

INSEAD

The Business School  
for the World®



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This training will be offered in **English**, from **September to December 2016**, generally two days a week on **Fridays & Saturdays**, in **Paris**.

**Admission requirements and criteria:**

- Graduates with a master or a PhD
- Proof of academic excellence
- Professional project
- Fluency in English.



**For further information:** <http://about.insead.edu/partnerships/insead-sorbonne-business-foundations-certificate.cfm>

**Contact:** [Certificat.Insead@sorbonne-universites.fr](mailto:Certificat.Insead@sorbonne-universites.fr)



Idex SUPER programme Investissements d'avenir.

**Tuition fee:** 15 000€

Sorbonne Universités supports a limited number of selected candidates through scholarships.

Scholarships are granted under three basic criteria:

- In order to qualify for a scholarship, recipients must graduate or have graduated with a master or doctorate in 2016, or within the previous three years, from an institution that is member of Sorbonne Universités.
- **Non-need based:** based on merit and motivation
- **Need-based:** demonstrated financial need.

**Health Insurance justification is mandatory** (AON Coverage through INSEAD is also available)

**Interested applicants are encouraged to apply with these supporting documents:**

- Letter of Motivation
- Curriculum Vitae
- Copy of diploma
- Accurate details of their financial situation (i.e.: Taxes Assessment 2015).

**Application deadline:** 15 June 2016

**Interview and scholarship evaluation:**  
From 15 to 30 June 2016



**The Business Foundations Certificate**

## The Business Foundations Certificate is intended for recent graduates, and 2016 graduates, at a Master or PhD level.

All institutions – be they public or private, for-profit or not-for profit, face challenges posed by economic forces.

- How do you formulate an organisation's strategy in a complex, changing world – where resources are constrained?
- How can you execute that strategy to best meet your stakeholders' needs?
- What leadership skills are most effective for the managers and decision makers in these organisations?

After completing this programme you will possess a broad set of management and economic skills to complement your graduate training. You will have a better understanding of the economic environment in which organisations operate.

Finally, this certificate will give you a solid foundation to rely upon should you choose to pursue an advanced management degree.

**This Certificate, offered by INSEAD from September to December 2016 in Paris and taught in English, will provide you with the necessary skills to meet your future challenges.**

### Prices and Markets

Ultimately, it is the prices paid and charged by an organisation that determine how economic value is divided between the business, its consumers and its suppliers. This course teaches you how to use structured thinking based on microeconomic theory to understand how economic fundamentals – such as demand, cost, market structure and government policy – shape the prices that prevail in a market.

### New Business Ventures and Corporate Entrepreneurship

This course synthesises many of the fundamentals studied in the other classes as you examine the process of converting an opportunity into a profitable and sustainable new business. You will focus on the principles of building an enterprise on its own, in addition to the unique challenges of carrying out entrepreneurial activities within an existing organisation (in other words how to start a business inside a corporation without “getting yourself killed in the process”).

### Financial Markets and Valuation

This course covers fundamental concepts in corporate finance and capital markets. The goal is to give you a set of tools and analytical frameworks that will provide useful, regardless of your eventual career. We cover basic valuation concepts and techniques such as “time value of money” and discounted cash flows (DCF). You will gain an understanding of how to make value-creating investment decisions and how to use the DCF approach to value a company.

### Strategy

Why are some organisations consistently successful, while others are left behind? What can executives do to drive performance and growth in the face of intense competition, uncertainty or even radical industry disruption? This course explores some of the critical challenges you'll face as a manager setting the path for your organisation.

### Uncertainty, Data and Judgement

The goal of this course is to provide a solid foundation in probability and statistics for your management career. After all, most decisions are made under conditions of uncertainty. So you will need a framework for thinking about problems involving uncertainty and, building on this framework, tools for interpreting data.

### Organisational Behaviour

The purpose of this course is to increase your effectiveness and skill in observing, understanding and leading behaviour in organisations. It is a class in applied behavioural science, which takes ideas and frameworks from psychology, social psychology and sociology – and explores their implications for leadership and managerial practice.

### Financial Accounting

Accounting is the language of business. And financial accounting is about communicating in that language to people outside your organisation. Understanding how accountants decide what information to report, how they aggregate it and the uses to which it can (or cannot) be applied is one of the fundamental building blocks of any business education.

### Managerial Accounting

In this course we study the use of accounting information for internal planning, decision-making and performance evaluation. An internal accounting system serves two fundamental purposes. First, it supports decisions about products, processes, assets and customers. Second, it plays a key role in providing incentives to managers at all levels – and evaluating their performance. This course focuses on both – and reveals how many organisations have failed to provide their managers with useful information in the past.

### Marketing Management

Imagine you want to start your own business to sell a new product or service. First you must understand the market you are going to operate in. How big is it? Is it growing? What is the competition like? But this knowledge is not helpful without a second step: understanding how customers make their choices and how to “segment” them. Third, you must develop your long-term marketing strategy – by choosing a target segment and defining the benefits of your product or service for these customers. Fourth you must make your tactical decisions – about how to communicate, deliver and capture the customer value. Finally you have to monitor performance continually. These steps are at the heart of marketing management.

