/Infiniti  
MIM Project Management 2010



*<<Memories and experience from CNAM are unforgettable, no matter live in which city, work in which sector, we are on the way to realize our dream, and we are and will always be proud that we graduated from CNAM.>>*

Marcel Zhang - Chinese  
QA supervisor - Quality Department - Saint Gobain Qingdao  
MIM Sustainable Development 2008



*<<First of all I would like to congratulate all my colleagues for pulling though with all the courses and exams. We made it!!!  
...For those of my colleagues that have been fortunate to find internships within and outside of France, I say congratulations, and for those that will undergo the research, I wish you have a good time and a good luck. As for us, our internship was approved at DHL and Bureau Veritas...>>*

*Opportunities exist and around, but we have to move around to get them...>>*

*Extrait from the MIM Newsletter N° 9 - Topic: Internship.  
Victoria Oshinowo - Nigerian & Lilian Knijnik - Brazilian  
MIM Sustainable Development 2011*



# Admission

The MIM programs receive Application files all year round, Admission process starts in November and end by June for non-EU students:

> by **mid-September** for EU students.

> by **mid-March** for scholarship & company financial applicants

However, the limited seats (each class of 25-30 students) are reserved for early-bird applicants.

## Application Requirements

- Bachelor's Degree
- Complete application form in English
- 2 recommendation letters (from professional or academic endorers)
- Students obtaining level of Master 1 could apply directly to Master 2 (upon the field & duration of Bachelor degree and experience)

## Test & Exams

- Admission decision base on the Application file + interview + recommendation
- CNAM interview with Admission jury
- Proficiency in English (**TOEFL IBT: 85** | **TOEIC: 800** | **IELTS: 6.0** | **BULATS B2/C1**)

## Financial Information

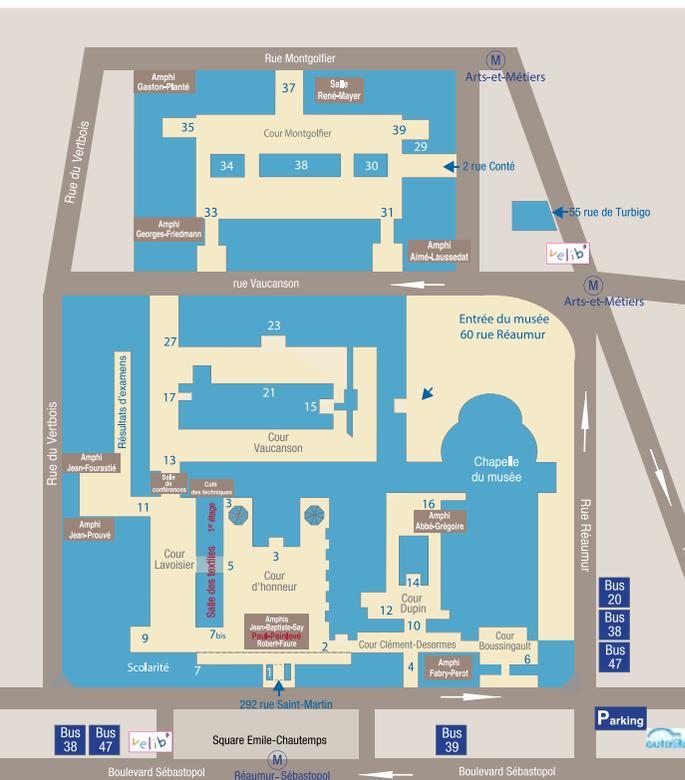
- 13 500€ for the whole program (M1+M2).
- 7 500€ for the second year (M2)

- Possibilities of full and partial scholarships from Cnam on application to:
  - > the Government (Bourse Gouvernement Français BGF)
  - > CampusFrance (Bourse d'Excellence Eiffel)
  - > Ile-de-France Region (Bourse Master Ile de France)
- Possibilities of financial aid, support from Cnam on instruction files (FONGECIF, DIF, CIF, OPCA)

Application form could be downloaded at:  
<http://iim-en.cnam.fr/master-in-management/>

## Le Cnam Paris

Le Cnam Paris est un établissement d'enseignement supérieur public, spécialisé dans la formation continue et l'enseignement à distance. Il propose des diplômes de niveau universitaire et des formations professionnelles. Le Cnam Paris est membre de l'Association des Universités de Paris (AUP) et de l'Association des Universités de la Région Île-de-France (AURIF).





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