



SUSTAINABLE DEVELOPMENT



The HEC MSc in Sustainable Development (MISD) is a 12 month full-time program taught in English. Our ambition is to train creative and determined managers who are conscious of the importance of the challenges we face and who have a permanent thirst for learning.



Environmental and societal issues are now both well-known and tremendous: global warming, which may be irreversible and necessitates drastic reduction in greenhouse gas emissions; the scissor effect between increasingly consumption of natural resources and scarcity of these resources, especially concerning energy and water, but also other resources like ore and biodiversity; growing socio-economic inequalities, that lead to geopolitical crises.

In the light of these challenges that concern all of us, a real economic change is taking place, marked by: more costly energy and primary resources; more diversified energy sources with non-fossil fuels being taken into consideration; an internalization of the negative effects already implemented with the Kyoto protocol; rebalanced labor costs.

The role of businesses is indeed of primary importance. Making marginal changes, is no longer sufficient: more radical transformations are necessary at technological as well as organizational and strategic levels. A fundamental shift in the way we do business is needed. Anticipating these changes makes companies more creative and also offers them many professional opportunities.

Bénédicte Faivre-Tavignot,
Pascal Chaigneau,
Academic Directors.

OBJECTIVES

- › Train the next generation of leaders, aware of societal challenges, determined to make a difference
- › Develop student's leadership, creativity and innovation capacity and specific skills
- › Transform strategies and practices of companies towards a more sustainable economy.

Management foundation courses

September 2012

Core Courses and Specialization Courses

(7 months)

October 2012

A COMPREHENSIVE CURRICULUM

The HEC MISD revolves around the following elements:

Management Foundation courses

consist of courses covering the basic principles in management sciences. These courses are taken primarily online, with a test at the end; some complementary courses are given by HEC Paris faculty.

Core Courses

provide the fundamental building blocks of:

- › International issues: environmental, geopolitical,...
- › External leverages of transformation: civil society, financial markets, regulation...
- › Transformation of companies' business models and practices: strategy, R&D, marketing, supply chain, etc...

Consultancy Project

The consultancy project is a real life business experience carried out for a company or an NGO.

Certificate Programs

correspond to a group of courses which provide an in-depth understanding of the structure, management, economics and finance of a specific area. Students who successfully complete all the courses in the same track will be awarded an additional HEC certificate.

Study Trip

Every year, students go on a study trip to witness the sustainable development issues of other countries and to study the measures already implemented or those to be developed.

Master Thesis and Internship

Students are required to write a research-oriented master thesis and must also complete a 16-week minimum internship, in France or abroad. First job experience will be counted as internship experience. Students may validate previous professional/internship experience if the job was related to International Business.

Double Degree

HEC has established Double Degree agreements with two top universities both experts in the field of sustainable development:

- › Norwegian School of Economics (NHH), Bergen. HEC MISD/NHH MSc in Economics & Business Administration
- › Fundação Getulio Vargas, São Paulo. HEC MISD/Vargas Specialized Graduate Program in Sustainability.

The Double Degree Curriculum is extended by 3 to 6 months. Students must apply for these programs during their first semester at HEC.

Consultancy Project & Study Trip
(7 months)
April 2013

Certificates
(100 hours)
April 2013

Internship
(4 months)
June 2013

Master Thesis

EXAMPLES OF COURSE PORTFOLIO

Management Foundation Courses

- › Corporate Strategy
- › Marketing
- › Accounting and Financial Analysis
- › Corporate Finance
- › Introduction to Economics
- › Human Resources
- › Entrepreneurship, Business Models & Business plans.

International Issues

- › Outlook on Environmental Issues
- › Geopolitics of natural resources*
- › Sustainable Development and Systemic Shocks
- › International Markets.

External leverages of transformation

- › Crisis Management*
- › Sustainable Development Law and Practices
- › Socially Responsible Investment and Extra-financial Information
- › Climate-change Economy
- › Sustainable Development Standards.

Transformation of companies' business models and practices

- › Strategy and Sustainable Development
- › Life-cycle Analysis and Eco-design
- › Sustainable Marketing & Communication
- › Sustainable Procurement
- › Raising SD awareness within an Organization
- › Non-Governmental Organizations' Management
- › Contribution to the local communities
- › Sustainable cities
- › Intellectual Capital, Intangible Assets and their link with Sustainable Development

Certificate Programs

- › Digital Innovation for Business (with Free, Meetic, Pixmania, PriceMinister and Vente-privee.com)
- › Energy & Finance (with Deloitte and Société Générale)
- › Innovation and Entrepreneurship (with Safran)
- › Luxury Strategies (with PPR Luxury Group)
- › Real Estate (with Morgan Stanley and Unibail Rodamco)
- › Social Business (with Danone and Schneider Electric).

More information on www.hec.edu/Certificates.

* Taught in French

THE FRENCH LANGUAGE

MISD students do not need to speak French to follow the program as all core courses and many electives are offered in English. However, some knowledge of French can be useful to enjoy the full HEC experience: become professionally bicultural and optimize networking with French students and alumni. This is why HEC Paris offers French language classes free of charge to its international students.



FACULTY AND RESEARCH

Thanks to a permanent faculty of over 109 holding PhDs from the world's leading research universities such as Boston College, Cornell, Harvard, McGill, MIT, Princeton, Stanford, UCLA, Wharton, Yale and also from top European institutions, HEC Paris offers a broad range of quality programs. 56% are non-French and of 29 different nationalities. Whilst teaching the various programs, they also carry out research and work in, or act as, consultants to major firms. This ensures that they are constantly up-to-date with the latest managerial practices.

Moreover, more than 130 affiliate and visiting professors and many lecturers (academics and professionals) join the faculty's ranks each year.

Research, the Essence of Management Science

HEC Paris' faculty is dedicated to pushing the frontier of knowledge in their field of expertise by actively engaging in research, regular publications in top academic journals with an international audience and also through active participation in international academic conferences. The HEC Faculty has been ranked 3rd in Europe by the *Financial Times* 2011 ranking for Research.

Focus on a Professor : Laurence Lehmann Ortega



Laurence Lehmann-Ortega, HEC alumnus with Ph.D in management, is Affiliate Professor of Strategic Management at HEC Paris.

Laurence first worked as a consultant in strategy. Prior to joining HEC, she was an associate professor at Groupe Sup de Co Montpellier (France). She teaches strategy and sustainable development in Masters, MBA and executive education programs.

Her research focuses on strategic innovation, that is to say business model innovation, especially in incumbent firms in mature and low tech industries. In this context, she deals with business model innovation as a response to sustainable development constraints and with its consequences in multinational firms, in particular the learning process and the questioning of mental schemes.

Her research has been published in journals such as *Long Range Planning*, *M@n@gement* et *Revue Française de Gestion*. She also co-authored *Strategor* and received the price for the best SME case study in 2010, granted by *FNEGE-Ariane*.

A WEALTH OF ASSETS

The HEC MSc in Sustainable Development's academic ambition is to shape international managers to prepare them for the huge challenge of building a sustainable economy. The curriculum focuses not only on giving students all necessary knowledge on environmental and social stakes (climate change, biodiversity, poverty...) but also on the evolution of the context of companies (pressures of civil society, financial markets and soft and hard laws). It also aims to teach them important skills: how to transform, in a strategic and operational way, business practices in Strategy, Marketing, R&D, Supply Chain and Human Resources among others.

A 12-month intensive and selective Master's program

Admission to the MISD program is highly selective. HEC Paris' expectations regarding the performance of students are very high.

Not only do MISD students take courses, but they must also interact with business leaders, get involved in ambitious projects and consultancy work.

A balanced combination of theory and applications

The objective of the program is not to produce theoreticians but to train students to apply these economic concepts and methods that seem to us fundamental to sustainability:

- ▶ What is a sustainable business model
- ▶ How to conceive new products and services that consume significantly less resources, emit no CO₂ and can be reused or recycled
- ▶ How to mobilize all human resources on these issues, etc.

Strong connections with the business and sustainable development community

Students will largely interact with business leaders and experts on sustainable development through courses, conferences, consultancy projects, internships and career fairs organized on campus.

The possibility to build a rich professional project at the heart of the key issues of today and tomorrow

Throughout the year, students will develop their own project, and define their specific contribution to a sustainable world, through which they will be able to develop their career with energy and passion.

A very diverse student body

MISD students come from mixed international academic backgrounds, which leads to rich discussions and cross-cultural experiences.



STUDY TRIP

Every year, students go on a study trip to witness the sustainable development issues of other countries and to study measures implemented or to be developed. The latest study trips were Burkina Faso, Morocco, Bangladesh, Brazil Madagascar and Kenya.

FOCUS ON A STUDY TRIP: MADAGASCAR

In 2008 and 2011, we went to Madagascar, a fabulous country both for its cultural and landscapes where students were confronted with sustainable development issues such as extreme poverty, loss of bio-diversity, deforestation... And had the chance to meet inspiring change makers from the economic world as well as from the civil society.



CARE Dam

This dam diverted the river artificially to feed different rice fields. The gain in productivity was such that the growers were able to reduce the size of their fields and have stopped cutting down the forests on the slopes along the valley.

ERI

Professor Mark Freudenberger presents the ERI (EcoRegional Initiatives Program) reforestation program by USAID (United States Agency for International Development) Madagascar, run by DAI (Development Alternatives, Inc.).



Nutrimad

Nutrimad is a program dedicated to fighting against child malnutrition in Madagascar. To do this, the GRET (Group for Research and Technology Exchanges) has developed a flour for cooking. Enriched in nutrients, it provides an excellent supplement to make up for deficiencies in children's diets. The flour is packed in individual doses and is made of Madagascar products (corn, peanut, sugar). The product is christened Koba Aina, "flour of life" in Madagascar.

FOCUS ON A STUDY TRIP: KENYA

Nothing serves better to fuel the mind and to mobilize one's efforts than to see by oneself!

During our study trip to Kenya we visited several Non-Governmental Organizations and corporations that interested us as students of sustainable development and had the opportunity to live an incredible moment with the Masai tribesmen. Beginning with a meeting with members of the Intergovernmental Panel on Climate Change, and followed rapidly with visits to the United Nations Environmental Program and the Greenbelt Movement, we were honored with the chance to see some of our most cherished

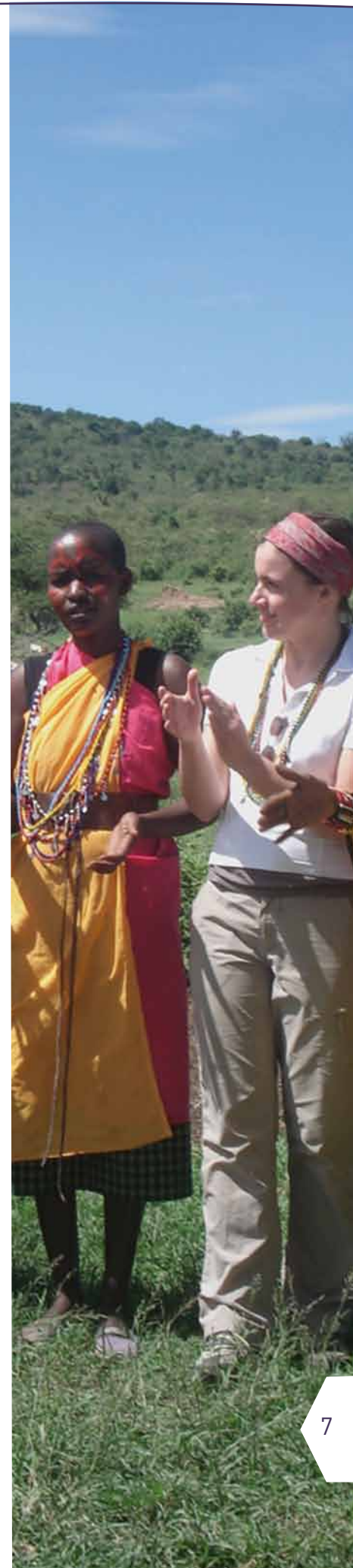


projects in action. We also had the opportunity to visit international corporations such as Unilever and the Kenya Electricity Generating Company (KenGen) working with new sustainability technologies to build a better world for future generations.

The near-pristine utopias of Lake Nakuru and Masai Mara inspired visions of a clean, prosperous future in which mankind has overcome its dependency on fossil fuels and is dedicated to living within the environment, not above it. At the same time, the trash dump of the city of Nakuru, the constant power shortages throughout Kenya, and the endless social issues faced by the Kenyan people erased any lingering doubts that the struggle towards a sustainable future would be an easy or short battle. Although there are success stories to point the way, countless efforts must be made in order

to build towards a better, more sustainable future.

We came back from Kenya reinvigorated and recharged, and with newfound convictions that we are on the cutting edge of a new field of study that will make a difference for the future of mankind. Whether our interests were principally oriented towards social business or energy, recycling or conservation, we all witnessed the positive and negative impacts of man upon the environment.



CONSULTING PROJECT

Consulting Projects are real life business experiences. Students act as consultants in partnership with a company to address one of its key strategic problems.

CONSULTING PROJECT: FOCUS ON THE BIOMÉRIEUX PROJECT

Theme: drafting a white paper

During one of the consulting projects, students were asked to help Biomérieux to lead a reflection on its sustainable development strategies which lead to the drafting of a white paper.

Michel Rivoire, Former Director of Property & Infrastructure, BioMérieux:

« The involvement of BioMérieux in sustainable development is not something new... In the last three years, our efforts have been focused on the environment and energy efficiency in particular. In 2007, the creation of a sustainable development committee saw BioMérieux decide to focus its efforts in that direction.

To take our work in this further, Frank Riboud* (CEO Danone) suggested that we get in students from the Sustainable Development Program. Stuck as we are in our habits and procedures, we particularly appreciated the fresh insight they provided of our action and their ability to raise the right questions. In no time at all, we were hard at work.»

* In 2006, the MISD students took part in setting up the Grameen Danone Foods joint venture in Bangladesh.



EMPLOYMENT FACTS AND FIGURES

HEC MISD graduates work in a variety of functions and sectors such as:

- ▶ Green Technologies: eco-construction, energy, water, sanitation
- ▶ Sustainable Development management
- ▶ Project Financing analyst (working on green technologies or on development in emerging countries)
- ▶ Auditing and consulting, specialized in sustainability
- ▶ Socially Responsible Investment or extra-financial analyst (in rating agencies)
- ▶ Foundation management
- ▶ Corporate partnership with NGO's
- ▶ Social business
- ▶ and of course classical corporate functions with a "sustainability" dimension: Strategy, Finance, R&D, Marketing, Purchasing, Supply Chain, Human Resources, Communication.

MISD students follow the same program as the students enrolled in the Sustainable Development specialization of the Grande école and benefit from the same access to our powerful network. The HEC Paris Corporate Relations Department carries out annual employment surveys for each of the HEC degree programs. Among the employed of the 2010 class, the average salary of the class is **€50,166** (\$72,755 currency rate of July 2011).

▾ Sectors of Employment (2010 Data)



EXAMPLES OF RECRUITING COMPANIES DURING THE LAST YEARS:

- ▶ Areva
- ▶ Accenture
- ▶ Altermondo Consulting
- ▶ Bio Intelligence Service
- ▶ Blédina
- ▶ Bouygues Construction
- ▶ Calyon
- ▶ Crédit Agricole
- ▶ Dalkia - Veolia Energie
- ▶ Danone
- ▶ Deloitte
- ▶ Deutsche Bank
- ▶ Dexia Crédit Local
- ▶ Ethicity
- ▶ Grameen Danone Foods Ltd.
- ▶ GFC Construction
- ▶ Imagin'able
- ▶ Natixis AM
- ▶ NU Sarl
- ▶ Ogilvy
- ▶ Orse
- ▶ PricewaterhouseCoopers UNEP
- ▶ Rhodia Services
- ▶ SA F. Fondeville
- ▶ Schneider Electric
- ▶ SNCF
- ▶ Unilever
- ▶ Veolia Environnement
- ▶ World Bank
- ▶ ...



Sonam Mahajan
(HEC MSc MISD 2011)



Jonathan Morris
(HEC MSc MISD 2011)



Giulio Berruti,
CDM project consultant,
EcoAct (HEC MSc MISD
2011)

TESTIMONIAL OF ALUMNI

Sonam Mahajan (HEC MSc MISD 2011):

« The year spent at HEC has allowed me to grow tremendously, both personally and professionally. From a professional standpoint, the Masters in Sustainable Development allowed me to strengthen my existing understanding of the functionality of businesses and their scope and need for development. It provided me with a global perspective on environmental stakes and the know-how to implement strategic change at a grassroots level and in a business environment. Additionally, the year helped me build a strong professional network and gain exposure to the industry and activities within the domain of sustainability. From a personal standpoint I learnt a lot during this year at HEC. The Masters brought together a group of people who fundamentally shared similar concerns, came from diverse backgrounds and cultures yet had different perspectives and opinions which made the year truly exciting. Outside the classroom, HEC allows you to meet students from various other programs in Finance, Economics, Strategy, Marketing, MBA and many others. »

Jonathan Morris, Analyst in Sustainable Development Research and Consulting, (HEC MSc MISD 2011):

« I was impassioned to take steps in the right direction. The MISD program at HEC provided me with the opportunity to work on sustainable reporting at a French media company, an unforgettable study trip to Madagascar and close interaction with professors and industry professionals. I was challenged to rethink business models through cutting-edge study cases, given the tools to drive sustainable purchasing upstream within an organization's strategy, and inspired to cultivate an entrepreneurial spirit by inventing new business plans. And to support all of this, the dynamic of my promotion was rich and rewarding, with my classmates ranging from all ages and from varied levels of work experience. Thanks to this year, I have just begun work within a sustainability research and consulting firm, and I simply could not recommend this program more. »

Giulio Berruti, CDM project consultant, EcoAct (HEC MSc MISD 2011):

« The Master has been a unique experience. From the very beginning, we have been mixing our cultures, our competences, our expectations, our ideas. The intensity we lived was striking, something I will not forget: we learnt together and from each other, we lived one after the other events, conferences, discoveries, classes, group works and shared moments; with a certainly uncommon passion and determination for what we did. We gained valuable knowledge that we will certainly put into practice in our upcoming careers. The subjects covered a broad spectrum, and were effective in making us understand the challenge, but also the beauty of being a change-maker.

The consulting mission is also a real plus of the Master: it gave us the possibility to meet new people, challenge each other's ideas, gain valuable on-field experience. The study trip was also an eye-opening experience: we were confronted with an extremely different, welcoming, amazing country like Madagascar, and we learnt to love it day after day.

Courses were definitely enriching, innovative, diverse; but the Master experience was this, and a lot more: it shaped ourselves, and I would definitely recommend it to anybody willing to engage in sustainable development. »

PROFILE, FEES, FUNDING AND APPLICATION

The profile we value

The HEC MSc in Sustainable Development is open to high-level applicants of all nationalities who:

- ▶ Hold a university degree
- ▶ Possess strong management skills
- ▶ Are fluent in English.

Previous work experience is not required. However, applications with work experience will also be taken into consideration.

Fees and living costs

Annual tuition (2012-2013): €16,500.

Remaining costs (approximately €1,000 per month in 2011) include housing and food, compulsory insurance (health and civil liability), sports and leisure, phone and IT access...

Funding your studies

- ▶ The HEC Merit based Scholarship: All admitted students may apply for this grant.
- ▶ The two main national French Scholarships (depending on your nationality):
 - » The French Government "Eiffel Scholarship" is a merit-based grant offered to students from certain regions. Applications for this grant are open exclusively to November Session candidates as the yearly application deadline is fixed to mid-January. To learn more www.eiffel.asso.fr
 - » The "Conseil Regional" Scholarship is a need-based grant offered to certain nationalities. To learn more, please see the campusfrance scholarship finder.
- ▶ Many other local scholarships are available on the Campusfrance scholarship finder, www.campusfrance.org/en/index.htm
- ▶ Students may also finance the cost of their education with student loans, which typically carry low interest rates and can be paid back following graduation. However, in France banks generally require a guarantor living in France
- ▶ The internship period is usually paid and thereby provides students with extra financial resources.

APPLICATION DEADLINES

Admission sessions for applicants wishing to enroll for the new academic year in September are:

- ▶ November 14th, 2011
- ▶ January 14th, 2012
- ▶ March 1st, 2012
- ▶ April 14th, 2012.

APPLICATION CHECKLIST

- ▶ Online application
- ▶ Official Academic Transcripts
- ▶ Two Letters of Recommendation, at least one from a Professor
- ▶ Résumé
- ▶ Official Test Score Reports:
 - » GMAT or GRE
 - » TOEFL/IELTS: required of international students whose native language is not English and who have not earned a university degree for which English was the primary language of instruction.
- ▶ Interview
- ▶ Application Fee of €100.

Selected students will be interviewed via videoconference or Skype. The interview takes place 2 to 4 weeks after the application deadline. Final results are announced 4 to 6 weeks after the application deadline.





HEC Paris
1, rue de la Libération
78351 Jouy-en-Josas Cedex
FRANCE
>> www.hec.edu

Admissions:

Tel: +33 (0) 1 39 67 73 52 / 96 95
Fax : +33 (0) 1 39 67 73 04
E-mail: misd@hec.fr
>> www.hec.edu/MSc

affiliated to



**Chambre de commerce
et d'industrie de Paris**

