

# BANKING

- The banking world has been shaken by many upheavals: privatizations, the advent of a single European currency, increased competition from international banks, and the entry of nonbanking actors (supermarket chains), international deregulation, the spread of new technologies that have done away with unskilled jobs and pushed customers toward online systems, and the necessity to cooperate with authorities against money laundering from criminals and terrorist networks.

Banks have adapted to this new order by increasing the professionalism of their employees, diversifying services (automated teller machines, investment services, financial and securities transactions, economic forecasting, insurance, and travel), merging these to attain a critical mass while, of course, continuing to expand their international operations.

Careers in banking today include marketing, customer service, asset management, and business consulting. Universities and the *grandes écoles* provide professional training to the banking sector. They prepare students for entry into this dynamic and international industry: France is the world's third leading country for credit institutions after Japan and the United States. Most operate in Europe, but 63 French banks operate in the United States, 115 in the Asia-Pacific region, and 31 in Latin America. Five hundred banking institutions employ 500,000 people in France, the country's third leading employer in the private sector.

For more detailed information about banking in France, see the file on "Economics."

## Institutions and programs

### UNIVERSITIES

Universities provide instruction at all academic levels: licence and licence professionnelle (Bac + 3), master (bac + 5), doctorat (bac + 8). The following lists are not necessarily exhaustive.

#### ► Licence programs (bac + 3)

Licence programs (including many terminal programs) prepare students for executive positions in banking based on studies in economics.

**Aix-Marseille II**, <http://mediterranee.univ-aix.fr> : Licence professionnelle (terminal) in insurance, banking, finance, concentration in banking.

**Bordeaux IV**, <http://www.montesquieu.u-bordeaux.fr> : Licence professionnelle in banking

**Dijon**, <http://www.u-bourgogne.fr> : Licence professionnelle in banking, finance, insurance, specialization in client banking and insurance.

**Grenoble II**, <http://www.upmf-grenoble.fr> : Licence professionnelle in insurance, banking, finance, concentration in wealth management and real estate – Financial management and marketing services.

**Nancy II**, <http://www.univ-nancy2.fr> : Licence professionnelle in banking. Advising/management for individual client services.

**Paris I**, <http://www.univ-paris1.fr> : Money and finance.

**Toulouse I**, <http://www.univ-tlse1.fr> : International economics, money and finance.

#### ► Master's programs (bac + 4/5)

At the bac + 5 level, research and terminal master's programs offer many specializations: actuarial principles, banking and financial law, banking and finance, asset management, accounts, risk management, international finance analysis.

**Aix-Marseille II**, <http://mediterranee.univ-aix.fr> : Economics, finance and international business.

**Bordeaux IV**, <http://www.montesquieu.u-bordeaux.fr> : Economics, banking and international finance.

**Clermont-Ferrand I**, <http://www.u-clermont1.fr> : Wealth management

**Dijon**, <http://www.u-bourgogne.fr> : Economics of money and banking.

**Lyon II**, <http://www.univ-lyon2.fr> : Banking - Finance - Management of market operations - Currency finance and international economics.

**Nantes**, <http://www.univ-nantes.fr> : Banking and financial engineering.

**Orléans**, <http://www.univ-orleans.fr> : Finance, accounting, control, audit.

**Paris I Panthéon-Sorbonne**, <http://www.univ-paris1.fr> : Market finance.







**Paris IX**, <http://www.dauphine.fr> : Economics and international finance - Finance – Management of financial and banking institutions – Financial markets, commodities markets, and risk management.

**Paris X Nanterre**, <http://www.u-paris10.fr> : Banking, finance, insurance.

### GRANDES ÉCOLES

In addition to a solid training in economics and finance, France's grandes écoles of business often provide a finance track. For example, at HEC, the École des hautes études commerciales, <http://www.hec.fr>, students may concentrate in finance in their last year.

The grandes écoles also offer programs leading to the mastère spécialisé. Such programs are of very high quality but also tend to be expensive.

-  **HEC**, MS in International Finance
-  **ESC Toulouse**, <http://www.esc-toulouse.fr>, MS in Banking and financial engineering.
-  **ESSEC**, MS in Finance
-  **ESCP-EAP Paris**, <http://www.escp-eap.fr>, MS in Finance
-  **ESCP-EAP Paris**, MS in Wealth Management
-  **HEC** also offers a doctorate in finance listed in the EduFrance catalog.

As for the IEP, their section « eco-fi » is especially well adapted to the banking sector and focuses on an international dimension

### USEFUL LINKS

<http://www.campusfrance.org>

more than 40 programs are listed in the CampusFrance catalog

#### ► associations and research organizations

<http://www.cnrs.fr>, Centre National de la Recherche Scientifique

<http://dr.education.fr/dea.html>, les écoles doctorales en France informations générales

#### ► general information

<http://www.fbf.fr>, French banking federation

<http://www.onisep.fr>, click on "atlas" for a compendium of training programs in France

# HUMAN RESOURCE MANAGEMENT

2009

The professional practitioners of human resource management (HRM) strive to ensure that all members of an organization—a private firm, a government agency, or a nonprofit association—contribute as fully and effectively as possible to the achievement of the organization's mission. Without that commitment to the mission—without HRM—the organization cannot thrive. Today HRM is distinguished less by purely administrative functions and more by its concern for organizational strategy and the skills and competencies required to enact that strategy.

HRM is divided into two main branches:

- Administration of human resources (payroll, contracts, legal and regulatory compliance)
- Development of human resources (career development, competency management, recruitment, training), increasingly in partnership with operational managers.

HRM therefore extends over numerous disciplines and affects every facet of organizational life: recruitment, career planning, training, performance evaluation, conflict management, teamwork and cooperation, motivation and incentives, communication, satisfaction, working conditions, and payroll management (in cooperation with the accounting department).

**Field :** Business, management, and finances.

Also see the following profiles : Management, Law, Communication–Public relations, Psychology, Public administration

**Sectors of activity :**

business, distribution, manufacturing, services. Management strategy; management of employment, careers, and competencies; employment law; personnel administration; recruiting; training; compensation; labor relations; HR information systems; communications. External consulting services: HR consultant, HR study director; consulting support

## ORGANIZATION OF STUDIES IN FRANCE

HRM cuts across all economic sectors. Two-thirds of human resource professionals work in business or government. The remainder work in consulting firms, of which there are more than a thousand in France (French and foreign).

**French universities and business schools** offer HRM degree programs at several academic levels and with many possible concentrations. It is possible to reach a high degree of specialization.

There are many academic paths to a career in HRM—among them employment and labor law, management and economics, psychology, and communication. Increasingly, firms require a master's degree, a reflection of the importance they attach to HR functions.

**Universities** offer several degree programs related to HR.

The 2-year DUT in business and organizational management prepares graduates for positions such as assistant to the personnel director, recruiting manager, or payroll manager.

- Many licence programs are available in economic and social administration and in economics and management.

The universities also offer a wide choice of pertinent 2-year master's programs with a professional or research slant.

- Many master's programs in management or HRM (such as those at Toulouse 1 and Paris Dauphine) accept students who have earned a licence in law, psychology, management, economics, mathematics for the social sciences, or sociology. They also accept licence-level graduates from university-based institutes of political science (IEP).

- Sciences Po Paris (the only IEP that is not university-based) offers a professional master with a concentration in HRM. Sciences Po Strasbourg offers a professional master in business organization with a concentration in labor sciences. These highly selective programs look for motivated candidates capable of engineering solutions to firm-level HRM problems and challenges.

GREGOR's scope and composition are indicative of a will to bring together once disparate endeavors such as restructuring and reorganization, governance, social responsibility, management instruments, marketing, risk assessment, and decision making.

Most of France's business schools (including HEC and ESSEC) propose programs in HRM involving a sixth, specialized year of postsecondary study following receipt of the basic 5-year management degree. These schools admit applicants directly from secondary school on the basis of their performance on entrance examinations or after 2 years of preparatory classes. But they also admit some students holding a 2-, 3-, or 4-year degree from another institution (transfer students).

## RESEARCH THEMES

A search of the online catalog of doctoral programs on the CampusFrance Web site using the keyword "human resource management" yields 28 references, but their connection to the HR topics described in this profile is not always direct. As in other fields, research relevant to HR is often cross-disciplinary, with anchors in several fields that previously were thought to be self-contained. An example is GREGOR, an acronym for the research group on organizational management. GREGOR is part of a doctoral department that connects 3 institutions: the Institut d'administration des entreprises de Paris, HEC, and Arts et Métiers Paris Tech.

## Websites

- Centre National de la Recherche Scientifique (CNRS, France's largest public research body),  
<http://www.cnrs.fr/>
- Conférence des Grandes Ecoles, the accrediting body for France's grandes écoles,  
<http://www.cge.asso.fr/>
- Web site featuring links to academic HR programs,  
<http://www.formations-rh.com/>
- Fondation Nationale pour l'Enseignement de la Gestion des Entreprises (national foundation for the teaching of business management),  
<http://www.fnege.net/fr/index.php>
- Web portal for executive recruitment,  
<http://www.apec.fr>
- Association Nationale des Directeurs des Ressources Humaines (national association of human resource directors),  
<http://andrh.fr/home/accueil>
- Career orientation center of the Paris Chamber of Commerce and Industry,  
<http://www.biop.ccip.fr/>
- Web portal catering to the needs of HR professionals,  
<http://www.e-rh.org/>
- Network of graduate-level professional programs in HRM,  
<http://www.reference-rh.net/>
- Private ranking of business schools, by specialization,  
<http://www.smbg.fr/>

## Keywords

accounting - business - civilservice - compensation - consulting - diagnostics - employment - ergonomics - expertise - human resources - human resource management - humanities and social sciences - globalization - information - information technology - innovation - international exchanges - international mobility - labor relations - law - management - manager - marketing - multinational - organization - payroll - personnel - political science - profit center - project management - psychology - recruitment - security - skills assessment - social security - sociology - strategy

This profile is not intended as an exhaustive representation of French education and training in the field of human resource management. It is designed to provide basic guidance for interested students. The keywords at the end of the summary may be useful in further Internet searches.

# PUBLIC ADMINISTRATION

2009

The study of public administration focuses on the functioning of public agencies, the development of public policy, the management of public finances, and the principles of management and governance—all for the purpose of improving the efficiency and effectiveness of government operations. For the last several years, the French government has pursued a campaign to modernize the public sector. A key tenet of the reform effort is the application to government services of management principles and concepts, but in a flexible way that acknowledges the special characteristics of public functions. The reform effort also includes a dialogue on the appropriate scope and role of government in a modern democracy and on the important distinction between citizens as passive recipients of government services, on the one hand, and discriminating consumers of services, on the other. The first group is largely deprived of choices; the second never stops making them.

Those in government today must also take into account powerful trends, the effect of which is likely to require profound social adjustments. For example, few public decisions can be considered purely domestic, given the extent of development of European and international law and the influence of globalization. Other constraints on government action include the need to manage risk, to be able to listen to constituents, to cooperate to get things done, and to anticipate the repercussions of public policies.

**Fields :** Economics and political science.

Also see the following profiles: International relations, Political science, Law, Management

**Sectors of activity :**

Civil service at the national or subnational level; management in a private firm; teaching of public administration.

French programs in public administration emphasize these aspects of government reform, as well as the measurement and assessment of performance (or benchmarking). Their goal is to induce students to think critically about the ongoing agenda of change in government and public administration. Central to such programs are the mastery of management methods adapted to government at the national, regional, and local levels; quality management; human resource management; and specialized knowledge related to specific fields, such as public health, education, the environment, or national security.

The public sector and civil service in France are larger than in some other countries. Public responsibilities are divided among a number of “corps” that tend to have very strong identities.

The national government is by far the largest employer of civil servants, a fact that reflects a long tradition of centralized power in France. Since 2002, however, a movement toward decentralization has devolved more duties and resources upon subnational governments, particularly at the regional level.

## ORGANIZATION OF STUDIES IN FRANCE

**Many French universities** offer licence programs in public administration. But these are not the only avenue of preparation for a master’s program in the field. A licence in law, political science, economics and management, social sciences, or economic and social administration will do just as well.

The universities offer a wide range of 2-year master’s programs in public law, many of which permit specialization in administrative law or public administration.

Several examples of prominent institutions follow.

### **L’École nationale d’administration,**

The renowned École nationale d’administration (ENA), operating in Strasbourg and Paris, has evolved into a “European school of governance.” <http://www.ena.fr/accueil.php>

Created in 1945 by Charles de Gaulle, ENA’s founding principles were to democratize the French civil service and to professionalize the training offered to top civil servants.

A multidisciplinary institution of wide academic scope, ENA has changed with the times to meet new challenges at the subnational, European, and international levels.

Each year ENA enrolls some 120 students in its undergraduate program, while welcoming 2,500 career public servants, including many at the top ranks, for continuing education. Adding to the diverse ranks of French students recruited through 3 separate examination processes are international students enrolled in ENA’s various international programs. More than 100 different nationalities rub elbows at the school each day.

Although special requirements may apply for certain programs (for details, check the ENA site or that of CEES, the Strasbourg Center for European Studies), the basic criteria for admission are to be a public servant or official (or, less commonly, a student destined for public service in his or her home country); to hold a postsecondary degree; to have an excellent command of written and oral French; and to pass one of ENA’s entrance examinations.

Admitted students pay no tuition, but they must pay their own living expenses. Scholarships and grants are available.

ENA’s programs for international students are presented in detail on the ENA site. Briefly, they are as follows:

- Extended international program (CIL): A general program requiring 18 months of study in Strasbourg. Candidates, who must be under 35 years of age, take courses with French undergraduate students.
  - Short international program (CIC): A 9-month general program in Strasbourg, with participants taking courses with in-service French civil servants. The program is designed especially for well-established officials, chiefly diplomats, who will work in France. Most candidates are at least 30 years old.
  - International public administration program (CIAP): Unfolding over 6.5 months in Strasbourg, the program is designed for established officials (candidates must be at least 25) in one of three areas: agencies and institutions, economics and public finance, and international relations.
  - Some 30 specialized short programs in public administration (CISAP): 2 or 4 weeks of intensive in-service training, with most programs offered in Paris. Some are delivered in English or Spanish.
  - Extended European studies program <http://www.cees-europe.fr/fr/etudes/cyclelong.php> : 7 months at the CEES. The program attracts a mixed audience of high-ranking civil servants, elected officials, and business executives from the member and candidate countries of the European Union. Program participants may elect to keep working while studying.
- CIL students have the opportunity to complement their basic academic training by pursuing a research master in public administration at ENA. Students who complete the CIC or CIAP program with a score of at least 14/20 on their final examination may apply to the same master's program.

### European Master in Governance and Administration

MEGA (Master Européen de Gouvernance et d'Administration) is a Franco-German program of continuing education for civil servants. It has trained 4 cohorts of students since its founding in 2005. The MEGA degree is recognized under the French, German, and harmonized European systems. It is conferred jointly by the universities of Potsdam and Paris 1 Panthéon-Sorbonne.

For more information:

\*MEGA Web site : <http://www.mega-master.eu>

\*MEGA alumni site : <http://www.mega-alumni.eu>

The program is open to young officials from France, Germany, and other member and candidate countries of the European Union. Instruction is in French and German.

### Institutes for political studies (IEP) <http://www.mpa.sciences-po.fr/>

France's IEPs offer a wide range of programs in public-sector management, particularly at the master level. Except for the IEP in Paris, known as Sciences Po, the IEPs are affiliated with universities.

Sciences Po (<http://www.sciences-po.fr/portail/>) offers several master's programs in public affairs and public-sector management:

- Professional master with a concentration in public affairs

- Research master with a concentration in economic governance

Science Po's 2-year Master of Public Affairs (MPA) is delivered in English in partnership with Columbia University (USA) and the London School of Economics and Political Science. The only program of its type in France, the Science Po MPA is designed for established professionals and recent graduates. All applicants must have excellent academic records.

<http://www.mpa.sciences-po.fr/>

### Grandes écoles

Several grandes écoles have created specialized master programs (Mastères spécialisés) in public-sector management:

- **École nationale des Ponts et Chaussées**, <http://enpc.fr> :

Program in public action.

- **ESSEC**, <http://essec.fr> : Management of cities and local governments, in partnership with ISCAE (Morocco). The program is offered in Casablanca.

## Websites

- Web portal of the French civil service  
<http://www.service-public.fr/>
- Ministry of the Budget and Public Sector (government modernization portal),  
<http://modernisation.gouv.fr/>
- Institut de la Gestion Publique et du Développement Économique (institute of public management and economic development),  
<http://www.institut.minefi.gouv.fr/>
- Sites devoted to public law in France,  
<http://www.affaires-publiques.org/>  
<http://www.opuscitatum.com/>
- Source for French government documents,  
<http://www.ladocumentationfrancaise.fr/>
- The Vie Publique portal (part of the government's effort to develop the information society),  
<http://www.vie-publique.fr/>
- Legifrance, devoted to the dissemination of legislation,  
<http://www.legifrance.gouv.fr/>
- École Nationale d'Administration,  
<http://www.ena.fr/>
- IEP de Rennes,  
<http://www.sciencespo-rennes.fr/>
- IEP d'Aix-en-Provence  
<http://www.iep.u-3mrs.fr/>
- IEP de Bordeaux  
<http://www.sciencespobordeaux.fr/>
- IEP de Grenoble  
<http://www-sciences-po.upmf-grenoble.fr/>
- IEP de Lille  
<http://iep.univ-lille2.fr/>
- IEP de Lyon  
<http://iep.univ-lyon2.fr/>
- IEP de Strasbourg  
<http://www-iep.u-strasbg.fr/>
- IEP de Toulouse  
<http://www.sciencespo-toulouse.fr/>

## Keywords

administration – audit – accountant – adviser – civil servant – cooperation – culture – development – diagnostic – European studies – economics – evaluation – finances – fiscal risk – geography – governance – humanitarian action – international cooperation – international exchanges – local government – law – legal – logistics – management – organization – political science – politics – policy – project management – public health – public safety – public sector – public service(s) – social – sociology – tax inspector

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# MASS RETAILING

février 2010

**Mass retailing covers two major sectors: food and non-food.**

**Mass retailing in the food sector can be found primarily in the following types of stores:**

- **Supermarkets and superstores that offer a large choice of products and services.**
- **Big-box outlets that emphasize price with fewer choices and a deliberate policy for reducing costs.**
- **Convenience stores: Growing rapidly, this class of stores responds to quick purchases from consumers in heavily trafficked areas both in downtown and rural areas.**

**Food retailers manage multi-brand stores that offer, depending on their size and store policy, a more or less wide range of products. They may also offer specific consumer services such as preferred customer (loyalty) cards, home delivery, advice and guidance, and so on.**

**Non-food or specialized mass retailing includes large and medium-sized stores in many different sectors—among them home improvement, gardening, household appliances, sports equipment, and personal care.**

**The wide array of products is a characteristic of large-scale retailing in France. Leading international brands and regional products at the lowest possible prices are designed to meet the needs of all sorts of customers.**

**Mass retailing leaders in France: an evolving economic model**

**Fields:** Management, finance, and trade

**See also the following profiles:** Management; human resource management; tourism, hotel and restaurant management

**Professional opportunities:** Management, communications, trade, sales

Having developed an efficient business model, French mass retailers have expanded internationally, but change is in the air. Carrefour, the largest French and European retailer, is the world's second-largest after the U.S. chain Walmart. Other chains, especially those composed of independent stores such as Leclerc and Système U, are seeing their market share rise steadily. Supermarkets and superstores have reacted to the rise of the big-box discount stores by developing and emphasizing products sold under store labels and offering more attractive pricing through promotional campaigns. The growing consumer preference for healthy eating has encouraged alternative means of supply, notably associations that deal in local, farm-raised products.

Mass retailing, a job-creating sector that brings together many occupations

Overall, mass retailing in France is a job-creating sector that accounts for a substantial percentage of business employment. France's trade and retail federation counts more than 630,000 salaried employees in the food industry. They in nearly 11,500 large retail stores that generate some €173 billion in revenue.

Mass retailing occupations are extremely diverse and include the following:

- Marketing.
- Communications.
- Financial and business management.
- Human resources.
- Logistics.
- Business computing and information systems management.
- Sales and purchasing. These represent a third of all retail jobs and require management skills.
- Traditional trades (bakery, butcher, pastry, fish) requiring specialized kitchens or other facilities, and specific skills to guarantee quality control and compliance with health and sanitary regulations.
- Central offices that provide administrative services and perform operational activities (purchasing, stocking, sales) have developed highly technical support units that handle construction, buildouts and furnishing, urban planning, and sustainable development.

## ORGANIZATION OF HIGHER EDUCATION

### Two-year undergraduate degrees

**DUT** (*diplôme universitaire de technologie*, a 2-year technical diploma offered by universities)

- **DUT in merchandising**

The merchandising program trains market researchers, customer service representatives, assistant brand managers, sales representatives, and buyers capable of eventually assuming managerial responsibilities in marketing and sales (managing a sales team).

- **DUT in logistics and transportation management**

The DUT program in logistics and transportation prepares graduates to manage a small to mid-sized company, and to assume logistical and transportation responsibilities in larger companies.

**BTS** (*brevet de technicien supérieur*, a 2-year technical certificate offered in secondary schools)

- **BTS in management of business units**

This program focuses on management of sales teams, management of customer relations, management and promotion of products and services, and marshaling of data and business information.

- **BTS in negotiation and customer relations**

This BTS trains sales personnel for all types of sales work, geared toward firms whose production does not require technical or specialized skills or knowledge. Graduates often take jobs in the field (e.g., traveling salesmen, door-to-door sales).

- **BTS in international business**

Buying, selling, and negotiating: most holders of this degree work in France rather than abroad. They prepare contracts that conform to customs regulations. To enroll in this program, students must speak two foreign languages, one of which must be English.

- **BTS in sales**

As sales people and negotiators, graduates manage relations with customers to create long-term personal relationships that add value.

- **BTS in accounting and organizational management**

This BTS trains personnel to translate business operations into accounting terms as assistants and associates in corporate or organizational accounting departments.

- **BTS in transportation**

This program produces technical operations personnel for the transport sector.

## Business schools, specialized schools

### First undergraduate degree

International business academies train students in 2 or 3 years for sales positions in France or abroad.

More than 30 schools of business offer 3-year programs that prepare graduates to quickly assume middle-management positions. Most schools allow holders of another 2-year postsecondary degree to obtain their business degree in 2 additional years.

Selective schools of general management affiliated with local chambers of commerce and industry admit students based on their performance on a competitive exam, their academic record, and an oral interview and are established by Chambers of Commerce and Industry.

### Advanced programs in business (4–5 years of postsecondary study)

Just over 100 business schools in France offer 4-year programs and admit students directly out of secondary school (that is, they do not require applicants to have completed a 2-year preparatory program). These schools offer specialized programs in trade, sales, marketing, and other business fields.

Some examples:

- The Ecole Supérieure de Gestion et de Commerce International de Paris allows students to specialize in international trade, business and marketing, or business communications.
- The Institut International de Commerce et de Distribution bases its teaching on interactive learning, made possible by small class size and an emphasis on exposure to the business world, including international experience.
- The Institut de Préparation à l'Administration et à la Gestion has campuses in Paris and Nice. The first two years include internships or traineeships in companies. In their third year, students specialize in operational marketing, sales functions, logistics, management control, or international business.

### Professional degree programs offered in France's universities

Three-year professional licence programs (*licences professionnelles*) in law, economics, and management and in economics and management offer a large number of business-related options.

### Master's programs

- Professional master's in law, economics and management
- Professional master's in management and business administration
- Professional master's in marketing, specialization in sales and distribution
- Professional master's in economics and management, concentration in management and international business, specialization in international purchasing and distribution of goods and services
- Research master's in law, economics, and management, concentration in corporate law, specialization in retail law and business contracts

### New careers in mass retailing

Food safety and the ability to track products through the supply chain are up-and-coming areas of specialization (quality control, prevention and mitigation of health risks). Another growth area for the mass retailing sector is management of information systems. The successful organization of supply networks, growth in the number of sales outlets, and greater globalization of brands all require standardized systems and real-time data processing (customer data bases, business statistics, product data bases, supplier data bases, store performance, data mining).

Logistics is also a hot field, with the arrival of new technologies for the automation of order preparation, warehouse practices, optimization of product cycles and shelf life, and management of flows of data and merchandise.

The growth of e-commerce has also created new occupations that demand new skills.

Finally, the large retail chains are important actors in land-use planning and development in the areas where they operate. Like the communities that host them, they face the challenges of sustainable development—among them energy conservation, waste management, recycling, multimodal transportation, the construction of “green” stores, and the increased demand for organic products. Thus, retail chains require skills in the fields of urban planning, local development, architecture, and sustainable development are equally sought after by these companies.

## INTERNATIONAL RECOGNITION

Because of its prominent international presence, French mass retailing is recognized as a leading model. Moreover, the superstore (hypermarché) is a French creation. This dynamic sector, which provides 75 percent of retail jobs, stands out equally for its ability to incorporate traditional trades (butcher, bakery, pastry sections) for which France has a long-standing reputation and expertise.

### Useful Websites

#### Professional journals

- LSA magazine: <http://www.lsa-conso.fr>
- Points de vente magazine: <http://www.pointsdevente.fr>
- Linéaires magazine: <http://www.lineaires.com>

#### Corporate, government, and professional Web sites

See Web sites for the following retail chains: Carrefour, Auchan, Casino, Leclerc, Intermarché, SystèmeU, Cora, Decathlon, Ikea, Conforama, But, Leroy Merlin, FNAC, and Darty.

- Fédération du commerce et de la distribution (FCD, trade and retail federation) <http://www.fcd.asso.fr/>
- Portal for France's chambers of commerce and industry <http://www.cci.fr/>
- French Ministry of Economics, Industry and Employment <http://www.economie.gouv.fr/>

#### Information on degree programs:

- <http://www.letudiant.fr/metiers/secteur/commerce-distribution.html>
- [http://www.studyrama.com/secteur.php?id\\_rubrique=3519](http://www.studyrama.com/secteur.php?id_rubrique=3519)

- L'Ecole Supérieure de Gestion et de Commerce International de Paris <http://www.espci.com>
- L'Institut International de Commerce et de Distribution (<http://www.icdparis.com>)
- L'Institut de Préparation à l'Administration et à la Gestion <http://www.ipag.fr>

### Keywords

brand – consumer goods – central purchasing units – trade – cybermarket – e-commerce – food – food safety – hypermarket – logistics – management – marketing – mass retailing (food and non-food) – production – retail chains – retailers – retailing – retail occupations – supermarkets – superstores – sales – supply chain management – trade and retail federation



# MANAGEMENT

2009

Management may be defined as the knowledge and skills needed to organize and direct a firm. That knowledge and those skills are the domain of schools of business. No longer devoted solely to the mechanical aspects of business, commerce, and trade, today's schools of business teach management and administration in their largest sense. Most follow the model of the Grande École and are members of the Conférence des Grandes Écoles (CGE).

## ORGANIZATION OF STUDIES IN FRANCE

The strong point of France's business schools is that they provide general training at a very high level, thereby ensuring that graduates are not limited to a career in any one speciality. A degree from a grande école is a passport that allows the bearer to contemplate a career with no ceiling, extending to top management or to the creation of a new company. That objective of the grandes écoles is supported by several shared characteristics:

- Selectivity. Admission is usually by examination or, less often, on the basis of the applicant's credentials.
- Small size and strong identity. The ratio of faculty to students is high, and students are intensely involved in campus life. Alumni networks are strong.
- Strong foundations. Most incoming students have 2 or more years of successful postsecondary study, making the grandes écoles essentially graduate schools.
- Ready to work, able to grow. Graduates are prepared to assume line management responsibilities but also have the potential to grow into higher management or entrepreneurship.
- From the general to the specific. Most schools emphasize general management and basic strategic management, complemented by specialized study.
- Feet on the ground. Schools cultivate close links with the business world, both in the curriculum, through required internships and periods of practical training, and in career placement.
- High standards. Most schools are members of the Conférence des Grandes Écoles and maintain international accreditation by AACSB, EQUIS, and AMBA.
- Solid academics. Schools maintain an authentic academic approach to management through research activities, international colloquia, and doctoral programs.
- A commitment to internationalism. The vast majority of students spend time abroad. Graduates find jobs in every corner of the world.
- Successful career placements. Graduates are at the top end of the scale of new employees in terms of salary and job description.

All schools have complemented their core "grande école master" program with other, specialized programs to meet the demands of specific groups—among them the MSc, *maîtrise spécialisée* (specialized master), MBA, doctorate, etc. But the identity, prestige, and quality of the schools remains rooted in their status as grandes écoles, and not from offering MBAs. In continental Europe the MBA is generally understood as a program for managers who have 3–5 years of practical experience. Graduates of grande école programs tend to be 24 to 26 years old; few MBA graduates are younger than 28 or 30. Most international students seeking an MBA in France are probably better suited for programs that match their background and experience more closely—such as a master in management or the master-level phase of a grande école program—rather than a French MBA.

Most graduates of French business schools begin their careers in one of the following broad fields: consulting, marketing, finance, and audit. But management also involves a wide variety of specializations (**external audit, banking-finance-insurance, e-commerce, communication, corporate law, labor law, entrepreneurship, tax, asset management, human resource management, financial consulting, economic intelligence, logistics, marketing, strategy, and consulting**), that can lead to a career in dozens of fields—among them **audiovisual management, international management, quality management, management of agri-food enterprises, management of cultural organizations, management of information systems, luxury brand management, health-care management, sports management, hotel and tourism management, and technological and industrial management.**

**Some universities, as well as university-based institutes of business administration,** offer excellent training in management, with particular distinction in banking and finance, taxation (through programs in law), and even portfolio management. But for France's independent schools of business, management is the sole focus. Several—such as HEC, ESC-EAP, Grenoble Ecole de Management, EM-Lyon, ESSEC, and EDHEC—regularly place in the top 10 of the Financial Times, which has also singled out a number of smaller institutions that have carved out a niche, including ESC Rouen, ESC Lille, Reims Management School, and ESC Toulouse.

With their marked **international orientation**, and because their programs and curricula respond to and **reflect economic change** by focusing on **actual case studies**, France's 230 schools of business and management offer international students **special access to the huge European market**.

Hundreds of different management programs are available in France, many taught in English (visit [http://www.campusfrance.org/fr/b-agence/espacedoc\\_infos.htm#forma\\_en](http://www.campusfrance.org/fr/b-agence/espacedoc_infos.htm#forma_en)). It would be impossible to describe them all here. Instead, we hope to encourage prospective students to seek further information and then to make the most of it, just as a good manager would do. Here are a few expressions that may be useful in the search: **ESC**, or *écoles supérieures de commerce*, are business schools administered by France's chambers of commerce and industry in cooperation of regional businesses. With considerable resources at their disposal, all are **recognized by the French government**. Recognition offers assurances of faculty qualifications, quantity of teaching hours, and the content of those hours. Students are eligible for financial aid and enjoy the same status and benefits as university students. Carrying a higher level of recognition, the **diplôme visé**, or sanctioned diploma, is granted by schools that have undergone an in-depth assessment by the government and received authorization (for up to 6 years) to grant the diploma. For terminal professional programs, the old term *homologation* has been replaced by *certification*. **Certified programs** (level II = 3–4 years of postsecondary study; level I = 5 years) are widely recognized by firms and are listed in the national registry of professional certifications.

Reviewing alumni directories and contacting recent graduates are good things to do, and worth the occasional inconvenience of seeking out contacts. Most schools encourage this practice and will help you. And remember that summer programs (marked with a ♦) may make you want to return for more.

See also the profiles on economics, human resource management, banking, development economics and humanitarian assistance, and, especially, engineering. A growing number of schools of engineering provides management training. Examples include the École centrale de Paris (ECP), in technology and industrial management, <http://www.ecp.fr>; the École Internationale des Sciences du Traitement de l'Information (EISTI), for its *mastère spécialisé* in management by quality, <http://www.tasq-om.fr/>; and the École Nationale Supérieure d'Arts et Métiers (ENSAM), for quality management, <http://www.paris.ensam.fr>.

### Independant business schools

- Audencia – Nantes, <http://www.audencia.com>
- Ceram – Sophia-Antipolis, <http://www.ceram.fr> :
- EBS, European Business School - Paris, London, Dublin, Milan, Munich, Dortmund, New York, and Riga, <http://www.ebs-paris.com> :
- EDHEC – Lille et Nice, <http://www.edhec.com>
- EM Lyon, <http://www.em-lyon.com>
- ♦ ESCP-EAP - Paris, London, Berlin, Madrid, Turin, <http://www.escp-eap.net/fr>
- Groupe Sup de Co Amiens Picardie, <http://www.supco-amiens.fr>
- BEM – Bordeaux Management School, <http://www.bordeaux-bs.edu> :
- ♦ Groupe ESC Clermont, <http://www.esc-clermont.fr>
- Groupe ESC Dijon Bourgogne, <http://www.escdijon.eu>
- ♦ Grenoble Ecole de Management, <http://www.grenoble-em.com>
- Groupe Sup de Co La Rochelle, <http://www.esc-larochelle.fr>
- ESC Lille, <http://www.esc-lille.fr>
- ♦ Euromed Marseille – Ecole de Management, <http://www.euromed-marseille.com>
- ♦ Ecole de Management de Normandie, <http://www.ecole-management-normandie.fr>
- Groupe ESC Pau, <http://www.esc-pau.fr>
- Groupe ESC Rennes, <http://www.esc-rennes.fr>
- Groupe ESC Rouen, <http://www.esc-rouen.fr>
- Groupe ESC Saint-Etienne, <http://www.esc-saint-etienne.fr>
- ESC Toulouse, <http://www.esc-toulouse.fr>
- Groupe Ecole Supérieure de Commerce de Troyes, <http://www.esc-troyes.fr>
- ESCEM Tours-Poitiers, <http://www.escem.fr>
- ESSCA Ecole Supérieure des Sciences Commerciales d'Angers, <http://www.essca.asso.fr>
- ESSEC – Cergy-Pontoise, <http://www.essec.fr>
- Groupe HEC – Jouy-en-Josas, <http://www.hec.fr>
- IESEG School of Management - Lille, <http://www.ieseg.fr>
- ISC Institut Supérieur de Commerce – Paris, <http://www.iscparis.fr>
- Negocia - Paris, <http://www.negocia.fr>
- Reims Management School, <http://www.reims-ms.fr>

### SCHOOLS that do not belong to the Conférence des Grandes Écoles

- Advancia – Paris, <http://www.advancia.fr>
- École de Savignac – Savignac-les-Eglises (Dordogne), <http://www.ecole-de-savignac.com/>
- EMBA Ecole de Management Bretagne Atlantique <http://www.isuga.fr>
- Groupe ESARC-CEFIRE, École Supérieure d'Action & de Recherche Commerciales – Centre de Formation et d'Inter-Recrutement des Entreprises - Paris, <http://www.esarc-cefire.fr>
- ♦ Groupe ESC Chambéry Savoie, <http://www.esc-chambery.fr>
- Groupe ESCT/EID, École Supérieure de Commerce et de Technologie/Ecole Internationale de Design - Toulon, <http://www.esct.var.cci.fr>
- Groupe ESG Ecole Supérieure de Gestion - Paris, <http://www.esg.fr>
- ESIDEC École Supérieure Internationale de Commerce - Metz, <http://www.esidec.fr>
- IDRAC, Institut de Recherche et d'Action Commerciale – Lyon, <http://www.idrac-lyon.com>
- INSEEC, Institut des Hautes Etudes Economiques et Commerciales – Paris, <http://www.inseec-france.com>

### Earning a MBA

The MBA (Master of Business Administration) is the international benchmark credential in management. MBA programs, which cost around €10,000 per year, are designed for **promising young executives with an international bent who may be considering a start-up** or are headed for a career in top management. The educational approach draws on students' experience and thus is intended for those who already have **work experience**. Most MBA programs are **taught in English** to students of many nationalities. CampusFrance's Web-based catalog offers a long list of programs; see [http://editions.campusfrance.org/catalogues/formations\\_en/mba.pdf](http://editions.campusfrance.org/catalogues/formations_en/mba.pdf). Some MBA programs offer remedial courses in English. Others have exchange programs with overseas institutions, enabling students to obtain a joint degree or to work and study in multiple countries. Still others insist on individualized or self-directed training. **Admission is very selective** and is based on the applicant's credentials and interviews. In addition to the schools already cited (EM-Lyon, ESCP-EAP, Grenoble École de Management, HEC, Reims Management School), INSEAD, with its universal name recognition, deserves mention. **Executive MBA programs** are designed for high-level managers who wish to advance in their firm with support from top management. Such programs are structured so as to allow students to continue to work while they study. Audencia Nantes has just established a Euro MBA (International Executive MBA) in partnership with the institute of business administration at the University of Aix-en Provence, EADA (Escuela de Alta Dirección, Spain), LKAEM (Leon Kozminski Academy of Entrepreneurship and Management, Poland), and the business school at the University of Maastricht (the Netherlands), all of which are recognized by EQUIS and AMBA.

### ► Websites

- CampusFrance catalog: <http://www.campusfrance.org>
- FNEGE (national foundation for business education): <http://www.fnege.net>
- SMBG (a private consulting firm): <http://www.smbg.fr>
- Conférence des Grandes Écoles: <http://www.cge.asso.fr/>
- National directory of professional certifications: <http://www.cncp.gouv.fr/>
- Accreditation and recognition: <http://www.escp-eap.eu/en/escp-eap/about-escp-eap/accreditations-escp-eap-the-school-of-management-for-europe/>

# INTERNATIONAL RELATIONS POLITICAL SCIENCE

2009

The international relations field spent a long time finding its identity in the academic world. At the outset, it was assimilated to the history of war and peace, the activities of the strategists and those of the diplomats who followed them on the world stage. The growing importance of diplomatic history corresponded to the dream of peaceful conflict resolution. However, the twentieth century saw the emergence of forces which gradually reduced the role of the traditional diplomatic actors; ideologies and the means of massively disseminating them, the ability to produce and exchange (ideas and merchandise alike), the ability to invent technologies which render obsolete the territorial conquests which used to be the expression of power, rapid communications networks have all made the Nation-States seem old-fashioned.

Are these political forms which have shaped individual identities exhausted? The new international actors - the large multinational corporations or, in terms of media coverage at least, the NGOs (non-governmental organisations) - might lead us to think so. On the other hand, some specialists see the latest arrival on the international scene - the European Union - as an original attempt by the States of the past to preserve one part of their role in another form, namely the part which public opinion is least likely to call into question: ensuring the security and development of a community shaped by a common history.

We can see that international relations is an interdisciplinary field par excellence, one which calls for a simultaneous interest in law, economics, conflicts (increasingly provoked by the scarcity of natural resources, such as water), cultures, languages, geopolitics, history, mathematical models and so on. It is also the field where uncertainty is a fact of life, since forecasts are often cruelly refuted by events which slip through the nets of our systems, however clever these may be.

See "Social Economy - Humanitarian Action - Development Assistance" and "Law" data sheets as well.

## ORGANIZATION OF STUDIES IN FRANCE

In the universities, it is generally possible to specialise in international law, political science or international relations at Masters level. French universities offer a large number of such Masters programs to foreign students with at least three years of post-secondary studies in related fields (law, political science, economics, history and sometimes geography, in function of the diploma sought).

Certain universities offer degree programmes in International Law and Political Science for foreign students seeking to prepare for university studies in France. The 9 *Instituts d'études politiques* (Political Studies Institutes, IEP) are highly selective "Grandes Ecoles", often attached to universities (with the exception of Sciences Po in Paris). They constitute the leading institutions for the study of international relations and political science in France. Foreign students can enrol in the classic curriculum, leading to a diploma corresponding to 5 years of university studies, or they can choose specific programs leading to one of two Political Studies Certificates: the CEP (annual program) or the AEP (semester program). Students applying for the classic curriculum must have a diploma equivalent to the French baccalauréat and take an entrance examination. For the CEP/AEP programs, admission is based on the student's academic record.

Sciences Po in Paris offers different international programs for the first two years of post-secondary study (known as the first cycle). Foreign students can also go directly into the Masters programs (Professional or Research) offered by Sciences Po Paris.

The Catholic universities offer a certain number of programs specialised in international law

### ► Websites

- Ministry of Foreign Affairs : <http://www.diplomatie.gouv.fr>
- French Institute of International Relations : <http://www.ifri.org>
- Center for International Studies and Research  
<http://www.ceri-sciencespo.com>
- Strategic Research Foundation : <http://www.frstrategie.org>
- Institute of International and Strategic Relations : <http://www.iris-france.org>

### ► Keywords

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