

**ICN Business School Nancy-Metz**  
**A Private Sector Graduate Business School**

**ACADEMIC REGULATIONS**

**for the**

**ICN**

**MASTER *Grande Ecole* DEGREE**

**in**

**MANAGEMENT**

Valid for Academic Year 2015-2016  
*Approved by the ICN Administration Board on Oct. 8th 2015*

3 September 2015

## 1 - Admission

### 1.1 General Introduction and Regulations

Admission to the course is based on three sets of competitive access tests administered by the Joint Examination Board ECRICOME<sup>1</sup>:

- 'ECRICOME' and 'Tremplin 1' for admission to year 1, and
- 'Tremplin 2' for admission to year 2.

To these tests can be added two competitive entrance tests which are organized independently by ICN Business School:

- 'Admission by Dossier' and 'Concours Lorrain', for admission to year 2.

#### 1.1.1 General Conditions for Registration

Candidates may not apply more than three times in the same calendar year for the same entrance examinations. In the case of the ECRICOME examinations, this is reduced to once in the same year.

French candidates must have fulfilled their obligations for the French law no. 97-1019 of 28 September 1997 which revises the terms of National Service and obliges young French men and women to be registered with the Town Hall in their home town and to take part in a National Defense Preparation Day (JAPD).

- Post-experience students/trainees may apply for admission, via the 'Admission by Dossier' process, to year 2 of the ICN *Grande Ecole* Master Degree course, if they already possess, or are in the process of obtaining the Diploma 'Manager of a Profit Center' (certified level II), awarded by ICN Business School on successful completion of the program FORMACADRE.

#### 1.1.2 Entrance/Admission Tests

##### 1.1.2.1. Written tests

It is important that candidates are punctual and respect the day and the time of the examination as communicated to them. They must also respect any instructions which might be given to candidates before or during the examination. No change can be made to the date or time of the examination. Any candidate who arrives after the examination subjects have been distributed will be considered as a 'late' candidate. Late candidates will be admitted into the examination room up to 1 hour after the beginning of the examination, but must finish the examination at the same time as the other candidates. Candidates arriving more than 1 hour late for the examination will not be admitted into the examination room. Candidates who are not present for a written examination, for whatever reason, even in cases of *force majeure*, are considered as absent, and absent candidates are eliminated from the admissions process. Any candidates who are eliminated or excluded from an examination may not apply again, even if the examination is held again.

For each examination, candidates must have in their possession for inspection, their convocation to participate in the examination and the same valid means of identification which they used during the registration process and which bears a recent photograph. If the

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<sup>1</sup> The full set of current examination regulations can be consulted on the Ecricome website at: [www.ecricome.org](http://www.ecricome.org). The regulations presented in this document are extracts from this.

means of identification is older than 3 years, candidates must bring, in addition, a second document proving their identity and bearing a more recent photograph (e.g. student card, transport pass, etc.). After their identity has been checked, candidates must sign their presence at each of the tests, using an identical signature. All candidates who sign the attendance list for an examination are considered to have taken the examination. Any candidate wearing a hearing aid must report this to the chief invigilator in the examination room on entering the room. Candidates are not allowed to write their answers to examination questions using any other language than the one they indicated on their examination registration form.

Candidates must follow all instructions given to them and may only use the examination papers or rough paper supplied by the examination center. A candidate may leave the examination room, but only after one hour from the beginning of the examination. Candidates are not permitted to leave the examination room during the last 15 minutes of the examination. At the end of each written examination, candidates must hand in their examination paper and/or any answer tables to the examination invigilators, even if they have not completed or answered the examination questions. If this is not done, candidates will be eliminated from the examination. Papers containing rough work or rough calculations and handed in with the official examination papers will not be marked or graded.

#### *1.1.2.2. Materials and documents*

Whatever the nature of the examination, the use of any documents or materials, except for pens, pencils and erasers, is strictly forbidden. For Ecricome examinations and tests, only the following dictionaries in paper format will be permitted:

- Foreign language 1 and Foreign language 2:
  - Arabic (Arabic-Arabic, Arabic-French and French-Arabic),
  - Chinese (Chinese-French and French-Chinese),
  - Japanese (Japanese-French and French-Japanese, KANJI Sino-Japanese characters),
  - Latin (Latin-French, GAFFIOT).

Candidates may bring into the examination room one paper dictionary only in the language concerned.

The use of electronic dictionaries is strictly forbidden.

#### *1.1.2.3. Oral examinations*

Candidates who have successfully passed the written examinations must agree a convenient date for the oral examinations (foreign language tests and individual interviews). This is done on-line at the Ecricome website: [www.ecricome.org](http://www.ecricome.org) and must be done during the period of time indicated on the site. The following language combinations will take place at the School chosen by the candidate at the initial registration phase (on condition that the candidate has been accepted by this School): English/German, English/Arabic, English/Chinese, English/Spanish, English/Italian, and English/Russian. The following language combinations will take place at the premises of Ecricome in Paris: English/Modern Greek, English/Modern Hebrew, English/Latin, English/Japanese, English/Dutch, English/Polish, English/Portuguese and English/Vietnamese. The use of dictionaries for oral tests in foreign languages is forbidden, except in the case of Latin (GAFFIOT).

As the individual interviews are different for each School, they necessarily take place in each of the Schools for which the candidate has applied and has passed the written examinations.

#### *1.1.2.4. Special arrangements*

Candidates with a handicap or any chronic sickness should make special arrangements with the School in advance of the examinations. Schools will respond positively to such requests.

#### *1.1.3 Fraud*

##### *1.1.3.1. Fraudulent behavior*

Fraudulent behavior is:

- Any attempt to violate the anonymous nature of the examinations,
- Talking, exchanging materials and documents, whatever their nature, or any attempt to communicate with another candidate or other unqualified person during an examination,
- Any disturbance or unruly behavior which is likely to disturb other candidates,
- The use of, or the attempted use of, or the possession in the immediate proximity of candidates of: any unauthorized documents (mathematical tables, notes of all kinds, material brought into the room by candidates, unauthorized dictionaries, etc.), unauthorized equipment such as portable radios and music players, headsets, calculating machines and rulers, cell phones, or any other means of communication),
- Plagiarism (the use of texts of any kind without quoting their original source).

This list is not exhaustive and the School management reserves the right to penalize any inappropriate behavior which would contravene, in whatever way, the rules and regulations determined by the Examinations Regulations. Any false or inexact declaration will automatically mean that the candidate(s) concerned will be excluded from the *Concours* examinations, at any stage in the process.

##### *1.1.3.2. Sanctions and procedures*

The behavior described in the preceding paragraph could involve sanctions leading to total exclusion from the whole series of competitive entrance tests, and without prejudice to any further sanctions which might be applied at a later stage. Based on the written report produced by the person in charge of the examination center, the Director General with responsibility for examinations and oral and interview panels has the right to award the grade of 0, further to any previous sanctions applied, to any candidate contravening the present regulations for one or more tests. The Director General may also apply other, more serious sanctions, leading to:

- the final and total exclusion of the candidate(s) concerned from the present series of examinations,
- exclusion of the candidate(s) concerned from any futures series of examinations,
- communication of the details of any contraventions of the regulations to the Ministry of Education, to the organizers of other examining bodies, to other Schools and to entire network of Secondary School preparatory classes.

##### *1.1.4. Final Acceptance and Delayed Registration*

Acceptance onto the course is conditional upon the candidate obtaining the required diploma before the end of the calendar year in which he/she applied to sit the entrance examinations.

Any candidate who has been accepted onto the course may delay or defer starting the program for one year, thus retaining for one year the right to join. In this case a specific request has to be made, in writing and with the reason for deferring entry, to the Director General of the ICN

Business School at the latest one month after the expected date of entry on to the course. The Director General will confirm the decision at the latest one month after receipt of the request. The Director General's decision is final and is not open to appeal.

## 1.2 Admission routes

For the competitive entrance examinations ECRICOME, TREMPLIN 1, TREMPLIN 2 and AST (Admission by dossier with qualifications), the admission process is divided into two stages. Acceptance (i.e. authorization to proceed to the oral examinations) is decided by the selection panel based on the results obtained in the written admission tests, which are common to all Schools in the ECRICOME Group. Those candidates who are successful and accepted on the basis of the common written examinations are then asked to sit the individual oral tests at each of the Schools for which they have applied. Tests in Foreign Languages are common to all Schools in the ECRICOME Group.

The selection panel will decide whether to accept candidates on the basis of the common ECRICOME written examinations and the individual School tests. For the number of places available in the School, candidates are placed in order of their results on a 'main' list. The selection panel may then draw up a 'secondary', or 'reserve' list, on which those candidates are listed who, in terms of their results, may be allowed to enter the School as and when candidates from the 'main' list withdraw their application.

### 1.2.1 ECRICOME examinations (admission to year 1 of the course)

ECRICOME	2009	2010	2011	2012	2013
Number of places available	220	220	220	220	220
Candidates registered for the exam	5541	5366	5408	4765	4574
<b>Accepted</b> in written examinations	3310	3336	4122	4281	4335
<b>Admitted</b> to the course	230	212	185	221	216
Ratio <b>accepted</b> /candidates	4.2%	4%	3.4%	4.6 %	4.7%
Ranking of last candidate <b>admitted</b>	1249	1766	1902	1692	1924

ECRICOME / BEL	2012	2013
Number of places available	15	15
Candidates registered for the exam	252	372
<b>Accepted</b> in written examinations	178	256
<b>Admitted</b> to the course	3	10
Ratio <b>accepted</b> /candidates	1.2%	2.7%
Ranking of last candidate <b>admitted</b>	32	81

#### 1.2.1.1. Conditions of access to the competitive entrance examination (Concours)

**The Ecricome Entrance Examination** is for students in preparatory classes in Economics, Commerce and Literature and for students at the ENS Cachan.

#### 1.2.1.2. Admission Tests

Test	Option S	Option E	Option T
Economic analysis		6	
General culture	5	5	4
Economy and Law			5
History, Geography and Economic Geography	5		
Foreign Language 1	4	4	2

Foreign Language 2	3	3	2
Mathematics	<b>5</b>	4	6
Summary of Text	<b>3</b>	3	
Management			6
TOTAL	25	25	25

For the ECRICOME Entrance examination there are two special sets of tests for student candidates from Literary preparatory classes and Ulm AL / ENS Lyon Schools. The tests in the ECRICOME Literary examination have special weightings as indicated in the table below. These replace the weightings listed above. Consequently these candidates are not considered as being in competition with other ECRICOME candidates, but a number of places is reserved especially for this route.

Test for Students choosing Option B/L	Weighting
Essay in French	5
Philosophy	5
Contemporary History	5
Mathematics	3
Social Sciences	4
Foreign Language	3
TOTAL	25

Tests for Students from Ulm A/L and ENS Lyon	Weighting
Essay in French	4
Philosophy	5
History	5
For Ulm A/L candidates: Classical Languages and Cultures (student choice) For ENS Lyon candidates: Geography	4
Text Commentary in a Foreign language	4
Option subject chosen by student	3
TOTAL	25

### 1.2.1.3. Oral Entrance Tests (Oral Language Tests and Interview)

Test	Weighting
Individual Interview	12
English	4
Foreign Language 2	3

### 1.2.2 TREMPLIN 1 Entrance Tests (admission to ICN Master Year 1)

TREMPLIN 1	2009	2010	2011	2012	2013
Number of places available	70	75	75	80	80
Candidates registered for the exam	1536	1440	1505	1080	1201
<b>Accepted</b> in written examinations	972	933	1073	955	1075
<b>Admitted</b> to the course	90	71	86	97	85
Ratio <b>accepted</b> /candidates	5.9%	4.9%	5.7%	9%	7.1%
Ranking of last candidate <b>admitted</b>	308	441	453	456	617

#### 1.2.2.1. Admission Conditions for the Entrance Examination (Concours)

**The Tremplin 1 Test (Concours Tremplin 1)** is for students who already have or who are about to be awarded a ‘High School/GCE plus 2 years’ Diploma (*Bac+2*) in any subject. Examples of this are: Diploma approved by the French Ministry for 2 years of Higher Education study (*BTS, DUT*); Diploma approved at Level III; University Degree Year 2, DEUG; Scientific Preparatory Classes in Higher Maths, Special Maths (*Math Sup/Math Spé*), and ENS Cachan. Candidates must produce evidence of admissibility to University Degree year 3.

#### 1.2.2.2. Written tests TREMPLIN 1

Test	Time	Weighting
English	1h30	2
TAGE 2 Test	1h55	2
Summary	3h	2

#### 1.2.2.3. Oral Tests TREMPLIN 1

Test	Time	Weighting
Individual interview	30-45 mins	5
English	20 mins preparation + 20 mins oral test	1
Second Foreign Language <sup>2</sup>	20 mins preparation + 20 mins interview	1

### 1.2.3 TREMPLIN 2 Entrance Tests (admission to ICN Master Year 2)

TREMPLIN 2	2009	2010	2011	2012	2013
Number of places available	50	75	85	95	100
Candidates registered for the exam	1440	1484	1538	1308	1253
<b>Accepted</b> in written examinations	908	964	1157	1192	1155
<b>Admitted</b> to the course	65	73	100	110	112
Ratio <b>accepted</b> /candidates	4.5%	4.9%	6.5%	8.4%	8.9%
Ranking of last candidate <b>admitted</b>	371	482	537	501	519

<sup>2</sup> German, Arabic, Chinese, Danish, Spanish, Modern Greek, Modern Hebrew, Italian, Japanese, Dutch, Polish, Portuguese, Russian.

### 1.2.3.1. Admission Conditions for the Entrance Examination (Concours)

**The Tremplin 2 Test (Concours Tremplin 2)** is for students who already have or who are about to be awarded a ‘High School/GCE plus 3 years’ Diploma (*Bac+3*) in any subjects: 3-year University Degree, Master Degree, DESS, DEA, a 3 years’ Diploma minimum approved by the French Ministry, a Diploma level II as recognized by the French Ministry concerned, Degree in Engineering (recognized by the Engineering Qualifications Commission), Bachelor Degree (BA, BBA, BSC) obtained abroad after 3 years full-time study, Bachelor Degree (BA, BBA, BSC) obtained abroad after 1 year of study following 2 years of Higher Education study in France approved by the French Ministry of Education, Bachelor Degree approved by the French Ministry of Education. For a full list, see the website [www.ecricome.org](http://www.ecricome.org).

### 1.2.3.2. Written Tests TREMPLIN 2

Test	Time	Weighting
English	1h30	2
Tage-Mage	2h	2
Comparative text analysis	3h	2

### 1.2.3.3. Oral Tests TREMPLIN 2

Test	Time	Weighting
Individual interview	30-45 mins	5
English	20 mins oral test	1
Second Foreign Language (Optional) <sup>3</sup>	20 mins interview	Points <sup>4</sup> x 1

### 1.2.4 Special Lorraine Entrance Tests (Concours LORRAIN) (admission to ICN Year 2)

Concours LORRAIN	2012	2013
Number of places available	20	20
Candidates registered for the exam	93	36
<b>Accepted</b> in written examinations	49	31
<b>Admitted</b> to the course	29	25
Ratio <b>accepted</b> /candidates	31,2%	69,4%
Ranking of last candidate <b>admitted</b>	41	30

As part of the changes resulting from the creation of the University of Lorraine, and in order to encourage transfers between the University and ICN Business School, a special access route to ICN has been created for students holding a Diploma equivalent to at least 3 years higher education from the University of Lorraine and the Lorraine PRES.

This entrance examination is organized along the same lines as the ‘Entrance by Qualification’ (*Admission sur titres*) (*cf* § 1.2.5). The written tests and the oral tests are the same as those for the Tremplin 2 examination (*cf* § 1.2.3.2 and § 1.2.3.3, respectively).

### 1.2.5 Entrance by Qualification (Concours ADMISSION SUR TITRES) (admission to ICN Master Year 2<sup>5</sup>)

ENTRANCE BY QUALIFICATION	2009	2010	2011	2012	2013
Number of places available	50	25	40	40	40
Candidates registered for the exam	140	88	127	9	15
<b>Accepted</b> in written examinations	78	61	68	9	14

<sup>3</sup> German, Arabic, Chinese, Danish, Spanish, Modern Greek, Modern Hebrew, Italian, Japanese, Dutch, Polish, Portuguese, Russian.

<sup>4</sup> Only the marks above the pass mark (10/20) are taken into consideration.

<sup>5</sup> Or on to year 3 or the course, if the conditions and equivalences mentioned in §1.2.5.4. are complied with.

<b>Admitted</b> to the course	53	33	41	6	12
Ratio <b>accepted</b> /candidates	37.9%	37.5%	32.3%	66.7%	80%
Ranking of last candidate <b>admitted</b>	68	36	44	9	15

*Note:* The fall in numbers of students for this entrance examination in 2012 was due to the fact that many candidates opted for the *Concours Lorrain*, which was introduced in that year.

#### 1.2.5.1. Admission Conditions

**The Admission route ‘Admission sur titres’** at ICN Business School is for students who have obtained or who are about to obtain a Degree in Engineering validated by the Engineering Qualifications Commission (*Commission des titres d’ingénieurs*); the ‘Manager of a Profit Center’ Degree (a Management Degree awarded by ICN, with Level II equivalence obtained on successful completion of the ICN’s FORMACADRE course); and the IPM (International Program in Management) Diploma, equivalent to the ICN Master Diploma year 2 for international exchange students.

The dates for the test sessions are decided and published by the Director General each academic year.

#### 1.2.5.2. Written tests for Entrance by Qualification (Admission sur Titres)

The written tests are as follows:

Test	Time	Weighting
English	1h	1
Tage-Mage or GMAT	2h	2

Candidates who obtained the IPM Certificate (60 ECTS credits) at the first sitting of examinations are exempt from taking the written tests.

Pass or fail in the written admission tests is decided by an Examination Board on the basis of the results of the written tests and the different documents which make up the candidate’s application file: i.e. a certificate to prove the candidate’s student status during the current year, the full grade sheets for the current year and the previous year, photocopies of Degrees and Degree certificates obtained, a letter of recommendation from the Course Leader or a Lecturer for the last Degree or Diploma obtained, a letter from the candidate outlining his/her motivation for joining the course, and a curriculum vitae/résumé.

Candidates whom the Examination Board declares as having passed the written tests then take the oral admission tests.

#### 1.2.5.3. Oral tests for Entrance by Qualification (Admission sur Titres)

Test	Time	Weighting
English	30 mins	1
Individual interview	30 mins	4

Based on the admission test results, the Selection panel lists the candidates in ranking order and accepts candidates according to the number of places available on the course via this route. The panel may also draw up a list of reserve candidates who will be accepted on to the course, should any other successful candidates on the main list withdraw.

#### 1.2.5.4. Equivalent qualifications

On examining candidates’ application files, in particular the content of the course which they followed prior to applying for the ICN and which awarded them their last Degree/Diploma,

the Selection panel can then decide that certain course modules already followed by candidates are equivalent to the same modules on the ICN Master year 2 program. In this case students are exempted from following the same modules on year 2. Where ICN year 2 modules do not have equivalences in the candidate's previous course, they may be taken at ICN either in semesters S3 and S4 (ICN year 2) or in semester S6 (ICN year 3) depending on the decision of the Admissions Panel and what is felt to be in the academic interests of the candidate. The following units automatically lead to exemptions:

Title or Course followed	Equivalence
Profit Center Manager	Business Environment; Organizational Behavior; Management Control; Investment and Finance Decisions; Management Accounting; Managerial Skills.
IPM Certificate	All ICN year 2 modules <sup>6</sup>

### 1.2.6 Validating Experiential Learning (VAE)

#### 1.2.6.1. Admission Requirements

Any candidate who has a minimum of three years professional experience which is appropriate for the Degree applied for, whatever his/her age, the number of years in the company, or the level of education achieved, may apply for admission based on VAE.

#### 1.2.6.2. Validation process

The process includes six stages, or seven in the case of partial validation:

- 1) candidate requests an information pack,
- 2) candidate submits a file requesting administrative information,
- 3) candidate attends for interview with the Director of the Program concerned and the VAE Counsellor.
- 4) Candidate prepares application file, with a professional counsellor if so desired,
- 5) Candidate submits VAE application file and registers for the Degree.
- 6) First VAE Board meets, with three possibilities:
  - a) Non validation.
  - b) Partial validation with recommendation for additional training or experience.
  - c) Complete validation and award of the Degree.
- 7) Second VAE Board meets, with two possibilities:
  - a) Validation and award of the Degree.
  - b) Refusal (with reasons).

The VAE validation Board is made up of 70% School personnel and 30% professional representatives.

#### 1.2.6.3. Maximum duration

Following the VAE Board's decision, the candidate has five years to complete the academic training and/or professional activity recommended.

### 1.2.7 Composition of the Admissions Selection Panel.

Cf § 3.3.1.

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<sup>6</sup> Students following the IPM Certificate course have in effect followed the entire program of classes for year 2 of the ICN Master Grande Ecole Degree.

### **1.3 Change of Program**

Students are only allowed to change their program of study in exceptional circumstances and only between Graduate Business Schools which are authorized to award official Degrees recognized by the French Ministry of Higher Education.

The change of program requires the agreement of the Directors of the two Schools concerned and only becomes final when the Rector of the Regional Academy, Chancellor of the Universities, has given final confirmation.

## **2 – ICN Master *Grande Ecole* Degree : Organization of Study**

### **2.1 Academic objectives**

The ICN Master *Grande Ecole* Degree sets out to train generalist senior managers. They will hold positions of responsibility in all types of organization, whether in France or in the international community and they will be able to adapt to multi-disciplinary and multi-cultural environments. The generalist training is complemented and enriched by the addition of several basic features:

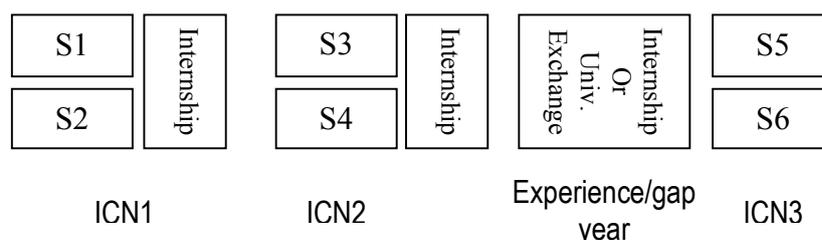
- A special study/major in year 2: this is a study of a specialist function within the organization, and may be extended with further study, for example by following a double degree program,
- A multi-disciplinary dimension: this is provided by the ARTEM alliance, in particular the learning activities associated with the ARTEM workshops,
- An international dimension: students are required to spend a semester abroad on a program of academic study.

On successful completion of their training, students are able to:

- Analyze a complex business situation and perform an appropriate assessment,
- Resolve complex problems with an appropriate and in many cases innovative solution,
- Make decisions as socially responsible managers,
- Communicate efficiently, in both written and oral modes,
- Adapt to and become part of a multi-disciplinary and multi-cultural team and environment, with ease and confidence,
- Update and extend their knowledge and skills, including in areas other than management, and
- Show competence and skill in team working and project management.

### **2.2 General structure of program**

The ICN Master *Grande Ecole* Degree, for first year entrants, is a three year program with an optional 4th gap or 'Experience' year either in a company or on a period of academic study in a partner university abroad. The gap year comes between year 2 and year 3. Minimum presence on the program is therefore two years for year 2 entrants and three years for year 1 entrants.



A semester is made up of ‘Teaching units’ (*Unités d’Enseignements* or UE). Each UE carries a certain number of European credits, called ECTS (ECTS – *European Credit Transfer System*). One semester’s work earns 30 ECTS and therefore one year earns 60 ECTS. One UE is made up of modules and these may have different weightings.

## 2.3 Program content

### 2.3.1 Year 1

In year 1 students acquire the fundamentals of management. In addition each student must choose a School Project (*Projet Ecole*).

Semester 1			Semester 2		
Module	ECTS	Vol. H	Module	ECTS	Vol. H
<b>TOOLS and METHODS</b>	5	40	<b>TOOLS and METHODS</b>	6	45
Information Systems	2	15	Taxation	2	15
Statistics	2	15	Principles of Marketing	2	15
Methodology Case study	1	10	Market Study	2	15
<b>MANAGEMENT 1</b>	6	45	<b>MANAGEMENT</b>	8	60
Principles of Management	2	15	Human Resources Management	2	15
Consumer Behavior	2	15	Financial Accounting	2	15
Sales Techniques	2	15	Financial Analysis	2	15
<b>MANAGEMENT 2</b>	4	30	Logistics & Supply Chain Management	2	15
Principles of Accounting	2	15	<b>ARTEM</b>	4	35
Purchasing Management	2	15	Innovation Management	2	15
<b>ARTEM</b>	9	70	Managing the School Project	1	10
Creative Business Days	2	15	Creative Thinking	1	10
Humanities ARTEM	4	30	<b>ECONOMY and LAW</b>	8	60
Seminar	2	15	Applied Economics	4	30
Creative Thinking	1	10	Industrial Relations	2	15
<b>ECONOMY and LAW</b>	4	30	Company Law	2	15
General Economics	2	15	<b>LANGUAGES &amp; COMMUNICATION</b>	4	30
Civil and Business Law	2	15	Foreign Language 2	2	15
<b>FOREIGN LANGUAGES</b>	2	15	Communication: Professional attitudes	2	15
Foreign Language 2	2	15			

*Professional experience or academic study:* A short internship of 10 weeks minimum in a company is a compulsory requirement of the program at the end of year 1 (the exact dates will be published each year). The aim of this is for students to discover a managerial function or a particular sector of activity. For students having difficulty with English language<sup>7</sup>, this internship will be replaced, if the Program Director recommends it, by a language or professional period of residence in an English-speaking environment (or any other project approved by the Program Director).

<sup>7</sup> English language progress tests are arranged during the year to help the Program Director in this decision.

### 2.3.2 Year 2

Year 2 continues the fundamentals of management and allows students to specialize in an in-depth study of one aspect of management, a Special Subject or Major, (in French ‘*Route de Spécialisation*’). This Special Subject is the student’s own choice. Year 2 also introduces students to the notions and practices of multi-disciplinarity, since they make a second choice, that of an ARTEM Workshop, in partnership with students from other Schools. In year 2 students also continue to work on their School Project.

Semester 3			Semester 4		
Module	ECTS	Vol. H	Module	ECTS	Vol. H
<b>TOOLS and METHODS</b>	<b>8</b>	<b>60</b>	<b>MANAGEMENT 1</b>	<b>4</b>	<b>30</b>
Managing Information Systems	2	15	Strategic Analysis	2	15
Business Environment	2	15	Risk and Assessment	2	15
Data Analysis	4	30	<b>MANAGEMENT 2</b>	<b>5</b>	<b>40</b>
<b>MANAGEMENT 1</b>	<b>6</b>	<b>45</b>	Industrial Marketing & Marketing Services	2	15
Organizational Behavior	2	15	Intercultural Management	1	10
Intercultural Communication	2	15	Organizational Design	2	15
Management Control	2	15	<b>ARTEM</b>	<b>7</b>	<b>60</b>
<b>ARTEM</b>	<b>8</b>	<b>70</b>	ARTEM Workshop	5	45
ARTEM Workshop	5	45	Seminar	2	15
Project Management	2	15	<b>SPECIALIZATION</b>	<b>12</b>	<b>90</b>
Professional Competences	1	10	Specialization 1	4	30
<b>MANAGEMENT 2</b>	<b>6</b>	<b>45</b>	Specialization 2	4	30
Strategic Marketing	2	15	Specialization 3	4	30
Investment and Finance Decisions	2	15	<b>FOREIGN LANGUAGES</b>	<b>2</b>	<b>15</b>
Management Accounting	2	15	Foreign Language 2	2	15
<b>FOREIGN LANGUAGES</b>	<b>2</b>	<b>15</b>			
Foreign Language 2	2	15			

*Academic experience abroad:* Students may complete the second semester of year 2 abroad on an academic study visit in one of the ICN’s international partner universities. This however has to be approved by the International Office and the Program Director who select appropriate candidates on the basis of an application file.

*Professional experience or period of language study abroad:* A short internship of ten weeks in a company may be carried out during the summer at the end of year 2 (the exact dates will be published each year). The objective here is for students to deepen their understanding of a particular function in a company. For students who have difficulty with English language<sup>7</sup>, this internship must be replaced, if the Program Director recommends it, by a language or professional period of residence in an English-speaking environment (or any other project approved by the Program Director).

#### ***The Specialization / Major***

Each student must choose a Specialization/Major (*Route de spécialisation*) during the first semester. The specialization represents 90 hours of teaching spread over three modules in semester 2. The following majors are open to students (they may change as long as they keep the same number of teaching hours):

- Banking, Investment and Markets (in English)
- Audit (in English)
- Corporate Finance
- Management Control

- International Brand Management (in English, takes place at the ICN's campus in Nürnberg, Germany)
- Digital Marketing and Communications (in English)
- Distribution, Commerce and Management of Key Accounts
- Commercial Innovation and Design
- Talent Management in Organisations (in English)
- Management of Innovation (in English)
- Arts and Entertainment Management (in English)
- Supply Chain and Purchasing Management (at the ICN's Metz campus)
- Banking and Insurance (in English, takes place at the ICN's campus in Nürnberg, Germany)
- Law (in partnership with the Faculty of Law at Nancy)

### **ARTEM Multi-disciplinary Workshop**

This involves 90 hours of teaching. It may take place at the ICN or at one of the ICN's partner institutions in the ARTEM Alliance, particularly the Engineering School (*Mines Nancy*) or at the Art School (*ENSA*).

#### 2.3.3 *The Gap or 'Experience' Year*

The Experience Year is optional. It complements the classroom training with one or more academic or professional experiences, or a combination of both.

- *Professional experience*: a long internship of 5-6 months which can be followed by a second one, either in France or abroad. This gives students an opportunity to fulfil a mission or project which carries responsibility with it. The internships may be extended from the end of year 2 until the start of year 3 (exact dates are published each year).
- *Academic experience*: a complete semester of study at a partner university to deepen the students' understanding of an area chosen by them. This must have the approval of the School, confirmed in writing.
- *International experience*: an internship or a course of university study carried out abroad.

#### 2.3.4 *Year 3*

During the first semester of year 3 (S5), the Core course (*Tronc commun*) is complemented by the addition of four modules (110 hours) to complete the field of specialization chosen by students during year 2, making a total for this of 200 hours. A 15 hours ARTEM module called 'Arts, Sciences, Business', chosen by the student, completes the year 3 program.

Semester 5			Semester 6		
Module	Volume	ECTS	Module	Volume	ECTS
<b>MANAGEMENT</b>	<b>75</b>	<b>10</b>	<b>ACADEMIC STUDY</b>		<b>15</b>
Risk Management	15	2	International Study Course		15
Strategic Management	15	2			
Management of Early Growth and Performance	15	2			
Leadership	15	2			
Gouvernance, Ethics & Corporate Social Responsibility (CSR)	15	2			
<b>ARTEM</b>	<b>40</b>	<b>5</b>	<b>FINAL YEAR DISSERTATION</b>		<b>15</b>
Arts, Sciences, Business	15	2	Final Year Dissertation ( <i>Mémoire de Fin d'Etudes</i> - MFE)		15
Seminar	10	1			
ARTEM Challenge	15	2			
<b>SPECIALIZATION</b>	<b>110</b>	<b>15</b>			

Specialization 4	30	4
Specialization 5	30	4
Specialization 6	30	4
Specialization 7	20	3

The program for semester 2 of the final year depends on the previous study route chosen by the student. As well as writing a final year Dissertation, students may complete an internship or a further course of academic study abroad. If all program requirements have been completed (the *Quitus*), students may start their professional life. In cases where the International Study Course was completed in semester S5, and therefore the 30 ECTS credits have been validated, the semester S6 ‘International Study Course’ is validated via the assessment of the internships: obtaining the Professional *Quitus* means that students obtain the 15 ECTS credits allocated.

*Professional experience*: 5-6 months of internship in France or abroad (with the same objectives and conditions as the internship completed during the ‘Experience Year’). The internship(s) may be carried out during either of the two semesters of the year, depending on the choice of activity during S5 (*cf* ‘Academic Experience’ below). Moreover, to smooth the path into work for students who did an Academic Study course in S6, a long ‘end of studies’ internship may be completed on return from the partner university, even if the minimum length of time required for the Professional *Quitus* has already been achieved. This possibility may require the students concerned to re-register if the internship extends beyond the internship period programmed for year 3.

*International Experience*: internship or study course abroad, especially for the award of a double-degree.

*Academic Experience*: a semester-long training program as part of a university exchange scheme. When it is a semester-long course, it may be carried out in either semester 1 or semester 2. The remaining semester may be taken up with an internship.

### 2.3.5 Admission onto the modules

Admission to the modules, (especially the majors/special subjects, and the ARTEM modules and workshops) may be limited because of criteria which will be pointed out to students at the time of registration. The criteria might include: numbers limitations, learning pre-requisites, minimum academic levels, or the need to balance the numbers of students from the three participating Schools in each workshop.

For each optional module, students are asked to give three choices, in order of preference and depending on the timetable and options available each year.

The decision as to the allocation of students to modules is made by the Program Director after consulting the Academic Departments and Administrative Services involved. The decision becomes final and is communicated to students at least one week before the start of classes. There can be no guarantee that the final allocation of students to modules will match exactly the initial choices made by the students.

### 2.3.6 Internships

All internships are accompanied by an academic tutor, who is a lecturer/researcher at the School. The tutor also works in partnership with an internship supervisor based in the company. Internships may be carried out in public or private companies or organizations, or

in research laboratories, and may be in France or abroad. They end with the writing of an internship report by the student.

The dates of the beginning and the end of the internship will be published each year. Several internships may be carried out during the internships period, provided that together they complete the required minimum of experience in companies. This may be modified on condition that it receives the prior approval of the Program Director after consulting the academic tutor.

No internship must commence without an internship agreement signed by the School, the student and the host company. Any student who contravenes this regulation is committing a fault and is liable to sanctions. These will be decided by the Discipline Committee, before which the student concerned will be summoned to appear.

### *2.3.7 Academic study periods abroad*

Students must complete at least one academic stay in a partner university. This requirement is called the International Quitus. The period available for study outside France extends from the second semester of year 2 through year 3, for students on the ICN Master *Grande Ecole* Degree course. A learning agreement must be signed for each study period abroad. The assessment and grading of the stay is determined by the host university. The number of ECTS credits obtained during the stay and stipulated in the learning agreement (between 30 and 120 credits) will determine whether the stay is validated and whether the credits satisfy the requirements of the regulations governing the course.

If the academic study period abroad is carried out during a semester normally reserved for ICN classes, it replaces the ICN semester totally. The student must comply with all the Examination Regulations pertaining at the host university, unless arrangements to the contrary have been included in the learning agreement signed by both institutions.

## **2.4 Interruption of studies and maximum number of registrations**

The study program may be interrupted at the most for one university year over the whole of the program. This must be for exceptional reasons explained in writing to the Program Director who will then give approval or not. If approval is given and studies are interrupted, the student is no longer registered as a student at the ICN Business School and may not make use of any of the services or other advantages of ICN registration during the period of interruption. In particular the student cannot enjoy the benefits of an internship agreement.

The maximum number of registrations on the ICN Master program is therefore 6 academic years (3 years teaching + 1 'Experience'/gap year + 1 approved re-take year + 1 exceptional additional year to validate any uncompleted Teaching Units (UE) or uncompleted Quitus).

## **3 – Assessment of skills and knowledge**

### **3.1 General arrangements**

#### *3.1.1 Grading of modules and teaching units (UE)*

For each module, one or more tests or examinations may be set to test skills and knowledge acquired. It is important to note that students' presence and participation in classes may also be graded, in addition to the classic forms of examination. Examinations may take different forms: a final written examination, a final oral examination, continuous or periodic assessment, submission of a dossier, written tests or projects. A module is assessed using a

grade which is calculated on the basis of the smaller tests which take place during the module. The grading system for each module will be indicated in the syllabus for the module. For each module there is an elimination grade of 5/20. Consequently each module for which the student does not achieve a grade higher than 5/20 is considered not only as a fail, but it also means that the total Teaching Unit (UE) of which it forms part is also a fail. Note that all grades which may be communicated to students by the lecturer concerned are provisional until they are ratified by the Examination Board.

A Teaching Unit (UE) is assessed using a grade obtained by calculating the weighted average of the grades for each of the modules within it. Hence the modules within a Teaching Unit can compensate for each other, i.e. a high grade in one module may balance a low grade in another in the same Teaching Unit. Teaching Units are also allocated ECTS credits which represent the volume of work completed during the semester. Students are awarded the credits for each Teaching Unit if the grade achieved is equal to or higher than 10/20 and no module has been graded at less than the eliminatory grade of 5/20

Certain assignments may be carried out by pairs of students, if this is clearly stipulated in the syllabus. In this case the contribution of each of the students in the pair will be graded separately as indicated in the syllabus, and any decision concerning the pass or fail of the module will also be an individual one for each team member.

### *3.1.2 Assessing the Quitus*

A Quitus is a compulsory requirement to show achievement or performance in a particular activity. If this achievement is not demonstrated, the activity will not be validated and must be carried out again. The assessment and final decision (pass or fail) for the different quitus by the Examination Board must be carried out by the end of Semester S6. The list of quitus is given in the paragraphs below.

#### *3.1.2.1. 'International Experience' Quitus.*

As a compulsory part of their program of study, students must carry out and pass a semester of academic study or a double degree program in a partner university. The validation (pass or fail) of this international quitus will be based on the ECTS credits obtained. This will be written into the agreement between ICN and the partner institution.

Students following a two year double degree program, students on apprenticeship schemes, and international students are exempt from the International Quitus requirement.

#### *3.1.2.2. 'English Language' Quitus.*

The English Language Quitus is passed when the grade obtained in the external tests of English language competence TOEFL or GMAT is equal to or higher than the minimum published at the start of each academic year. For students who are exempt from the requirement to complete an academic study period abroad, a TOEIC score is acceptable. The scores which are used in assessment are those for the academic year when the test is taken. These are determined by the Program Director on the recommendation of the Head of Department of Foreign Languages and Cultures. They are published on the internet site at the latest one month after the start of the academic year.

The English Language Quitus is validated when a copy of the results of the external test, showing a score equal to or higher than the minimum required, is submitted to the Program Office. Students whose mother tongue is English are exempt from this Quitus.

### 3.1.2.3. Professional Quitus

The Professional Quitus guarantees to future employers that students have acquired sufficient professional experience during their learning process, particularly by way of compulsory internships. Students obtain the quitus by successfully completing the following activities:

- participating in the professional events organized by the ICN Business School,
- completing periods of professional practice totaling 9 months out of the full course of study, including at least :
  - o a short internship of a minimum of 10 weeks, and
  - o a long internship of a minimum of 5 months.

Each professional experience is assessed and graded individually. They are successfully completed when students obtain a grade equal to or greater than 10/20 (based on the written report presented by the student and graded by the ICN academic tutor, and an assessment by the Company supervisor, which must also be a minimum of 10/20 for the internship to be considered as being successfully completed).

The quitus is validated at the end of studies if the average of the grades for all the periods of professional experience is equal to or greater than 10/20.

If this is not the case, the student is required to complete another long internship.

### 3.1.2.4. Quitus for Final Year Dissertation

The Final Year Dissertation (*Mémoire de Fin d'Etudes* or *MFE*) is a further compulsory requirement of the Master program. This quitus is obtained when students successfully complete their year 3 dissertation. Students who follow a double degree program are exempt from this requirement at ICN since they need to complete a similar assignment for their second degree. If this is not the case, students must submit an ICN dissertation. The ICN dissertation may be a two-person team assignment, on condition that the contribution which each student makes can be identified and graded individually. In other words each student obtains an individual grade for the team dissertation.

### 3.1.3 Re-take or re-sit examinations

Each year two examination sessions are arranged for each course module. There are no re-take sessions for modules assessed by continuous or periodic assessment schemes. Note therefore that some modules are assessed by continuous assessment and there is therefore no opportunity for students to re-sit or re-take them.

In each Teaching Unit (UE) not passed at the first session of examinations,

- modules obtaining a grade equal to or greater than 10/20 are validated and held over until the end of the second session,
- modules obtaining a grade equal to or lower than the eliminatory grade of 05/20 must compulsorily be re-taken for the second session of examinations,
- modules obtaining a grade higher than the eliminatory grade of 05/20 but less than the pass grade of 10/20 may be taken again at the second session of examinations. In this case it is the responsibility of the students to communicate in writing to the Program Office those modules which they wish to re-take in the second session. This must be done at the latest 1 week after the publication of first session results.

Only grades obtained during the 2nd session of examinations will be taken into consideration by the Examination Board, even if they are lower than those obtained at the 1st session.

#### *3.1.4 Absence from examinations*

Any absence from an examination, whether it is justified or not, will automatically mean that the module is failed and the grade of 0/20 will be entered. In this case the module examination must be taken at the second session of examinations, if indeed a second session is programmed. Any absence from a second session examination for which the student is registered, must be justified in writing to the Program Director. If the absence is considered to be justified, the grade for the first session examination will be retained and considered by the Examination Board. If the absence is not felt to be justified, a fail grade of 0/20 will be entered. A justified absence from an assessment other than a final examination may, if this is approved by the Program Director in consultation with the Head of Academic Department to which the assessment belongs, lead either to the assessment being omitted in the calculation of the average, or to a special assessment or assignment being set. Any unjustified absence from an assessment other than a final examination will result in the fail grade of 0/20 being entered for the student. An absence is considered to be justified if:

- the student informs the Program Office concerned at the beginning of the absence, and
- the student communicates to the Program Office in writing the reason for his/her absence as soon as he/she returns.

The only reasons which are considered as justification for absence from an examination are the following:

- sickness, in which case a doctor's note or medical certificate must be presented to the Program Office,
- the death of a close member of the family, in which case a copy of the death certificate must be presented,
- permission to be absent from the examination, granted by the Program Director.

#### *3.1.5 Attendance at classes and seminars*

As stipulated in the Internal Regulations, presence at classes is compulsory. A control of student presence at classes is carried out at the beginning of each class and each examination when students must sign the attendance sheet. Any absence from class which is not justified may give rise to the student(s) concerned being summoned to appear before the Disciplinary Committee.

#### *3.1.6 Behavior during examinations*

Students must behave in compliance with the General Regulations on Examinations. The measures outlined in paragraph 1.1.3 are the relevant ones here. For students to be admitted into the examination rooms, they must prove that they are correctly registered administratively as students of ICN Business School and show their current, valid student card.

#### *3.1.7 Students' right to see their corrected examination scripts*

Examination scripts are named administrative documents. They may be consulted by students who ask to do so within a reasonable time, and only after the final results have been confirmed and published by the Examination Board. Students may see their examination

papers only on School premises and in the presence of the lecturer who graded them. Students may only see their own scripts and only if the grade is lower than the pass grade of 10/20.

Only the grades which have been finally approved by the Examination Board can be communicated to students. The initial grades allocated by the lecturer who graded the paper are held to be provisional and the full grading process is considered to be incomplete until the grades are confirmed by the Examination Board. Consequently the initial provisional grades are not to be communicated to the students.

### *3.1.8 Archive recording of student examination scripts*

Students' examination scripts (papers) are considered to be administrative documents contributing to the School's responsibility for awarding degrees. They are therefore the property of the School and as such they are evidence of the students' performance and justification for the award of degrees.

Examination papers are kept by the administrative services for one year after publication of the results.

## **3.2 Progression from one semester/year to the next**

### *3.2.1 General rules of progression*

Progression from semester 1 to semester 2 in any given year of study is systematic. Progression from semester 2 to semester 1 of the following year is decided by the Examination Board each year following the results of the first and second sessions of the semester 2 examinations.

If all the Teaching Units (UE) are not successfully completed, the Examination Board can recommend either that the student re-takes the unsuccessful academic year, or discontinues the program of study.

### *3.2.2 Re-taking a semester or a year*

The Examination Board may recommend that a student re-takes a semester or a full academic year. If, over the semester or the year under consideration, all the Teaching Units have been failed, the student is required to attend all the classes and sit all the examinations and other assessments during the re-take semester or year.

If the student is required to re-take the failed semester, the semester which was successfully completed now has to be filled as a 5 or 6 month internship.

Each student is allowed one re-take only over the whole period of study for the *Grande Ecole* Degree.

### *3.2.3 Not permitted to proceed to the next stage of the Degree course*

In cases where a significant number of Teaching Units are not validated by the Examining Board at the end of the academic year, the Board may decide that the student(s) concerned may not proceed to the next year and must terminate their studies. At the end of the course, if the student has not validated all the *quitus* and Teaching Units required by the present regulations, and has reached the total number of re-registrations (*see above §3.2.2.*), the Examination Board will recommend that the student leaves the course without obtaining the Degree.

### **3.3 Admission Panels, Examination Boards, and Internship Panels.**

#### *3.3.1 Admission Panels*

The members of the Degree course Admission Panel are appointed by the Regional Academy Inspector after consulting the ICN Business School. They include:

- the Chairperson, who must be a member of the teaching/research community, a university professor or a lecturer,
- a Vice Chairperson, who replaces the Chairperson when necessary and who must be a member of the teaching/research community,
- the Director General of the School or his/her representative,
- the Program Director,
- at least four representatives of the academic staff teaching on the Degree course, and
- the Rector of the Academy or his/her representative, who attends meetings in an advisory capacity.

#### *3.3.2 The Examination Board for the Degree Course*

The Examination Board has the same members as the Admission Panel. It meets to conclude the two sessions of examinations which are held in each academic year.

The Examination Board only considers the cases of students whose registration as students of the School is complete and up to date.

#### *3.3.3 Internship examiners*

Internships are assessed and graded individually and jointly by an academic tutor who is a lecturer/researcher at the ICN Business School and by a company supervisor from the host company. Each examiner completes an assessment form, and a summary of the two reports is then written by the academic tutor. Discussion and final approval of this assessment is the responsibility of the Examination Board for the degree.

#### *3.3.4 Regulations governing decisions of the Examination Board*

The Examination Board's decision is final. Decisions are taken by simple majority of the Board members present, and any abstentions are not taken into account. If the vote is equally divided, the Chairperson's (or Vice-Chairperson's) vote is final. Discussion and voting is strictly confidential. After the Board has reached its decisions, the results are communicated electronically.

### **4 - Conditions for the award of the Degree**

The Examination Board decides on the award of the Degree for successful candidates. To be awarded the Degree, students must have passed all Course Units and all Quitus mentioned in the present regulations. The Examination Board communicates to the Rector of the Regional Academy the list of students it recommends for the award of the Degree. The Degree certificate is signed by the Chairman of the Examination Board, the Director General of the School and the Rector of the Regional Academy who adds the seal of approval of the French Ministry. If the conditions for the award of the Degree are not met, the Examination Board has two options:

- if the total number of course units and quitus has not been met by the student, the Board may refer the student, who will then have to successfully complete the missing units during the following academic year,

- if the total number of course units and quitus has been met, the Board decides that the student has failed the course program and the Degree is not awarded.