



# Triple Master Handbook

LOYOLA  
UNIVERSITY  
NEW ORLEANS



**skema**  
BUSINESS SCHOOL



LMU

LUDWIG-  
MAXIMILIANS-  
UNIVERSITÄT  
MÜNCHEN

## Table of Contents

<b>1. Preamble</b>	5
<b>2. Hard Facts</b>	6
<b>3. Top 5 reasons to sign up for your Triple Master</b>	7
<b>4. Mission and Goals</b>	8
<b>5. Information of Universities/Institutions</b>	10
<b>6. Before you start your Triple Master</b>	13
6.1 Conditions to obtain the degree(s)	13
6.2 Application	13
6.3 Enrollment Procedure	15
6.3.1 Enrollment at Loyola	15
6.3.2 Enrollment at SKEMA	15
6.3.3 Enrollment at LMU	15
6.4 Visa Regulations	17
6.4.1 Visa Procedure – USA – LOYOLA	17
6.4.2 Visa Procedure – France – SKEMA	19
6.4.3 Visa Procedure – Germany – LMU	21
<b>7. Starting your Global MBA   Triple Master</b>	27
7.1 Overview	27
7.2 First semester – Welcome at LOYNO:	30
7.2.1 Specific information about your semester courses at LOYNO	30
7.2.1.1 Overview of the Loyola Triple Master-Faculty	30
7.2.1.2 General Remarks and Overview over First Semester Courses	35
7.2.1.3 Courses at Loyola	37
A) MBA Experience / Orientation	37
B) Financial Reporting & Managerial Accounting	39
C) Organizational Behavior & Leadership	42
D) Strategic Marketing	45
E) Managerial Economics & Statistics	48
F) Ethics and Social Justice	52
G) Career Management	55
7.2.2 Specific information about LOYNO and New Orleans	57
A) Accommodation	57
B) Campus and Surrounding Area	57
C) Everyday Life	59
D) Health Services and Insurance	60
E) Transportation in New Orleans	62

F) Sport .....	63
G) Student Organizations .....	63
H) Miscellaneous and other important information .....	65
7.3    Second semester – Welcome at SKEMA .....	66
7.3.1    Specific information about your semester courses at SKEMA .....	66
7.3.1.1 Overview of the SKEMA Triple Master-Faculty .....	66
7.3.1.2 General Remarks and Overview over Second Semester Courses .....	70
7.3.1.3 Courses at Skema .....	71
A) Corporate Finance .....	71
B) Innovation and Entrepreneurship .....	74
C) Supply Chain Management* .....	77
D) International Project Management .....	79
E) Strategic Stakeholder Management .....	84
7.3.2    Specific information about SKEMA and Paris .....	87
A) Accommodation .....	87
B) Campus and Surrounding Area .....	87
C) Everyday Life .....	89
D) Health Services and Insurance .....	91
E) Transportation in Paris .....	92
F) Sport .....	93
G) Student Organizations .....	94
H) Miscellaneous and other important information .....	94
7.4    Third semester – Welcome at LMU .....	97
7.4.1    Specific information about your semester courses at LMU .....	97
7.4.1.1 Overview of the LMU Triple Master-Faculty .....	97
7.4.1.2 General Remarks and Overview over Third Semester Courses .....	100
7.4.1.3 Courses at LMU .....	101
A) Data based Decision-Making .....	101
B) Strategic Communications .....	105
C) Competitive Strategy / Consulting Project .....	109
D) Financial Risk Management .....	111
7.4.2    Specific information about LMU and Munich .....	113
A) Accommodation .....	113
B) Campus and Surrounding Area .....	117
C) Everyday Life .....	119
D) Health Services and Insurance .....	122

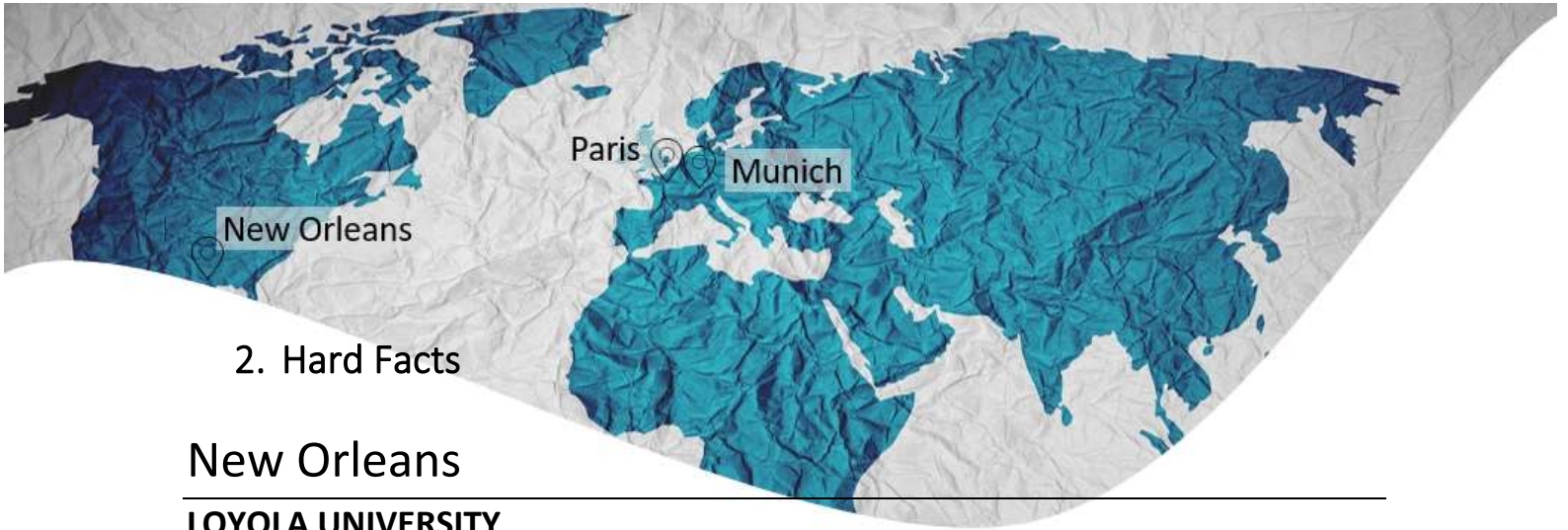
E) Transportation in Munich.....	123
F) Sport .....	126
G) Student Organizations .....	127
H) Miscellaneous and other important information .....	128
7.5    Fourth semester – Choose your location .....	131
<b>8. Internal Rules and Regulations .....</b>	<b>133</b>
8.1    General .....	133
8.2    Payment of enrolment fee and tuition fees .....	134
<b>9. Code of Conduct.....</b>	<b>135</b>
<b>10. Appendix .....</b>	<b>137</b>
Checklist Triple Master – General .....	137
Checklist Triple Master – Required Documents for Application .....	138
Checklist Triple Master – Required Documents for Visa Application for the U.S. ....	139
Checklist Triple Master – Required Documents for Visa Application for France .....	140
Checklist Triple Master – Required Documents for Visa and / or Mobility Application for Germany (1/2).....	141
Checklist Triple Master – Required Documents for Visa and / or Mobility Application for Germany (2/2).....	142
Checklist Triple Master – Required Documents for Enrolment in Munich .....	143

# 1. Preamble

This handbook is intended to provide you with useful information for your time during the **Global MBA | Triple Master**-program in New Orleans, Paris, and Munich. Keep it in a safe place for reference when necessary.

Every effort has been made to ensure that the information contained in this handbook is accurate and up to date. However, please note that while the content is accurate at the time of printing and publishing, it is in the nature of higher education that programs and syllabi can change at short notice, as may teaching personnel. The school therefore reserves the right to make any changes it deems necessary from time to time, both before and after your admission to the program.

**Latest update:** August 2021



## 2. Hard Facts

### New Orleans

---

#### LOYOLA UNIVERSITY

- Population ~390,000
- Coordinates 29:57:22N 90:04:43W
- Language: English
- Currency: US Dollar (USD)
- 15 US-Credits / 30 ECTS and 7 Courses
- More than 135 festivals annually

### Paris

---

#### SKEMA BUSINESS SCHOOL

- Population 2,2 Mio.
- Coordinates 48:51:17N 2:20:12E
- Language: French
- Currency: Euro (€)
- 15 US-Credits / 30 ECTS and 5 Courses
- City of love

### Munich

---

#### LUDWIG-MAXIMILIANS-UNIVERSITÄT

- Population 1,5 Mio.
- Coordinates 48.136944°, 11.575278°
- Language: German
- Currency: Euro (€)
- 15 US-Credits / 30 ECTS and 4 Courses
- 1718 hours of sunshine per year

### 3. Top 5 reasons to sign up for your Triple Master

#### 1. Three Countries



Parlez-vous français oder vielleicht sogar Deutsch? No worries, all your courses will be held in English. Nevertheless, with your **Global MBA | Triple Master**-program you will get the most out of all three different countries: The United States, France, and Germany. International experience is a *must-have* in today's business environment and why not gaining it during your education?

#### 2. Three Schools

This program fully integrates three world-class universities into a rigorous international MBA degree program from LOYOLA, and allows you to earn two additional masters from the partner universities: A Master of Science in Management from Germany's top-ranked Ludwig-Maximilians Universität in Munich, and the extremely coveted Diplôme Grande École from SKEMA Business School, one of the most prestigious French Business Schools.



#### 3. Three Degrees



After successfully completing your **Global MBA | Triple Master**-program, you will earn three different degrees. By completing 45 U.S.-credits, which is equivalent to 90 ECTS, you will earn your "*Global MBA – Triple Master*". To stay competitive in the international job market, you can decide to also write a master thesis. You will gain another 15 U.S.-credits / 30 ECTS which entitles you to additionally earn a "*Diplôme Grande École*" and "*Master of Science in Management - International Triple Degree*".

#### 4. Study with your cohort

Within the **Global MBA | Triple Master**-program, we designed a cohort-model that allows you to start and graduate with the same classmates. Enhance your network, make friends from all over the globe, and profit from an international study group, where you can exchange your thoughts and enrich your learning experience.



#### 5. Stay in touch with the alumni



After graduating you will have a huge international network to keep in touch with and profit from. Stay in contact with the alumni, promote the communication between countries and companies, and create space for discussion and exchange between theory and practice.

## 4. Mission and Goals

### Triple your Experience

What are your plans for the future? Are you planning to create your own start-up? Do you want to become the CEO of a large multinational player? Obviously, your career plans focus on business administration and management. There is always the rough same set of (general) activities that you need to cope with as a business leader. And luckily, all these core competences and activities are taught within the **Global MBA | Triple Master**-program to lay the foundation for a successful professional future.

#### 1. Create value

People buy products or services that promise to give them some personal benefit (it may be subjective, though). Classical *Strategic Marketing* (Term 1) has always centered on the question, how individual and social benefits are created in the first place. Consequently, for a successful decision strategy, it is important to identify customer values, to prioritize them and to align the organizational process to maximize customer value. Especially in ethical business issues, a manager must find the right strategy to deal with business-threatening problems (*Ethics and Social Justice* – Term 1). Furthermore, applying the right tools will help you, as a manager, to identify possible solutions and to make the optimal decision at the right place and time (*Managerial Economics & Statistics* – Term 1; *Data based Decision-Making* – Term 3).

#### 2. Manage operations and projects

While creating a benefit for your customers and providing them with products or services, you need to be aware of theoretical and empirical concepts of modern finance (*Corporate Finance* – Term 2, *Financial Risk Management* – Term 3). Additionally, as a manager, you need the knowledge of how to make your business sustainable in complex environments (*Supply Chain Management* - Term 2). From time to time, major projects will impose a barrier and distract you from your daily business, so you should better know how to manage them in the first place (*International Project Management* – Term 2).

#### 3. Balance between diverging interests of different stakeholder groups

Some say customers are most important to a firm, others say employees are the most valuable resource a company has. What about politicians that have an impact on your license to operate? Or investors and suppliers? There are many constituencies of a firm, and all of them have different expectations and needs. As a successful leader, you will have to tackle those challenges and find a balance between these stakeholder groups. While the accounting module (*Financial Reporting & Managerial Accounting* – Term 1) primarily focuses on shareholder interests, *Strategic Stakeholder Management* (Term 2) takes over a broader view, and *Organizational Behavior & Leadership* (Term 1) teaches you the skills you need to have when dealing with people inside your own company. On top, communication skills for successful negotiations and for connecting appropriately with different stakeholder groups, are *must-haves* for today's business managers (*Strategic Communications* – Term 3).



To be best prepared for your professional time after your **Global MBA | Triple Master** and to apply your theoretical knowledge in a real world setting, the course *Competitive Strategy and Consulting Project* (Term 3) helps you to gain procedural knowledge. Drawing up a whole enterprise around your business ideas requires knowledge provided in our module *Innovation and Entrepreneurship* (Term 2). Of course, you will also benefit from a well-thought *MBA-Experience and Orientation* (Term 1) to successfully start your **Global MBA | Triple Master** and gain deeper knowledge about your career opportunities (*Career Management* – Term 1), for a jump start to your business life after successfully completing your program

## 5. Information of Universities/Institutions

### Welcome to the Global MBA | Triple Master-program

A very warm welcome to everyone joining our **Global MBA | Triple Master-program**. All the staff associated with the program will do their utmost to ensure that your experience during the program will live up to – or exceed – your expectations. We hope that you will have an inspirational and rewarding time during your studies in the United States, France, and Germany.

Of course, everyone forges his or her own destiny; therefore, you have to do your part to gain the maximum benefit from your time in the **Global MBA | Triple Master-program**. Make sure that you are aware of the details and regulations concerning the academic and administrative system within the program. We will provide most of the information you require within this handbook.

Now it is up to you to make the best out of it. Your success depends on the quality of your participation and commitment. If you decide to follow the minimum effort-route, you still may arrive at your desired qualification. Nevertheless, you might have missed a great deal on the way. Take the opportunity to learn, discuss, and grow with your challenges. Welcome to your **Global MBA | Triple Master-program**.

**Prof. Michael Capella**

*Head of Program in the U.S.*

**Prof. Patrice Houdayer**

*Head of Program in France*

**Prof. Manfred Schwaiger**

*Head of Program in Germany*

### LOYOLA in brief... and your contacts at LOYOLA

#### LOYOLA in brief...

The idea of opening a Jesuit institution for higher-learning was brought up in 1847 by seven Jesuit priests. A couple of years later, in 1904, LOYOLA College opened its doors.

Inspired by Ignatius of Loyola's vision, the university is grounded in the liberal arts and sciences. Furthermore, it offers opportunities for professional studies in undergraduate and selected graduate programs. As a Catholic, Jesuit University, LOYOLA University New Orleans is dedicated to the education of the whole person.

Today, LOYOLA belongs to the mid-sized Jesuit universities across the United States. There are around 4,000 students enrolled: ~3,000 undergraduates; 670 graduate students; 100 Doctoral Students; 510 Law Students and 30 continuing education students.

Of the U.S. News & World Report "Best Colleges", LOYOLA was ranked #4 in the region for diversity, #10 of the "Best Regional Universities of the South", #12 in "Best Value" in the South and #42 of Best Online Nursing Programs.

#### Your contacts at LOYOLA



**Christina Morales, M.B.A.**

✉ cmmoral2@loyno.edu

☎ 504-864-7960

Contact me for:  
student services questions  
including registration for courses



**Ruth Fruge, M.Ed.**

✉ refruge@loyno.edu

☎ 504-864-7953

Contact me for:  
all admissions questions

### SKEMA in brief...

SKEMA Business School (School of knowledge economy and management) was founded in 2009 as a result of the merger between the Ecole Supérieure de Commerce (ESC) in Lille and CERAM Business School in Sophia Antipolis. ESC had been founded in 1892 and CERAM in 1963.

SKEMA comprises seven global campuses in five countries: Brazil, China, France, South Africa and United States. Approximately 9,000 students are registered for the +50 programs offered. Furthermore, SKEMA employs 400 professors, including 160 members in the academic faculty and works with 2,500 partner companies and has 130 academic partnerships in more than 40 countries.

The seven campuses of SKEMA worldwide are situated in technology parks and recognized business centers. All campuses share the same objectives, to offer students multicultural exposure combining academic life with international professional experience.

In 2021, the Master in Management and Grande Ecole programme of SKEMA ranked #5 in L'Etudiant, #6 in Le Figaro and #1 in the MOCI magazine in 2020. Furthermore, in 2019, the programme ranked #12 worldwide in The Financial Times.

### Your contacts at SKEMA



**Amanda Nagele**

✉ amanda.nagele@skema.edu

☎ +33 (0)4 93 95 44 77

Contact me for:

Visa issues



**Élodie Rudant**

✉ elodie.rudant@skema.edu

☎ +33 (0)1 41 16 72 65 / 7974

### LMU in brief...

The Ludwig-Maximilians-Universität was founded in 1472 in Ingolstadt and is one of the oldest universities in Germany. The university was transferred in 1826 by King Ludwig I from Landshut to Munich.

Today the LMU is one of the largest universities in Germany. In the winter term 2020/21 approximately 52,500 students (60% of whom were female and ~9,400 of whom were international students) were registered at LMU Munich. The University employs ~780 professors and has ~5,780 scientific employees and is renowned for its excellence in the field of research. LMU Munich offers a wide range of courses and course combinations, with over 312 subjects to choose from.

In the University library and its affiliated libraries, more than two million books and journals can be found. The university's main building is located right in the city center. Since the mid-1970's several large new complexes house the Faculties of Medicine, Veterinary Medicine, Physics, Chemistry, Biology and Pharmacy. These faculties have developed on the perimeter of the city to the South in Grosshadern and to the North in Oberschleissheim and Garching.

In the latest edition of the **Times Higher Education (THE)** World University Ranking, LMU retains its position in 32nd place in the overall table, and once more tops the list of German universities. For further information on the Times Higher Education World University Ranking (THE) 2021, see: <https://www.timeshighereducation.com/world-university-rankings>

### Your contacts at LMU



**Sandra Baringhorst, B.Sc.**

✉ TripleMaster@bwl.lmu.de  
☎ +49 (0)89-2180-5767

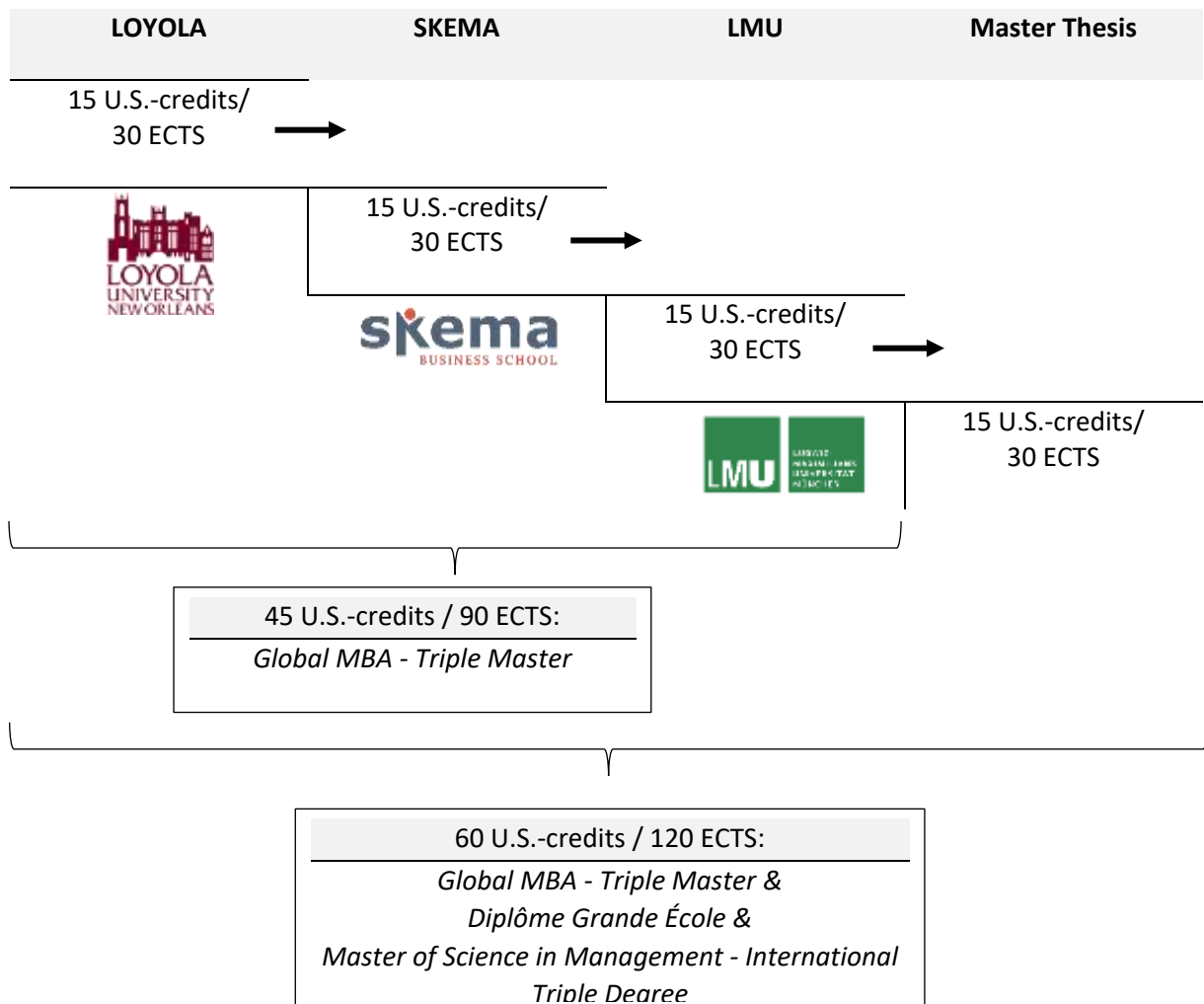


**Lilli Heininger, Dipl. Volksw.**

✉ TripleMaster@bwl.lmu.de

## 6. Before you start your Triple Master

### 6.1 Conditions to obtain the degree(s)



### 6.2 Application

#### Application deadlines and rounds

The Global MBA admits students every fall semester. Our cohort model allows students to start with and graduate with their same classmates, enhancing networking and solidarity amongst students.

Priority deadline: May 15th

Regular deadline: June 30

#### Admissions and Degree Requirements

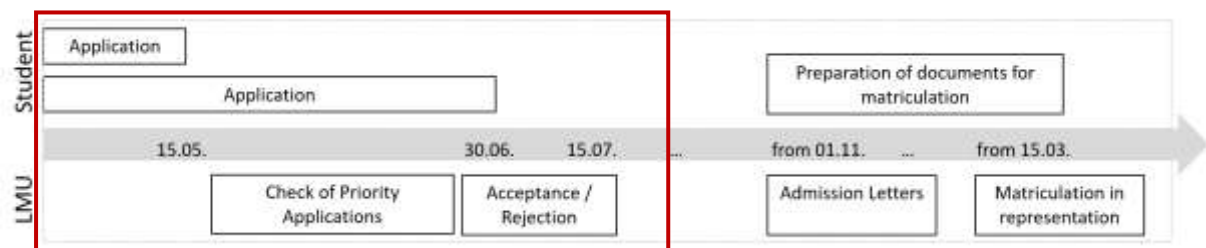
Applicants need to meet academic requirements of each of the three partner schools to be able to gain admission and earn each degree. To apply, individuals will need to submit the following to Loyola University New Orleans:

- Application form

- \$50 application fee (waived for open house attendance at LOYOLA in New Orleans)
- Current résumé
- Two letters of recommendation from professional references
- Official transcripts showing all college work attempted: undergraduate, graduate, and professional. (A translated copy of academic records (transcripts) may be required for applicants who attended or completed their bachelor's and/or master's degree outside of the United States.)
- Copy of Bachelor's degree diploma (for your enrolment at LMU Munich you need a true copy of your Bachelor's degree diploma)
- 400-word essay--statement of purpose--Select one of these questions to answer:
  - Describe your approach to making decisions and solving problems. Why do you do it this way?
  - What qualities should a successful manager possess?
  - How do you think the triple degree program will enhance your academic and/or professional background?
- Online interview
- Optional: An official GMAT or GRE score report
- Affidavit of support showing sufficient funds to finance their course of study and living expenses
- Official TOEFL score report from the Educational Testing Service (ETS) (if the bachelor's degree or university entrance qualifications have neither been completed in English)
- Applicants from China or Vietnam must submit APS-Certificate
- A translated copy of academic records (transcripts) may be required for applicants who attended or completed their bachelor's and/or master's degree outside of the United States

#### Special requirements for application at LMU

Admission at LMU is regulated by statutes, and it is important that your bachelor's degree meets the German requirements. Therefore, your bachelor's degree might have to be checked with the German authorities. Depending on your previous university education, this process might take up to several months. Hence, we strongly recommend you apply as early as possible, definitely no later than by end of the **priority deadline** (May 15<sup>th</sup>).



Further information can be found here:

[http://business.loyno.edu/sites/default/files/images/additional\\_requirements\\_for\\_application\\_at\\_lmu.pdf](http://business.loyno.edu/sites/default/files/images/additional_requirements_for_application_at_lmu.pdf)

## 6.3 Enrollment Procedure

### 6.3.1 Enrollment at Loyola

Loyola University New Orleans will register all Global MBA-Triple Master in their fall schedules before students arrive to campus. Once the accepted student submits his or her 'Intent to Enroll' form, he or she will receive their schedules via email shortly after. In general, we do not recommend making any schedule changes in the fall, as this may remove student from schedule sequencing, which may delay the student's graduation.

An example of the fall Global MBA schedule is below:

#### **Main Campus Normal Academic Term 08-30-21 to 12-17-21**

ACCT-B715-051 FINANCIAL & MANAGERIAL ACCOUNTING	W	0620PM	MI 112
BUAN-B725-051 MANAGERIAL ECON & STATISTICS	M	0620PM	MI 112
MGT -B700-051 ORGANIZATIONAL LEADERSHIP	MW	0455PM	MI 112
MKT -B700-051 STRATEGIC MARKETING	R	0620PM	MI 204

#### **Main Campus Special Sessions 08-23-21 to 08-26-21**

BA -B701-S51 MBA EXPERIENCE WEEK	MTWR	0620PM	MI 114
----------------------------------	------	--------	--------

#### **ONLINE Special Sessions 10-11-21 to 10-22-21**

BA -B704-WS1 ETHICS AND SOCIAL JUSTI	TBA	WWWONLI	
--------------------------------------	-----	---------	--

#### **Main Campus Special Sessions 10-11-21 to 10-14-21**

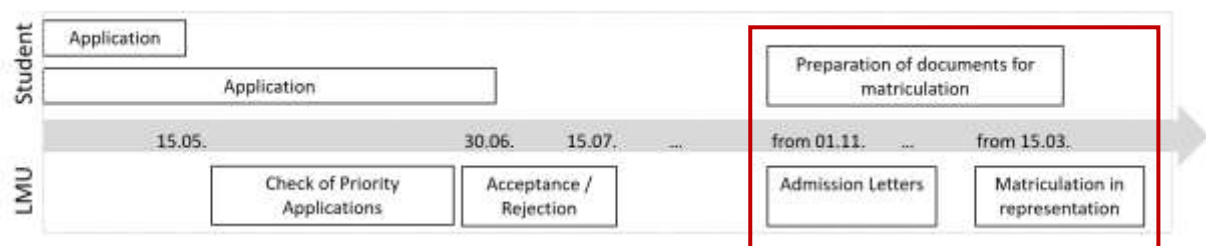
BA -B893-WS1 GLOBAL MANAGEMENT TOPIC	MTWR	0620PM	MI 114
--------------------------------------	------	--------	--------

### 6.3.2 Enrollment at SKEMA

tba

### 6.3.3 Enrollment at LMU

You will be enrolled at LMU in representation. Therefore, it is important to prepare and provide all necessary documents beforehand.



#### - Required documents:

- Application form: To be filled in and signed by the student - <https://www.lmu.de/en/study/important-contacts/office-of-the-university-registrar/online-portals/index.html>
- **University admission qualification** (generally *Abitur* certificate or equivalent school leaving certificate; where applicable: school leaving certificate in combination with a university entrance examination certificate or a certificate from a one-year higher education course or university certificate). You can refer to the website **Anabin** or the **DAAD database** to find out whether your school leaving certificate qualifies you to embark on a degree program at a German university.
  - in the original language — as an **officially certified copy**

- with an **officially certified translation**. Certificates in English, French, Italian, Catalan, Latin, Portuguese, Rumanian, and Spanish do not have to be translated.
- Applicants from the **PR China and Vietnam** should submit the original **certificate from the Akademische Prüfstelle bei der Deutschen Botschaft**. The International Admissions office also reserves the right to require a recognition notification from ZAST in other individual cases.
- Updated CV
- **All university certificates and diplomas and all transcripts of records**
  - in the original language - as an **officially certified copy**. Applicants from the USA require transcripts in a sealed university envelope.
  - with an **officially certified translation**. Certificates in English, French, Italian, Catalan, Latin, Portuguese, Rumanian and Spanish do not have to be translated.

Some documents must be attached as officially certified copies (not original certificates). In some cases, you will also need to submit an officially certified translation.

Further information: [https://www.en.uni-muenchen.de/students/degree/admission\\_info/index.html](https://www.en.uni-muenchen.de/students/degree/admission_info/index.html)



## 6.4 Visa Regulations

### 6.4.1 Visa Procedure – USA – LOYOLA

Detailed information concerning your visa for the United States and the LOYOLA University can be found here: <http://www.loyno.edu/cie/visa-process>

#### Applying for a Visa

If you are coming to Loyola University from outside the U.S., you will need to have a J-1 exchange visitor visa to enter the country. You cannot study full-time on either a B-2 tourist visa or the visa waiver program. If you have questions about other visa categories, please contact the Center for International Education (CIE) at [cie@loyno.edu](mailto:cie@loyno.edu).

#### SEVIS Fee

The SEVIS fee is a one-time non-refundable fee and is required of those who are applying for a J-1 visa DS-2019 issued to “begin a new program.” J-1 exchange visitors must pay \$220. This is an additional fee separate from the visa application fee set by your local U.S. Embassy or Consulate. You must pay the SEVIS fee before your visa interview or, for Canadian citizens, before applying for admission at a U.S. Port of Entry. Proof of payment must be presented at the visa interview or Port of Entry.

More information: [ice.gov/sevis/i901/faq](http://ice.gov/sevis/i901/faq)

To pay your SEVIS fee: [fmjfee.com](http://fmjfee.com)

Keep in mind the following:

- The SEVIS fee cannot be paid at a U.S. Embassy or Consulate, or at the U.S. border. Currently, the options for individuals to pay the fee are by credit or debit card via the Internet, by check or money order mailed to SEVP, and by using Western Union Quick Pay. Any organization or individual may use one of these payment methods to pay on behalf of a student or exchange visitor. See [ice.gov/sevis/i901](http://ice.gov/sevis/i901) for more information.
- You can schedule your visa interview prior to paying the SEVIS fee. However, you will not be issued a visa unless the Visa Officer can verify that the SEVIS fee payment has been made.
- To complete form I-901, you’ll enter your
  - SEVIS ID number (printed at the top left of your I-20 or top right DS-2019; starts with the letter N)
  - Loyola’s Program Number, **P-1-05040** (J-1 students).
  -

If you pay by internet (preferred method):

- Complete Form I-901, called “Fee Remittance for Certain F, J and M Nonimmigrants”, online ([fmjfee.com](http://fmjfee.com)) and supply the necessary credit card information. Write your name exactly as it appears on your DS-2019.
- Print a copy of the online receipt. Be sure to make copies of your online receipt, and keep it with your other important immigration documents.
- Once you have paid the SEVIS fee, you can print a receipt anytime by going to [fmjfee.com](http://fmjfee.com) and clicking on the “Check I-901 Status / Print Payment Confirmation” button.
- Bring the receipt of fee payment with you to your visa or Port of Entry interview.

Visa officers and U.S. Port of Entry inspectors should be able to verify your SEVIS fee payment electronically, but in case of any issues, having a printed receipt is the best evidence of fee payment. You should keep your fee receipt until you complete your exchange visitor program (J-1).

#### Visa Wait Time

It is important that you make your visa appointment as soon as possible because the appointment wait time can be very long.

Check the current visa wait times at your embassy or consulate: [travel.state.gov/content/travel/en/us-visas/visa-information-resources/wait-times.html](https://travel.state.gov/content/travel/en/us-visas/visa-information-resources/wait-times.html)

#### Visa Applications for Students Residing Outside the U.S.

Visa procedures vary from one consulate or embassy to another, so it is very important that you check the website of the U.S. Consulate or Embassy in your country (find it at [usembassy.gov](https://usembassy.gov)) for specific instructions.

Standard items required for the application:

- ☐ Current passport, valid for at least six months after your proposed date of entry into the U.S.
- ☐ DS-2019 for the J-1 visa.
- ☐ Evidence of financial support for the period of time and the amount indicated on your DS-2019.
- ☐ Form DS-160. The form is available on the State Department website: [travel.state.gov/content/travel/en/us-visas/visa-information-resources/forms/ds-160-online-nonimmigrant-visa-application.html](https://travel.state.gov/content/travel/en/us-visas/visa-information-resources/forms/ds-160-online-nonimmigrant-visa-application.html)
- ☐ Visa processing fee receipt. See the website for the U.S. Consulate or Embassy in your country for specific instructions on paying this fee.
- ☐ Proof that you have paid the SEVIS fee.
- ☐ One 2x2 inch passport-style photograph.

More information: [ceac.state.gov/genniv/default.aspx](https://ceac.state.gov/genniv/default.aspx)

You should also be prepared to provide:

- Transcripts and diplomas from any previous institutions you have attended.
- Scores from standardized tests that were required by Loyola, such as the TOEFL, LSAT, GRE, GMAT, etc.
- Financial evidence that shows you or your sponsor have sufficient funds to cover your tuition and living expenses during the period of your study (income tax documents, paycheck stubs, original bank statements, etc.).
- Proof that you have a residence abroad that you have no intention of abandoning and that you plan to return home after your studies.

A short interview is also required.

#### After you Apply

The Consulate will place a visa in your passport. This is your permission to enter the U.S. If this is your first time attending school in the U.S., your J-1 visa must list Loyola University New Orleans as the school that you will be attending. You cannot enter the U.S. more than 30 days before the start date on your DS-2019. If you encounter any problems obtaining your visa, contact CIE at [cie@loyno.edu](mailto:cie@loyno.edu) or +1 (504) 864-7550. - More information: [loyno.edu/cie/visa-process](https://loyno.edu/cie/visa-process)

## 6.4.2 Visa Procedure – France – SKEMA

### Countries with **no** visa requirements

**If you are a national of a European Economic Area country (European Union country (EU) and Iceland, Norway and Liechtenstein) or Switzerland, you do not need a student visa to study or do an internship in France.** You may freely enter French territory regardless of the length of your stay or your studies.

Citizens of the EU/EEA/Switzerland may work while studying in France without a residency permit to a maximum of 964 hours per year: <https://www.campusfrance.org/en/working-student>

### Countries with visa requirements

If you are not a national of a European Economic Area country (European Union country and Iceland, Norway and Liechtenstein) or of Switzerland, you must **request a student long stay visa** to study in France for more than 3 months.

Enrolment conditions differ depending on your **nationality**, please check if your country is included in the **online enrolment scheme** “*Etudes en France*”: <https://pastel.diplomatie.gouv.fr/etudesenfrance/dyn/public/authentification/login.html?codeLanguage=EN>. Please note that the **United States** are subject to this online procedure. If you do not live in one of these countries and you need a visa to come study in France, please contact the French consular authorities in your home country.

### Process

Visa process must be completed with **Campus France** and then **VSF**.

You can find here an overview of the process:

<https://www.usa.campusfrance.org/system/files/medias/documents/2019-11/Visa%20appointment%20guidelines%20v%2022.11.2019.pdf>

N. B.:

**Campus France USA** promotes French higher education to students in the US. They provide information and assistance to non-French citizens wishing to study in France. They liaise with the French Embassy.

**VFS Global** is a commercial company, managing visa applications and providing support services to people applying for a visa to enter France.

→Your **first step** is to **complete the Campus France procedure**.

### Visa VLS-TS

**In 2020, one visa type for all students: the long-stay visa valid as a residence permit (visa long séjour valant titre de séjour "étudiant", abbreviated to VLS-TS "étudiant")**

The long-stay visa valid as a residence permit for students allows you to stay in France **from four months to one year** to pursue higher education studies.

It entitles the holder to:

- **travel freely** in all the countries of the Schengen Area: <https://www.touteurope.eu/les-pays-membres-de-l-espace-schengen.html>

- Work 964 hours per year, i.e. 20 hours per week, to supplement their financial resources: <https://www.campusfrance.org/fr/travail-etudiant>;
- **Use the** VISALE, the free security deposit service for students: <https://www.campusfrance.org/fr/VISALE-caution-locative-etudiante-gratuite>,
- Receive a rental subsidy from the CAF, the family allowance fund (caisse d'allocations familiales): <http://www.caf.fr/allocataires/droits-et-prestations/s-informer-sur-les-aides/logement-et-cadre-de-vie/les-aides-personnelles-au-logement>
- **Extend their stay** beyond the period of validity of the issued residence permit.

#### Required documents – Campus France process

- Application Form <https://www.usa.campusfrance.org/how-to-apply-for-a-student-visa>
- ID photograph (recent – less than 90 days ago, color, full face, front view, white background, no smile)
- If not a US citizen, provide proof of legal status (green card or visa)
- Travel document, valid for at least three months after the planned date of return
- Photocopy of passport pages
- Letter of enrollment from SKEMA
- Campus France confirmation email - You will receive an email once your application has been processed
- Last degree completed
- OFII form (applicant fills out the upper part, unless the student's nationality is governed by a bilateral agreement)
- Proof of secured housing for 3 months
- Most recent bank statement, proving deposits in a bank account of at least 615 euros/\$700 per month multiplied by the length of stay (ie. for a stay of 4 months, \$700x 4 = \$2800). Student's full name must be visible on the statement
- If student is being sponsored, sponsors must provide a notarized statement from a parental guarantor in the USA, or country of residence, declaring that they will commit to providing the student with at least \$700 per month. The sponsor needs to state and prove relationship to the student with a copy of their ID and provide their most recent bank statement.
- Students with financial aid or a scholarship must provide a letter, and a copy, of their scholarship award or aid.

#### Required documents – VSF Process

- Make an appointment with VSF in Atlanta Georgia, at <https://visa.vfsglobal.com/usa/en/nld/attend-centre/houston>
- Passport size photograph (recent, color, full face, front view, white background, no smile)
- Campus France confirmation email
- SKEMA acceptance letter
- Proof of financial support ( same as for Campus France)
- Medical Insurance (highly recommended but only required for students over 28)
- Flight reservation – Round trip – open tickets are not acceptable

## Processing times

### Apply at least 90 days prior to departure!

**Campus France** takes approximately **3 weeks** to process once payment has cleared

Count **3 more weeks** for **VSF** to process the visa

Do not wait until the last minute to make your appointment! Last minute flights can be costly. VSF will keep your passport during processing.

Book at [https://france-visas.gouv.fr/en\\_US/web/us/a-qui-sadresser#Houston](https://france-visas.gouv.fr/en_US/web/us/a-qui-sadresser#Houston)

## Fees\*

- Campus France fee \$190, expedited service \$340
- VSF appointment fee \$33
- Visa fee 99 euros or about \$60, depending on the conversion rate
- Visa shipping \$35 (Upon completion of the VSF procedure, the passport with the visa will be mailed by post to the student)
- VLS-TS visa will need to be validated upon arrival in France \$60

\* fees are subject to change

## Validating your visa

You must validate your visa **within 3 months of arriving in France at the very latest.**

**Visit the following website:** <https://administration-etrangers-en-france.interieur.gouv.fr>

### What do you need to validate your VLS-TS visa?

- a valid email address,
- information on your visa,
- your date of arrival in France,
- your home address in France,
- a bank card to pay online the fee for issuing the residence permit.

If you fail to validate your visa within the first three months following your arrival, you will no longer be considered as a legal resident in France. Moreover, you will be unable to re-enter the Schengen Area.

## 6.4.3 Visa Procedure – Germany – LMU

It can sometimes take months for a visa to be issued, so it is important to apply early.

The visa service of the German Embassy in Paris processes visa requests for individuals who have legal residence in France for at least 6 months. Requests must be submitted in person at the Embassy. Otherwise, one must contact the German embassy or consulate in the home country.

## Countries with no visa requirements

Depending on your country of origin, there are different entry and residence regulations:

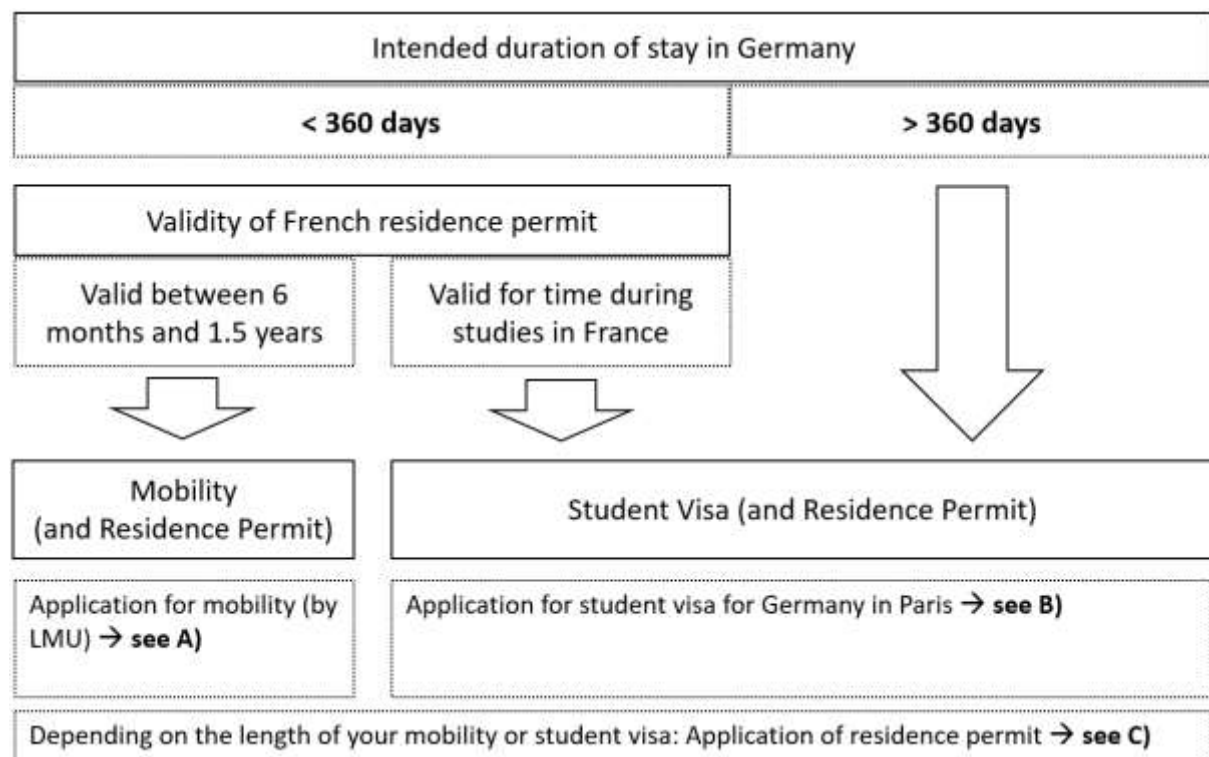
- **EU and EFTA (Iceland, Liechtenstein, Norway and Switzerland):** Valid passport or identity card
- **Australia, Israel, Japan, Canada, South Korea, New Zealand, United Kingdom and USA:** Valid passport (If you plan to stay in Germany for more than three months, you will have to apply for a residence permit (Aufenthaltstitel) directly after arrival or before three months have elapsed).

- **Andorra, Brazil, El Salvador, Honduras, Monaco and San Marino:** Valid passport, on condition that no employment is taken up
- **Albania, Bosnia-Herzegovina, Macedonia and Montenegro:** Visa exemption for holders of biometric passports
- **Macao and Hong Kong:** Visa exemption for holders of SAR-passports
- For all other countries a visa is required (see the following chapter)

Detailed information concerning your visa can also be found here: [http://www.en.uni-muenchen.de/students/int\\_student\\_guide/before\\_you\\_arrive/entry\\_requirements/index.html](http://www.en.uni-muenchen.de/students/int_student_guide/before_you_arrive/entry_requirements/index.html)

Countries with visa requirements
----------------------------------

All other countries not mentioned in the chapter '*countries with no visa requirements*' above, need to apply for a student visa or for the European mobility to be eligible to study in Germany. Which way to choose depends on the intended stay in Germany and the validity of your French residence permit:



#### A) EU Mobility option – no visa

To be eligible to move from France to Germany without applying for a separate visa for Germany you can apply for mobility. Further information concerning the mobility can be found here:

<https://www.bamf.de/EN/Themen/MigrationAufenthalt/ZuwandererDrittstaaten/MobilitaetEU/MobilitaetStudent/mobilitaet-student-node.html>

#### Procedure:

The mobility arrangement enables you to study in other member states for up to 360 days if you hold a residence title for study purposes. Therefore, you do not require a German residence title. Your French residence title must be valid for the entire duration of your stay in Germany (third semester and fourth semester if you plan to write your Master thesis in Germany), otherwise you have to apply for a German residence title before your mobility status expires. No extension/renewal is possible, the

change into a visa extremely complicated and only possible in exceptional situations! If the stay shall be extended you will have to leave Germany and apply for a proper visa.

The German university, LMU, will submit prior notification of your intended stay to the Federal Office for Migration and Refugees. It is not necessary that you present yourself in person to the immigration authority. Please make sure to inform your Triple Master coordinator in Germany **at least 2 months** before you are planning to enter Germany. **LMU must then apply for your mobility.** Furthermore, please provide all necessary documents for the mobility arrangement.

**Checklist for mobility arrangement:**

- Completed digital notification form (issued by LMU) (<https://www.bamf.de/SharedDocs/Anlagen/EN/MigrationAufenthalt/formular-mobilitaet-student.html?nn=444510>),
- Residence title issued by the first EU State (here: France; issued for study purposes and in accordance with the REST Directive),
- Recognized, valid passport/replacement passport (copy only),
- Proof that you are taking part in a program organized by the EU or other multilateral program entailing mobility and/or the agreement between the higher education institutions (will be provided by LMU), and
- Proof of health insurance)
- Financial funds (scholarship; deposit of a security deposit into a blocked account with a financial institution which is permitted to carry out banking transactions in the Federal Republic of Germany and of which only 1/12 of the deposited amount may be disposed of each month; Declaration of Commitment; presentation of the parents' income and financial circumstances; sponsor; education loan)

All documents, with the exception of the passport and the residence title, must be submitted in German.

**B) National Student Visa**

If your French residence permit is not valid for the total stay of your studies in France and Germany, you should apply for a student visa at the German embassy in Paris before you travel to Germany. Renewal is possible if the studies continue (e.g., master thesis) and all other requirements are given

**Type: National visa - Student Visa** (Visum zu Studienzwecken) from the local German Embassy in Paris. Further information can be found here: <https://allemagneenfrance.diplo.de/fr-de/vertretungen/botschaft>.

**Important note:**

You have to apply for the student visa in person in Paris and before you arrive in Germany. As it might take some months to get an appointment, please make sure to arrange an appointment as soon as you arrive in Paris.

**Required documents\*:**

- Two Duly Completed Visa Application Form
- Two Recently Taken Portrait Photographs
- Valid Passport
- LMU Admission Letter ("*Zulassungsbescheinigung*")
- Authenticated Certificates of Earlier Education

- Means of Subsistence – 8,700 Euro per year (personal financial statements of the last three months, scholarship award certificate, fixed deposit statement “*Sperrkonto*”, written confirmation of parents or sponsor that he/she will cover your costs, or other). Easier with **ERASMUS** grant confirmation!
- Proof of Covered Health Insurance – for the entire period of stay in Germany (EHIC card)
- Proof of Paid Visa Fee – 60 Euro
- **\*Note:** Each original has to be offered with 2 photocopies

**Further information can be found here:** <http://www.germany-visa.org/student-visa/student-visa-visum-zu-studienzwecken/>

#### C) German residence title

---

Depending on the validity of your French residence permit or the validity of your student visa, you might have to apply for a German residence title before your former French residence title or visa expires.

**Example 1:** If your French residence permit is only valid for 6 months or less, you have to make sure to enter Germany via the mobility agreement before your French residence permit expires and immediately apply for a residence title at KVR.

**Example 2:** If your student visa is only valid for 3 months, but you intend to stay in Germany for 6 months, you have to apply for a residence title before your visa expires.

#### Application Procedure for a residence title in Germany

International students, except those from the EU and the EEA, are required to obtain a residence permit (*Aufenthaltserlaubnis*) to stay in Germany longer than three months. You will apply for the permit only after arriving in Munich.

#### Residence Permit Checklist:

- A completed form *Antrag auf Erteilung*; download the PDF version (German / English)
- A valid passport
- A passport photo (biometric)
- Proof of registration at LMU (student ID)
- Proof of health insurance
- Confirmation of registration of your local address (*Anmeldebestätigung*): [http://www.en.uni-muenchen.de/students/int\\_student\\_guide/settling\\_in/registering\\_address/index.html](http://www.en.uni-muenchen.de/students/int_student_guide/settling_in/registering_address/index.html)
- The required fee (residence permit for more than one year: € 110; renewal of a residence permit for more than three months: € 80)
- Proof of financial support or at least minimum adequate resources (*Finanzierungsnachweis*): <https://www.daad.de/en/study-and-research-in-germany/plan-your-studies/costs-of-education-and-living/>. The legal minimum rises each year but is about € 8,000 per year. To find out the exact figure, please consult the respective pages of the *Kreisverwaltungsreferat* (KVR): [https://www.muenchen.de/rathaus/home\\_en/Department-of-Public-Order/Foreigners-Office/student-visa-residence/visa-for-academic-studies](https://www.muenchen.de/rathaus/home_en/Department-of-Public-Order/Foreigners-Office/student-visa-residence/visa-for-academic-studies)



<b>Kreisverwaltungsreferat (KVR),</b> Amt für Ausländerangelegenheiten Ruppertstrasse 19 803337 Munich  Further information can be found here: <a href="https://www.muenchen.de/rathaus/Stadtverwaltung/Kreisverwaltungsreferat.html">https://www.muenchen.de/rathaus/Stadtverwaltung/Kreisverwaltungsreferat.html</a>	Subway line (U-Bahn) U3 or U6, Poccistrasse station Bus line 31, Poccistrasse stop  Special offices for international students: Names beginning A–F, room 1052, Phone: +49 89 233 23016 or 233 23193 Names beginning G–O, Q, U, room 1048, Phone: +49 89 233 23327 or 233 20544 Names beginning P–Z (except Q, U), room 1047, Phone: +49 89 233 22894 or 233 20830
--	---

#### Additional information

#### Good to know

- If you require a visa, it must be issued for study purposes. A tourist visa or a so-called “Schengen visa” is not enough.
- Do not enter Germany without valid visa, with a tourist visa or without mobility - you will not be able to convert it to a residence permit once you are in Germany!
- **Schedule your visa appointment soon enough! (at least 3 months before arrival)**
- A visa for study purposes is generally issued for three months. Foreigners who remain in Germany for more than 3 months need to possess the proper **residence title**. The residence permit will be issued only upon the application of the visa holder at the Foreign Registration Office (KVR Munich).

#### Work permit for student job or internship

If you are planning to conduct a student job or an internship in Germany, certain visa requirements may apply.

#### EU and EEA Nationals

If you are from the EU, Iceland, Lichtenstein, Norway, or Switzerland, you have the same status as German students and can work as much as you want.

If you work beyond certain time and wage limits, you do have to pay taxes, and your employer has to contribute to your insurance, so check the website of the *Bundesagentur für Arbeit*, the German Employment office, or ask the *KVR (Foreigners Office)* for more information.

#### Valid student visa and residence permit

A valid student visa and residence permit allow international students to do a certain amount of work without an additional work permit (up to 120 working days or 240 half-days a year).  
*(This will be noted on the residence permit sticker in your passport).*

#### Mobility

Within the mobility arrangement, you are entitled to take up employment, which in total may not exceed one third of the duration of your stay, as well as to take up student secondary employment.

## Registering and Deregistering your address

---

Please register your address within the first two weeks of arriving in Munich. You can book an appointment with the relevant registration office (Bürgerbüro) at the Kreisverwaltungsreferat (KVR) online. If you live in Munich, you can find your resident's registration office here:  
<http://www.muenchen.de/dienstleistungsfinder/muenchen/1063475/n0/>

If you do not live in Munich, you have to register your address with your local administrative department (Gemeinde- or Stadtverwaltung).

Before you end your stay, please make sure to inform the resident's registration office that you are leaving the country. Please also inform the registration office and the university if you move within the city or Germany.

## 7. Starting your Global MBA | Triple Master

### 7.1 Overview

Your courses during your Global MBA | Triple Master-program

<b>Course name</b>	<b>U.S.-credits / ECTS</b>
<i>MBA Experience / Orientation</i>	0 U.S.-credits / 0 ECTS
<i>Financial Reporting &amp; Managerial Accounting</i>	3 U.S.-credits / 6 ECTS
<i>Organizational Behavior &amp; Leadership</i>	3 U.S.-credits / 6 ECTS
<i>Strategic Marketing</i>	3 U.S.-credits / 6 ECTS
<i>Managerial Economics &amp; Statistics</i>	3 U.S.-credits / 6 ECTS
<i>Ethics and Social Justice</i>	3 U.S.-credits / 6 ECTS
<i>Career Management</i>	0 U.S.-credits / 0 ECTS
<b>Total</b>	<b>15 U.S.-credits / 30 ECTS</b>



<b>Course name</b>	<b>U.S.-credits / ECTS</b>
<i>Corporate Finance</i>	3 U.S.-credits / 6 ECTS
<i>Innovation and Entrepreneurship</i>	3 U.S.-credits / 6 ECTS
<i>Supply Chain Management</i>	3 U.S.-credits / 6 ECTS
<i>International Project Management</i>	3 U.S.-credits / 6 ECTS
<i>Strategic Stakeholder Management</i>	3 U.S.-credits / 6 ECTS
<b>Total</b>	<b>15 U.S.-credits / 30 ECTS</b>



<b>Course name</b>	<b>U.S.-credits / ECTS</b>
<i>Data based Decision-Making</i>	3 U.S.-credits / 6 ECTS
<i>Strategic Communications</i>	3 U.S.-credits / 6 ECTS
<i>Competitive Strategy/Consulting Project</i>	3 U.S.-credits / 6 ECTS
<i>Financial Risk Management</i>	3 U.S.-credits / 6 ECTS
<b>Total</b>	<b>15 U.S.-credits / 30 ECTS</b>



#### Juries and Graduation Ceremony of the Triple Master

As a student of the Global MBA | Triple Master-program you have to pass all courses of the three institutions in order to graduate with your *Global MBA – Triple Master*. With respect to your degrees of *Diplôme Grande École* and *Master of Science in Management - International Triple Degree* you need to write your master thesis additionally to the courses. Each institution has different graduation juries and dates:

#### LOYOLA

Loyola University New Orleans has one graduation ceremony (or "Commencement Ceremony") a year. Commencement is always at the end of the spring term (the exact date in May will vary depending on the University <http://academicaffairs.loyno.edu/records/academic-calendars>). If a student graduates any other term that is not spring, the student can choose to participate in the ceremony the spring

before or after completing their degree. Diplomas are mailed to the students at the end of each term (Summer, Fall or Spring) to their mailing address.

#### SKEMA

---

##### **Graduation juries and dates (subject to slight changes year on year)**

###### **Dates for December Degree Board**

- Thesis Master Online Registration Deadline January 31
- Literature Review Deadline April 30
- Preliminary Draft to be sent to the supervisor Deadline July 7
- Dissertation submission Deadline September 7
- Defense requested by October 15
- Grades received by October 22
- Grades released by October 30
- MSc Final Degree Board December
- Graduation Ceremony June

###### **Dates for July Degree Board**

- Thesis Master Online Registration Deadline January 31
- Literature Review Deadline March 15
- Preliminary Draft to be sent to the supervisor April 30
- Dissertation submission Deadline May 31
- Defense requested by June 15
- Grades received by June 30
- Grades released by July 6
- MSc Final Degree Board July 15
- Graduation Ceremony June

#### LMU

---

Jury and graduation ceremony in November and May.

Student Delegates
-------------------

#### SKEMA

---

##### **Delegates**

1 or 2 Delegates are nominated by their fellow students in each cohort of the Global MBA |Triple Master. Their role is to:

- Be representative of the opinions, attitudes, and behavior of their cohort
- Act as link between the students, professors, and administration
- Represent the students at committees such as the academic committees, delegate meetings, end of year Juries, final year Jury/Exam board and disciplinary committee.

Following this function, they may bring any information relevant to the represented student group to the attention of the professors and administration.

- To provide proposals leading to improvement and change. Process for questions or suggestions for improvements.

- If the suggestions/questions are connected to the MSc program: the delegates see the program coordinator, the relevant administrative department or if necessary, the program director.
- If the suggestions/questions are connected to a particular course: the delegates contact the professor who teaches the course, then the professor responsible for the course, then if necessary the program director.

Within each student work group, there must be one student representative. This student is to inform the professor in case of problems concerning the group effort: non-participation in the group, etc.

#### LMU

Students Delegates are elected early in June by the cohort. Student Delegates are in general highly motivated students seeking to become more involved in the campus life. They are the link between the cohort and the heads of the three institutions.

#### Examination Rules

Each institution has its own examination rules which are to be followed by the students. In most exams, examination rules will be read to the students before the exam will take place. Please make sure to listen carefully and to follow the rules.

## 7.2 First semester – Welcome at LOYNO:

### 7.2.1 Specific information about your semester courses at LOYNO

#### 7.2.1.1 Overview of the Loyola Triple Master-Faculty



**Michael L. Capella, Ph.D.**  
Head of the Global MBA |  
Triple Master-Program

**Office Location:** 301 Miller Hall

☎ 504-864-7990

✉ [mcapella@loyno.edu](mailto:mcapella@loyno.edu)

<http://business.loyno.edu/bio/michael-l-capella>

Michael L. Capella came to Loyola from Villanova University where he was the Associate Dean of Graduate & Executive Programs, and Professor of Marketing at the Villanova School of Business. After receiving his Ph.D. from Mississippi State University, he joined the faculty at Villanova in 2005. Furthermore, he has served as Associate Dean since 2012. Prof. Capella's research interests focus on the intersection of marketing and public policy issues, comprising topics related to advertising effects, including the gamification of advertising, consumer consumption of harmful products, and retail pricing strategies. His work is published in high quality academic publications including the Journal of Service Research, International Journal of Research in Marketing and Journal of Retailing. Additionally, Prof. Capella serves on the Editorial Review Board at the Journal of Public Policy & Marketing, Journal of Advertising, Journal of Consumer Affairs, and International Journal of Advertising. Prior to receiving his Ph.D. in Marketing, Prof. Capella spent almost ten years in professional sales management with a food manufacturer.

**Office Location:** 312 Miller Hall

☎ 504-864-7969

✉ [mjohnst@loyno.edu](mailto:mjohnst@loyno.edu)

<http://business.loyno.edu/mba/bio/michelle-k-johnston>

**Michelle K. Johnston,  
Ph.D.**

Professor – MBA  
Experience/Orientation



Prof. Johnston is the Chase Minority Entrepreneurship Professor of Management in the College of Business at Loyola University New Orleans. Within the Triple Master-program she teaches the MBA Experience and Orientation course, furthermore she offers courses in leadership communication classes to MBA and undergraduate students. Dr. Johnston has received several teaching and research awards in the field of communication. Besides, she was named one of Gambit's 40 under 40 and has appeared on Ch. 6 News and The Business Report as a communication expert. As an active presenter at international and national conventions, she has published various articles for research journals. In her recent research she has found a positive link between a Team's Listening Environment (TLE) and financial performance. In addition, she has worked as a communication consultant and leadership coach with different organizations. Dr. Johnston recently developed the Communication Preference Profile, an inventory that identifies four habitual communication styles: People, Action, Content, and Technology. She uses this inventory to help individuals and teams improve their performance through better communication.



**Robert G. Rambo, Ph.D.**  
Professor - Financial and  
Managerial Accounting

☎ 504-864-7948

✉ rgrambo@loyno.edu

<http://business.loyno.edu/bio/robert-g-rambo>

Prof. Rambo holds a Ph.D. of the Florida University in Accounting.

Within the Triple Master-program Prof. Rambo teaches Financial Reporting and Managerial Accounting. His further teaching expertise comprises Cost Accounting, Governmental and Not-For-Profit Accounting, Intermediate Accounting, Advanced Accounting, Accounting Theory and Accounting Information Systems. Prof. Rambo's work is published in high quality academic publications and he is a member of the American Accounting Association and Rhode Island Society of Certified Public Accountants.

His research interests focus on financial and capital markets, foreign currency hedges, earnings management and earnings announcement timing.

**Office Location:** 322 Miller Hall

☎ 504-864-7150

✉ [weinberg@loyno.edu](mailto:weinberg@loyno.edu)

<http://business.loyno.edu/mba/bio/frankie-j-weinberg>

**Frankie J. Weinberg, Ph.D.**  
Professor – Organizational  
Behavior & Leadership



Dr. Frankie Weinberg is an Associate Professor of Management at Loyola University's College of Business. Within the Triple Master-program, Prof. Weinberg teaches Organizational Behavior & Leadership.

His research interests include leadership; designing, implementing, and analyzing mentoring programs; maximizing the benefits of workplace diversity; gaining social capital through networking; improving teamwork processes; and scale development.

Furthermore, Dr. Weinberg is an active member of the Southern Management Association, the Academy of Management, and the Global Sales Science Institute. His research has been published in the Journal of Management, The Leadership Quarterly and Psychology & Marketing, among other high quality journals. Besides, he serves as an ad-hoc reviewer for a number of prestigious management journals and has outstanding experience as an advisor to different for-profit and non-profit organizations in the USA.



**Todd J. Bacile, Ph.D.**

Professor – MBA  
Experience

**Office Location:** 308 Miller Hall

☎ 504-864-7966

✉ [tjbacile@loyno.edu](mailto:tjbacile@loyno.edu)

<http://business.loyno.edu/mba/bio/todd-bacile>

Prof. Bacile is Associate Professor of Marketing at the College of Business at Loyola University in New Orleans and Clifton A. Morvant Distinguished Professor in Business. Within the Triple Master-program, he teaches Strategic Marketing.

Prof. Bacile won two-university-wide teaching awards at two different universities and a departmental graduate teaching award. Furthermore, his student evaluations exceed college mean values.

Besides, Prof. Bacile a member of eight different formal committees, several informal committees, advisor to 20 students per semester, and chairperson for different departmental job searches.

His research interest and publications mainly focus on digital marketing and service marketing topics, often also at the intersection point of these two areas. Prof. Bacile's research was published in the Journal of Interactive Marketing, Journal of Research in Interactive Marketing and Journal of Consumer Marketing among others.

**Office Location:** 315 Miller Hall

☎ 504-864-7941

✉ [jlevendi@loyno.edu](mailto:jlevendi@loyno.edu)

<http://business.loyno.edu/bio/john-levendis>

**John Levendis, Ph.D.**

Professor – Managerial  
Economics & Statistics



Prof. Levendis is Professor of Economics and holder of the William Barnett Professorship in Free Enterprise Studies.

He teaches Managerial Economics & Statistics within the Triple Master-program.

His field of research can be best summarized as applied econometrics. He has published research in a wide ranging field, such as sexual harassment, slavery, economic development, the history of economic thought, industrial organization and regulation, and economic history.

Prof. Levendis hold a Ph.D. in Economics of the University of Iowa.

Furthermore, he won the award for Outstanding MBA professor of the College of Business at Loyola University in New Orleans in 2016, Outstanding Service in 2016, and the Outstanding Researcher in 2007, 2009, and 2012.





**Nicholas Capaldi, Ph.D.**  
Professor – Ethics and  
Social Justice

**Office Location:** 213A Miller Hall

☎ 504-864-7957

✉ [capaldi@loyno.edu](mailto:capaldi@loyno.edu)

<http://business.loyno.edu/bio/nicholas-capaldi>

Prof. Capaldi is Legendre-Soulé Distinguished Chair in Business Ethics and a Professor of Management at Loyola University in New Orleans. He teaches Ethics and Social Justice within the Triple Master-program. He holds a Ph.D. from the Columbia University and is an internationally recognized scholar and a domestic public policy specialist.

Prof. Capaldi's teaching and research interests comprise public policy and its intersection with political science, philosophy, law, religion, and economics. Furthermore, he published seven books, over 80 articles, and is editor of six anthologies. Prof. Capaldi most recently served as editor of Public Affairs Quarterly and is a member of the editorial board of six journals.

Among others, he received grants from the National Endowment for the Humanities, The Mellon Foundation, The U.S. Department of Education, The Board of Regents of Louisiana, and the John Templeton Foundation.

**Office Location:** 206 Miller Hall

☎ 504-864-7968

✉ [kbarnett@loyno.edu](mailto:kbarnett@loyno.edu)

<http://business.loyno.edu/portfolio/bio/kathy-barnett>

**Kathy Barnett, Ph.D.**  
Professor - Career  
Management



Prof. Barnett is Associate Dean, Director of Portfolio, Internship Program Coordinator, Director of CoB Marketing, and Visiting Assistant Professor of Management.

She has been with Loyola University's College of Business since 2005. Prof. Barnett holds a Ph.D. in Communication from Louisiana State University. Within the Triple Master-program, Prof. Barnett teaches Career Management.

She is an experienced leader in career development and services field in higher education. Furthermore, Prof. Barnett is proficient in creation, implementation, and assessment of strategic plans and programs.

She received the Student Government Association Cura Personalis Faculty Member of the Year Award twice. Besides, Prof. Barnett has extensive corporate work experience which includes project planning, media buying and community-based project development.



**ADD: Adam J. Mills, Ph.D.**

**Professor – Strategic  
Marketing**

**Office Location:** 316 Miller Hall

☎ 504 864-7973

✉ [ajmills@loyno.edu](mailto:ajmills@loyno.edu)

<http://business.loyno.edu/mba/bio/adam-j-mills>

Adam J. Mills joined the Loyola University New Orleans College of Business faculty in 2016, and holds the Chase Professorship in Business. He serves as Associate Editor of *Journal of Strategic Marketing* and *Journal of Marketing Education*, as Chair of the American Marketing Association's Teaching & Learning Group, and sits on the Board of the Marketing Educators' Association. Adam has also taught at Babson College, University of Massachusetts Amherst, University of Northern British Columbia, Simon Fraser University, RWTH Aachen University, and Oklahoma State University.

Adam came to Academia following a decade of corporate-level marketing, operations management and professional coaching in the hospitality industry. An advocate of hands-on experiential learning, he teaches marketing strategy, consumer research, services and retailing, entrepreneurship and international marketing, and has overseen the launch of more than 65 student start-up businesses.

### 7.2.1.2 General Remarks and Overview over First Semester Courses

Loyola University New Orleans follows academic regulations and policies (e.g., academic honesty and plagiarism) which adhere to principles of good educational practice. The regulations apply to all Triple Master students. Please find all regulation and policies on the following websites:

- <http://2021bulletin.loyno.edu/graduate-bulletin/business#global-mba>
- <https://2021bulletin.loyno.edu/regulations>

Your courses at LOYOLA

<b>Course name</b>	<b>Professor</b>	<b>U.S.-credits / ECTS</b>
<i>MBA Experience / Orientation</i>	Todd Bacile	0 U.S.-credits / 0 ECTS
<i>Financial Reporting &amp; Managerial Accounting</i>	Robert Rambo	3 U.S.-credits / 6 ECTS
<i>Organizational Behavior &amp; Leadership</i>	Frankie Weinberg	3 U.S.-credits / 6 ECTS
<i>Strategic Marketing</i>	Adam Mills	3 U.S.-credits / 6 ECTS
<i>Managerial Economics &amp; Statistics</i>	John Levendis	3 U.S.-credits / 6 ECTS
<i>Ethics and Social Justice</i>	Nick Capaldi	3 U.S.-credits / 6 ECTS
<i>Career Management</i>	Kathy Barnett	0 U.S.-credits / 0 ECTS
<b>Total</b>		<b>15 U.S.-credits / 30 ECTS</b>

\*All faculty teaching in these courses are subject to change

The Academic Year

The academic calendar and the specific dates can be found here:  
<http://academicaffairs.loyno.edu/records/academic-calendars>

Course and Grading System

Each instructor has the option of using a grading method within each course that best meets the needs of students and the subject. The use of certain other administrative notations on student grade reports are explained in those reports. Averages are computed only on the basis of letter grades A through F. All grades are translated by instructors into the following grades:

<b>Grade</b>	<b>Description</b>	<b>Quality Points (QP) awarded for GPA calculations</b>
A	Excellent	4 qp per semester hour
A-	Excellent	3.7 qp per semester hour
B+	Above Average	3.3 qp per semester hour
B	Average	3 qp per semester hour
B-	Below Average	2.7 qp per semester hour

Grade	Description	Quality Points (QP) awarded for GPA calculations
C+	Below Average	2.3 qp per semester hour
C	Below Average	2 qp per semester hour
C-	Below Average	1.7 qp per semester hour, grade does not count towards graduation
D+	Minimally Passing	1.3 qp per semester hour, grade does not count towards graduation
D	Minimally Passing	1 qp per semester hour, grade does not count towards graduation
F	Failure or Failure to Withdraw	No qp assigned
I	Incomplete	See Incomplete Grade Policy
P	Pass	Pass/Fail grades are available only in designated courses. Grades of P are not counted towards quality point averages.
X	No grade submitted	NA
W	Withdrawal	No credit awarded
WR	Administrative withdrawal	No credit awarded
AU	Audit Complete	No credit awarded
AI	Audit Incomplete	No credit awarded
EX	Exempt	Requirement exempted, no qp awarded
FA	Failed Audit	No credit awarded
IP	In Progress	IP grade may be granted if course is longer than regular term

### 7.2.1.3 Courses at Loyola

#### A) MBA Experience / Orientation

##### Lecturers

Chair, Professorship or Institute: Clifton A. Morvant Distinguished Professor in Business;  
College of Business Graduate Programs Faculty Director

Lecturer: **Todd Bacile, Ph.D.**

##### Date and Location

TBD

##### Course Outline and Grading (To be confirmed)

**Criteria:** Course materials and assignments will be posted on blackboard, according to the daily theme. The following coursework will be used to assess learning objectives.

Points	Criteria	Due Date	Submission
20	Writing Assignment	TBD	Blackboard Assignment
10	Social Media Audit	TBD	In-Class Assignment
20	Excel Assignment	TBD	Blackboard Assignment
20	Finance Assignment	TBD	Blackboard Assignment
10	Owning Your Story	TBD	Presentation
20	Class Participation	TBD	
<b>100</b>	<b>TOTAL</b>		

##### Prerequisites

No prerequisites required

##### Aim and Objectives

- Network with MBA community and NOLA Executives.
- Demonstrate professional business writing skills.
- Utilize Excel for data organization and mathematical calculations.
- Analyze and interpret financial statements from a case study.
- Discern responsibilities (i.e., ethical, financial, social) as a business professional.

##### Content and Description

This course serves a workshop to introduce students to graduate level study in business and is the formal academic orientation to the MBA program. Students meet and interact with College of Business MBA faculty, staff, and MBA students. Students will also be introduced to strategies for successful teamwork, case analysis, and financial statement analysis in order to be prepared for success in the MBA program.

##### Course Materials

All course materials will be posted on blackboard or distributed to you.

### Attendance and Participation Policy

---

Attendance is expected every night for the full class time. Full attendance points each night will require at least full course time, in-class discussion contribution, daily blackboard posts, and assignment completion. Each night brings five attendance points. Unprofessional conduct, disruption, or disrespect of speakers, classmates, professors, or any other person in attendance can result in further reductions or negative participation points. Extraordinary contribution with and for others, concern for the oppressed, commitment to service, or linking faith-justice-business can result in further additional points.

## B) Financial Reporting & Managerial Accounting

### Lecturers

Lecturer:

**Robert Rambo, Ph.D.**

This course introduces you to understanding and applying financial and managerial accounting in your role as a manager. This is NOT a course in the debits and credits of accounting information; however, we will work some problems and cases so you have an understanding of the data you might need to collect as well as the assumptions and limitations of analyses for decision making. Just as you need to be familiar with marketing, organizational behavior, communications finance, and statistics, you need to be familiar with the language of business—which is accounting. Accounting information is used to help develop strategies, attract financing, evaluate investment opportunities, manage operations, and measure performance. Financial accounting provides information about performance to external users, such as owners and lenders. Management accounting provides information created to help managers make decisions in operating the company.

### Date and Location

TBA

### Course Outline (To be confirmed)

Course coverage per week (assignment due the week following)	
Session	Topic
1	What is the point of the financial statements? (Balance Sheet, Income Statement) Basics of financial accounting—how is performance measured? Why are profits not the same thing as cash? And how do the financial statements relate to each other? etc.
2	Continued; Statement of Cash Flow
3	Interpreting the financial statements for managerial decision making, including ratio analysis useful for managers
4	Internal controls (a responsibility of management)
5	Balanced scorecard: managerial performance evaluation beyond than just the income statement (Chapter 12)
6	Intro to management accounting and cost concepts (Chapters 1 & 2)
7	Cost behavior and estimation (Chapter 6)
8	Cost-volume-profit analysis (Chapter 7)
9	Decision making and relevant costs (Chapter 14) Pricing and target costing (Chapter 15)
10	Time value of money and capital expenditures (Chapter 16)
11	Job order costing and activity-based costing (Chapters 3 & 5)
12	Budgeting and standard costs (Chapters 9 & 10)
13	Flexible budgeting and responsibility accounting (Chapters 11 & 12)
	<b>BSC presentations – Please email your presentations beforehand—I need to read them beforehand!!! I expect everyone to attend the presentations.</b>

## Exam and Grading

Evaluation of Learning:	
Online Homework on CONNECT	45%
Homework due in class and brief cases (brief, graded on preparation— bring 2 copies to class, one to hand in), one to make notes on during class discussion. NOT graded on accuracy, but on evidence of attempting the material	22%
Balanced scorecard project (small group)	25%
Participation—asking pertinent questions in class or presentations or in office	8%
<b>Total</b>	<b>100%</b>

## Prerequisites

No prerequisites required

## Aim and Objectives

- Identify accounting financial and managerial data needed for decision making in operating a business.
- Recognize financial and managerial accounting assumptions and the limitations of analysis for business decision making.
- Interpret and analyze accounting data to manage operations and measure performances in operating a business and effectively communicate their findings in written form.
- Value basic financial and managerial accounting on which new concepts in the areas of finance, marketing and management can be built.
- Recognize the ethical responsibilities of managers relative to financial disclosures in a business environment.

## Content and Description

This course provides an overview of how financial data can be used by managers, entrepreneurs, and executives to improve the decision-making process and improve organizational productivity and performance. The financial accounting portion of the course develops student skills in reading and understanding financial statements, analyzing investments, and measuring and assessing financial performance. The managerial accounting portion of the course develops student skills in budgeting, cost accounting, cash flow analysis, and the analysis and interpretation of internal financial reports.

## Course Materials

For the financial accounting module, I will provide you with materials on Blackboard, as well as copies of lecture notes completed in class and homework/cases on Blackboard.

For the managerial accounting module, we will use an online homework manager with electronic textbook. It is cheaper to purchase it online (\$131.50) than in the bookstore. You can purchase the loose-leaf version of the text for \$60 when you register or if you are feeling penurious, you could buy the 9th or 10th edition used from Amazon OR even rent the 10th edition for the semester (for about \$14). I will also post completed lecture notes.

*Managerial Accounting, Creating Value in a Dynamic Business Environment*, 11e, with CONNECT. Hilton & Platt, McGraw-Hill. © 2017. **(To be confirmed)**

<https://connect.mheducation.com/class/d-main-acct-b715-spring-2019>

- Connect requires Java, so I have had to use it on Firefox rather than Chrome (which no longer supports Java) to be able to see everything you need to do. Please spend the 15 minutes to go



through the at least the first video to learn about tricks (such as the **“check my work” button** so you can see if you are right before you submit your answer) and traps (such as **you must press “submit” to get a grade!**).

#### Attendance and Participation Policy

---

Attendance really helps to make sense out of the material; however, since you are responsible for your own learning, you are not "required" to attend. **University policy considers missing more than 10% of regularly scheduled classes to be excessive. For a night class, that means missing more than one class.**

## C) Organizational Behavior & Leadership

### Lecturers

**Chair, Professorship or Institute:** Chase Minority Entrepreneurship Distinguished Professor  
**Lecturer:** **Frankie Weinberg, Ph.D.**

### Date and Location

TBA

### Course Outline (To be confirmed)

Course Schedule and Assignment	
Topic(s)	Readings
Cognitive biases and decision-making	Instructions will be provided online
1a. Introduction to the class and to each other	- Article – Can leadership be taught (Bb)
1b. Can leadership be taught?; Leadership vs. management	- Article – Games managers play (Bb)
2. Self-leadership & values	- Article – Leadership development through experiential learning (Bb)
2. Self-leadership & values	- Daft Ch. 1
2. Self-leadership & values	- Case – MLK Letters from the Birmingham Jail (Bb)
2. Self-leadership & values	- Article – Discovering your self (Bb)
2. Self-leadership & values	- Article – Do traits matter? (Bb)
2. Self-leadership & values	- Article – How will you measure your life? (Bb)
2. Self-leadership & values	- Daft Ch. 4, 5
2. Self-leadership & values	- Article – Empowerment: The emperor's new clothes (HBS)
3. Motivation & Empowerment	- Daft Ch. 8
4. Authentic, servant, & spiritual leadership	- Case – David Neeleman (Jetblue) (HBS)
4. Authentic, servant, & spiritual leadership	- Article – Discovering your authentic leadership (HBS)
4. Authentic, servant, & spiritual leadership	- Chapter – Replacing leadership with stewardship (Bb)
4. Authentic, servant, & spiritual leadership	- Daft Ch. 6
5a. Leading through structure, power, & influence	- Instructions will be provided online
5b. Social networks, developmental networks, and informal leadership	- Instructions will be provided online
6a. Team leadership	- Prepare for Everest!
6a. Team leadership	- Group Decision Simulation (HBS)
6a. Team leadership	- Article – The new science of building teams (Bb)
6a. Team leadership	- Article – Hubble Error (Bb)
6a. Team leadership	- Article – Hubble Follow up (Bb)
6a. Team leadership	- Steps to group problem solving (Bb)
6a. Team leadership	- Daft Ch. 10
6a. Team leadership	- Articles – HBR 10 must reads on leadership (skim them) (Bb)
5c. Mentoring as a form of informal leadership	- Case – The Federal Reserve Bank of Chicago's Mentoring Program (HBS)
7a. Leading diversity	- Case – Managing diversity at City side Financial Services (HBS)
7b. Gender & leadership	- Article – Why women still can't have it all (Bb)
7b. Gender & leadership	- Article – Gender differences in managerial behavior (Bb)
7b. Gender & leadership	- Article – Adam Grant and Sheryl Sandberg on discrimination at work (Bb)
7b. Gender & leadership	- Article – Gender equality won't happen unless men speak up (Bb)
7b. Gender & leadership	- Daft Ch. 11
- 8. Followership; Leader-member exchange	- Case – The book of the courtier (Bb)
- 8. Followership; Leader-member exchange	- Article – When followers become toxic (Bb)

(LMX)	- Daft Ch. 7
10. Leading change	- Prepare for Change Management Simulation – Power & Influence (HBS) - Article – Senge’s five disciplines (Bb)
9. Create vision and shape culture Transformational leadership 11. Contemporary and future challenges	- Article – Transformational leadership and the meaning of work (HBS) - Article – 1961 article on understanding leadership (Bb) - Daft Ch. 13-14 - Articles – HBR 10 must reads on change (skim them) (Bb) - Article – Winning at change (Bb) - Article – Balanced scorecard for strategy focused organizations (Bb) - Article – Leadership in the 21st Century (Bb) - Daft Ch. 9, 15
Final Project Presentations	

### Exam and Grading

Each of the single activities is graded separately and combined to a total grade. Completion of all course activities is required to receive any grade other than an “F”.

Overall Course Grade	
Research Project & Presentation	45%
Personal Leadership Development Plan	20%
Team Charter	5%
Teach a Leadership Lesson	20%
<u>Participation</u>	10%
<b>Total</b>	<b>100%</b>

### Prerequisites

No prerequisites required.

### Aim and Objectives

- Demonstrate ability to employ written presentation channels to effectively communicate with different stakeholders and meet personal and organizational goals.
- Diagnose and solve organizational problems.
- Understand the relationships between structure, power, and influence in leadership relationships.
- Understand several factors which impair judgment and decision-making, and analyze the validity of conventional approaches to root cause analysis that many leaders employ.

### Content and Description

This course provides students with a fundamental understanding of the basic functional areas of management, organizational behavior, and strategic decision making from a manager’s point-of-view. The course helps students develop the skills to analyze and address management / leadership challenges and opportunities, and the knowledge to create a sustainable organization with world-class performance.

Multiple learning methods will be used throughout this course, including readings, primary research, lectures, individual exercises, group activities, cases, class discussions, videos, projects, and written and oral reports. **Class sessions will highlight certain points from the readings, provide additional information, and, in almost all cases, have an experiential component.**

Reading assignments provide a basis for both lectures and discussions and must be read **PRIOR** to each class session. You will learn most from the class sessions if you read and think about the assigned materials beforehand. The readings introduce many more ideas and tools than our limited class time allows. The fact that we do not discuss a particular concept does not mean that the idea is not important. If you are strongly moved or have questions about something in the reading that is not mentioned in class, please bring it up in class or with the professor at another time. Because students bring with them a wealth of insight, experiences, and perspectives, participation is an essential feature of the course. Occasionally, you will be called on to discuss issues and answer questions relevant to the topics being covered. Students should consider each other, in addition to the above listed learning tools, as important catalysts for learning.

---

#### Course Materials

Harvard Business Review Articles, Cases, Simulations, and Exercises: **(Approx. \$90) complete packet to be confirmed.**

LEGO® Serious Play® Window Exploration Bag **(\$5.00, purchased from instructor).**

*Handouts, as provided by instructor both in-class and via Blackboard (free)*

---

#### Attendance and Participation Policy

It's obviously impossible to earn participation credit without attending class regularly. With regard to attendance, I assume you will make mature decisions. Each day, we will hold meaningful discussions, and each day's lesson has the potential to be graded in some capacity. With that said, consider your decision to attend class as an economic choice – you will have to determine your opportunity cost of missing a lesson against the cost of missing out on any concurrently running outside activities. However, understand that, due to the seminar-style way in which this course is conducted, lively discussion is a very important part of the class's learning model. Thus, each student will be rated by fellow students on a Teammate Evaluation Form near the end of the semester. Your teammates' ratings of your participation will be taken into consideration in determining your final participation grade.

---

#### Essential Reading Material

Daft, R. L. (2015). The Leadership Experience (6th edition). Cengage. ISBN-10: 1435462858 (\$263.82 on Amazon) **To be confirmed.**

## D) Strategic Marketing

### Lecturers

**Chair, Professorship or Institute:** Chase Professorship in Business

**Lecturer:** Adam J. Mills, Ph.D.

This course enables students to develop the skills necessary to make intelligent strategic marketing decisions for an organization. The course addresses how marketing activities and customer orientations impact all aspects of an organization's strategy, especially: (1) identifying customer value; (2) prioritizing customer value segments; and (3) aligning organizational processes in order to maximize customer value as a means of achieving excellence in firm performance. The purpose of this course is to prepare leaders who understand the need for a customer-centered organization and use marketing skills and expertise in creating overall performance excellence in an organization.

### Date and Location

TBA

### Course Outline

Topic	Tools / Frameworks / Sub-Topics	CH Read
What is Marketing?	Course Intro	CH 1
Collecting / Analyzing Market Research	Marketing Plan / Situation Analysis	CH 2 CH 3
Developing a Competitive Advantage	SWOT Four Actions FW	CH 4
Developing a Competitive Advantage	SWOT Strategy Canvas	CH 4
Consumer Behavior and Segmentation	Why customers buy: the consumer benefit ladder	CH 5
Customers, Segmentation, and Target Markets	Market Segmentation	CH 5
The Marketing Mix	4Ps Framework	CH 6
Pricing	Estimating market prices	CH 6
Branding & Positioning	Perceptual Maps	CH 7
Strategy Implementation	Matching implementation to strategy	CH 9
Customer Relationships	The importance of loyal customers	CH10
Ethics and Corporate Social Responsibility	Trust and sustainability	CH 8
Digital Marketing	eCommerce / using data for decision making / Google Analytics	
Final Exam 7-9 PM		

## Exam and Grading

Overall Course Grade	
Individual Class Participation	20%
Team Marketing Simulator Project	15%
Team Case Paper & Presentation (Written Paper 70%, Presentation 30%)	20%
Individual Written Case Work	15%
Individual Informal Presentation	5%
<u>Final Exam</u>	<u>25%</u>
<b>Total</b>	<b>100%</b>

## Prerequisites

No prerequisites are required.

## Aim and Objectives

A person who possesses a Master of Business Administration degree must be familiar with marketing-related strategy, including marketing analysis, tools, frameworks, and planning. To ensure students in this course meet these expectations, the following are the program- and course-level learning objectives:

Program-level learning objectives:

- Identify a viable market for a firm to deliver value.
- Apply techniques and theories from various functional areas to business situations.

Course-level learning objectives:

- Apply strategic marketing concepts in a realistic or simulated environment.
- Perform market segmentation and create segment profiles to inform marketing strategy.
- Calculate the financial viability of different market segments and decide upon attractive versus unattractive market segments to pursue with a marketing strategy.
- Make decisions in all areas of the marketing mix to position a product or brand in the marketplace.
- Conduct a competitive analysis to understand how rival products or brands may be positioned similarly or dissimilarly in the marketplace.

## Content and Description

This course is designed to apply marketing concepts to real-world marketing challenges using different methods. **First**, the case method is used in this course. The case method is a teaching approach that places students in the role of a firm's decision maker who was faced with difficult marketing challenges sometime in the past. Each week all students will be assigned one or more case readings, which must be read before class begins. During class, individual students will either voluntarily or involuntarily (i.e., you may be called on by the professor) discuss and debate some of the challenges presented within a case. **Second**, each student will be assigned to a team of fellow students. Teams this semester will most likely be two (2) to three (3) students per team. Students will work with their teammates to analyze, discuss, and debate marketing challenges presented within a case. A written report will be submitted for your team case analysis and you will make a formal business presentation to the class, after which a lengthy and detailed question and answer session will follow. In both the individual and team case work your participation is not optional: you will be expected to participate in case discussions. **Third**, the instructor will lecture based on concepts related to assigned readings and cases to provide more details and identify important lessons learned. However, the case-based discussions will be more time intensive than the instructor's lectures. **Fourth**, a marketing simulation software

program will place each of the student teams against one another in a specific competitive industry, where your team must make a series of decisions based on various market factors contained within the simulator's market research and competitive environment. **Fifth**, the final exam tests you on various concepts in the course, which enables you to illustrate your knowledge to the instructor. In addition to these learning methods, each student will make one informal presentation during the semester to promote a discussion within a particular topic area. Business leaders and managers should be comfortable leading discussions with others, so this will be an opportunity to develop these skills.

#### Course Materials

---

- Textbook: *Marketing Strategy, 6th edition* by Ferrell and Hartline; Cengage 2014; ISBN-13: 978-1-285-07304-0. You can purchase the 6th edition with or without the cases (whichever is less expensive). Approximate cost: \$40 (rent) / \$120 (purchase new).
- Cases: a digital coursepack from "Harvard Business School Publishing" contains cases for the course. Purchase the coursepack here: <https://hbsp.harvard.edu/import/599296> After registering on Harvard's site you can purchase and download the cases immediately. Approximate cost: \$60.
- Marketplace Live Simulation Software: do not register or purchase anything from Marketplace Live until the instructor discusses the simulator in class. More information and directions to register will be given by the instructor. Approximate cost: \$50.

#### Attendance and Participation Policy

---

You will not be able to participate in the class discussions if you are not in the classroom. In addition, a portion of class time will be given to you to work with your team members on your team case analysis and team marketing simulator project. Therefore, your attendance is expected. Missing class is not recommended. Having said that, I understand things happen in life, which is why I allow you to miss two (2) classes without penalty. I strongly urge you not to miss any of the classes, so do not view this policy as an invitation to skip. Once you miss more than two classes the instructor reserves the right to reduce your final grade by one full letter grade for each class missed thereafter. Regarding tardiness, please make your best effort to arrive in class by the time it begins. If you have an issue where you will be consistently late (due to work) please speak with me. If a pattern emerges where you are consistently tardy, the instructor reserves the right to mark successive late arrivals as absences, which may cause your final grade to be reduced as noted above.

## Lecturers

Chair, Professorship or Institute: William Barnett Professorship in Free Enterprise Studies

Lecturer: John Levendis, Ph.D.

The course develops qualitative and quantitative approaches for problem-solving and decision-making in the field of management. Students will learn how to use theoretical and analytical tools from the fields of economics and statistics to enhance their ability to understand real world problems, identify possible solutions, and make the right managerial decisions to achieve organizational performance excellence.

## Date and Location

TBA

## Course Outline

<b>Week 1: Making Choices and Supply &amp; Demand</b>	
Readings:	Syllabus [PE] Ch. 2: How people make choices (opportunity cost, thinking at the margin, PPF) [PE] Ch. 3: Supply, Demand and Equilibrium, Price ceilings & floors
Lecture Material:	Read/Watch Powerpoint Slides Watch supplementary videos Do Practice Problems
Discussion:	Introduce yourself! What are your hobbies? What is your education/work background? What do you hope to gain from taking this class?
Assignments:	Syllabus Quiz Problem Set #1
<b>Week 2: Elasticity and Cost Structure</b>	
Readings:	[PE] Ch. 5: Elasticity & Prices (price elasticity, tax incidences and elasticity) [PE] Ch. 7: Production, Costs and Industry Structure (explicit & implicit costs, accounting & economic profit, costs in SR v. LR)
Lecture Material:	Read/Watch Powerpoint Slides Watch supplementary videos Do Practice Problems
Discussion:	Thinking of the major determinants of price elasticity of demand, use your own reasoning in judging whether demand for a product (of your choosing) is probably elastic or inelastic. Consider both the short run and the long run.
Assignments:	Problem Set #2
<b>Week 3: Effect of Competition on Prices</b>	
Readings:	[PE] Ch. 8: Perfect Competition (making decisions in perfect competition market) [PE] Ch. 9: Monopoly (making decisions in monopolistic market)
Lecture Material:	Read/Watch Powerpoint Slides Watch supplementary videos Do Practice Problems
Discussion:	Analyze a competitive firm, monopoly, oligopoly, or monopolistically competitive firm that you have recently purchased/consumed a good or service. Please make sure to relate your answers to the market characteristics of each of the market structure.
Assignments:	Problem Set #3
<b>Week 4: Review and Mid-Term</b>	
Assignments:	Bonus Review Problems Mid-Term



<b>Week 5: Data and Descriptive Statistics</b>	
Readings:	EMBS 2.1 – 2.4 EMBS 3.1 – 3.3 Read EMBS 10.1 – 10.3
Lecture Material:	Read/Watch Powerpoint Slides Watch supplementary videos Do Practice Problems
Discussion:	Find an article that you find interesting that utilizes statistics. In your own words, present a summary of the article, tell me what statistical concepts are applied, and are there any questions you have left after reading the article? Include a link to your article.
Assignments:	Problem Set #4
<b>Week 6: Hypothesis Testing</b>	
Readings:	Read EMBS 8.1-8.3 Read EMBS 9.1 – 9.3 Read EMBS 10.1 – 10.3
Lecture Material:	Read/Watch Powerpoint Slides Watch supplementary videos Do Practice Problems
Discussion:	Think of a quantitative question that you may be interested in that you do not know the answer to. (For example, I wonder how many iced coffees French Truck sells a day?) Develop a hypothesis test that attempts to find the answer to your question. Define your hypotheses, and tell me how you would conduct your test (you do not actually have to do the test itself). Include if your hypothesis test is an upper, lower, or two tail test and how you will determine if you will reject or fail to reject your null hypothesis.
Assignments:	Problem Set #5
<b>Week 7: Regression Analysis</b>	
Readings:	Read EMBS 14.1-14.7 Read EMBS 15.1-15.2
Lecture Material:	Read/Watch Powerpoint Slides Watch supplementary videos Do Practice Problems
Discussion:	Think of a topic that you may be interested in where you suspect two variables may be related. Propose a regression model that compares these two variables, and tell me how you would conduct your analysis (you do not actually have to do the analysis itself). For example, what data do you need, and how can you acquire the data? Define your model, and explain what you expect to find when you run your model. (For example, do you expect to find a positive coefficient or a negative coefficient?) How would you interpret your findings?
Assignments:	Problem Set #6
<b>Week 8: Review &amp; Final Exam Week</b>	
Assignments:	Bonus Review Problems Final Exam

### Exam and Grading

<b>Overall Grading</b>	
Problem Sets	25%
Mid-Term	25%
Final	25%
Online Forum Discussions	25%
<b>Total</b>	<b>100%</b>

In addition, you are required to use Examity (proctoring service) for exams through Blackboard. You must register with Examity. You will be prompted to select a time zone, create a profile, and upload a government or school-issued picture id. A picture using your smartphone works well for this. When

taking a test, you are responsible for your computer and internet connection. A faulty internet connection or computer system crash does not excuse you from completing an assignment or exam. It is very important that you check the connection and functionality of your computer before you begin working on assignment or exam.

When using Examity, you are required to use a webcam and microphone during your exam. Exams will be timed and may only be taken once. Exams must be taken individually and are open book and open notes. You are required to test your equipment to ensure you meet all technical specifications (see the course orientation module for details). You also will need to show government identification during the authentication process, such as a state issued driver's license or passport before you can begin your exam. See the course orientation module for details.

---

### Prerequisites

No prerequisites are required.

---

### Aim and Objectives

- Graph price and quantity changes using demand/supply analysis and show how these are affected by elasticities and various government regulations.
- Use data for benefit–cost and marginal analysis to evaluate managerial decisions.
- Describe how competition affects prices.
- Prepare and interpret descriptive statistics and create summary tables and charts.
- Evaluate the accuracy of a real-world observation or claim using hypothesis testing.
- Construct and interpret a reasonable linear model of a statistical relationship, and use the model to explain and predict the behavior of a variable of interest.

---

### Content and Description

I have high expectations for the time you commit to this course. If you put in the effort expected, you will overwhelmingly exceed. As this course is online, I expect you log in to Blackboard to check your assignments frequently. “I did not know there was an assignment” is not an excuse as you are responsible for staying on top of your work and having it submitted on time. I will aid the process by sending e-mails frequently as assignments become available and allowing appropriate time for you to submit your work. Please take the time to check your announcements and messages, as communicating is key with online courses!

---

### Course Materials

- Good news: your economics textbook for this class is available for free online, in web view and PDF format! You can also purchase a print version, if you prefer, via the campus bookstore or from OpenStax on Amazon.com. You can use whichever formats you want. Web view is recommended -- the responsive design works seamlessly on any device. If you buy on Amazon, make sure you use the link on your book page on openstax.org so you get the official OpenStax
- Print version. (Simple printouts sold by third parties on Amazon are not verifiable and not as high-quality.)
- [PE] Principles of Economics 2e from OpenStax, Print ISBN 1947172360, Digital ISBN 1947172379, [www.openstax.org/details/books/principles-economics-2e](http://www.openstax.org/details/books/principles-economics-2e)
- ***For the statistics portion of this class, I will be referring to the following textbook:***

[EMBS] *Essentials of Modern Business Statistics with MS EXCEL*, 7th ed., by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams, Thomson Pub/Cengage. 2016. ISBN: 9781337298353  
- Earlier versions of this text are perfectly acceptable though the chapters may be in a different order.

- **You are also free to use the OpenStax statistics book:**  
IBS Introductory Business Statistics from OpenStax,  
<https://openstax.org/details/books/introductory-business-statistics>  
Print ISBN 1-947172-46-8  
Digital ISBN 1-947172-47-6
- The chapters may be in a different order, and this book does not have the excel explanations, but I will provide videos and prompts of the excel.

---

#### Attendance and Participation Policy

*Problem Sets:* All homework assignments will be online. You will be given 6 assignments, and I will average your top 5 grades. These are designed to be a learning tool, so I allow 2 attempts for each assignment (if needed).

---

#### Essential Reading Material

---

## F) Ethics and Social Justice

### Lecturers

Chair, Professorship or Institute: Legendre-Soulé Distinguished Chair in Business Ethics

Lecturer: **Nick Capaldi, Ph.D.**

Ethics and Social Justice Week introduces students to issues related to ethical behavior and social justice and applies them to real business cases and dilemmas. In addition, it introduces students to the Jesuit value system and how Jesuit values apply to ethical issues in business. Students will become more self-conscious and constructively self-critical of their ethical preconceptions. Students will be better able to identify ethical challenges and be aware of the strategies of resources available to deal with them effectively.

### Date and Location

TBA

### Course Outline

Date	Topic
March 2021 - Monday	<u>Read:</u> Capaldi, "Ethical Foundations of Free Market Societies" <u>Assignment:</u> one page paper summarizing Capaldi paper
March 2021 - Tuesday	<u>Readings:</u> Cavanaugh, <a href="http://www.jesusradicals.com/uploads/2/6/3/8/26388433/unfreedom.pdf">www.jesusradicals.com/uploads/2/6/3/8/26388433/unfreedom.pdf</a> <u>Assignment:</u> one page paper summarizing Cavanaugh
March 2021 - Wednesday	<u>Readings:</u> <b>Friedman</b> , The Social Responsibility of Business is to Increase its Profits - <a href="http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html">http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html</a> ; Freeman, <a href="http://redwardfreeman.com/stakeholder-management/">http://redwardfreeman.com/stakeholder-management/</a> <u>Guest lecture:</u> Harry Bruns; in-depth discussion of shareholders and stakeholders
March 2021 - Thursday	No reading assignment Class participation dramatizing ethical challenges

### Exam and Grading

- Apply ethical paradigms to explain business beyond profit to include ethics, social, and political issues/implications: **Capaldi Paper 10%; class participation 20%**
- Critically consider and compare ethical perspectives (e.g., Ignatian Tradition, Catholic-Social Thought, Libertarian, etc.) from diverse others and apply paradigms to recommend reasoned actions in commerce: **Class discussion and participation 20%**
- De-construct and re-construct personal moral convictions to become more self-conscious and constructively critical of personal ethical preconceptions: **Cavanaugh paper 10%; class participation 20%**

- Present yourself and your work as a respected professional with integrity in word, action, and appearance realizing your potential to transform the corporate world with ethics and spirituality. **Case presentations on Thursday: 20%**
- Identify and anticipate challenges of ethical risk in business and strategies of resources to deal with them – **stakeholder analysis.: Wednesday – class participation 20%**

#### Prerequisites

No prerequisites are required.

#### Aim and Objectives

The course objective is to gain a working knowledge and competent application of basic ethical principles. Specifically, five learning objectives are targeted:

- **(Risk)** Identify and anticipate challenges of ethical risk in business and strategies of resources to deal with them, case reviews, experience and current events.
- **(Ethics)** Apply ethical paradigms to explain business beyond profit to include ethics, social, and political issues/implications.
- **(Paradigms)** Critically consider and compare ethical perspectives (e.g., Ignatian Tradition, Social- Catholic Thought, Social Contract, Austrian Tradition, legal, etc.) from diverse others and apply the paradigms to recommend reasoned actions in commerce.
- **(Convictions)** De-construct and re-construct personal moral convictions to become more self-conscious and constructively critical of personal ethical preconceptions.
- **(Integrity)** Present yourself and your work as a respected professional with integrity in word, action, and appearance, realizing your potential to transform the corporate with ethics and spirituality.

#### Content and Description

The general objectives of this course are to help students become aware of (a) the ethical norms internal to commerce, (b) the larger ethical context within which commercial activity takes place, (c) the reciprocal interaction between commerce and the other institutions in society, (d) the new ethical challenges posed to business by the evolution of science, technology, globalization, bureaucratization, government, law, politics, and religion, and, finally, (e) specific ethical challenges to management, marketing, accounting and finance.

#### Course Materials

**Capaldi**, “Ethical Foundations of Free Market Societies” (e-mailed to class)

**Cavanaugh**, [www.jesusradicals.com/uploads/2/6/3/8/26388433/unfreedom.pdf](http://www.jesusradicals.com/uploads/2/6/3/8/26388433/unfreedom.pdf)

**Friedman**, The Social Responsibility of Business is to Increase its Profits

<http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html>

**Freeman**, <http://redwardfreeman.com/stakeholder-management/>

#### Attendance and Participation Policy

You will lose 20% for each class you miss. It will be impossible to do well in this course if you miss class. Get to class on time. Coming into class late is disruptive. If you need to leave early, please tell me before class. Please turn off cellphones and LAPTOPS. Please do not engage in side-conversations or pass notes. If you are called upon in class and you are not prepared, you will be asked to leave and be considered absent for that class, which means you will have two points deducted from your grade. It

is my expectation that you prepare for each class. I expect you to have read prior to class the text material assigned for a given class. Be an active learner. In class you will be expected to participate constructively in discussions and projects. Be prepared to argue all sides of every issue; the purpose of the arguments is not to embarrass people but to help us think through the issues. You should be prepared to study at least three hours outside of class for each hour of class. Write well and turn in materials in a timely manner and in a professional form. All submitted material should be typed on 8 ½ x 11 white paper, double-spaced, with one-inch margins on all four sides. Please use spell check and grammar check.

## G) Career Management

### Lecturers

Chair, Professorship or Institute: Associate Dean; Director of Portfolio

Lecturer: **Kathy Barnett, Ph.D.**

This course will help students formulate career goals and development paths and analyze possible careers in different industries and organizations. Students participate in career workshops that help them develop a better understanding of the job market, attend coaching sessions to develop professional plans after their MBA, develop skills in business professionalism, and interact with alumni, entrepreneurs, and executives.

### Date and Location

TBA

### Course Outline

TBD

### Exam and Grading

TBD

### Prerequisites

No prerequisites are required.

### Aim and Objectives

This immersion week is designed as an important milestone in the MBA experience. The following objectives will guide activities:

- To find a career that is a good “fit” one must first understand how one’s own interests, motivators and skills drive success. Students will conduct an in-depth self-assessment and identify several possible career paths.
- Well-informed professionals are able to make decisions that reflect best available evidence regarding effective practice. Students will learn the ins and outs of resume-building, online presence management, interviewing, and salary negotiation. We expect their will leverage these skills in curating their personal brand and managing the job search process.
- Communication skills are central to the creation of a thriving business. Without them, success in today’s job market is improbable. Throughout the week, students will practice the skills necessary to effectively communicate their value to potential employers.
- To find a good job one must first build a network that gives one access to opportunities. By engaging with the community, students will learn more about local organizations and/or industries that interest them, while developing a more concrete understanding of how to get a job in New Orleans or in their chosen destination.

### Content and Description

TBA

### Course Materials

TBA

## Attendance and Participation Policy

---

Attendance is required every day. This immersion week is highly experiential and your success depends on in-class activities. Poor attendance reflects negatively on you and deprives the rest of the class of your perspective and insights. If you know about an unavoidable absence in advance (e.g., job interview), please let me know via e-mail. It is likely that a single absence will mean you will have to take Career Week again before graduating.

\*The course syllabi presented in this document is for general information only. Students should not plan on the course outlines, textbooks or assignments to remain the same. All faculty will provide most recently updated course syllabus the first day of classes.



## 7.2.2 Specific information about LOYNO and New Orleans

### A) Accommodation

Most graduate students choose to live off-campus in the surrounding neighborhoods of “Uptown” New Orleans. Our Global MBA | Triple Master-students looking for housing in the area will typically search the web for their housing options. We recommend students using [trulia.com](http://trulia.com) or [zillow.com](http://zillow.com) websites as they allow to search by zip code and neighborhood preferences.

Special Offer for Global MBA | Triple Master-students:

Loyola University New Orleans offers off-campus housing at the Alder Hotel (approx. 1 mile from campus) for Global MBA | Triple Master-students: <https://alderhotel.com/>

#### **Cost (August 13 – December 17, 2021)**

- Single (one person per room): \$ 8,636 US
- Double (two people per room): \$ 5,588 US

#### **What the rooms include:**

- Min-fridge, microwave, mini-sink, and limited dishware
- Use of courtyard swimming pool
- 2 coin-operated washer/dryers
- Wifi
- Housekeeping service once weekly

#### **Free campus shuttle options**

Students staying at the Alder have access to a free shuttle to and from campus for classes. There will also be on-demand shuttle options during the day.

#### **Campus Dining Plans**

- 5 meals per week + \$ 500 Wolf Bucks - \$ 1,462
- 50 meals per semester + \$ 500 Wolf Bucks - \$ 1,159
- Wolf Bucks only - \$ 750 – \$ 1,500

### B) Campus and Surrounding Area

Most of your MBA courses and faculty offices are located in **Miller Hall**. Miller Hall, which houses the College of Business, is located on Loyola’s main campus at the corner of Calhoun Street and Loyola Avenue. Other important offices and amenities can be found in the **Student Danna Center**, **Monroe Library**, **Thomas Hall**, **Mercy Hall** or the **Freret Street Garage**. A campus map with driving directions is available online via <http://apply.loyno.edu/maps-directions>.

For more information, please visit <http://studentaffairs.loyno.edu/danna-center> or contact 504-865-3622.

#### **ATMs and Credit Union**

Tulane-Loyola Credit Union has a branch on campus. Additionally, there are several local banks represented with ATMs (Credit Union, Capital One, and Whitney) in the Danna Center.

Location: Danna Center, main level

#### **Bookstores**

The bookstore offers textbooks, trade books and magazines, software and computer accessories, office supplies, Loyola clothing, giftware, personal items, and many other products. Many textbooks are available online through a link on the bookstore Web site at <https://loyno.bncollege.com>.

Location: Danna Center, main level  
Telephone: 865-3262

#### Career Development Center

---

The Career Development Center, in partnership with the academic community and employers, empowers students to identify and develop career decision-making and job search skills that help them establish purposeful, intentional, and authentic careers.

For more information, visit <http://www.loyno.edu/careerservices>.

Location: Monroe Library, Second Floor  
Telephone: 504-865-3860

#### Counseling Center

---

Offering personal counseling (individual and group) and informational workshops and prevention programs, the center's staff is sensitive to the stresses and concerns of the students.

Location: Danna Center, upper level  
Telephone: 865-3835

#### Food and Restaurants

---

The Student Danna Center offers several options for meals and snacks. Use your student ID as a debit card and receive a discount. Several of the vendors are open until midnight. For more information, visit <http://studentaffairs.loyno.edu/residential-life/campus-dining>.

**Starbucks:** coffee, tea, and pastries  
Location: Danna Center, main level

**Orleans Room:** salad bar, sandwich bar, hot entrees, pizza, hamburgers, and soup  
Location: Danna Center, main level

**The Market:** snacks, sodas, salads, sandwiches, etc.  
Location: Danna Center, main level

**Smoothie King:** smoothies  
Location: Danna Center, main level

**Subway:** subs, soup, salads, etc.  
Location: Danna Center, main level

**Original Burger Company:** hamburgers, fries, sandwiches  
Location: Danna Center, main level

**Tsunami Sushi:** sushi  
Location: Danna Center, Main Level

**Vending machines:** Student Danna Center, lower level and Miller Hall, second floor

## Post Office

A full-service post office is available on campus. Pick up is twice a day for both on-campus and U.S. Postal Service mail, Monday through Saturday.

Location: Danna Center, main level  
Telephone: 865-2130

## C) Everyday Life

### Events and Festivals in New Orleans

New Orleans calls itself the Festival Capital of the World. All festivals and events can be found here: <https://www.neworleans.com/events/festivals-calendar/>

### ***Famous Festivals in New Orleans***

#### ***University-related Festivals***

At Loyola University there is always an event going on. To stay updated, please visit following website: <https://www.loyno.edu/events>

- The Loyola Jazz Festival most of the times takes place in March. In 2021, due to the pandemic, Jazzfest will be in October.
- Lots of weekly Jazz concerts
- Trumpet Festival

#### ***Sport-related Festivals***

New Orleans is crazy about sports. Do not miss out on one of the many sport events happening all around the year: <https://www.neworleans.com/events/sports-event-calendar/>

#### ***Mardi Gras Calendar***

The carnival in New Orleans starts with the Twelfth Nights and keeps going through Fat Tuesday. All information regarding the Mardi Gras events can be either found here <https://www.neworleans.com/events/mardi-gras-events/> or here <https://www.mardigrasneworleans.com/>

#### ***Other Events***

Are you looking for Culinary Events, cultural arts performance, cocktail or holiday events? You will find many different events in New Orleans throughout the year: <https://www.neworleans.com/events/>

- French Quarter Festival
- New Orleans Wine & Food Experience
- Running of the Bulls
- Tales of the Cocktail
- Satchmo SummerFest
- Southern Decadence
- Tennessee Williams Festival

## Great Locations in New Orleans

No matter if you are more into history, shopping, swamps or food and drinks. New Orleans offers attractions and tours to discover the city from a new point of view.

New Orleans Tours	<ul style="list-style-type: none"><li>• Swamp Tours</li><li>• Plantation Tours</li><li>• Cemetery Tours</li><li>• Uptown/Garden District Tours</li><li>• French Quarter Tours</li><li>• History &amp; Heritage Tours</li><li>• Culinary Tours</li><li>• Haunted Tours</li></ul>
New Orleans Attractions	<ul style="list-style-type: none"><li>• New Orleans Area Plantations</li><li>• New Orleans Cemeteries</li><li>• Street Cars</li><li>• French Quarter</li></ul>
Nightlife	<ul style="list-style-type: none"><li>• Music Clubs</li><li>• Jazz Clubs</li><li>• Bourbon Street</li><li>• Frenchman Street</li></ul>
French Quarter	<ul style="list-style-type: none"><li>• Jackson Square</li><li>• French Market</li><li>• Cafe du Monde</li><li>• The Presbytere</li><li>• Old U.S. Mint</li><li>• Historic New Orleans Collection</li><li>• Ursuline Convent</li></ul>

## D) Health Services and Insurance

### Student Health Services

Student Health Service also offers many services to students, including primary care for illness, limited emergency care, medical clinics, immunization, anonymous HIV testing, allergy injections, referral service to area specialists, lab work, and health/nutrition counseling.

Location: Danna Center, lower level  
Telephone: 504-865-3326

### Immunization

Louisiana Law (R.S. 17:170) requires all students entering the university for the first time to show proof of immunization for tetanus/diphtheria (within the past ten years) and meningitis. Additionally, all students born after 1956 must show proof of immunization for measles, mumps, and rubella (two doses). Any questions regarding this requirement may be directed to the Student Health Services: <http://studentaffairs.loyno.edu/health/immunizations>.

In addition, the university will require all enrolled undergraduate, graduate, and professional students who will be present for any amount of time on campus during the 2021 – 2022 academic year to receive a COVID-19 vaccination authorized for emergency use by the U.S. Food and Drug Administration (FDA) or World Health Organization (WHO). You may request an exemption from receiving the vaccination for reasons consistent with Louisiana state laws, but you must indicate this intention in the vaccination portal. **All students must log into the [COVID-19 vaccination portal](https://redcap.loyno.edu/surveys/?s=KJFDXCHDYJ) to provide their records.** <https://redcap.loyno.edu/surveys/?s=KJFDXCHDYJ>

If you are an international student and cannot access the vaccine in your country, please ensure that you report “cannot access the vaccine” on the [COVID-19 Vaccination Portal](#). International students who’ve received one dose but have not completed their vaccine series should report the receipt of their single dose on the portal. In addition, all international students must fill out the special [International Student Survey](#) so that we can help coordinate receipt of the vaccine upon arrival to the United States. For those who may be directed to be vaccinated here, a grace period for vaccination will be allowed. If students have already received vaccines that are not authorized for emergency use by the FDA, Student Health Services will make individualized determinations about the need for additional vaccines based on which vaccines such students have received and relevant public health guidance.

Survey link:

<https://docs.google.com/forms/d/e/1FAIpQLSeqZa2JLVawjRWcKW2D2lVB2SUG4mjcM6zdQY2ehqlxQzK9pg/viewform>

#### Healthcare & Medical Insurance

---

All F-1 and J-1 visa holding international students at Loyola University New Orleans are required to have health insurance. This requirement is for your health and safety, should you become ill or need to seek medical attention.

You are automatically billed and enrolled in a plan provided by **LEWERMARK INSURANCE** that is specifically designed to meet the needs of international students. More information on cost and requirements can be found here: <http://www.loyno.edu/cie/healthcare-medical-insurance>.

#### Community Referrals Resources

---

The following listings are local community referrals and are solely for informational purposes. Neither Loyola University New Orleans nor Student Health Services endorses any of the services or the professionals who may be affiliated with them. Please contact Student Health Services should you have any questions or need further assistance in locating a referral source.

##### ***Ochsner Health Center***

[www.ochsner.org](http://www.ochsner.org)  
3423 St. Charles Ave.  
New Orleans, LA 70115  
(504) 842-7400

##### ***Uptown Urgent Care***

[www.uptownurgentcare.com](http://www.uptownurgentcare.com)  
4605 Magazine Street New Orleans, LA 70115  
(504) 891-7676

##### ***New Orleans Urgent Care***

[www.neworleansurgentcare.com](http://www.neworleansurgentcare.com)  
900 Magazine St. New Orleans, LA  
(504) 552-2433

##### ***Westbank Urgent Care***

[www.theurgentcare.com](http://www.theurgentcare.com)  
148 Wall Boulevard Gretna, LA 70056-7107  
(504) 393-2273

### ***East Jefferson After Hours***

www.eastjeffersonafterhours.com

2215 Veterans Hwy. Metairie, LA

(504) 838-3524

## **E) Transportation in New Orleans**

### **Public Transportation**

Public transportation is available in New Orleans via busses and streetcars. As mentioned previously, we recommend housing in the “Uptown” area of New Orleans, as it is close to campus and public transit is available. You may find information on bus schedules and maps here: <https://www.norta.com/>.

In addition, major ride sharing services as Uber.com and Lyft.com are available in our city.

### **Biking in New Orleans**

New Orleans was designated a "silver" level bicycle friendly community by the League of American Bicyclists' website (<https://bikeleague.org/content/bicycle-friendly-communities-all-50-states>). Uptown New Orleans is a bike-friendly area, so students that wish to use bicycles as their main form of transportation should be able to get to and from campus on bicycle with no issue. You can find a map of bicycle routes here: <https://www.nola.gov/dpw/bicycling/>.

### **Shuttle Services**

Loyola University New Orleans has collaborated with Tulane University to provide shuttle services between the main and Broadway Campuses as well as other shuttle lines. The Blue Line operates on Monday-Friday 7:00 am - 5:55 pm. This shuttle provides continuous transportation to/from University Square and the Loyola Broadway Campus to the Loyola and Tulane main campuses off St. Charles Ave. You can find the current schedule here: <https://shuttles.tulane.edu/content/blue-line-0>

In addition, Tulane TapRide (<https://shuttles.tulane.edu/content/tulane-tapride-0>) transports riders to their residences or vehicles located within 1 mile of the uptown campus and within the defined downtown campus boundaries, as shown on the map below.

Telephone: (504) 314 - SAFE or (504) 314 - 7233

Uptown TapRide: Monday-Sunday, 6pm-3am

For more information on additional shuttles, please click here: <https://shuttles.tulane.edu/>



Source: <https://shuttles.tulane.edu/content/tulane-tapride-0>

## F) Sport

### Recreational Sports Complex

Students at Loyola University New Orleans are members of the Recreational Sports Complex. This complex houses an Olympic-style swimming pool, whirlpool, elevated jogging track, indoor tennis courts, free weight room, racquetball courts, basketball courts, volleyball courts, well-equipped fitness rooms, saunas, steam rooms, yoga classes, exercise classes, fitness testing, personal training, and many other activities. Discounts are available for family members.

Location: Recreational Sports Complex

Telephone: 864-7539

## G) Student Organizations

The College of Business sponsors student organizations because there is a need for a balance among academic, social and service opportunities. Active involvement in one or more of these organizations will enhance the college career and professional marketability by providing a forum for developing lasting friendships and establishing a professional network.

### Professional Clubs

#### **American Marketing Association**

As a professional organization, the AMA helps develop, encourage, and strengthen working relations between students studying marketing and marketing professionals in the business community. The resulting exchange of ideas, knowledge, and experience is mutually beneficial. Meetings regularly feature business leaders from both the local and national arena.

### ***Economic Club***

The Economics Club is designed to stimulate interest in economics among university students. Economics is a social science that analyzes the relationship between human behavior and the production and exchange of goods and services. Club activities are designed to promote an understanding of current economic issues, current economic controversies, and the role that economics plays in personal and professional decision making.

### ***Financial Management Association***

The purposes of the Financial Management Association is to assist in the professional, educational, and social development of university students interested in finance, banking, and investments, and to encourage interaction among business executives, faculty, and students of business and finance. To join the FMA, a student must have a sincere interest in finance. To be considered for membership in the FMA Honor Society, a student must have an overall GPA of 3.25 and at least six hours of finance course work with a GPA of 3.25.

### ***Global Business Association***

The purpose of the Global Business Association is to promote international awareness throughout Loyola's campus. The Global Business Association aims to host several dining etiquette dinners, guest speakers, toastmaster events, tours, and much more.

### ***Students in Free Enterprise***

SIFE is a non-profit organization that is dedicated to educating citizens in our community about free enterprise. We emphasize free market economies, practicing business ethically, financial management skills, communication skills, and technology skills.

### ***Honor Fraternity***

---

#### ***Beta Gamma Sigma***

The purposes of this national honor society are to encourage and reward scholarship and accomplishment among students of business administration, to promote the advancement of education in the art and science of business and management, and to foster integrity in the conduct of business operations. Graduate students who have achieved a high level of academic performance are considered for membership in this organization. Invitations go to the upper twenty percent of the graduating master's degree class.

### ***MBA Student Association***

The purpose of the MBA Student Association is to provide graduate business students with opportunities to develop leadership skills and to prepare for professional positions in the private and public sectors. This club provides an excellent means for MBA students to interact with other students, faculty, and community leaders. Students are also given the opportunity to discuss and initiate positive changes within the MBA program. Special meetings are scheduled with leaders from the civic and business community of greater New Orleans as invited guest speakers. Membership is open to all students of the graduate school of business administration.

### ***National Association of Women MBAs (NAWBMA)***

The National Association of Women MBAs (NAWMBA) is an organization dedicated to advancing women into leadership. In order to accomplish our mission, NAWMBA focuses our programs in four key areas: Education and Professional Development, Mentorship, Networking, and Collaboration. Membership is open to all students of the Loyola Masters of Business Administration Program.



## H) Miscellaneous and other important information

### Loyola E-Mail Account

Information Technology automatically assigns each enrolled MBA student an e-mail address. Please note that all general university information is sent to your Loyola e-mail address even if you have provided a preferred e-mail address. In addition, Blackboard and LORA only recognize your Loyola e-mail address. Please provide an additional e-mail address to the MBA office in the event of an emergency.

### Computer Labs

There are three locations on campus where PCs are available for your convenience. All PCs in the computer labs on campus are equipped with Microsoft Office and can be used to access the Internet:

#### ***J. Edgar and Louise S. Monroe Library PC Lab***

Location: Ground floor, Monroe Library

Hours: <http://library.loyno.edu/about/hours.php>

#### ***CBA Carlos M. Ayala Stock Trading Room***

Location: Miller Hall, room 101

Hours: Vary each semester. Hours are posted on the door.

### Student ID and Parking Services

The student ID is used to check out books from the library and provide access to the Recreational Sports Complex and Loyola home sporting events. Additionally, after making deposits to the account at the Bursar's Office, the card works as a debit card for the Loyola Bookstore and various food outlets on campus. When purchasing a parking permit, bring the car's registration, proof of insurance, driver's license, and proof of school registration.

Location: Beaver Hall, 1st Floor Police Headquarters

Telephone: (504) 865-3000

### Weather and Emergency Class Cancellations

In times of inclement weather or other emergencies, classes may be cancelled. Loyola has a phone number you can call that tells if unexpected events cause us to cancel classes: **865-2186**.

For major emergencies, see <http://emergency.loyno.edu/>

## 7.3 Second semester – Welcome at SKEMA

### 7.3.1 Specific information about your semester courses at SKEMA

#### 7.3.1.1 Overview of the SKEMA Triple Master-Faculty



**Patrice Houdayer, Ph.D.**  
Head of the Global MBA |  
Triple Master-program

✉ patrice.houdayer@skema.edu

<http://www.sedonaws.com/members/includes/export.cfm?q=patricehoudayer&f=pdf,%20http://www.sedonaws.com/members/includes/export.cfm?q=patricehoudayer&f=pdf>

Prof. Houdayer is head of the Triple Master-program in France and Vice Dean of Programs, International and Student Life at SKEMA Business School.

He holds a Ph.D. in Strategy from the ESSEC University Paris, France.

Prof. Houdayer teaches Strategy and Management, Innovation Management, Strategic Analysis and Business Game.

Furthermore, he is involved as member of CEFDG and CGE and as member of peer-review teams (EQUIS, AMBA).

✉ marco.ghitti@skema.edu

<http://www.sedonaws.com/members/includes/export.cfm?q=marcoghitti&f=pdf,%20http://www.sedonaws.com/members/includes/export.cfm?q=marcoghitti&f=pdf>

**Marco Ghitti, Ph.D.**  
**Professor – Corporate Finance**



Prof. Ghitti holds a Ph.D. in Finance at the Edhec Risk Institute.

Within the Triple Master-program, Prof. Ghitti teaches Corporate Finance. His expertise and research focus ranges from Law and Economics, Financial Markets and Bankruptcy Regulation, Finance and Development, Banking Valuation, Business Valuation, Small and Medium Entities to Corporate Governance.

Prof. Ghitti has work experience as a teaching fellow at the Bocconi University in Milan, Italy, Lecturer at the EDHEC Business School in Nice, France, Equity Partner at SGA – Studio Ghitti & Associati in Milan, Italy and is currently working as professor in Finance and Accounting at the SKEMA Business School in Paris, France.

Furthermore, Prof. Ghitti was certified as Chartered Accountant and Certified Public Auditor in Italy. He published several articles, one book and held numerous conference presentations.



**Philippe Chereau, Ph.D.**  
**Professor – Innovation and Entrepreneurship**

✉ Philippe.chereau@skema.edu

<https://skema.ventures/author/philippe-chereau/>

Philippe CHEREAU is the director of SKEMA VENTURES and associate professor in strategy and entrepreneurship at SKEMA Business School. He holds a Doctorate in Management Science from Aix-Marseille Université, a Ph.D. in Management Science from SKEMA Business School, and a Master in Management from EDHEC Business School. He has specialized in the strategic management of innovation in startups and innovative firms. As a scholar, he conducts research in the field of corporate strategic fit and business model innovation. He teaches strategy, entrepreneurship, strategic consulting and international business, and regularly lectures for executive seminars, in France, China, Brazil and the USA. He is also visiting faculty at Aix-Marseille Université, Mines ParisTech and University of Naples Federico II. He has held positions in international business development, general management and executive consulting and has co-founded several high-tech firms. Both an academic and a practitioner, his teaching bridges the gap between academic research and practice. He is the laureate of the Best Case Study EFMD Award (2015), and he co-authored the textbooks *Le conseil stratégique pour l'entreprise* (Pearson, 2014), *Strategic Consulting: Tools & Methods for Successful Strategy Missions* (Palgrave, 2017), and *Le conseil en stratégie* (Vuibert, 2019).

✉ tba

**Prof. Miguel Suarez  
Vasuquez**  
Professor – Supply Chain  
Management



Prof. Miguel Suarez Vasuquez holds a Doctorate of Philosophy in Economics and Social Sciences from the Vienna University of Economics and Business. Within the Global MBA | Triple Master program, Prof. Miguel Suarez Vasuquez teaches Supply Chain Management at the SKEMA Business School.



**Dr. Pierre Daniel**  
Professor – International  
Project Management

✉ pierre.daniel@skema.edu

<https://www.skema.edu/Lists/skCV/danielp-skema.pdf>

Prof. Daniel holds a Doctorate in Economics and Management from the University Littoral. Within the Triple Master-program he teaches International Project Management alongside other courses in strategic project management at the SKEMA Business School. His expertise comprises Complexity Management, Strategic Project Management and Systems Thinking. Furthermore, Prof. Daniel created the Development Modelling methodology for analysing, evaluating and managing Complex Projects and Programmes. He published several articles in journals and proceedings next to one book. Besides, Prof. Daniel attended and spoke at many conferences. Prof. Daniel is member of the IPMA (International Project Management Association) and PMI (Project Management Institute).

✉ amine.ezzerouali@skema.edu

<https://www.skema.edu/Lists/skCV/EZZEROUAII-skema.pdf>

**Dr. Amine Ezzerouali**  
Professor - Strategic  
Stakeholder Management



Prof. Ezzerouali holds a doctorate of the IAE de Lille, France. His dissertation focused on the understanding of Corporate Governance and Stakeholder Management.

Within the Triple Master-program he teaches Strategic Stakeholder Management alongside other courses at the SKEMA Business School, such as Organizational Behavior, Organizational Dynamics, Sociology of Organizations, and Crisis Management.

Prof. Ezzerouali was Chair of the Management, Law and Organization department, next to other duties. Currently, he is the Academic Director of the MSc in International Human Resource and Performance Management.

His research interests focus on Stakeholder Management and Corporate Governance as well as on Case Study Research.



**Dr. Florencio Lopez De  
Silanes Molina**  
Professor – Corporate  
Finance

✉ tba

<http://www.sedonaws.com/members/includes/export.cfm?q=florenciolopezdesilanesmolina&f=pdf>

Prof. Lopez De Silanes Molina holds a Ph.D. from Harvard University Cambridge MA. He has been a professor at Harvard University, Yale University, the University of Amsterdam, EDHEC, and the Ecole Normale Supérieure in Paris. His research interests and main publications are in corporate finance, corporate governance, family firms, law and finance, regulation of financial markets and banks, state-owned enterprises and legal reform and deregulation. Within the Global MBA | Triple Master program, he will be teaching corporate finance.

### 7.3.1.2 General Remarks and Overview over Second Semester Courses

SKEMA Business School follows academic regulations and policies (e.g. academic honesty and plagiarism) which adhere to principles of good educational practice. The regulations apply to all Triple Master students. Please find all regulation and policies on the following website:

- <https://yep2dev.skema.edu/programmes-msc-student-booklet/>

The MSc Study Guide is available on our student portal – Your Education Portal (YEP): <https://yep2dev.skema.edu/programmes-msc-student-booklet/>. Students receive their YEP access codes upon enrollment.

#### Your courses at SKEMA

<b>Course name</b>	<b>Professor</b>	<b>U.S.-credits / ECTS</b>
<i>Corporate Finance</i>	Marco Ghitti	3 U.S.-credits / 6 ECTS
<i>Innovation and Entrepreneurship</i>	Philippe Chereau	3 U.S.-credits / 6 ECTS
<i>Supply Chain Management</i>	Miguel Suarez Vasquez	3 U.S.-credits / 6 ECTS
<i>International Project Management</i>	Pierre Daniel	3 U.S.-credits / 6 ECTS
<i>Strategic Stakeholder Management</i>	Amine Ezzerouali	3 U.S.-credits / 6 ECTS
<b>Total</b>		<b>15 U.S.-credits / 30 ECTS</b>

#### The Academic Year

The information concerning the dates of the academic year in France can be found here: <https://www.skema.edu/international/Exchange%20IN/grande-ecole-programme>

#### Course and Grading System

The precise assessment conditions are specified in the course syllabus. Each course receives a single mark (in figures out of 20). Student performance is assessed with the help of two indicators: Weighted Academic Average (WAA) and Grade Point Average (GPA).

### 7.3.1.3 Courses at Skema

#### A) Corporate Finance

##### Lecturers

**Chair or Institute:** Globalization

**Lecturer:** **Marco Ghitti, Ph.D.**

##### Date and Location

The course will take place in SKEMA Campus Grand Paris in Spring 2022

##### Exam and Grading

TBA

##### Course Outline

Lesson	Topic
# 1	<i>Introduction to Corporate Finance &amp; Course Overview</i> Course presentation and functioning, objectives of corporate finance, approaches to asset pricing and valuation, opportunity cost of capital, overview on financial markets and institutions.
#2	<i>Value Creation and Measurement</i> Time value of money, discount rates and compounding, present value (PV) and net present value (NPV), annuity vs perpetuity formulas.
#3	<i>Capital Budgeting</i> Capital budgeting criteria (NPV, IRR, payback period, real options, ...), cash flow calculations and investment valuation.
#4	<i>Portfolio Theory – Introduction</i> Incorporating risk into investment decisions, risk-reward trade-off, portfolio risk (diversifiable vs non-diversifiable risk), diversification, portfolio optimization, variance vs betas.
#5	<i>Portfolio Theory – CAPM</i> Capital Asset Pricing Model (CAPM), applications of CAPM, implication and empirical tests, alternative asset pricing techniques (multi-factor models).
#6	<i>Capital Structure</i> The Modigliani-Miller theorem, implications and applicability to real firms, equity vs debt.
#7	<i>Dividend Policy</i> The payout policy of firms, dividends and share repurchases.
#8	<i>Fixed-Income Securities</i> Fixed-income markets, term structure of interest rates, bond prices and measurement techniques, risk hedging (interest rate risk, credit risk, inflation risk, ...).
#9	<i>Common Stocks</i> Equity markets, expected cash flows, associates and minorities.
#10	<i>Common Stocks and course wrap-up</i> Discounted cash flow (DCF) valuation techniques and multiples. Course wrap-up.

## Prerequisites

Before attending this course, participants should have a good understanding of the following subjects:

- financial accounting (basic book keeping, links between accounting statements, accrual accounting, ratio analysis, cash-flow statement preparation, ...);
- math/stats (sampling, central tendency measures, standard deviation, correlation, linear regression, basics of probability).

Participants are expected to come to class well prepared. Hence, they are strongly encouraged to read the relevant material *before* each class.

## Aim and Objectives

After having taken this course, participants will know:

- the theoretical framework for understanding and analyzing major financial problems of modern firms in the market environment (capital budgeting, dividend policies, funding alternatives, ...);
- how to apply tools and techniques used by academics and practitioner to tackle key corporate finance problems (investment and securities valuation, portfolio optimization, ...);
- how to interpret and assess financial, investment and valuation decisions of individual investors as well as firms.

## Content and Description

This course aims at providing students with a solid and thorough understanding of the principles and practices of corporate finance. Four broad themes are covered:

- how to measure value creation or destruction (NPV, IRR, ...);
- how to incorporate risk into valuation models, including portfolio theory, mean-variance optimization, and the Capital Asset Pricing Model (CAPM);
- how firms set their financial policies, including:
  - capital budgeting (which investments to make);
  - capital structure (sources of funding, optimal capital structure);
  - payout policy (how to return cash to shareholders);
- basic business valuation techniques (DCF).

This course covers the material using mathematical methods and rigorous analytical thinking. This course emphasizes learning-by-doing as opposed to passive listening. The objective is for you to *internalize* rather than *memorize* corporate finance principles and methodologies. Therefore, key ingredients of this course include engaging lectures by the instructor, problem sets, additional readings, and active student participation through class discussions.

## Course Materials

### Mandatory Materials:

- lecture notes;
- case studies;
- Brealey R., Myers S., Allen F., *Principles of Corporate Finance*, 12th Edition, McGraw Hill

*If a newest edition were released by the beginning of the course, students would be encouraged to use the newest version. Previous edition of the book are still valuable too.*

## Attendance and Participation Policy

**Students are required to attend all classes whether lectures or group sessions.** Attendance is checked by role call for small groups and random role call in lectures. A student enrolled in a course must be present at that course and at the relevant course tests. On all campuses, **a tolerance of two absences** (justified or not, whatever the reason) is accepted per course.



Additional (non-mandatory) materials:

- Vernimmen P., Quiry P., Dallochio M., Salvi A., *Corporate Finance: Theory and Practice*, 5<sup>th</sup> Edition, 2017, Wiley;
- Damodaran A., *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*, 3rd Edition, 2012, Wiley.

## B) Innovation and Entrepreneurship

### Lecturers

Chair or Institute Innovation

Lecturer: **Philippe Chereau, Ph.D.**

### Date and Location

The course will take place in SKEMA Campus Grand Paris in Spring 2022

### Course Outline

#### **Session 1: Strategic entrepreneurship – 4 hours**

- |     |                                     |
|-----|-------------------------------------|
| 1.1 | Designing a new venture             |
| 1.2 | Identifying opportunities           |
| 1.3 | Strategy and entrepreneurship       |
| 1.4 | The process of strategic management |
| 1.5 | Theories of competitive advantage   |
| 1.6 | Industrial Organization theory      |
| 1.7 | Resource-Based View of the firm     |

#### **Session 2: Strategic configurations & competitive strategy – 3 hours**

- |     |   |
|-----|---|
| 2.1 | Strategic configurations: definitions and principles        |
| 2.2 | Competitive strategy: Generic typologies                    |
| 2.3 | Hybrid strategies: New perspectives of strategic management |

#### **Session 3: Innovation dynamics – 3 hours**

- |     |   |
|-----|---|
| 3.0 | Academic article discussion - Practice        |
| 3.1 | Change and competitive advantage              |
| 3.2 | Sources, nature, and activities of innovation |
| 3.3 | Briefing for group exam                       |

#### **Session 4: Practice - group business case study – Graded – 4 hours**

- |     |   |
|-----|---|
| 4.0 | Exploring strategy-innovation relationships |
|-----|---|

#### **Session 5: Strategy-innovation relationships – 3 hours**

- |     |   |
|-----|---|
| 5.0 | Strategy-innovation relationships             |
| 5.1 | Innovation portfolio management               |
| 5.2 | Strategy and innovation predictability        |
| 5.3 | Strategic management of innovation - Practice |

#### **Session 6: Strategy, innovation and firm performance – 4 hours**

- |     |   |
|-----|---|
| 6.0 | Academic article presentation and discussion - Practice |
| 6.1 | Strategy and performance: the strategic ratios          |
| 6.2 | Innovation and performance                              |
| 6.3 | Strategy-Innovation fit and firm performance            |
| 6.4 | Strategy and Business Model innovation                  |
| 6.5 | Does it pay-off to stick to the models?                 |
| 6.6 | Briefing for individual exam (graded)                   |

## Exam and Grading

---

The course will emphasize action learning and bridging the gap between solid theoretical knowledge and practice. Course assessment will evaluate students' ability to

- Understand the implication of **strategy-business model-innovation fit** in different types of firms from the perspective of innovation effectiveness and financial performance.
- Appropriate the **latest findings of research** on innovation management and use them to sort out practical issues of firms' performance.
- Master **the models of strategic management** and **innovation management** to analyze, explain, and design recommendations to **optimize firms' performance**.
- Practically use the tools of the strategic management of innovation to **conduct the diagnostic of their own organization**.

The assessment of students will combine group work (50%), individual work (50%), and contribution to critical thinking during the course (bonus)

## Prerequisites

---

An understanding of the essentials of strategy theoretical underpinnings is a real plus for this course whose objective is to bridge the gap between theory and practice.

The course has two key intentions, one professional, the other pedagogical. On the professional level, it is aimed at future company leaders who will face strategic renewal and will need a methodological guide to assessing, rethinking and redesigning their company strategic choices; it is also of use for executive managers who wish to appropriate the theoretical background about business models and innovation management to better explain and justify such choices. On the pedagogical level, this course is intended for future leaders who wish, besides their leadership role, to become "knowledge disseminators" among their staff and peers.

## Aim and Objectives

---

### Course goals: During this course, students will

- Acquire the knowledge to understand the performance implication of aligning strategy, business model and innovation choices.
- Learn how to articulate strategy choices and innovation choices for an effective implementation of innovation practices.
- Investigate the scope of firms' best innovation behaviors across strategic models.
- Experience the entrepreneur's mindset as a strategist and a business modeler.

### Teaching methods: During this course, students will

- Practically analyze the implication of strategy-innovation fit in different types of firms from the perspective of innovation effectiveness and financial performance.
- Discover and discuss the latest findings of research on innovation management and use them to sort out practical issues of firms' performance.
- Use a toolbox of strategic management models and innovation management models to analyze, explain, and leverage firms' performance.

## Content and Description

Entrepreneurship is the art of exploring and exploiting opportunities. However, launching a new business requires the acquisition of specific knowledge as well as specific practices that will allow the entrepreneur to think as a strategist on one hand, and act as a business modeler on the other. Indeed, the success of a new venture strongly relies on two major choices: Doing the right things, and doing things right. It means that first, an entrepreneur must choose the right strategy, i.e. the right action plan to generate a competitive position in its market ecosystem considering external contingencies as well as internal capabilities. Second, strategy choices must be implemented in the right business model, i.e. the appropriate operational logic chosen by the entrepreneur to implement its strategy in a profitable manner. This requires not only a strategy-BM fit where business model components reflect the entrepreneur's strategic choices, but also a business model fit between all the components of the business model.

The objective of the innovative entrepreneur is to use change as a source of competitive advantage, either as a response to changes in the environment or as a preemptive action taken to enact this environment. The strategic management of innovation aims at aligning innovation practices with strategic choices in order to leverage the effectiveness of the firm's business model, and therefore, generate an intrinsic competitive advantage while overturning the competitive advantage of incumbent firms.

## Course Materials

- Course leaflet
- Research articles
- Case studies Videos

## Attendance and Participation Policy

**Students are required to attend all classes whether lectures or group sessions.** Attendance is checked by role call for small groups and random role call in lectures. A student enrolled in a course must be present at that course and at the relevant course tests. On all campuses, **a tolerance of two absences** (justified or not, whatever the reason) is accepted per course.

## Essential Reading Material

Besides the mandatory readings provided during the course, the readings suggested here below represent seminal knowledge and overviews of the strategic management of innovation.

- *Strategic Consulting: Tools and methods for successful strategy missions*, P. Chereau, P.X. Meschi, 2018
- *The Innovator's Dilemma*, C. M. Christensen, 2011
- *Blue Ocean Strategy*, W.C. Kim, R. Mauborgne, 2015

## C) Supply Chain Management\*

### Lecturers

Chair or Institute

Digitalization

Lecturer:

**Prof. Miguel Suarez Vasquez**

### Date and Location

The course will take place in SKEMA Campus Grand Paris in Spring 2022.

### Course Outline

#	Topic
1.	Introduction: Supply chain strategy - Dell - Chopra, chapter 1
2.	Supply chain strategy and competitive advantage - Walmart - Chopra, chapter 2
3.	Drivers of supply chain performance - Marks and Spencer & Zara - Chopra, chapter 3
4.	Designing distribution networks - Amazon.coms European distribution strategy - Chopra, chapter 4
5.	Review of SC project Chopra chapters 1,2, 3, 4 and all cases
6.	Applied learning: aligning supply chain strategy with firm strategy - Lego consolidating distribution - Chopra, chapter 2, 3, 4
7.	Applied learning: Global supply chain integration - Li and Fung: The global value chain configurator - Chopra, chapter 6, 10
8.	Sales & Operations Planning: - Li and Fung: The global value chain configurator- SCOR® Quick reference guide
9.	The sustainability advantage: Triple Bottom Line and the supply chain - Walmarts sustainability strategy - Chopra, chapter 18; Christopher (2011), chapter 13

### Exam and Grading

Overall Grade	
Final examination	50 %
Continuous Assessment	50 %
Mid-term examination	100 %

### Prerequisites

TBA

### Aim and Objectives

#### Knowledge and Understanding (subject specific)

- To select the best course of action to follow in order to deliver sustainable performance in complex environments
- To analyze and apply advanced concepts in Supply Chain Management
- To assess a business issue and formulate solutions
- Ability to think critically and to assess business issues in a supply chain context

#### Cognitive skills

- Evaluate supply chain strategies, their principles and techniques in different supply chain contexts.

- Explain the need for cross-functional and inter-organizational integration for best-in-class global supply chain operations.
- Analyze a supply chain, assess the issues and formulate solutions.

#### Key transferable skills

- Prepare a well-organized consulting report
- Contribute significantly to a project within a multi-cultural team
- Communicate with supply chain professionals using their language
- Collect and analyze real life supply chain data in the light of course concepts and produce relevant recommendations for improvement

#### Ethical and social understanding

- Openness and sensitivity while working within a multicultural team

#### Content and Description

This course provides students a strategic framework for understanding how firms leverage their global supply chains (SC) in order to gain a competitive advantage. Students will learn the strategies, principles and techniques that enable companies to become agile (service, speed and flexibility), lean (efficiency and cost reduction), resilient (ability to overcome disruption). Concepts will be applied through teaching cases as well as through interacting with managers in charge of real life supply chains. The course will introduce the basic tools of collaborative planning, contractual coordination between supply chain partners.

#### Course Materials

TBA

#### Attendance and Participation Policy

**Students are required to attend all classes whether lectures or group sessions.** Attendance is checked by role call for small groups and random role call in lectures. A student enrolled in a course must be present at that course and at the relevant course tests. On all campuses, **a tolerance of two absences** (justified or not, whatever the reason) is accepted per course.

#### Essential Reading Material

Chopra, S. and Meindl, P. (2019). Supply Chain Management: Strategy, planning and operation. 7th Edition. Pearson Prentice Hall: Pearson Education

Lectures Recommandées / Recommended readings :

Christopher, M. (2016). Logistics and Supply Chain Management, 5th Edition. Financial Times

\* The course description will be updated at the end of September 2021.

---

<u>Chair or Institute</u>	Digitalization
<u>Lecturer:</u>	<b>Dr. Pierre A. Daniel</b>

---

Date and Location

The course will take place in SKEMA Campus Grand Paris in Spring 2022.

---

Course Outline

---

**1 - VISION: The durable performance issue**

Part 1.1 - Linking projects to business performance

Organizations evolve using two fundamental modes. The first one is the operational mode, used by companies to exploit its resources to make profit. The second one is the entrepreneurial mode, used by companies to adapt to changes in the economic environment (new suppliers, new technologies, new regulations, new customer needs...), through transformation and/or development. Projects - as entrepreneurial activities – must help companies able to remain competitive in their markets. “Resource oriented” project management consists in making sure that the project resources are sufficient to match the targeted time, cost and quality. “Result oriented” project management consists in making sure that the final deliverables – considered as the company’s new strategic resources – will actually contribute to the company’s sustainable performance. In complex environments, too many projects are short term wins (mastering of time, cost and quality) but long term failures (leading to bad performance on the market in the middle / long run). Final project deliverables should less be analyzed against initial specifications (looking back) and more against their capacity to serve as performant future operational conditions (looking forward), which will ensure the company’s long term success.

Part 1.2 – Modeling dynamics of development

This part of the session will be devoted to handling complexity; particularly taking into account the interconnections between the final deliverables (also labelled “operational conditions”). In complex projects, a lot of interactions link the project parameters between each other. Complexity arises from the difficulty to identify all the project parameters, as well as the impacts they will have on each other. When working on a project, each stakeholder would have a clear idea on the final outputs s/he needs to deliver. However, actions undertaken by a particular stakeholder are uncertain parameters, which the other stakeholders will only discover only when the actions are implemented. Project actions shouldn’t be considered as tasks in a planning; they are more experiments requiring adaptation and learning from the project stakeholders.

**2 – IMPLEMENTATION: The challenges of ‘Chaos’**

Part 2.1 – Uncertainty and outputs

Project managers have to address different types of situation: routine situations, risk situations, uncertainty situations. When the actions are part of the «routine» work, project actors are in conditions of certainty (or quasi certainty); they can therefore use mastered practices. When the actions are under risk conditions, statistical and probabilistic tools can be used efficiently. When the actions are under high degrees of uncertainty, classic project management practices fall short. As a consequence, it is of utmost importance that project managers recognize the specific types of situation they are confronted to, in order to adapt their management accordingly.

### Part 2.2 – Uncertainty and people

Project systems are means by which project outputs are delivered. Project systems are made of five type of resources: Men, Machines, Money, Material & Information. Amongst these resources, the «Men» category (people) is the one that generates the most uncertainties in the project development phase. As a consequence, a better understanding of the project uncertainties requires to analyze people's behaviors which generate these uncertainties. Three criteria are very effective to anticipate future potential uncertainties generated by stakeholders: their personal interests, their skills and their availability. Beyond each stakeholder's type of involvement in the project, the project management teams' ability to control the stakeholders is another key source of uncertainty.

### Part 2.3 – Controlling uncertainty and complexity

A lot of projects are implemented in conditions of innovation (technological, organizational, market...) and/or instability in the environment (new competitors, new regulations, new delivery modes...). Such business conditions may generate «chaos» in project activities. Project management teams are confronted to such levels of complexity that they are forced to change their decision-making processes and project management practices. Management principles and methods need to be adapted to what is called now the "unk-unks" situations (unknown unknowns). The famous cybernetic control loop (plan, do, check, act) is no more applicable and makes way for new control principles.

## **3 - ORGANIZATION – Leadership in network organizations ...**

### Part 3.1- Power and influence in project organizations

Project systems, which deliver project outputs, are strongly dependent on people. In complex projects, people are structured in networks, and are subject to multiple stakeholders' influences. On top of their technical skills, project stakeholders use information and personal relationships on a day-to-day basis to defend their stakes in the context of the project. Such « power games » can have positive or negative impacts on the delivery of the project's outputs. As a consequence, social systems in projects should not only be considered as *production systems*, but also as *political systems*. Understanding the role of networks of power – and being able to play with them – is a key success factor in the management of complex projects.

### Part 3.2 - Networks and ecosystem organizations

Complex projects are trans-disciplinary by nature; stakeholders have a wide range of different backgrounds, come from different locations, adopt different behaviors due to culture, age, experience, skills ... Power games in complex projects are difficult to manage, particularly because they cannot be delimited to a sub-part of a project. Hence project teams have to deal with multiple power games, combining functional dimensions (marketing, finance, logistics, production...), entities and sub-entities (subsidiaries, factories, top management boards, public institutions...). In such conditions, complex projects are much more comparable to network organizations, ecosystems, than to structured or mechanical hierarchies. Complex project management stakes consist in structuring the project organization as ecosystems of performant networks. A project management team, in order to lead efficiently its ecosystem, should make sure to be at the core of the most relevant stakeholders' networks, in consistence with the project's complexity.



GROUP ASSIGNMENT (50%)

- Students are in groups of 4 to 5 people
- They spend 3 days working on a 'real project case' of their choice.
- Groups apply the «Excel Starter kit» on the project. They are evaluated on the Excel document produced at the end of the seminar.

(The starter kit is a project modeling application that helps project analysts and managers build the 'Project Development Model'.)

PERSONAL ASSIGNMENT (50%)

Individual report based on a personal and/or professional project (50%).

---

Prerequisites

---

TBA

---

Aim and Objectives

---

Learning objectives – The participant will learn...

- To use systemic logic as a strategic tool
- To reveal contradictions between the various stakeholders' ambitions
- To identify potential weaknesses in the future
- To recognize cross impacts between several project final deliverables
- To become aware that actions implemented during the project should be prepared as experiments and not as predications
- Understand that project situations are contingent, ranging from low risk to "Unk-Unks" (Unknown Unknowns)
- Categorize the various project deliverables as situations with specific uncertainty levels
- Describe the key factors which determine the level of complexity
- Understand that the danger coming from a stakeholder depends on the situation on one hand, and from the project team (in its ability to manage the stakeholder) on the other hand
- Develop a reflex of stakeholder profiling (instead of analyzing)
- Describe the key factors which determine the level of stakeholders' resistance
- Recognize in a project the parameters being the source of complexity and uncertainty
- Identify what managerial tactics and strategies most appropriate to complexity and uncertainty
- Understand that organizations' principles in a complex environment depend more on networks of influence than on hierarchical relationships
- Decode spheres of influence which have a real impact on the project development
- Understand that efficient organizations in complex projects are network organizations
- Understand that effective organizations in complex projects are network organizations
- Find out the strengths and weaknesses of one's stakeholders' network piloting system

## Content and Description

---

Projects, in opposition to operations, are non-repetitive & unstable activities, which evolve in managerial “universes” subject to specific rules. The statistical character of instability of complex projects requires to reconsider the concepts of prediction, statistical forecast, strategic planning or managerial control. Managing projects in condition of high complexity requires a better scientific understanding of the entrepreneurial phenomena of “development”. Learning how to describe and to control the organizational activities that are sources of change in organizations are central business stakes. This session presents an operational language and a modeling approach aiming at describing organizational and managerial dynamics within the situations of development and complexity.

This module about complex projects management is divided into three chapters:

- PERFORMANCE – Strategic analysis of projects
- UNCERTAINTY - – Managerial stakes of complexity
- ORGANISATION – Leadership in network organizations

During the 20th century, Operational Management theories enabled to define effective management practices for repetitive activities. Now it is possible to model them, to put them under control, and finally to stabilize and optimize their behavior. Such a managerial control is based on the manager capacity to plan and forecast.

However, controlling repetitive operational activities is not enough to ensure the organization survival in the middle and long run. Organizations must modify their internal processes and characteristics, even if they were effective, and substitute them new processes that are more adapted to the changing constraints coming from the environment. Hence, next to the operational repetitive activities, another category of activities proved to be vital for the strategic performance of the Organization: the entrepreneurial activities. The function of these activities is to make the organization able to change its processes through the implementation of projects of Development.

Despite the major contributions of the Operations Research discipline, project performance remains a key question for practitioners and scholars, because of the very high rate of failure. The project activities “DNA” is different from the one of the operational activities. Projects are subject to fundamental conditions of uncertainty and instability that make the operational management practices not adapted and poorly effective.

The methods and instruments used by managers and analysts to represent and model operational activities – repetitive mechanisms and dynamics – are partially unadapted to dynamics and behaviors of development activities. As a consequence, such a lack of effective models of analysis reduces the managerial capacity of managers to make strategic decision and decreases the final performance of project activities.

It is crucial for managers to be able to lighten the behaviors, dynamics and mechanisms that drive development activities. This is the way for them to build an effective managerial practice, adapted to projects which nature is made of instability, innovation and uncertainty; three characteristics that are poorly understood today.

---

## Course Materials

TBA

## Attendance and Participation Policy

**Students are required to attend all classes whether lectures or group sessions.** Attendance is checked by role call for small groups and random role call in lectures. A student enrolled in a course must be present at that course and at the relevant course tests. On all campuses, **a tolerance of two absences** (justified or not, whatever the reason) is accepted per course.

## Essential Reading Material

Sargut, G., & McGrath, R. G. (2011). Learning to live with complexity. *Harvard business review*, 89(9), 68-76. De Meyer - from variation to chaos

Courtney, H., Kirkland, J., & Viguerie, P. (1997). Strategy under uncertainty. *Harvard business review*, 75(6), 67-79.

Eisenhardt, K. M., & Sull, D. N. (2012). Simple rules for a complex world. *HARV. Bus. REV*, 69.

Wah, L. (1998). Welcome to the edge. *Management Review*, 87(10), 24-30.

Battilana, J., & Casciaro, T. (2013). The network secrets of great change agents. *Harvard Business Review*, 91(7/8), 62-68.

A complementary “online module” with videos is provided.

## E) Strategic Stakeholder Management

### Lecturers

---

Chair or Institute Globalization

Lecturer: **Dr. Amine Ezzerouali**

### Date and Location

---

The course will take place in SKEMA Campus Grand Paris in Spring 2022.

### Course Outline

---

The course will be taught using a mix of theoretical material, case studies, videos illustrating success and failures in stakeholder management including testimonials from CEOs and top managers, as well as presentations and discussions. The aim of each session is to connect and bridge theory to practice through texts, case studies and videos.

### Topical Outline

Three major topics will be addressed in this course:

1. Stakeholder management as a paradigm for the Business and Society relationship.
2. Stakeholder management as a Strategic Management process.
3. Stakeholder management as a concrete “names and faces” approach to analysis and managerial decision making.

As mentioned above, each topic will be introduced with a specific case study underlining the key challenges for managers, followed by a concise lecture and class/group discussion.

### Exam and Grading

---

Completion of readings, class attendance and active participation in class discussions and group work are essential course requirements. Please find below the basis for the determination of the final grade:

Class Participation	20%
Presentation	30%
Final Exam	50%

### Prerequisites

---

No prerequisites are required.

### Aim and Objectives

---

At the end of this course, students are expected:

- To develop a critical understanding of the main foundations, principles and practices of strategic stakeholder management and stakeholder engagement.
- To identify the key challenges in managing and balancing stakeholder demands and expectations with regards to strategy and value creation.
- To understand how to assess stakeholder expectations, attributes, strategies, and influence.
- And to be able to formulate and to implement strategies and policies aiming to build and maintain stakeholder engagement within a global environment.

## Content and Description

Every organization needs to engage with a set of internal and external stakeholders that influence the process of wealth and value creation. Customers and users, suppliers, shareholders, employees, labor unions, NGOs, governmental agencies, etc. are examples of key stakeholders with which organizations engage locally and globally. Knowing why, when, and how to build and sustain stakeholder engagement is highly critical in a complex and fast changing environment, as the long-term survival of an organization depends on how sustainable those relationships are.

This course addresses the managerial, political, economic, sociological, and psychological foundations of strategic stakeholder management and engagement through extant theory and case study examples of successful and unsuccessful stakeholder management strategies in various industries and countries. The goal is to introduce a strategic stakeholder management framework that will help participants understand how stakeholders influence and are influenced by organizational performance, and how managers can engage with these stakeholders sustainably.

## Course Materials

Students will have access to readings on K2 platform (k2.skema.edu) as well as texts and case studies to further understand the complexity and challenges of stakeholder management.

Three main readings are required for this course: Edward Freeman's seminal book in the field of stakeholder management, Archie Carroll and Annie Buchholtz's book addressing business and society issues, and a comprehensive work on the evolution of stakeholder management theory by Freeman and al. These three references are listed below.

Freeman, E. R. (2010). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.

Carroll, A., Brown, J., & Buchholtz, A. (2017). *Business and Society: Ethics, Sustainability, and Stakeholder Management*. 10<sup>th</sup> edition. Cengage Learning.

Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). *Stakeholder theory: the state of the art*. Cambridge University Press.

For each session, participants will have access to a selection of papers from the Strategic Management Journal, The Journal of Business Ethics and The Academy of Management Review, as well as to specific case studies.

## Attendance and Participation Policy

**Students are required to attend all classes whether lectures or group sessions.** Attendance is checked by role call for small groups and random role call in lectures. A student enrolled in a course must be present at that course and at the relevant course tests. On all campuses, **a tolerance of two absences** (justified or not, whatever the reason) is accepted per course.

## Essential Reading Material

Bundy, J, Vogel, RM, Zachary, MA. Organization–stakeholder fit: A dynamic theory of cooperation, compromise, and conflict between an organization and its stakeholders. *Strat Mgmt J.* 2018;39:476–501. <https://doi.org/10.1002/smj.2736>

Carroll, A., Brown, J., & Buchholtz, A. (2017). *Business and Society: Ethics, Sustainability, and Stakeholder Management*. 10th edition. Cengage Learning.

Freeman, E. R. (2010). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.

Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). Stakeholder theory: the state of the art. Cambridge University Press.

Harrison, J.S., Wicks, A.C. Harmful Stakeholder Strategies. *J Bus Ethics* 169, 405–419 (2021). <https://doi.org/10.1007/s10551-019-04310-9>

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of management review*, 22(4), 853-886.

Savage, G.T., Bunn, M.D., Gray, B. *et al.* Stakeholder Collaboration: Implications for Stakeholder Theory and Practice. *J Bus Ethics* 96, 21–26 (2010). <https://doi.org/10.1007/s10551-011-0939-1>

Stoelhorst, JW. Value, rent, and profit: A stakeholder resource-based theory. *Strat Mgmt J.* 2021; 1– 26. <https://doi.org/10.1002/smj.3280>

### 7.3.2 Specific information about SKEMA and Paris

#### A) Accommodation

There is a high demand of housing in Paris, so it is important to take care of accommodation as soon as possible. Further information can be found here: <https://www.skema.edu/campus/paris-campus/housing-services>. SKEMA Business School assists its current and future students to search for accommodation via its online platform for housing service (<https://skema.studapart.com/en/>). It can be accessed through:

- **The Welcome Pack:** <https://welcomepack.skema-bs.fr/Login.aspx?ReturnUrl=/Default.aspx>
- **YEP (Your Education Portal)** for current students
- The SKEMA Housing **Facebook** group:  
<https://www.facebook.com/groups/1530944400354085/>
- Our **housing guide:** <https://www.skema.edu/Documents/campus-paris/guide-logement-skema-paris-en.pdf>

If you need personal or customized assistance, contact us at [housing@skema.edu](mailto:housing@skema.edu).

#### Accommodation search

Students wishing to live in university residences in Paris can make a request a few months before the start of the school year or semester. Students may need to have a person or organization that will guarantee the payment of the rent and bills in case of default on their part. The financial resources must correspond to at least three times the amount of the rent. Studapart and/or Garantme (<https://garantme.fr/en/skema>) facilitates access to housing for students by guaranteeing their rent.

#### Renting agencies

There are many renting agencies (agences immobilières) in and around Paris. Agency fees, a guarantor and three months' rent are usually required while renting an apartment.

#### B) Campus and Surrounding Area

##### ATM's and Western Union

There are several ATM's next to Gare de la Défense which can be reached by foot.

##### Bookstores

**Fnac** - [https://www.fnac.com/La-Defense/Fnac-Defense/cl97/w-4?Origin=fnac\\_google](https://www.fnac.com/La-Defense/Fnac-Defense/cl97/w-4?Origin=fnac_google)

Address: CNIT 2, place de La Défense - 92053 La Défense

Phone: 0825 020 020

Email: [defense@fnac.com](mailto:defense@fnac.com)

Opening Hours: Monday – Saturday 10:00 am – 8:30 pm; Sunday 10:00 am – 7:00 pm

##### Maison de la Presse

There are different branches of Maison de la Presse located in Paris. Further information can be found here: <https://www.maisondelapresse.com/>

##### Talent & Careers

Talent & Careers (career center) helps students to design their career plan and organize their personal development. This process involves enabling you to create a portfolio of skills and become an effective

and flexible manager. You also have access to numerous tools and resources via the online portal of Talent & Careers: placement opportunities, partner company presentations, recruiter and graduate contact details, an advice area (CVs, letters, interviews, etc.), online tests, etc., Forums, Company Tuesdays (weekly meetings with companies), and specific recruitment sessions facilitate opportunities for work and internships. More information about Talent & Careers can be found here: <https://www.skema.edu/campus/paris-campus>

## Facility Overview

---

The Grand Paris Campus of SKEMA Business School in Suresnes was home to Louis Blériot's aeronautical factories at the end of the 19th and 20th centuries. In 2002, it became the headquarters of Airbus (formerly EADS). It is here that a large part of France's industrial history was written. SKEMA has set up its campus in the place where "Made in France" know-how was born and contributes to the history and the knowledge economy of France.

The campus covers 14,000 m<sup>2</sup>, including a 1,500 m<sup>2</sup> roof terrace overlooking the Seine and the Eiffel Tower. After more than a year of work and renovation, the flagship campus of Greater Paris opened its doors in January 2021. It reflects the three pillars of the school's DNA: innovation (through our research centres and our AI activities), globalisation (with around 120 nationalities on campus) and digitalisation (hyperconnected to the world).

## Grand lobby / The hall

This open and modern space welcomes student, professionals in training, professors and SKEMA staff. This is also the entrance to the cafeteria, which will offer international and diversified catering.

## Knowledge Center

This is a common space for all SKEMA campuses. It includes three functions: library, factory and academy. It is also virtual via its resource portal, rich in data and continuously accessible.

## Educational spaces

The large bay windows provide all the necessary light to the classrooms equipped with modular partitions. Two lecture theatres can accommodate up to 280 students in one and 140 in the other. They are equipped with multiplex technology allowing the same course to be broadcast live to several SKEMA campuses around the world.

## Food and Restaurants

---

### ***Bars and Nightlife***

For bars and clubbing you should visit the fifth arrondissement or the quartier Latin. Many students and young adults spend the evening here. Keep in mind that metro and busses are only available until 1:00 am during the week. On weekends until 2:15 am.

### ***Student Canteens and Cafeterias***

Two offers exist: the «food court» and the snack cafeteria (open from 7:30 am to 3:30 pm)

The principle is «click and collect» catering. You will order on a terminal and your ticket will allow you to collect your meal from the distribution stands.



It is preferable to create an account on NewRest (e-wallet) because it makes the payment easier. To create an account, follow the Android / iOS application «newrest» or on PC with the following link <https://guest.newrest.eu> ; the place of restoration is «SKEMA».

The cafeteria and one of the kiosks in the dining area allows direct ordering with CB or EdenRed payment, without creating an account.

In addition to these catering areas, the floor tea rooms are equipped with coffee and snacks dispensers, accessible with CB payment.

### ***Cafes and Restaurant in the SKEMA AREA***

The following restaurants are located near the campus and offer cheap possibilities for lunch and dinner:

**Aqua Restaurant** : <https://www.aquarestaurant.fr/>

**La Parenthèse** : <https://laparenthese.fr/>

**Les petits princes** : <https://petits-princes.bonkdo.com/fr/clickandcollect/>

### **Post Office**

---

There are several post offices within walking distance from the SKEMA campus in Paris.

#### ***La Poste***

Address: La Défense, 92800 Puteaux

Opening Hours: Monday to Friday 9:00 am – 7:00 pm and Saturday 10:00 am to 1:00 pm

#### ***Bureau de Poste Courbevoie Faubourg de L'Arche***

Address: 17 Avenue Puvis de Chavannes, 92400 Courbevoie

Opening Hours: Monday to Friday 2:30 pm – 7:00 pm and Saturday 9:00 am – 12:30 pm

#### ***La Poste – Point accueil courrier***

Address: 65 Terrasse Valmy, 92000 Nanterre

Phone: +33 1 46 92 77 01

Opening Hours: Monday – Friday 8:00 am – 5:00 pm

#### ***La Poste Courbevoie Marceau***

Address: 23 Avenue Marceau, 92400 Courbevoie

Opening Hours: Monday – Friday 9:00 am – 12:30 pm and 1:30 pm – 4:30 pm

## **C) Everyday Life**

There are different discounts and free entries for students in Paris. Check out the following sites:

- <https://www.paris.fr/pages/les-loisirs-pour-les-jeunes-parisiens-2338/>
- <https://www.paris.fr/pages/la-carte-citoyenne-3284>

### **Events and Festivals in Paris**

---

In many arrondissements festivals and parties on the streets take place regularly. Check out the most important ones on the next pages.

### **FAMOUS FESTIVALS IN PARIS**

### **Music, Art & other Events**

- Fête de la Musique in June.
- Nuit Blanche in October - Numerous artists come to the city to perform installations and light shows all over the city. Public transport runs all night.
- Musical Fountains Show at the Palace of Versailles – Experience a majestic walk in the royal garden.
- Autumn Festival – Discover over 50 shows in various venues and institutions in Paris
- Grape Harvest Festival in Montmartre – Since 1934, the Montmartre Wine Harvest Festival takes place in one of the most romantic parts of Paris.
- Fête des Jardins de Paris in September - Free activities are organized in all the boroughs of the capital: guided tours, games, gardening workshops, concerts, etc. to discover the green places of the city.

### **University-related Events**

There are different events offered by SKEMA university. Check out the following website to get more information: <https://www.skema.edu/all-events>

### **Great Locations in Paris**

The Tourist Office in Paris published each year the Top 5 sights most-visited by the 17 million tourists. Don't miss out on them! Further information on what Paris has to offer can be found here: <https://www.parisinfo.com//>



**Notre Dame Cathedral**, where the Hunchback used to live and work, is one of the most famous sights in Paris. It was built between 1163 and 1345 and is consecrated to the Virgin Mary.

The Basilica of the Sacred Heart of Paris, or better known as **Sacré-Coeur** is the second most visited monument in Paris and stands at the summit of the butte Montmartre, the highest point in Paris.



The **Louvre museum** is a historic monument in Paris and the world's largest museum of arts. It is famous for its exhibition with over 38,000 objects and for Leonardo da Vinci's Mona Lisa.

---

The **Eiffel Tower** was constructed from 1887 to 1889 as the entrance to the World fair in 1889. The tower is 324 meters (1,063 ft) tall and the tallest structure in Paris.



The **Centre Pompidou** was officially opened in 1977 and houses a vast public library; the Musée National d'Art Moderne, the Public Information Library and IRCAM, a center for acoustic research and music.

---

## D) Health Services and Insurance

### Health Insurance

The CPAM (Caisse Primaire d'Assurance Maladie, aka Sécurité Sociale) is the French social security center of every international student.

To take advantage of the French social security, **you must register**. Registration is free of charge and can exclusively be done on this website: [www.etudiant-etranger.ameli.fr](http://www.etudiant-etranger.ameli.fr)

This procedure is mandatory once you will be/are in France and the registration to your new school done.

This dedicated site, available in French, English and Spanish, will be the privileged place to communicate between the foreign students and the French social security.

**If you are an EU/EEA or Swiss national**, you can apply to the social welfare organization in your country of origin for a European Health Insurance Card (EHIC). Visit the List of European Union (EU) and European Economic Area (EEA) countries page on the website [accueil-etrangers.gouv.fr](http://accueil-etrangers.gouv.fr). As long as it is valid until at least the end of the academic year, this organization continues to cover your health costs.

### Emergency Numbers

- **SAMU: 15** Emergency Medical Services
- **Police emergency: 17** in the event of violence, theft, robbery.
- **Fire Department: 18**, in the event of fire, gas leak, water damage, natural catastrophe, or traffic accident.
- **112** European emergency services number that's accessible from anywhere in the European Union in addition to the French numbers above.

### House Insurance

It is mandatory to have a housing insurance in France. The rental risk guarantee ("garantie risques locatifs") is a housing insurance which you can subscribe with your bank or private insurance company. Further information regarding online subscription can be found here:

- <https://hey.me/care/fr/assurance>
- [www.assistance-etudiants.com](http://www.assistance-etudiants.com)
- [www.assurances-etudiants.com](http://www.assurances-etudiants.com)

## E) Transportation in Paris

How to get to SKEMA campus in Paris:

Detailed information can be found here: <https://www.skema.edu/campus/paris-campus/access-map>

### **Airports**

Paris has two major airports: Paris-Charles de Gaulle and Paris-Orly.

- Paris-Charles de Gaulle airport is located 23 km to the north of Paris
- Paris-Orly airport is around 14 km to the south of Paris

### **By Public Transport**

The Paris campus is well-connected to various modes of public transport (metro, RER, tramway and bus).

- By metro: Line 1 - La Defense Grande Arche station (zone 2)
- By RER (regional train): Line A - La Defense station (zone 3)
- By tramway: Line T2 - La Defense Grande Arche station
- By bus: Many routes go to La Defense

### **By Foot**

As soon as you get on the "Esplanade de la Défense", face the Grand Arche and go to your right towards the taxi rank. Follow the signs "Pole Universitaire Léonard de Vinci" (PULV). Take the footbridge crossing the Circular Boulevard (close to the "Pouce de César"). In the PULV entrance hall, use your badge to get in. Take the escalator, go through "La Rue Haute" and take the elevator to the 7<sup>th</sup> floor, EST. Follow the sign to find the Front desk.

## Public Transportation

### **Métro**

Using the Métro is the easiest and fastest way to get around in Paris. With its 16 metro lines, Paris has about 300 metro stations. Each station is indicated by a large yellow "M". The metro runs every day (including public holidays) from 6:00 am to 12:45 am (Sunday to Thursday) and until 1:45 am (Friday and Saturday). There is a metro every 2 minutes during the peak times.

A single ticket costs around € 1.90 and is valid for one journey. These tickets can also be purchased in a book of 10 ("carnet") for 16 € (prices are subject to change). During your ride, you may be asked to present your ticket. If you need a ticket for a whole month or week you can buy a Navigo Package. More information can be found here: <https://www.ratp.fr/titres-et-tarifs/forfaits-navigo-mois-et-semaine>

### **RER (Suburban Express Railway)**

There are five lines that serve Paris and the Paris region from the RER train network. The trains run from 6:00 am to 12:45 am every day (including public holidays).

You can either use your metro ticket or you have to buy it through the automatic barriers. Make sure that you possess the right ticket if you travel beyond city limits. Further information can be found here: <https://www.ratp.fr/en/plans-lignes/plan-rer-et-transiliens> and [https://booking.parisinfo.com/il4-offer\\_i149-paris-visite-pass-pass-transport.aspx](https://booking.parisinfo.com/il4-offer_i149-paris-visite-pass-pass-transport.aspx)

### **Bus**

There are many busses that go through the city center of Paris. 64 bus lines operate alongside the metro network. You can take the bus using the same ticket as for the metro. There is no limit of distance (including suburbs), except on some routes. The ticket allows connections between buses and trams for 1h30 between the first and last validation. Information concerning the bus network can be found here: <https://www.ratp.fr/en/plans-lignes/plan-des-bus> and [https://booking.parisinfo.com/il4-offer\\_i149-paris-visite-pass-pass-transport.aspx](https://booking.parisinfo.com/il4-offer_i149-paris-visite-pass-pass-transport.aspx).

### **Transilien (Regional Train)**

The regional trains depart from the following major Paris train stations: Gare du Nord, Gare de l'Est, Gare de Lyon, Gare d'Austerlitz, Gare Montparnasse, Gare Saint-Lazare. Please make sure to purchase your ticket before boarding the Transilien train.

### **Tramway**

There are only four tramway lines in Paris. These tramway lines serve the perimeter of the city. You can use your metro or RER ticket in the tramway line as well.

### **Noctilien**

The night bus service Noctilien operates within Paris and Paris region from 12:30 am to 5:30 am. There are 47 lines that make sure everyone gets back home well. Use your travel pass, metro or bus ticket that covers the zones you need.

## Other Means of Transportation

### **Car Rental**

You can also rent a car, scooter or van for one day or for several months. Check out the rental companies for terms and conditions. There are several French regulations that need to be followed:

- Being 21 years old and at least one-year license-holder
- Holding a valid driving license
- Holding a valid credit card

### **Bike Rentals**

If you want to discover Paris by bike, there are several options for you. With its 700 km of bike paths, cyclists will easily find their way through Paris.

### **VÉLIB'**

Velib' is a self-service bicycle sharing scheme. It is easy, very cheap and you can find bikes throughout Paris and also beyond the city limits 24 hours a day.

## F) Sport

SKEMA offers a lot of different sportive activities throughout the semester. You can find further information here: <https://www.sportskema.com/>

At SKEMA Business School sport is considered as an important part of the education process. The ability to function as part of a team is valued; dynamism and endurance are qualities that are required for tomorrow's executive. 17 different sport activities are available for our students. SKEMA Business School takes part in numerous sporting competitions. In order to join the sports club of your choice you will have to provide a medical certificate, and a contribution of €28. SKEMA Sports Department offers various activities such as: aerobics, badminton, basketball, dance, mountain climbing, football,

golf, handball, swimming, rugby, tennis, trampoline, sailing, etc... Moreover, SKEMA has her own teams in yachting, rugby, golf and mountain biking. Think about bringing a medical certificate for sport.

You can also join the Paris Université Club (PUC) for sports and activities. Further information can be found here: <http://puc.paris/>. Of course, there are much more possibilities for you to join a sports club and to do some activities in your free time. Check out the following websites: <https://www.paris.fr/sport> or <https://www.facebook.com/runmycityparis/>.

## G) Student Organizations

Please also refer to school rules Article 41 to 45

Associations may operate within the establishment. Their operation and/or residence at SKEMA Business School is subject to authorization from the campus director after their legal status has been established.

Associations are not entitled to have any political or religious aims or activities in any way. No association has the right to diffuse propaganda.

There are different student clubs at the Paris campus of SKEMA. All details can be found here: <http://asso-skema.fr/en/campus-of-paris/>

### Business associations

- SKEMA Conseil: <http://asso-skema.fr/en/skema-conseil-2/>
- SKEMA Finance: <http://asso-skema.fr/en/skema-finance-2/>

### Culture & Performing arts

- BDA Diversty 'N' Art: <http://asso-skema.fr/en/bda-paris/>

### Humanitarian

- HOPE (Humanitarian Organization Promoting Equity): <http://asso-skema.fr/en/hope-paris2/>

### Student Life

- New Silk Road: <http://asso-skema.fr/en/new-silk-road-2/>
- BDE SK'Libur: <http://asso-skema.fr/en/bde-sklibur-2/>

## H) Miscellaneous and other important information

### Bank Account

If you want to open a bank account, you can do this online or in one of the 1400 bank agencies located in Paris. Opening a bank account makes sense if you stay for more than 3 months. You can find further information here (in French): <https://www.service-public.fr/particuliers/vosdroits/F2413>

## Computer Pools

---

Please also refer to the school rules Article 28 to 32

Computer room users are required to abstain from consuming any foodstuff or beverages in the computer rooms, to use the recycle bins available to dispose of any unnecessary copies and to avoid damaging any of the room's materials through misuse. The computer rooms are not areas for socializing. Discretion is expected and students and trainees should leave the room when they need to discuss something. In case of any equipment malfunction, students must immediately inform the school's IT service. Students must respect the rules of computer usage. These rules are explained in SKEMA Business School "IT Usage Charter". Any student or trainee that does not comply with the rules detailed in this section will be banned from using the computer rooms and the lounge areas. SKEMA Business School allows free access to its computer rooms during its building opening hours, under the condition that students strictly follow the established protocol for use of computer equipment made available to them on its premises. Any student or trainee that is found to be in the computer rooms outside of the regular opening hours and without specific authorization to be there will be removed from the premises by security.

### ***Printing and Photocopies***

Printing and photocopies are to be paid for, and they are to be done on the printers/photocopiers that are connected to the school's network. Each student has access to the network through their personal online student account.

## Finding a job or an internship

---

If you are interested in a job or an internship, following websites might be useful for you:

- <https://www.cidj.com/emploi-jobs-stages>
- <http://www.crous-paris.fr>
- <https://www.jobaviz.fr/>

## Learning French

---

You should take the opportunity and learn some French during your time in Paris. There are several options that can be taken:

- Consult the Campus France site or the Français Langue Etrangère (FLE):  
<http://ecolesdete.campusfrance.org/#/main>
- Ask in your institution, at city hall, or in your host city's "Maison des Associations"

## Libraries - KCenter

---

Within the KCenter, you can find spaces for co-learning and innovation: use the databanks, study in the library or meet up with your student colleagues for work groups: You can find more information about the KCenter here: <https://kcenter.skema.edu/>

Please also refer to the school rules Article 24 to 27 and to the following rules and regulations: <https://kcenter.skema.edu/faq>

The library is normally open from Monday to Friday from 9:00 am to 7:00 pm. It is divided into two main rooms (600 m<sup>2</sup>) and a few study rooms and it houses approximately 13,000 different titles, adding up to 20,000 books. These are mostly management books, but other subjects can be found, including science, psychology, law, economics and languages. There is also a large collection of newspapers and magazines, numbering approximately 230 titles, which are available both in English and French. Avid

readers of Time, the Economist and the Financial Post as well as Le Nouvel Observateur and L'Express will find more than enough to read.

#### University Student Email Account

---

Each SKEMA student has access to an e-mail address such as `firstname.lastname@skema.edu`. The account and login are provided on the very first days on campus.

Students are invited to check their SKEMA e-mail account on a regular basis as the school will note use any other e-mail address to communicate with its students. Students are also invited to organize their messages, connect their mail box to their smartphone to always have the right information on time, create and manage their calendar, organize meetings with their fellows and share their calendar when necessary.





## 7.4 Third semester – Welcome at LMU

### 7.4.1 Specific information about your semester courses at LMU

#### 7.4.1.1 Overview of the LMU Triple Master-Faculty



**Prof. Dr. Manfred  
Schwaiger**  
Head of the Global MBA |  
Triple Master-program

Kaulbachstr. 45/I – **Room: 104**  
80539 München

☎ +49 (0) 89 / 2180 - 5640

✉ [schwaiger@lmu.de](mailto:schwaiger@lmu.de)

[https://www.en.imm.bwl.uni-](https://www.en.imm.bwl.uni-muenchen.de)

Prof. Schwaiger is head of the Institute for Market-based Management at LMU Munich. Furthermore, he is head of the Global MBA | Triple Master-program and teaches Strategic Communications, alongside a multitude of classes at LMU, such as Consumer Insights, Market Research, Market Analysis and International Management.

He has published numerous articles, book chapters and case studies, and is a Member of the Editorial Review Boards of the Journal of Public Policy and Marketing (JPPM), the Journal of Advertising (JA), and the International Journal of Advertising (IJA). His current research interests include corporate reputation management, return on marketing, management communications, consumer behaviour and market research.

Prof. Schwaiger holds a Ph.D. from the University of Augsburg. He has long-standing experience as consultant and member of supervisory boards.

Ludwigstraße 28 – **Room: 216**  
80539 München

☎ +49 (0) 89 / 2180 - 6391

✉ [thess@bwl.lmu.de](mailto:thess@bwl.lmu.de)

[www.en.wim.bwl.uni-muenchen.de/index.html](http://www.en.wim.bwl.uni-muenchen.de/index.html)

**Prof. Dr. Thomas Hess**  
Professor – Competitive  
Strategy/Consulting Project



Thomas Hess is Professor of Information Systems and Management at the Munich School of Management and director of the Institute for Information Systems and New Media at LMU Munich. Prof. Hess also serves as member of the board of the Center for Media Integration (CIM-LMU), co-chairman of the Internet Business Cluster Munich (IBC) and member of the board of the Bavarian Research Institute for the Digital Transformation (BIDT). He teaches Competitive Strategy/Consulting Project in the Triple Master-program. His research is dedicated to the digital transformation of companies, the management of media/internet/IT companies and the fundamentals of business informatics as a discipline. Prof. Hess has published in international journals such as Journal of Management Information Systems, Information Systems Journal, European Journal of Information Systems, Electronic Markets, International Journal on Media Management and MISQ Executive. His works has been presented at conferences such as ICIS, ECIS and AMCIS. Additionally,



**Prof. Dr. Jelena Spanjol**  
Professor – Data based  
Decision-Making

Schellingstraße 9 – **Room: 113**  
80799 Munich, Germany

☎ +49 (0) 89 / 2180 – 6931

✉ [spanjol@bwl.lmu.de](mailto:spanjol@bwl.lmu.de)

[www.en.iim.bwl.uni-muenchen.de](http://www.en.iim.bwl.uni-muenchen.de)

Prof. Spanjol is head of the Institute for Innovation Management at LMU Munich. She teaches Data based Decision-Making in the Triple Master-program and a multitude of other subjects, such as Managing the Front End of Innovation, New Products: From Ideas to Markets or Feeding and Managing the Innovation Pipeline at LMU Munich.

She has published numerous of articles in refereed journals, refereed proceedings as well as in books and non-refereed journals.

Her research interest spans various perspectives on innovation motivations, capabilities, and behavior. Some



Daria Kaiser has  
joined your Personal I

Schackstraße 4 – **Room:** 015  
80539 München

☎ +49 (0) 89 2180-2211

✉ [kmf-sekretariat@bwl.lmu.de](mailto:kmf-sekretariat@bwl.lmu.de)

[www.en.kmf.bwl.uni-muenchen.de/index.html](http://www.en.kmf.bwl.uni-muenchen.de/index.html)

**Prof. Dr. Markus Glaser**  
Professor – Financial Risk  
Management



Prof. Glaser is director of the Institute for Capital Markets and Corporate Finance at LMU Munich. Within the Triple Master-program he teaches Financial Risk Management. He furthermore teaches a multitude of courses at the LMU, such as Behavioral Finance, Capital Markets and Portfolio Management, Corporate Finance/Corporate Financial Management, Decision Analysis and Risk Management. He has published many articles in highly ranked journals. His current field of research comprises Corporate Finance, Asset Pricing and Behavioral Finance. Prof. Glaser holds a Ph.D. of the University of Mannheim and has long-standing experience as member of the scientific and economic council



**Prof. Dr. Andreas Richter**  
Professor – Financial Risk  
Management

Schackstr. 4/III – **Room:** 305  
80539 München

☎: +49 (0) 89 / 2180 - 2171

✉: [richter@bwl.lmu.de](mailto:richter@bwl.lmu.de)

[www.inriver.bwl.uni-muenchen.de/index.html](http://www.inriver.bwl.uni-muenchen.de/index.html)

Prof. Richter is head of the Institute for Risk Management and Insurance, director of the Munich Risk and Insurance Center, as well as Academic Director of the Executive Program of the “Executive Master of Insurance” at LMU Munich.

Within the Triple Master-program, Prof. Richter is teaching Financial Risk Management. Furthermore, he offers multiple courses such as Fundamentals of Insurance Production, Insurance Accounting, Actuarial Methods or Asset Liability Management at the LMU Munich.

He has published numerous books and articles. Prof. Richter’s research interests comprise Microeconomic Theory of Insurance, Law and Economics and Management of Catastrophic Risk.

Among others, he is member of the executive board of the European Group of Risk and Insurance Economists, member of the editorial board of the Journal of Risk and Insurance and associate editor at the Geneva Risk and Insurance Review.

#### 7.4.1.2 General Remarks and Overview over Third Semester Courses

LMU Munich follows academic regulations and policies (e.g., academic honesty and plagiarism) which adhere to principles of good educational practice. The regulations apply to all Global MBA | Triple Master students. Please find all regulation and policies on the following website:

- **Academic Writing:** <https://www.en.ub.uni-muenchen.de/writing/academic-writing/index.html>

#### Your courses at LMU

<b>Course name</b>	<b>Professor</b>	<b>U.S.-credits / ECTS</b>
<i>Data based Decision-Making</i>	Jelena Spanjol	3 U.S.-credits / 6 ECTS
<i>Strategic Communications</i>	Manfred Schwaiger	3 U.S.-credits / 6 ECTS
<i>Competitive Strategy/Consulting Project</i>	Thomas Hess	3 U.S.-credits / 6 ECTS
<i>Financial Risk Management</i>	Markus Glaser / Andreas Richter	3 U.S.-credits / 6 ECTS
<b>Total</b>		<b>15 U.S.-credits / 30 ECTS</b>

#### The Academic Year

The academic year in Munich is divided into two semesters (summer and winter). For the upcoming years, the classes take place from:

<b>Semester</b>	<b>Lecture Start Date</b>	<b>Lecture End Date</b>
<i>Winter semester 2021/22</i>	October 18, 2021	February 11, 2022
<i>Summer semester 2022</i>	April 25, 2022	July 29, 2022
<i>Winter semester 2022/23</i>	October 17, 2022	February 10, 2023
<i>Summer semester 2023</i>	April 17, 2023	July 21, 2023
<i>Winter semester 2023/24</i>	October 16, 2023	February 9, 2024

Please make sure to double check with your curriculum as some of your courses might take place during the semester vacation ("Semesterferien"). During the Christmas and New Year vacation (December 24<sup>th</sup> until January 6<sup>th</sup>) most of the university is closed and no classes will take place.

Further information and updated semester dates can be found here: [http://www.en.uni-muenchen.de/students/exchange/incomings/austausch\\_engl/studying/academic\\_calendar/index.html](http://www.en.uni-muenchen.de/students/exchange/incomings/austausch_engl/studying/academic_calendar/index.html)

#### Course and Grading System

At LMU Munich, the credits are given in accordance with the European Credit Transfer System (ECTS). Your coursework will be graded in accordance with the German grading system from 1 to 5, with "1" being the best and "5" the worst grade. If you receive a grade of 4 or above, then you have passed the course.

### 7.4.1.3 Courses at LMU

#### A) Data based Decision-Making

##### Lecturers

Chair or Institute Institute for Innovation Management

Lecturer: **Prof. Dr. Jelena Spanjol**

Assistant: TBA

This course is designed to help you learn how to understand and make effective data-based management decisions on a day-to-day basis with an eye toward the long-term strategic goals of the company. We will focus on marketing and innovation decisions, linking strategy to organizational and operational systems and processes. This course emphasizes learning-by-doing as opposed to passive listening. The objective is for you to *internalize* rather than memorize marketing and innovation strategy and management issues, concepts, and approaches. Hence, most of our work will concentrate on cases and a simulation, and how to apply concepts and analytical tools across contexts. You will work both individually and in teams to achieve these objectives and hone your skills in both written and oral persuasive analysis and recommendations.

##### Date and Location

TBA

##### Course Outline

Course Schedule and Assignment	
Topic(s)	Assignment (R=Reading, C=Case)
Overview of Course	R: Innovation and New Products Research: A State-of-the-Art Review, Models for Managerial Decision Making, and Future Research Directions
Key Innovation and Marketing Management Decisions	R: Decision making at the front end of innovation: The hidden influence of knowledge and decision criteria
Making Effective, Data-Based Management Decisions	R: How to test your decision-making instincts
PharmaSim Overview	R: PharmaSim manual
Team Assignments	
Creating Value: New Product Decisions I (Value Proposition) Lecture	R: Value Propositions and Business Models R: Customer Value Propositions in Business Markets R: Eager Sellers and Stony Buyers
Creating Value: New Product Decisions I (Value Proposition) Case Discussion	C: Tablet Teach: Opportunity Analysis for a New Educational Technology Product
Creating Value: New Product Decisions II (Portfolio) Lecture	R: Is it real? Can we win? Is it worth doing? Managing risk and reward in an innovation portfolio R: Open innovation, product portfolio innovativeness and firm performance: the dual role of new product development capabilities
Creating Value: New Product Decisions II (Portfolio) Case	C: Le Petit Chef

Creating Value: New Product Decisions III (Channels) Lecture	R: Strategic Channel Design R: New Rules for Bringing Innovations to Market
Creating Value: New Product Decisions III (Channels) Case	C: Aqualisa Quartz
<i>PharmaSim Midterm Presentations</i>	
<i>Team Coaching Session</i>	
Extracting Value: Pricing Decisions I (Pricing Ranges) Lecture	R: Pricing New Products
Extracting Value: Pricing Decisions I (Pricing Ranges) Case	C: Rohm & Haas (A)
Extracting Value: Pricing Decisions II (Conjoint) Lecture	R: Conjoint Analysis: A Manager's Guide R: A New Way to Gain Customer Insights
Extracting Value: Pricing Decisions II (Conjoint) Case	C: Portland Trail Blazers
Managing Value: Communications Decisions (Segmentation) Lecture	R: Knowing What to Sell, When, and to Whom
Managing Value: Communications Decisions (Segmentation) Case	C: Harrah's Entertainment
<i>Course Wrap-Up and Review</i>	
<i>PharmaSim Final Presentations</i>	

### Exam and Grading

You will be graded on two dimensions in this course:

- 1) PharmaSim report (50% of the grade)
- 2) PharmaSim presentation (50% of the grade)

More detailed information regarding grading will be shared in class.

### How to format and prepare the final written report

**Professionalism is of utmost importance in your written assignment** (i.e., final report) for this course. I expect you to follow formatting instructions – points will be deducted if written assignments do not comply. To make it easier for you, you will receive a template that you can download and use (please do not change any of the formatting).

In addition, please note:

- You must turn in both an electronic and printed copy of your final report. PDF file is acceptable. Please submit only ONE file per assignment (i.e., do not upload your exhibit created in excel as a separate excel file, but rather create a table/figure and insert into your Word document or merge them into one pdf file).
- You can use exhibits (graphs, calculations, etc.) to support your arguments. Make sure you reference them in the text (by number or title). Only use exhibits that are helpful and

important to your persuasive arguing and that you could not put into words concisely. If the exhibits are not connected to your arguments, or if they appear as superfluous, DO NOT include them. Finally, as a rule-of-thumb, one should be able to read your report and get the point without having to refer to the exhibit, and vice versa. If it is not possible to understand the exhibit as a stand-alone figure/table/graph, it will result in point deductions. To make your exhibits readable, you can use footnotes or other explanatory notes (no limit).

- To write a persuasive and concise report, use a business/professional writing style (e.g., simple declarative sentences, active voice, avoid jargon and acronyms, focus on the relevant issues). My advice is to write a first draft (without thinking about the length of the document) and then go through at least three rounds of revisions to make the communication concise and compelling.
- Spelling and grammar mistakes influence the reader's perception of the writer's credibility and professionalism. Proofread your memoranda and exhibits carefully.

### Prerequisites

No prerequisites required

### Aim and Objectives

This course is designed to help you solidify and apply the principles of marketing and management acquired in preceding courses and integrate the concepts from other courses you have taken as part of your curriculum. Through in-depth case analysis, we will explore principles that hold across contexts and translate concepts into analytically measurable ones. Often, it will not be easy to arrive at the "best" or optimal solution – indeed, we will generally face multiple viable alternative decisions, none of which might emerge as the clear "winner". Furthermore, this course does not focus on "big data", instead exploring how incomplete and at times ambiguous data can inform effective managerial decision-making. By the end of this course, you will be able to identify, develop, and evaluate innovation and marketing strategies and tactics to achieve organizational performance goals.

The course will be taught via a blend of interactive lectures, case discussions, presentations, and a dynamic product management simulation. There will be no midterm or final exams in the traditional sense (i.e., multiple choice, short answers). Instead, our focus will be on case discussions in class and a product management simulation. Preparation is essential to the course. Your active participation will render the class materials effective learning tools.

### Content and Description

#### How to prepare Case Discussions?

You are expected to have read each case and accompanying readings (if assigned) before you come to class. You should be ready to propose and defend solutions for each case. Thus, we will treat each class as a business meeting. Our meetings are guided by the objective to identify and evaluate alternative paths of action, and arrive at a viable (rarely also optimal) solution. As such, our classroom is a perfect laboratory for you to test your ability to present your analyses and recommendations, to convince your peers of the appropriateness of your approach to complex problems, and to illustrate your ability to achieve the desired results through the implementation of that approach. **Please, do not come to class just to listen. Come ready to contribute.** To help you prepare, questions for all cases will be available prior to case discussions. Make sure you are familiar with the case data (i.e., numbers, exhibits, etc.) before coming to class.

**Effective contributions** to class discussions will be characterized by the following:

- Comments show evidence of appropriate and insightful analysis of the case data
- Points made are relevant to the current discussion. (Please note that there is a difference between relevant and interesting).

- Comments are linked to those of other participants. Comments clarify or highlight the important aspects of earlier ideas. They lead to a better understanding and a clearer statement of the relevant concepts and ideas.
- The proposed solutions are focused rather than general. They address operational or implementation details and implications. (Note: please do not propose “motherhood” strategies such as “management should find out what customers want and exceed their expectations...” or “the company should cut costs and streamline its processes...” Be concrete and specific).
- Proposed solutions factor in constraints, resource availability, relevant stakeholders, etc.

### Overview of Pharmasim Simulation

*NOTE: This syllabus contains only basic information on PharmaSim. I will distribute detailed instructions and additional information in class.*

In two-person teams, you will play a market simulation called **PharmaSim**. The team-based simulation deliverables (report and presentation) serve as your final exam in this course and combined constitute the full course grade.

Copyright regulations require that all students purchase their own copy of PharmaSim, even though you will be submitting the final project as teams. **We will have a demonstration and discussion of the simulation in class.** I will also distribute detailed instructions on the final team report and presentation and we will have a Q&A session. Make sure you study the PharmaSim manual carefully by the date noted in the schedule. It provides considerable information about how the simulation develops, potential strategies that you can follow, and the types of data you should analyze for different decisions.

---

### Course Materials

#### Assigned Readings:

Many of our readings are available for free through the LMU library. A list of readings will be circulated in the first class meeting.

#### Harvard Cases:

Some readings (such as Harvard Business School cases) have copyright restrictions and must be purchased. You will be able to order the cases directly from Harvard Business School Press. More information will be distributed in the first class session.

#### PharmaSim Simulation

Each of you is responsible for purchasing the *PharmaSim* simulation directly from the publisher by visiting <http://www.interpretive.com/> and using a credit card to make the purchase. More information will be provided in the first class session.

---

### Optional Reading Material

- While there is no textbook assigned for this course, below are some suggestions for you to review and/or familiarize yourself with the basic concepts in the management of marketing and innovation, which represent the focal domains of this course.
- *Product Design and Development*, 5th edition, Karl T. Ulrich and Steven D. Eppinger, McGraw-Hill.
- *New Products Management*, 11th edition, C. Merle Crawford and C. Anthony Di Benedetto, McGraw-Hill.
- *Framework for Marketing Management*, 6th edition, Philip Kotler and Kevin Lane Keller, Pearson.
- *A Preface to Marketing Management*, 15th edition, J. Paul Peter and James H. Donnelly, McGraw-Hill/Irwin.



## B) Strategic Communications

### Lecturers

<u>Chair or Institute</u>	<b>Institute for Market-based Management (IMM)</b>
<u>Lecturer:</u>	<b>Prof. Dr. Manfred Schwaiger</b>
<u>Assistant:</u>	<b>Sandra Baringhorst</b> e-mail: baringhorst@bwl.lmu.de phone: 089/2180-5767

This course seeks to improve the student's understanding of management communications both on a corporate as well as on an individual level. While the theory (both levels) is covered in the lecture, the tutorials offer a more participatory content through which students can interactively improve their communication skills.

### Date and Location

TBA

### Course Outline

Month	Date	Lecture coverage each week
<b>June</b>	Session 1	Introduction and overview of corporate communications
	Session 2	Reputation management: How can we define corporate reputation and what are the benefits?
<b>July</b>	Session 3	Reputation management: How do we measure and how should we manage corporate reputation? Introducing the corporate management circle
	Session 4	Guest lecture
	Session 5	Corporate social responsibility: How can we define CSR and what are its relevant elements? What are related concepts and what are the advantages of CSR?
<b>September</b>	Session 6	Corporate social responsibility: How can we measure CSR? Illustration through different examples and cases such as the Ikea case
	Session 7	Crisis communication: What types of crises exist and how do they differ from each other? How does the management life cycle look like and what does it entail?
	Session 8	Crisis communication: Discussing the different stages from Pre- to Post-crisis. How should we manage crises in the age of social media? Illustration through different cases such as the Germanwings case.
<b>October</b>	Session 9	Guest lecture
	Session 10	Introduction to Individual Communications

Month	Date	Tutorial coverage each week
<b>June</b>	Session 1	Introduction and overview of negotiation analysis: What are the different perspectives on decision making? What is joint decision making? What are the most important negotiation basics (e.g., BATNA, distributive vs. integrative style...)

	Session 2	Introduction and overview of negotiation analysis: What do we call a negotiator's dilemma? What are the different negotiation positions? Introduction to the Harvard concept.
<b>July</b>	Session 3	Negotiation styles: What are the three key dimensions of bargaining style? What is your motivation? Which approach should be used? What role do emotions play within negotiation? How do we create and claim value in negotiations?
	Session 4	What is the negotiator's dilemma? How can we prepare and structure a negotiation beforehand? What are the main parts of a negotiation and what should be considered to be best prepared? What is the negotiation checklist?
	Session 5	Presentation and interactive discussions on the "Singer Case". How to negotiate in difficult situations (e.g., with a liar)? How should we communicate throughout a crisis?
<b>September</b>	Session 6	Interactive role-plays followed by critical discussions and an analysis of the acquired knowledge based on the theoretical background. (Case: Les Florets and Solaris)
	Session 7	Interactive role-plays followed by critical discussions and an analysis of the acquired knowledge based on the theoretical background. (Case: The Grand Strand, The Commodity Purchase)
	Session 8	How do we prepare a successful elevator pitch illustrated through suitable examples? What are useful guidelines to follow during the preparation? The students' task of creating an elevator pitch for the following class and its evaluation will be explained.
<b>October</b>	Session 9	Students will present their elevator pitches and get feedback.
	Session 10	Summary of the course including a wrap up of the lecture and tutorials. What are exam relevant questions? General Q&A session.

### Exam and Grading

50% Exam:

The written exam will consist of the following different parts:

- 50% Reproduction of the acquired knowledge
  - 25% Lecture content
  - 25% Tutorial content
- 50% Transfer tasks
  - 25% Lecture content
  - 25% Tutorial content

The required content is divided equally into what the students have learned during the lecture and the tutorial. The goal of the course is not to memorize the slides, but to internalize the communication theories and strategies in order to apply this knowledge to different situations. Therefore, the exam includes transfer exercises in which students analyze an actual situation and decide which communication strategy should be used successfully. During these exercises, students should use the communication tools and strategies they have learned during the course.

50% Oral presentation:

The oral presentations are divided into two distinct evaluation parts:

- 50% Role-plays
- 50% Elevator Pitch

During the tutorial, the students will have the opportunity to try out the different communication tools and strategies throughout interactive role-plays. Each student participates in 3 to 4 role-plays, followed by a critical discussion where students can review and report their winnings and concerns. The discussion should provide a framework for a critical review of different negotiation strategies.

The Elevator Pitch will be an oral presentation, which can be a short presentation of, e.g., a press release. In this exercise, the students will have to combine their knowledge of the lecture and tutorial. A good example could be a scenario of a current situation where crisis communication is necessary. The task would be to write a press release aimed at a company's customers, and the student would have to combine her/his knowledge of strategic approaches to crisis communication with personal negotiation/communication skills.

---

#### Prerequisites

---

This is a master's level course. Basic knowledge of business communication is helpful. If in doubt, check Johnson, B. S., and M. L. Bayless (2005): Business Communication, 4th edition. Mason, OH, Thomson Custom Publishing.

---

#### Aim and Objectives

---

- Understand how companies manage stakeholder relations by means of corporate communications.
- Internalize useful strategies to win daily negotiation battles.
- Develop a sensitivity to understand and implement situation-based communication.
- Acquire tools and strategies to further improve your personal negotiation skills.

---

#### Content and Description

---

In general, this course is divided into two complementary types of sessions, of which both are designed to deepen students' knowledge of different types of communication levels and styles.

The corporate communications level will be covered by the lecture, whereby students learn how companies use communications to implement strategy and achieve competitive advantages. To reach these goals, we will examine several cases, readings, and/or films that will help students to understand how corporate communications relate to general stakeholder management in a firm.

Communications on an individual level will mainly be covered within the tutorials. The practical sessions are designed to teach students the theory and processes of negotiations as it is practiced in a variety of settings (Harvard Principles of Negotiations). Hereby, the course will cover a broad spectrum of negotiation problems that managers face. It will allow the participants to develop a broad array of negotiation skills experientially. Considerable emphasis will be placed on simulations, role-playing and cases in this section as well. It offers a practical and psychological exploration of the major concepts and theories of bargaining and negotiation. Therefore, the main aim of the course is to provide students with the necessary tools and strategies to further improve their personal negotiation skills.

## Course Materials

---

Online material will be available through the LSF at the beginning of the semester.

## Attendance and Participation Policy

---

Attendance in class is not mandatory but useful in order to make sense out of the material. However, those who always come to class should be rewarded which is why missing more than one class will affect your individual grade, as attendance will be taken in each lecture and tutorial.

## Essential Reading Material

---

- Argenti, P. A. (2007). *Corporate Communication*, 4th eds., New York: McGraw Hill
- Coombs, W. T. (2012). *Ongoing Crisis Communication: Planning, Managing, and Responding*, 3rd ed., Thousand Oaks: SAGE Publications.
- Du, S., Bhattacharya, C. B., & Sen, S. (2007). Reaping Relational Rewards From Corporate Social Responsibility: The Role of Competitive Positioning. *International Journal of Research in Marketing*, 24(3), 224-241.
- Fisher, R. & Ury, W. (1991). *Getting to Yes – Negotiating an Agreement Without Giving In*, Berkshire: Random House.
- Fombrun, C. J. (2005). A World of Reputation Research, Analysis and Thinking—Building Corporate Reputation Through CSR Initiatives: Evolving Standards. *Corporate Reputation Review*, 8(1), 7-12.
- Luo, X., & Bhattacharya, C. B. (2006). Corporate Social Responsibility, Customer Satisfaction, and Market Value. *Journal of Marketing*, 70(4), 1-18.
- Raiffa, H., Richardson J. & Metcalfe, D. (2007). *Negotiation Analysis – The Science and Art of Collaborative Decision Making*, Cambridge: Harvard University Press
- Raithel, S., & Schwaiger, M. (2015). The effects of corporate reputation perceptions of the general public on shareholder value. *Strategic Management Journal*, 36(6), 945-956.
- Schwaiger, M. (2004). Components and Parameters of Corporate Reputation - an Empirical Study. *Schmalenbach Business Review*, 56, 46-71.
- Werther Jr., W. B. & Chandler, D. (2006). *Strategic Corporate Social Responsibility: Stakeholders in a Global Environment*. Thousand Oaks/London/New Delhi: Sage Publications.

### C) Competitive Strategy / Consulting Project

#### Lecturers

<u>Chair or Institute</u>	Munich School of Management (approx. 5 institutes)
<u>Lecturer:</u>	<b>Prof. Dr. Thomas Hess - Institute for Information Systems and New Media (WIM)</b> , Professors of institutes involved
<u>Assistant:</u>	<b>Philipp Barthel</b> e-mail: barthel@bwl.lmu.de phone: 089/2180-6114

The course is designed to cover a complete semester. The structure of the project courses can be divided into three main milestones: Kick-off, interim and final presentation. The kick-off is normally held in mid-June and has the purpose to make the students familiar with the tasks and to define basic goals and success factors as well as to sketch the project timeline. At the beginning of August an interim presentation is held, where students present the progress of their project. The consulting project course ends with the final presentation at the end of September.

#### Date and Location

TBA

#### Course Outline

Date	Session	Description
<b>Mid-June</b>	Kick-off session	Introduction with general information regarding the course, presentation of best practices from previous years, introduction of institute-specific topics
<b>Beginning of August</b>	Interim presentation	Presentation of the current project status by the students, feedback for project finalization
<b>End of September</b>	Final presentation	Presentation of project results
<b>Two weeks after final presentation</b>	Hand-in project report	Commented and extended version of final presentation slides

#### Exam and Grading

Grading will be based on the overall performance in the final presentation (50%) and on the commented and extended version of final presentation slides handed in two weeks after the final presentation (50%). Grading will be done individually per team member but we highly emphasize constructive teamwork.

#### Prerequisites

Basic management knowledge

### Aim and Objectives

---

The consulting project course enables students to apply the methods and knowledge gained during their studies in practice and to get to know the daily routine of project work. Hence, while lectures and tutorials allow for gaining declarative knowledge, the project course supports students in gaining procedural knowledge. The overarching goal is to generate practically usable results based on scientifically proven knowledge and methodically clean procedures. The tasks vary from project to project but often include an empirical part with own survey and analysis – either quantitative (e.g., surveys with subsequent customer segmentation, driver analysis) or qualitative (e.g., focus groups or expert interviews).

### Content and Description

---

This course is a compulsory part of the Triple Degree MBA/MSc program, in which the students over a period of about three months act full-time as management consultants and deal with a real entrepreneurial question. As part of the consulting project course, students work in teams of 4 on current and past real-life practical tasks. For 3 to 4 months – guided and supervised by the lecturer and research and teaching assistants – students slip into the role of a management consultant. Course topics are related to all areas of management, including:

- Accounting & Taxation
- Finance & Insurance
- Marketing & Innovation Management
- Information Systems & Digital Business
- Management & Strategy

Due to the broad range of management related topics, basic management knowledge is advisable. However, specialized theoretical or methodological skills are no pre-requisites.

### Course Materials

---

Individually dependent on specific project

### Attendance and Participation Policy

---

Attendance is mandatory for the kick-off and both presentation sessions.

### Essential Reading Material

---

Not essential reading material required

## D) Financial Risk Management

### Lecturers

<u>Chair or Institute</u>	Institute for Capital Markets and Corporate Finance (KMF) and Institute for Risk Management and Insurance (INRIVER)
<u>Lecturer:</u>	<b>Prof. Dr. Markus Glaser and Prof. Dr. Andreas Richter</b>
<u>Assistant:</u>	TBA

### Date and Location

TBA

### Course Outline

- I. Introductory Lecture
- II. Objectives of RM
- III. RM is value enhancing
  - a. Individuals and RM
  - b. Investors and RM
  - c. RM and value creation
- IV. RM Process
  - a. Identification
  - b. Measure
  - c. Methods
    - i. Loss Control
    - ii. Loss Financing
      - 1. Retention
      - 2. Derivatives
      - 3. Insurance / Hedging

### Exam and Grading

Based on written final exam

### Aim and Objectives

TBA

### Content and Description

The course introduces the theoretical and empirical concepts of modern finance that are relevant for risk management (RM). The course seeks to deepen the understanding of why risk management is beneficial by applying classic decision theory to investment and risk management problems. The course is also concerned with market risk, covering different measures of risk and return, as well as portfolio theory and common asset pricing techniques. Furthermore, concepts and instruments like derivative securities, hedging, and insurance are discussed.

### Course Materials

Lectures, tutorials, case study discussions

### Essential Reading Material

---

Berk/DeMarzo: Corporate Finance, 4th ed. 2017 (and older editions), especially Chapters 10, 11, 20, 21, & 30

Bodie/Kane/Marcus: Investments, 11th ed. 2017 (and older editions), especially Chapters 5, 6, 7, 8, 9, & 10



## 7.4.2 Specific information about LMU and Munich

The Student Services Organization in Munich (Studentenwerk München) provides useful information about accommodation, financial aid, work, public transport, student food, services, health and insurances, activities, clubs, entertainment, culture, sport, and travel: [www.stwm.de/en](http://www.stwm.de/en)

Detailed information can also be found in the following section:

### A) Accommodation

In Munich, it can be challenging to find a nice place to stay. We prepared you some useful hints, how and where to best find your perfect home away from home. Nevertheless, you will need patience; If you don't immediately find the perfect place, accept a reasonable offer as a temporary solution and then keep searching

#### Useful links

- How to find private accommodations by LMU: [http://www.uni-muenchen.de/studium/studium\\_int/erasmus\\_lmexchange/leben/unterkunft/tipps-privatzimmer.pdf](http://www.uni-muenchen.de/studium/studium_int/erasmus_lmexchange/leben/unterkunft/tipps-privatzimmer.pdf) (PDF) or <https://www.lmu.de/en/workspace-for-students/student-life/housing/index.html>

There are different accommodation advertisement abbreviations in Germany. Here are the most important ones for you:

- 5ZKDB = 5 rooms with kitchen and bath-room
- 400€ + NK = 400€ basic rent plus extras
- KM = basic rent
- G-WC = separate toilet
- OG = Upper floor
- TG = underground garage
- Wfl = living area (in m<sup>2</sup>)

In Munich, there are different kinds of accommodation possibilities for the Global MBA | Triple Master-students. In the following, you can find detailed information about shared apartments and whole apartments, how to find them and what to consider:

#### Shared apartments

- The majority of students in Germany lives in shared accommodations, the so called "Wohngemeinschaften" or "WGs".
- Each member of the WG has his/her own room; the bathroom and kitchen are shared with the other tenants.
- Usually there is no need to hire an agency to find a WG spot in Munich. Watch out for notices at LMU campus or around the city.



- 450-650 Euro per month
- Deposit (German: Kaution) 1-3x monthly basic rent

- Semester beginnings, esp. winter semester, are tough times to search a WG room
- Try to start as early as possible

- There is no need to hire an agency
- If you want to do so expect costs of up to 2.3x months basic rent

### Whole apartments

- If you are looking for a whole flat, be aware that apartments don't always have a kitchen built in
- Be aware of agencies that charge in advance or monthly fee claiming they have special listings; They usually browse the same platforms you can use on your own



- 12-20 Euro / square meter; deposit (German: Kaution) 1-3x monthly basic rent
- Advertised prices are usually basic rent (German: Kaltmiete - without electricity, warm water etc.); Rent including everything is called *Warmmiete*

- Semester beginnings, especially winter semesters, are tough times to search a WG room
- Try to start as early as possible

- There is no need to hire an agency
- If you want to do so expect costs of up to 2.3x months basic rent

## How to search

---

### 1. Online Platforms

- [www.wG-gesucht.de](http://www.wG-gesucht.de): Most popular platform for shared apartments (WG rooms)
- [www.housinganywhere.com](http://www.housinganywhere.com): Focused on shared apartments (WG rooms)
- [www.immobilienscout24.de](http://www.immobilienscout24.de): Mainly whole apartments; majority of offers from agencies
- [www.hostelworld.com/airbnb.de](http://www.hostelworld.com/airbnb.de): It may be useful to book a short stay accommodation to search locally when you arrived in Munich

### 2. Facebook groups

- Post a request in one of the following groups to find accommodations via Facebook:
  - Wohnung und WG Börse LMU München
  - Facebook Wohnungsmarkt München
  - Wohnungen frei in München
  - Wohnungen mieten München
  - WG & Wohnung München
  - München Provisionsfrei
  - Wohnung & WG frei in München
  - Zimmer Wohnung München
  - WG-Suche

### 3. Newspapers

- Try to get the print edition the evening before it officially appears and call advertisers as soon as possible
  - Kurz & Fündig (Tuesday and Friday)
  - Abendzeitung (Saturday)
  - Süddeutsche Zeitung (Wednesday and Friday)
  - Münchner Merkur (daily)

### 4. Notice boards

- **Notice boards** with private notices from people offering or looking for accommodation can be found in the
  - Students' canteen (Mensa) of the LMU - Leopoldstr. 13a
  - Students' canteen (Mensa) of the TU (Technical University) - Arcisstr. 17
  - Student Services Organisation (Studentenwerk) - Leopoldstr. 15
  - Protestant Students Community

## Important Notes

---

- ✓ Usually, the rental prices advertised are for the basic rent, i.e., costs for electricity, water, heating and refuse removal are extra.

- ✓ In the price of furnished rooms, extra costs are often included. Look out for the terms “Warmmiete” or “warm”, which means that extra costs are included and “Kaltmiete” or “kalt” which means that extra costs are not included. Always ask about extra costs when looking for accommodation.
- ✓ Be aware of fraud: Take care and do not send scanned copies of your passport / identity card or transfer money to prospective landlords when you even have the slightest suspicion that the offer might not be serious.
- ✓ In Germany you need to pay a license fee for watching TV and listening to the radio on any of your devices (**Rundfunkbeitrag**) of 17.50 € per residence (even if you do not watch TV or do not listen to the radio). Please carefully read the information for students at: [https://www.rundfunkbeitrag.de/buergerinnen\\_und\\_buerger/informationen/index\\_ger.html](https://www.rundfunkbeitrag.de/buergerinnen_und_buerger/informationen/index_ger.html)

## B) Campus and Surrounding Area

On Sundays, most shops and stores are closed in Germany. Please inform yourself in advance if you plan any activities on a Sunday.

### ATMs and Credit Union

There is an ATM of the *Stadtsparkasse* Munich at the Northern exit and of the *Volksbank and Raiffeisenbank* at the Southern exit of the subway at University.

### Bookstores

There are different bookstores around the university where you also get English books:

#### ***Buchhandlung Rupprecht***

You find everything your heart desires at this bookstore. If they do not have your book in stock, they order it for you:

Address: Amalienstrasse 79 or Schellingstrasse 3

Opening Hours: Monday – Friday 9 am – 7 pm and Saturday 10 am – 5 pm

#### ***Words' Worth***

Words' Worth offers a broad variety of English-language books. They do not only offer books (fiction and non-fiction) but also audio books, feature films and popular TV series on DVD, postcards and literary gifts and other gift items.

Address: Schellingstrasse 3

Opening Hours: Monday – Friday 10 am – 7 pm and Saturday 10 am – 4 pm

#### ***Lost Weekend***

Lost Weekend is a bookstore including a vegan coffeeshop. They also offer sandwiches and snacks.

Address: Schellingstrasse 3

Opening Hours: Monday – Friday 8 am – 8 pm, Saturday 10 am - 8 pm and Sunday 11 am – 18 pm

#### ***Buch & Töne***

A bookstore which also sells audio books, CDs, postcards, calendars and gift papers

Address: Weissenburger Straße 14, Amalienstraße 46, Rindermarkt 10

Opening Hours: Monday – Friday 10 am – 8 pm, Saturday 10 am – 7 pm

### Career Development Center – “Student und Arbeitsmarkt”

The career service of LMU offers contact to potential employers, current internship vacancies, a database with internship reports, training programs and much more.

Contact: Phone: 0049-8921802191, email: s-a@lmu.de

Address: Ludwigstraße 27 / 1. Floor 80539 Munich

Opening hours: Monday, Tuesday, Thursday 10 am – 12 pm

You can also use the online services: <https://www.lmu.de/de/workspace-fuer-studierende/career-service/index.html>

### Counseling Center – Intercultural Counseling

This counseling center offers help for international students in questions of dealing with other students and the production of housework. Trainings are also offered. For questions of administration, please refer to your Triple Master-administration staff.

Contact: <https://www.en.ikberatung.ikk.uni-muenchen.de/index.html>; Phone: 0049-8921809603, e-mail: [ikberatung@lmu.de](mailto:ikberatung@lmu.de);

Address: Ludwigstrasse 27, 80539 Munich

Opening hours: Tuesday 10 am - 2 pm, Thursday 10 am – 12 pm

## Facility Overview

---

LMU has a variety of several buildings in Munich, Planegg/Martinsried and Oberschleißheim. Most important is the main building, called “Hauptgebäude” or “HGB”, the address is Geschwister-Scholl-Platz 1. You can find a detailed list of all buildings under this link:

[https://www.uni-muenchen.de/ueber\\_die\\_lmu/standorte/lageplaene/index.html](https://www.uni-muenchen.de/ueber_die_lmu/standorte/lageplaene/index.html)

## Food and Restaurants

---

### ***Student Canteens and Cafeterias***

There are eight student canteens and several cafeterias of the Student Services Organisation (*Studentenwerk*) at the Universities in Munich and Garching. You can find several different and reasonably priced menus at lunchtime.

The main canteen can be found in Leopoldstrasse 13a.

During the semester, the canteen is open from Monday to Friday from 11.00 am – 2.00 pm and on Friday from 11.00 am – 2.00 pm. The current menu plan for the month can be found here:

[http://www.studentenwerk-muenchen.de/mensa/speiseplan/speiseplan\\_411\\_-en.html](http://www.studentenwerk-muenchen.de/mensa/speiseplan/speiseplan_411_-en.html)

There are several other canteens and cafeterias. The addresses can be found here:

<https://www.studentenwerk-muenchen.de/en/canteen/locations-and-opening-hours/munich/>

There is no possibility of paying in cash at the canteens or cafeterias. Make sure to top up your LEGIC-card or student-ID card for adequate payment.

### ***Cafes and restaurants in the LMU area***

There are plenty of other restaurants and cafes around the university:

#### **CAFÉ KÖNIGIN**

Breakfast, wraps and freshly squeezed juices, great terrace. Café Königin is situated right next to the English Garden.

Contact: <http://barer61.de/home/koenigin43/> or (+49) (0)89 331262

Opening Hours: Tuesday to Friday 10 am - 8 pm; Saturday to Sunday (public holidays) 9 am - 6 pm

Address: Koeniginstrasse 43

#### **DELI STAR**

Bagels and much more. Always healthy and always fresh food. Also good for take aways.

Contact: <https://delistar.de/> or (+49) (0)89 28 78 77 13 (Kaulbachstrasse) or (+49) (0)89 28 99 64 34

Opening Hours: Monday to Friday: 8 am – 6 pm; Saturday to Sunday: 9 am – 5 pm

Address: Kaulbachstrasse 41 or Amalienstrasse 40

#### **ZUM KOREANER**

You can find the best pork belly here.

Contact: <https://www.zum-koreaner.de> or (+49) (0)89 283115

Opening Hours: Monday to Sunday 10 am – 10 pm

Address: Amalienstrasse 51

### **ATZINGER**

Relax in the beergarden in the backyard of Schwabing's great houses.

Contact: <https://www.atzingermuenchen.de/> or (+49) (0)89 282880

Opening Hours: Beergarden only during the summer 6 pm – 0 am

Address: Schellingstrasse 9

### **DEAN & DAVID**

You can find a lot of salads, currys and much more at Dean & David. All very fresh and healthy and great to take away.

Contact: <https://deananddavid.de/standorte/muenchen-schellingstrasse/> or (+49)(0) 89 33098318

Opening Hours: Monday to Friday 11.30 am – 8.30 pm, Saturday 12 am – 8 pm

Address: Schellingstrasse 13

### **PUREBURRITO**

The place to go if you look for Mexican food and cheap burrito offers.

Contact: [http://pureburrito.com/pureburrito/lokale\\_muenchen.html](http://pureburrito.com/pureburrito/lokale_muenchen.html) or (+49) (0) 89 27275855

Opening Hours: Monday to Saturday 11 am – 9 pm

Address: Schellingstrasse 16

### **POMMES BOUTIQUE**

Original Belgian fries with over 1,000 different sauces.

Contact: <https://www.facebook.com/pommesboutique> or (+49) (0)89 95473312

Opening Hours: Monday to Saturday 10 am – 10 pm; Sunday and public holidays 12 pm to 8 pm

Address: Amalienstrasse 46

### **Post Office – Deutsche Post**

There are several branches of Deutsche Post around the main building where you can send letters, buy stamps or pick up parcels.

- Theresienstrasse 124
- Robert-Koch-Strasse 7

### **Room Finder**

Every room in one of LMU's buildings can be found with the "Raumfinder": <https://www.uni-muenchen.de/raumfinder/index.html#/>

The room finder is also available as app for iOS and Android, just search for "LMU Raumfinder".

## **C) Everyday Life**

### **Events and Festivals in Munich**

#### **University-related Festivals**

- TEST THE FEST, commonly mid of October / end of April at P1 club
- Events of the ESN (Erasmus Student Network): <http://mesa.esn-germany.de/de>
- Triple Live Summer, commonly in June and July: <https://www.triple-live-summer.de/>

- LMU Sommerfest in July
- Glühweinfest in December
- Das Unifest
- GARNIX
- Rockavaria
- Streetlive Festival and Corso Leopold
- StuStaCulum
- Tollwood Summer Festival
- TUNIX
- Uni-Sommerfest

Further information can be found here: <https://www.lmu.de/en/workspace-for-students/student-life/arts-entertainment-and-culture/index.html>

### ***Sport-related Festivals***

- Munich Marathon, 10<sup>th</sup> October 2021
- BMW Open (Tennis Tournament), 23.04.-01.05.2022
- M-net Munich Outdoorsport-festival, 19<sup>th</sup> September 2021 at the Olympic Park
- Night of the Jumps, 23<sup>rd</sup> April 2022 at the Olympic Hall

### ***Music & Art***

- Amazing concerts by great stars such as Ed Sheeran and Shakira as well as a lot of small bands can be found here: <http://www.songkick.com/>
- Classical Music at the Munich philharmonia (<https://en.gasteig.de/>) – very cheap for students (from 8 EUR)
- The Munich Opera House (*Bayerische Staatsoper*): <https://www.staatsoper.de/en/index.html> - also very cheap for students (from 10 EUR)
- Several theatres such as the Residenztheater (<http://www.residenztheater.de/>), Münchner Kammerspiele (<https://www.muenchner-kammerspiele.de/en>), or the Münchner Volkstheater (<https://www.muenchner-volkstheater.de/>) – all very cheap for students (from 7 EUR)
- The *Deutsche Theater* offers many different musicals and theatres. Last minute prices for students from 26 EUR: <https://www.deutsches-theater.de/>

### ***Other Events***

- A collection of great film festivals can be found here: <http://www.muenchen.de/int/en/events/movie-broadcast/filmfestival.html>
- Cinemas showing films in English (OV): <http://www.muenchen.de/int/en/events/movie-broadcast/cinemas.html>
- Kocherlball, 17<sup>th</sup> July 2022, <https://www.muenchen.de/rathaus/Stadtverwaltung/Kulturreferat/Volkskultur/Kocherlball.html> and <https://www.haberl.de/kocherlball>





The **Marienplatz** is the central square right in the middle of Munich since 1158. The Glockenspiel in the tower of the new city hall (*Neues Rathaus*) draws millions of tourists every year.

---

One of the football stadiums in Munich is the **Allianz Arena** with its 75,000 seating capacity. You can visit either a FC Bayern Munich match or take a guided tour.



The **Englischer Garten** is situated right next to the university. It is one of Europe's largest urban public parks. Visit the **Chinese Tower** or watch the surfers at the **Eisbach Welle**.

---

You can find a rich variety of attractions in the **Olympic Park**. Visit the Olympic tower, the swimming pool and lake or the BMW museum. During the summer, you can visit the Tollwood or relax on the Olympic hill to watch one of the many concerts.



The "**Alte Pinakothek**", the "**Neue Pinakothek**" and the "**Pinakothek der Moderne**" are amongst the greatest public art galleries of Germany. Check them out on a Sunday for a cheaper entrance fee.

---

The **Deutsches Museum** was established in 1903. It is an outstanding place for communicating scientific and technical knowledge. Explore the over 66,000 m<sup>2</sup> large exhibition.



Stroll over the **Viktualienmarkt** and soak in the feeling of Munich. The Viktualienmarkt has evolved from a farmers' market to a popular daily market for fresh food and delicatessen.

---

The Munich zoo **Tierpark Hellabrunn** was established in 1911. With its over 750 different animal species, it is one of the most renowned zoos in Europe.



## D) Health Services and Insurance

### Health Insurance

#### ***Students from European Countries (EU countries)***

Please present your European Health Insurance Card (EHIC) from your relevant health and authority from your home country, to a German state insurance company. You will be given a document that states that you are exempted from your mandatory health insurance fees. Please present this document at matriculation. If you have to see a doctor, please take your EHIC card with you as the doctor is going to invoice the health insurance to have the costs reimbursed.

#### **Students from non-EU countries with which Germany has a social insurance treaty (Iceland, former Yugoslavian states, Norway, Switzerland, and Turkey)**

Please present a certificate entitling for German insurance coverage and you will be freed from the mandatory fees as well. Note: We do not recommend this as most countries do not have the same insurance coverage as in Germany. In case of an illness, you have to pay for your bills yourself and then apply for reimbursement with your health insurance from your home country.

***Students who are not insured in their home country***

Please take an insurance policy at the company of your choice. This costs you about 90 – 100 € per month. All insurers charge the same fee, nevertheless, it is advisable to compare the services.

***Student from the US or Canada***

Your insurance policies are not valid in Germany. Usually, you do have to buy another insurance here.

**Emergency Numbers**

---

- Medical emergency: 112
- Fire service: 112
- Police: 110
- Poison Control Center: (+49) (0)89 19240
- Emergency service: 11 61 17
- Help in case of dental problems: (+49) (0)89 30005515

**Accident, Personal, and Third-Party Liability Insurance**

---

During your stay in Germany, we recommend you to have accident, personal, and third-party liability insurance. Further information can be found here: <https://www.studentenwerk-muenchen.de/en/international/international-students-in-munich/in-preparation/insurance/>.

**Hospitals and doctors close by**

---

- Klinik Schwabing: Kölner Platz 1, 80804 Munich
- Klinikum der Universität München: Lindwurmstrasse 2a, 80336 München
- Rotkreuzklinikum München: Nymphenburger Straße 163

**English-speaking Doctors**

---

- Praxis Dr. med. Bernd Rebell: Garmischer Straße 10, 80339 Munich, Phone: 004989503020
- Praxis in der Au: Kühbachstrasse 7, 81543 Munich, Phone: 00498925544870

**Ex-matriculation**

---

Please make sure to inform your health insurance provider when you plan to leave Germany and provide an ex-matriculation-certificate. Make sure that the date of the cancellation of your health insurance coincides with your departure date, as from there on you are no longer insured in Germany.

<b>E) Transportation in Munich</b>
------------------------------------

You have a lot of different possibilities to find your way through Munich. The public transport in Munich, the so called MVV, will take you everywhere by using the subway, Tram, or trains. Of course you can also walk, cycle or take a car.



Source: [https://www.mvv-muenchen.de/fileadmin/mediapool/07-Ueber\\_den\\_MVV/Tarifstrukturereform/2020\\_layout\\_S\\_U\\_R\\_T\\_X.pdf](https://www.mvv-muenchen.de/fileadmin/mediapool/07-Ueber_den_MVV/Tarifstrukturereform/2020_layout_S_U_R_T_X.pdf)

### **Basic Semester Ticket**

When being enrolled at LMU Munich students get access to a basic semester ticket which entitles students to restricted travel within the MVV network in and around Munich. Using the basic semester ticket, students are only allowed to use the MVV network during the following times:

- ▶ Monday to Friday from 18:00 to 6:00 the following day
- ▶ Saturday, Sunday, on public holidays and on 24 and 31 December (no time restrictions)

Important Note: Students need to carry their student ID (LMUcard) and an official photo ID **at all times** when using public transport.

### **Isarcard Semester**

If you use the public transport regularly and want to use it beyond the restricted times of the basic semester ticket, you require a top-up ticket. The IsarCard Semester is an optional season ticket that is valid for the duration of one semester. This ticket entitles students to unlimited travel across all zones and during the whole day. The cost of the ticket is approx. 202 EUR.

You can buy your IsarCard Semester ticket at the MVG ticket machines or kiosks selling MVG tickets (e.g., at underground stations). Please present your student ID (LMUcard) at the kiosk or type your matriculation number into the ticket machine.

**Important Note:** Keep your receipt for your ticket in a safe place. If you lose your season ticket, you have the possibility to get a substitute ticket, but you need your receipt for this. The MVV will charge you 5,00 EUR for your replacement ticket.

Further information can be found here: <http://www.semesterticket-muenchen.de/en/>

### **MVG customer service is located at the main station**

Monday - Friday 8.00 am - 8.00 pm

Saturday 9.00 am - 4.00 pm

[www.mvv-muenchen.de](http://www.mvv-muenchen.de)

Information about the various combination possibilities between network and zone tickets as well as about prices can be obtained from the MVG.

Further details may be seen at: [www.mvv-muenchen.de](http://www.mvv-muenchen.de)

### **MVV App**

Another easy way to purchase tickets (not your season ticket) and to get directions within Munich quickly, is the MVV-App. You can download it for free and whenever you feel lost or don't know the fastest way home, the MVV-App will give you directions: <https://www.mvv-muenchen.de/en/journey-planer/mobile-services/mvv-app/index.html>

### **Airport Transport**

The cheapest and easiest ways from the Munich airport to the city center is either to take the train within the MVV network or the Lufthansa bus.

- **Train – S8 or S1**

The train S8 or S1 goes to the airport on a regular basis throughout the whole day. You need to purchase a ticket at the ticket machines which costs you 13,20 EUR. You can find further information here: <https://www.mvv-muenchen.de/en/service/mobility-services/air-travellers/index.html>. If you have already purchased your semester ticket, you can also use it to go to the airport.

- **Lufthansa airport bus**

You can use the Lufthansa shuttle from the airport to get either to the central station or Munich Nord / Schwabing. You do not have to fly with Lufthansa to take this shuttle, the bus will stop at both terminals. Tickets can be purchased for around 10,50 EUR. Further information can be found here: <https://www.airportbus-muenchen.de/en/>

### **Day Trips**

You have the weekend off and want to do a day trip to the Alps, to Austria or one of the beautiful lakes around Munich?

- The *German Railways* (Deutsche Bahn) will take you to your desired destination. There are quick connections to the Alps or other destinations within Germany or to Austria and Switzerland: <https://bahnland-bayern.de/de/>
- The *Meridian* or *BOB* will take you to one of Bavaria's beautiful lakes or to some destinations within Austria: <https://www.meridian-bob-brb.de/de/bayerische-oberlandbahn>

### **Bikes**

You can easily explore Munich by bicycle. As the distances are not too far and Munich is rather small, it is a perfect alternative. If you like to get around by bike, you have several options:

- Bikes on demand
  - Deutsche Bahn [https://www.callabike-interaktiv.de/en/soeasytouse?gclid=EAlaIqobChMlvve3mL7i5QIVkNDeCh0B3QJFEAAYASAAEgIH6\\_D\\_BwE](https://www.callabike-interaktiv.de/en/soeasytouse?gclid=EAlaIqobChMlvve3mL7i5QIVkNDeCh0B3QJFEAAYASAAEgIH6_D_BwE)
  - MVG <https://www.mvg.de/services/mobile-services/mvg-rad.html>
- Buy a bike at
  - Olympia Park Flea Market
  - eBay Kleinanzeigen [www.ebay-kleinanzeigen.de](http://www.ebay-kleinanzeigen.de)

### **Car Sharing**

Of course you can also use car sharing options in Munich. There are plenty of options if you need a car for a short amount of time. In Munich you can use DriveNow, Car2Go and Flinkster, among other:

- ShareNow
  - ShareNow is a joint venture between car2go and DriveNow where you pay 9 ct. to 34 ct. per minute and no registration fee.  
Sign up: <https://www.share-now.com/de/de/registration/personal-data/?pc=SHARENOW2021>
- Flinkster
  - Flinkster is the carsharing operations of the Deutsche Bahn (DB). They charge between 1.50 EUR to 1.90 EUR/hour from 10 pm to 6 am, 3.00 EUR to 6.00 EUR from 6 am to 10 pm and 9 EUR for registration (free for BahnCard owner).
  - Sign up: <https://anmeldung.flinkster.de/de/anmelden>

<b>F) Sport</b>
-----------------

The sports center of the universities of Munich offers all members (students and employees) a comprehensive range of sports, from badminton, oriental dance, and diving to climbing and canoe-polo. Details about the current sport offers are published twice a year in the brochure “Hochschulsport” (Sport at the University).

The summer program, covering the summer semester and the following summer/autumn holidays, is published at the end of February, and the winter program, covering the winter semester and the following spring holidays, at the end of July. They are available at the International Office of LMU or online.

### **ZHS at Olympiapark**

Connollystrasse 32, 80809 Munich,

Tel.: +49 89 289 - 24668

Internet: [www.zhs-muenchen.de](http://www.zhs-muenchen.de)



## G) Student Organizations

At LMU Munich there are different groups for different activities. Detailed information of the various organizations can also be found here: [http://www.en.uni-muenchen.de/students/int\\_student\\_guide/student\\_life/student\\_groups/index.html](http://www.en.uni-muenchen.de/students/int_student_guide/student_life/student_groups/index.html). Build up your own community and explore Munich and your Triple Master-program from a new perspective:

### Humanitarian Organizations

---

If you want to make a difference and make a contribution to your community, the humanitarian organizations at LMU offer a lot of different opportunities:

- Amnesty International – University Group Munich
- Workers' Child
- AIAS Munich e.V.
- Enactus Munich
- Commit to Partnership e.V.
- Nightline e.V.
- Refugee Law Clinic – Munich
- Serlo
- Students Tutor Pupils e.V.
- Humanist University Group – Munich
- Peer support

### International Organizations

---

LMU is a very diverse place and a few of the many international organizations stand out for their involvement:

- TutoRIA: International Tutoring and Community
- Munich ERASMUS Students Association (MESA)
- AEGEE
- AIESEC
- IASTE
- Further country and regional groups
  - Association of Ukrainian students in Germany (BUSD)
  - Chinese Students and Scholars Association (CSSA)
  - Polish Students and Graduates in Munich
  - Turkish-German Student Union

### Religious Organizations

---

Join a like-minded student organization and shape the religious life at LMU. Students of all confessions are very welcome:

- Catholic University Community
- Protestant Student Community
- Greek Orthodox Metropolis
- Islamic Association of Universities
- Union of Jewish Students in Bavaria

## Career-oriented Student Organizations

Furthermore, there are different organizations that help to foster and develop your future career:

- Academy Consult
- AIESEC
- European Law Students' Association (ELSA)
- Sinik
- Sinik

## H) Miscellaneous and other important information

### LMU Souvenirs

You are looking for the perfect souvenir to take home to your family and friends? In the LMU Souvenir shop you will find the right gift to take home.

The LMU Souvenir shop offers:

- Conference and office material (e.g., notepads)
- Lifestyle goods (e.g., sport bags, umbrellas)
- Clothing (e.g., hoodies, t-shirts)

You can shop online at <http://www.lmu-shop.de/en/>.

Opening times: Monday – Thursday between 10 am and 5 pm.

### Language Courses

All your courses are held in English. Nevertheless, if you would like to improve your German, there are several options to do so. Please note, there are no German language courses offered free of charge at LMU. You can find further information at these institutions:

- International University Club - <https://www.begleitkurs-deutsch.de/en>
- German Courses - <https://www.dkfa.de/en/>
- Online Courses - <https://www.deutsch-uni.com/en/>

### Libraries

#### ***The University Library***

For ordering and reserving books please use the self-service system of the university library, the OPAC (Online Access Catalogue): [www.en.ub.uni-muenchen.de](http://www.en.ub.uni-muenchen.de)

You need your student card for all services. Your student card also allows you to borrow books from the Bavarian State Library (Bayerische Staatsbibliothek).



Most of the different institutions at LMU also have their own libraries. More information can be found here: [http://www.en.uni-muenchen.de/about\\_lmu/academics/faculties/index.html](http://www.en.uni-muenchen.de/about_lmu/academics/faculties/index.html).

University Library Munich (Universitätsbibliothek München, UB)



Contact Details: [Geschwister-Scholl-Platz 1, building part F, ground floor \(Circulation Hall\)](#)

Phone: (+49) (0)89 21802427

Opening Hours: Monday to Friday 9 am – 10 pm during the semester time

### ***How to use the OPAC***

You can use the OPAC for literature research either

- Via the OPAC terminals available in the UB
- Via the internet <https://www.en.ub.uni-muenchen.de/search/online-catalogue/index.html>

Courses are offered regularly which explain the use of the OPAC system. Further information are available at the information counter (Bibliotheksauskunft).

### ***Bayerische Staatsbibliothek (BSB)***

Further books and a huge reading room can be found at the Bayerische Staatsbibliothek. There are guided tours of the library (Bibliotheksführung) at the beginning of each semester. Further information can be found on the notice boards or are available in the library.

Contact Details: Ludwigstraße 16, 80539 Munich, U3/U6, subway station “Universität”

Phone: (+49) (0)89 28638-2322

Opening Hours: as of August 7<sup>th</sup> 2021, general reading room: Monday to Saturday 8 am to 3 pm and 4 pm to 10 pm

### **University Student Email Account**

---

You will get your own student email account which you need to log into the computer labs or the LSF, which is the online system for students of the LMU. With this account you can use a lot of different online tools of LMU e.g., you can make changes about your address, you receive official emails from the university administration.

### **Computer Pools**

---

You can find PC workstations in the reading rooms at all the University Library locations. Further information concerning the computer pools can be found here: <https://www.en.ub.uni-muenchen.de/working/wheretowork/pc-desks/index.html>

### **Opening a bank account**

---

If you have a bank account in a Eurozone country, you do not necessarily have to open a bank account. Many banks exempt students from bank charges, make sure to choose the right bank, therefore. A regular checking account is called “Girokonto” and a savings account “Sparkonto”. Most banks offer printers and automatic cash dispenser in their entryways which are accessible 24/7. Check out the online banking services of your preferred bank. Most bank transactions take place electronically in Germany. Therefore, you can arrange to have your bills paid automatically from your account.

Documents you need to open up a bank account:

- Certificate of proof of residence (Meldebescheinigung) or copy of your rental contract
- Proof of LMU student status
- Valid ID card or passport

## Student ID – LMUcard

---

With the LMUcard you have a multifunctional chip card of the LMU and your student ID in one. You will receive a link via email 24 hours after enrolment. Please apply for your card online accordingly. Further information can be found here: <https://www.it-servicedesk.uni-muenchen.de/lmucard/en/index.html>

The LMUcard has the following features:

- Student ID
- Payment features: student cafeteria, copiers and printers
- Library ID
- MVV semester ticket (not IsarCard Semester)

You can pick up your LMUcard in person here:

- IT-Servicedesk - LMUcard-Kartenstelle, Geschwister-Scholl-Platz 1, room F007 / F009, 80539 Munich

Please bring your your ID, passport, or electronic residence permit with you. You should also bring your certificate of registration (*Meldebescheinigung*). As soon as you check your fee account via the online self-service and you see the confirmation of your paid fees, please re-validate your LMUcard.

## 7.5 Fourth semester – Choose your location

In your last semester it is up to you, where you are going to write your Master thesis. Your Master thesis is obligatory to obtain your M.Sc. degree as well as your Diplôme Grande Ecole. If you do not write a Master thesis, you will not be awarded with these two degrees. You can start to apply for a Master thesis as soon as you reached 144 ECTS / 72 U.S.-credits in total.

Please make sure to follow the thesis guidelines as indicated below:

### LOYOLA – New Orleans

---

Students completing the Master thesis with a supervisor at Loyola will need to abide by the thesis requirements of SKEMA and LMU.

### SKEMA - Paris

---

The dissertation is an important part of the triple degree program, taking students a step on from undergraduate studies in terms of academic rigor, analysis and presentation. It is here that students will display their ability to ‘master’ a chosen area of study – an achievement to be proud of. For the student, it constitutes a privileged moment of study supported by a supervisor from SKEMA’s faculty. Dissertation guidelines and details for submission dates, are provided in the **table below**.

### LMU - Munich

---

If you chose to write your Master thesis at LMU, you will need to follow the guidelines as indicated in the **table below**. Of course, you will not necessarily have to be in Munich all the time while working on your thesis, but you might find it convenient to have direct access to the facilities and teachers here at LMU. Generally, each institute of the Faculty of Business Administration (LMU Munich School of Management) is eligible to supervise your thesis but **please do not contact the professors directly**. Once you have indicated your intention to complete your Master thesis at LMU, we will ask you to indicate at least three different institutes (Professors) you are interested in to write your Master Thesis at. **Once we agreed on a tutor, you can contact him/her and start your thesis by registering it with the registration form**. Please note that from the moment the thesis registration is signed, it is not possible to switch supervisors and the 26 weeks are counting down. The due date can only be postponed due to sickness (medical certificate).

### Overall Thesis Guidelines

Credits:	15 U.S.-credits / 30 ECTS
Duration:	January 2023 – September 2023 (maximum duration of 26 weeks after topic approved and registered)
Deadline:	Submission deadline: September 2023
Topic/Title:	To be agreed with the supervisor of one of the three institutions (SKEMA, LMU, or Loyola)
Language:	English

Registration:	September 2022 (deadline October 1, 2022) – LMU will contact students with form to indicate where they would like to write the thesis. LMU will then provide results to the other partner institutions.
Extent:	About 60 pages (minimum 120,000 – 140,000 characters, counting core text only)
Submission:	<p>At LMU, digital copy (pdf) + 2 bound printed copies (1 for supervisor and 1 for the Triple Master team). Supervisor submits thesis in plagiarism checking tool.</p> <p>At SKEMA, student submits thesis at URKUND through a specific address that will be indicated to the student once the thesis registration at SKEMA is confirmed. Student staff member receives the URKUND report, which is then transferred to the supervisor.</p> <p>At Loyola, student submits the thesis through Canvas and the supervisor then submits to the plagiarism checker.</p>
Defense	<p>At LMU, June 2023-September 2023.</p> <p>At SKEMA, Mid-October 2023.</p> <p>At Loyola, Loyola will organize a defense as needed by SKEMA or LMU.</p>
Additional requirements	Thesis must be written individually (not in pairs) and in English.

## 8. Internal Rules and Regulations

Each university has its own internal rules and regulations which the students have to comply with

### 8.1 General

#### LOYOLA – New Orleans

---

Information for following guidelines and rules concerning LOYOLA can be found online:

- Academic Standing and Academic Actions
- Grade and Dismissal Appeals Process
- Academic Dismissal Appeals Process
- Course Registration Process

Please refer to following links:

- <http://2019bulletin.loyno.edu/academic-regulations>
- <http://2019bulletin.loyno.edu/graduate/business-administration>
- Applying for Graduation - <http://www.loyno.edu/commencement/applying-graduation>
- Student Financial Services - <http://finance.loyno.edu/student-finance>
- Employer Tuition Reimbursement - <http://finance.loyno.edu/student-finance/employer-reimbursement>

#### SKEMA – Paris

---

Information for the guidelines and rules concerning SKEMA can be found online:

- School Rules
- Ethical Charter

The M.Sc. Study Guide is available on the student portal – Your Education Portal (YEP): <https://yep2dev.skema.edu/programmes-msc-student-booklet/>. Students receive their YEP access codes upon enrollment.

As a school, SKEMA is committed to a philosophy of continuous improvement, as shown in its various certifications and accreditations (ISO, CGE, EQUIS, AACSB...). The conception, management and development of the MSc programs is consistent with this.

Below is a brief outline of the functions of the main governing committees, which guarantee the interests of the program stakeholders:

#### **Program Steering Committee**

The Program Steering Committee takes place at least once every year, before the Conseil des Programmes. The Program Director brings together various stakeholders to reflect upon how the program is working and where it should be going, in terms of curriculum, pedagogical approach and adaptation to the needs of the relevant job market or profession.

The Committee seeks to balance input from academics, business professionals and students, with a range of participants appropriate to the nature and positioning of the program.

#### LMU - Munich

---

Information for following guidelines and rules concerning LMU Munich can be found online:

- House Rules and Regulations LMU [https://www.uni-muenchen.de/einrichtungen/zuv/uebersicht/dez\\_iv/ref\\_iv6/verzweigung/hausordnung\\_englisch.pdf](https://www.uni-muenchen.de/einrichtungen/zuv/uebersicht/dez_iv/ref_iv6/verzweigung/hausordnung_englisch.pdf)
- International Student Guide [https://www.en.uni-muenchen.de/students/int\\_student\\_guide/index.html](https://www.en.uni-muenchen.de/students/int_student_guide/index.html)
- Office of the University Registrar <https://www.uni-muenchen.de/studium/kontakt/studentenkanzlei/studentenkanzlei/index.html>
- Academic Writing <https://www.en.ub.uni-muenchen.de/writing/academic-writing/index.html>

## 8.2 Payment of enrolment fee and tuition fees

<b>2021-2022</b>	<b>Full-Time</b>
<b>Tuition (total 45 credit hours)</b>	\$1005 per credit hour
<b>General Fees*</b>	\$758 per semester
<b>Graduation Fee**</b>	\$300
<b>International studies fee/Consulting Project</b>	varies
<b>Additional fees (international student insurance, living expenses, etc.)***</b>	varies

\*May vary on each campus

\*\*Students are billed during the graduation term

\*\*\*J-1 students must complete Affidavit of Support

## 9. Code of Conduct

A Code of Conduct applies for your Global MBA | Triple Master-program for all campuses and universities. For detailed information about the university-specific code of conduct, please refer to the websites below:

- LOYOLA: <http://studentaffairs.loyno.edu/student-handbook>
- SKEMA: <https://yep2dev.skema.edu/programmes-msc-student-booklet/>
- LMU: <http://www.en.uni-muenchen.de/news/newsarchiv/2010/2010-codeofconduct.html>

### Behavior

Students will come to class promptly at the scheduled time and be prepared with completed assignment(s). Students of the Global MBA | Triple Master-program should genuinely listen to others, attempt to understand perspectives different than their own, and share their ideas with professional tact. Students must actively participate in class discussion, enhancing the experience of the classroom with quality contributions. Students must provide the professor notice beforehand and accept associated consequences if he or she is to miss a class meeting.

### Cheating

Cheating is defined as using unauthorized materials or receiving unauthorized assistance during an exam or other academic exercise. It includes, but is not limited to:

- using or attempting to use unauthorized materials in any academic coursework
- copying, falsifying, destroying, or altering another student's work
- submitting the same written work in more than one course without prior written approval from the instructors involved
- dishonestly requesting to make up exams, extend deadlines for submitting coursework
- plagiarizing in any form

Students should neither cheat nor try to cheat during an exam or other evaluation, whatever the method used (example: mobile phones, any possession of unauthorized documents, copy another student's work ...)

### Mutual Respect and Teamwork

The basis for a common cooperation and togetherness is mutual respect. Interactions among students or between students and staff should be based on a friendly collaboration. Acknowledge that the Triple Master-program requires working closely with others. Foster openness in teamwork, complete portions of team assignments according to standards and deadlines set by the team and assume a leadership role as appropriate. Encourage a learning community respectful and open to diversity of ideas and people, including professors, classmates, and other stakeholders. Make the time commitment to read assigned materials thoughtfully, offer meaningful contributions to class dialogue, and complete assignments on-time with honesty, integrity, and pride.

## Plagiarism

In the Modern Language Association Handbook, plagiarism is defined as “using another person's ideas, information, or expressions without acknowledging that person's work constitutes intellectual theft. Passing off another person's ideas, information or expressions as your own to get a better grade or gain some other advantage constitutes fraud” (Seventh Edition, 2009, p. 52). Please observe the guidelines of academic practice to avoid any charges of plagiarism. If you are not sure whether you met all requirements, please contact your tutor or lecturer.

### All students must:

- Be aware of and respect the rules and correct usage of citations and bibliographic sources.
- Never copy any part of another student's work, whether from the same or a different program or from the same or a past class.

Non-compliance implicates the student in the act of cheating or plagiarism and results in the rigid application of the regulations after being convoked by the program directors. All cheating results in a failure in the class and compulsory re-enrolment in that class, though it may also lead to repeating an entire semester.

Further information concerning all three universities can be found here:

LOYOLA – New Orleans	<a href="http://2019bulletin.loyno.edu/academic-regulations/academic-honesty-and-plagiarism">http://2019bulletin.loyno.edu/academic-regulations/academic-honesty-and-plagiarism</a>	
SKEMA - Paris	<a href="https://kcenter.skema.edu/find/check-for-plagiarism">https://kcenter.skema.edu/find/check-for-plagiarism</a>	or internal regulations article 23
LMU - Munich	<a href="https://www.en.ub.uni-muenchen.de/writing/academic-writing/index.html">https://www.en.ub.uni-muenchen.de/writing/academic-writing/index.html</a>	

## Gender and Diversity

All students should recognize the diversity and differences of the people they work with in terms of gender, age, sexual orientation, skin color, mental and physical (dis)abilities, and ethnic origin. Encounter with an open mind, be friendly to each other and accept and respect your classmates in the way you want to be respected.

## Racism

You are a guest in a foreign country. Show understanding and respect for the foreign culture, including people's mentality and way of life. The more positive, open, and unprejudiced you approach your colleagues and the new culture, the more unique your experience will be.



## 10. Appendix

### Checklist Triple Master – General

---

#### BEFORE DEPARTURE

---

- ☐ If necessary, apply for an entry visa
- ☐ Check your passport / identity card: How long is it still valid?
- ☐ Ask your health insurance provider for a confirmation of your health insurance
- ☐ Make sure that you have sufficient financial means for your study period abroad and get a proof of it
- ☐ Take a few passport photos
- ☐ Get a personal and third-party liability insurance policy (strongly recommended)
- ☐ Prepare all necessary documents (original and/or certified copy) to take with you → necessary to get enrolled at LMU Munich

#### AFTER ARRIVAL

---

- ☐ Get a health insurance
- ☐ Register your address within a week of your arrival (for Munich)
- ☐ Open a bank account (if necessary)
- ☐ Get or matriculation done

#### AFTER ENROLMENT

---

- ☐ Apply for a residence permit (if necessary)
- ☐ If required purchase a train ticket / semester ticket
- ☐ Get a library card (if desirable) and your student ID
- ☐ Apply for the university sport (if desirable)

#### BEFORE RETURNING HOME

---

- ☐ Inform the registration office (in person or in writing) that you are leaving
- ☐ Inform the housing administration; leave your home bank account details (for deposit return)
- ☐ Notify your health insurance provider and send your ex-matriculation confirmation



## Checklist Triple Master – Required Documents for Application

Please check the website for last minute changes on the application process: <http://business.loyno.edu/mba/global-mba-triple-master-program>. Furthermore, applicants need to meet academic requirements of each of the three partner schools to be able to gain admission and earn each degree. This checklist helps you to check the completeness of your documents. Please submit all required documents in due time and complete. Thank you.

Priority Deadline: **May 15<sup>th</sup>** (for applicants whose Bachelor certificate might not meet the German regulations)

Regular Deadline: **June 30<sup>th</sup>**

### REQUIRED DOCUMENTS

- ☐ Application form
- ☐ \$50 application fee (waived for open house attendance at LOYOLA in New Orleans)
- ☐ Current résumé
- ☐ Two letters of recommendation from professional references
- ☐ Official transcripts showing all college work attempted: undergraduate, graduate, and professional. (A translated copy of academic records (transcripts) may be required for applicants who attended or completed their bachelor's and/or master's degree outside of the United States.)
- ☐ 400-word essay-statement of purpose--Select one of these questions to answer:
  - Describe your approach to making decisions and solving problems. Why do you do it this way?
  - What qualities should a successful manager possess?
  - How do you think the triple degree program will enhance your academic and/or professional background?
- ☐ Online interview
- ☐ Optional: An official GMAT or GRE score report
- ☐ Affidavit of support showing sufficient funds to finance their course of study and living expenses
- ☐ Official TOEFL score report from the Educational Testing Service (ETS) (if the bachelor's degree or university entrance qualifications have neither been completed in English)
- ☐ Applicants from China or Vietnam must submit APS-Certificate
- ☐ A translated copy of academic records (transcripts) may be required for applicants who attended or completed their bachelor's and/or master's degree outside of the United States

Please make sure to also meet the **special requirements** of LMU:

[http://business.loyno.edu/sites/default/files/images/additional\\_requirements\\_for\\_application\\_at\\_lmu.pdf](http://business.loyno.edu/sites/default/files/images/additional_requirements_for_application_at_lmu.pdf)



## Checklist Triple Master – Required Documents for Visa Application for the U.S.

Visa procedures vary from one consulate or embassy to another, so it is very important that you check the website of the U.S. Consulate or Embassy in your country (find it at [usembassy.gov](http://usembassy.gov)) for specific instructions.

### STANDARD ITEMS REQUIRED FOR THE APPLICATION:

- ☐ Current passport, valid for at least six months after your proposed date of entry into the U.S.
- ☐ DS-2019 for the J-1 visa
- ☐ Evidence of financial support for the period of time and the amount indicated on your DS-2019
- ☐ Form DS-160. The form is available on the State Department website: [travel.state.gov/content/travel/en/us-visas/visa-information-resources/forms/ds-160-online-nonimmigrant-visa-application.html](https://travel.state.gov/content/travel/en/us-visas/visa-information-resources/forms/ds-160-online-nonimmigrant-visa-application.html)
- ☐ Visa processing fee receipt. See the website for the U.S. Consulate or Embassy in your country for specific instructions on paying this fee.
- ☐ Proof that you have paid the SEVIS fee.
- ☐ One 2x2 inch passport-style photograph.

More information: [ceac.state.gov/genniv/default.aspx](http://ceac.state.gov/genniv/default.aspx)

### YOU SHOULD ALSO BE PREPARED TO PROVIDE:

- ☐ Transcripts and diplomas from any previous institutions you have attended.
- ☐ Scores from standardized tests that were required by Loyola, such as the TOEFL, GRE, GMAT, etc.
- ☐ Financial evidence that shows you or your sponsor have sufficient funds to cover your tuition and living expenses during the period of your study (income tax documents, paycheck stubs, original bank statements, etc.).
- ☐ Proof that you have a residence abroad that you have no intention of abandoning and that you plan to return home after your studies.
- ☐ A short interview is also required.



## Checklist Triple Master – Required Documents for Visa Application for France

---

### Required documents – Campus France process

---

- ☐ Application Form <https://www.usa.campusfrance.org/how-to-apply-for-a-student-visa>
- ☐ ID photograph (recent – less than 90 days ago, color, full face, front view, white background, no smile)
- ☐ If not a US citizen, provide proof of legal status (green card or visa)
- ☐ Travel document, valid for at least three months after the planned date of return
- ☐ Photocopy of passport pages
- ☐ Letter of enrollment from SKEMA
- ☐ Campus France confirmation email - You will receive an email once your application has been processed
- ☐ Last degree completed
- ☐ OFII form (applicant fills out the upper part, unless the student's nationality is governed by a bilateral agreement)
- ☐ Proof of secured housing for 3 months
- ☐ Most recent bank statement, proving deposits in a bank account of at least 615 euros/\$700 per month multiplied by the length of stay (i.e., for a stay of 4 months,  $700 \times 4 = \$2800$ ). Student's full name must be visible on the statement
- ☐ If student is being sponsored, sponsors must provide a notarized statement from a parental guarantor in the USA, or country of residence, declaring that they will commit to providing the student with at least \$700 per month. The sponsor needs to state and prove relationship to the student with a copy of their ID and provide their most recent bank statement.
- ☐ Students with financial aid or a scholarship must provide a letter, and a copy, of their scholarship award or aid.

### Required documents – VSF Process

---

- ☐ Make an appointment with VSF in Atlanta Georgia, at <https://visa.vfsglobal.com/usa/en/nld/attend-centre/houston>
- ☐ Campus France confirmation email
- ☐ Passport size photograph (recent, color, full face, front view, white background, no smile)
- ☐ SKEMA acceptance letter
- ☐ Proof of financial support (same as for Campus France)
- ☐ Medical Insurance (highly recommended but only required for students over 28)
- ☐ Flight reservation – Round trip – open tickets are not acceptable



## Checklist Triple Master – Required Documents for Visa and / or Mobility Application for Germany (1/2)

---

### Mobility

---

- ☐ Completed digital notification form (<https://www.bamf.de/SharedDocs/Anlagen/EN/MigrationAufenthalt/formular-mobilitaet-student.html?nn=444510>),
- ☐ Residence title issued by the first EU State (here: France; issued for study purposes and in accordance with the REST Directive),
- ☐ Recognized, valid passport/replacement passport (copy only),
- ☐ Proof that you are taking part in a program organized by the EU or other multilateral program entailing mobility and/or the agreement between the higher education institutions (will be provided by LMU), and
- ☐ Proof of health insurance)
- ☐ Financial funds (scholarship; deposit of a security deposit into a blocked account with a financial institution which is permitted to carry out banking transactions in the Federal Republic of Germany and of which only 1/12 of the deposited amount may be disposed of each month; Declaration of Commitment; presentation of the parents' income and financial circumstances; sponsor; education loan)

### National Student Visa

---

- ☐ Two Duly Completed Visa Application Form
- ☐ Two Recently Taken Portrait Photographs
- ☐ Valid Passport
- ☐ LMU Admission Letter (“Zulassungsbescheinigung”)
- ☐ Authenticated Certificates of Earlier Education
- ☐ Means of Subsistence – 8,700 Euro per year (personal financial statements of the last three months, scholarship award certificate, fixed deposit statement “Sperrkonto”, written confirmation of parents or sponsor that he/she will cover your costs, or other). Easier with ERASMUS grant confirmation!
- ☐ Proof of Covered Health Insurance – for the entire period of stay in Germany (EHIC card)
- ☐ Proof of Paid Visa Fee – 60 Euro
- ☐ \*Note: Each original has to be offered with 2 photocopies



## Checklist Triple Master – Required Documents for Visa and / or Mobility Application for Germany (2/2)

---

### German Residence Title - Residence Permit Checklist

---

- ☐ A completed form “Antrag auf Erteilung”; download the PDF version (German / English)
- ☐ A valid passport
- ☐ A passport photo (biometric)
- ☐ Proof of registration at LMU (student ID)
- ☐ Proof of health insurance
- ☐ Confirmation of registration of your local address (Anmeldebestätigung):  
[http://www.en.uni-muenchen.de/students/int\\_student\\_guide/settling\\_in/registering\\_address/index.html](http://www.en.uni-muenchen.de/students/int_student_guide/settling_in/registering_address/index.html)
- ☐ The required fee (residence permit for more than one year: € 110; renewal of a residence permit for more than three months: € 80)
- ☐ Proof of financial support or at least minimum adequate resources (Finanzierungsnachweis): <https://www.daad.de/en/study-and-research-in-germany/plan-your-studies/costs-of-education-and-living/>. The legal minimum rises each year but is about € 8,000 per year. To find out the exact figure, please consult the respective pages of the Kreisverwaltungsreferat (KVR):  
[https://www.muenchen.de/rathaus/home\\_en/Department-of-Public-Order/Foreigners-Office/student-visa-residence/visa-for-academic-studies](https://www.muenchen.de/rathaus/home_en/Department-of-Public-Order/Foreigners-Office/student-visa-residence/visa-for-academic-studies)



## Checklist Triple Master – Required Documents for Enrolment in Munich

Please make sure to have all necessary documents for your enrolment in the **original version and as a notarized/certified copy with you**. You can be enrolled in person or in representation.

Further information can be found here: [https://cms-cdn.lmu.de/media/lmu/downloads/studium/international-office/neuer-ordner/checklist-required-documents-for-application\\_checkliste\\_en-2.pdf](https://cms-cdn.lmu.de/media/lmu/downloads/studium/international-office/neuer-ordner/checklist-required-documents-for-application_checkliste_en-2.pdf)

### DOCUMENTS REQUIRED IN **ORIGINAL AND NOTARIZED/CERTIFIED COPY**

- ☐ Fully completed and signed application form
- ☐ Complete CV without gaps up to the date of application submission (specification of month and year)
- ☐ certified copies of all university certificates, degree certificates, transcripts of records and, if available, diploma supplements in the original language and in translation (if required, see above). For applicants from the USA Transcripts in closed Envelope are needed. For information regarding the accuracy and completeness of certified copies and translations
- ☐ A recognition notification from the Zeugnisanerkennungsstelle für den Freistaat Bayern (ZAST) is required for applicants from Afghanistan
- ☐ Applicants from PR China and Vietnam should submit the original certificate of the „Akademische Prüfstelle bei der Deutschen Botschaft“ (APS)
- ☐ Registration certificate and confirmation of all programs studied at German universities
- ☐ For master's degree and doctoral studies: written approval issued by the relevant master's degree or doctoral studies degree course or the doctoral committee responsible (for master's degree: can be submitted with registration) → That document will be handed to you by us