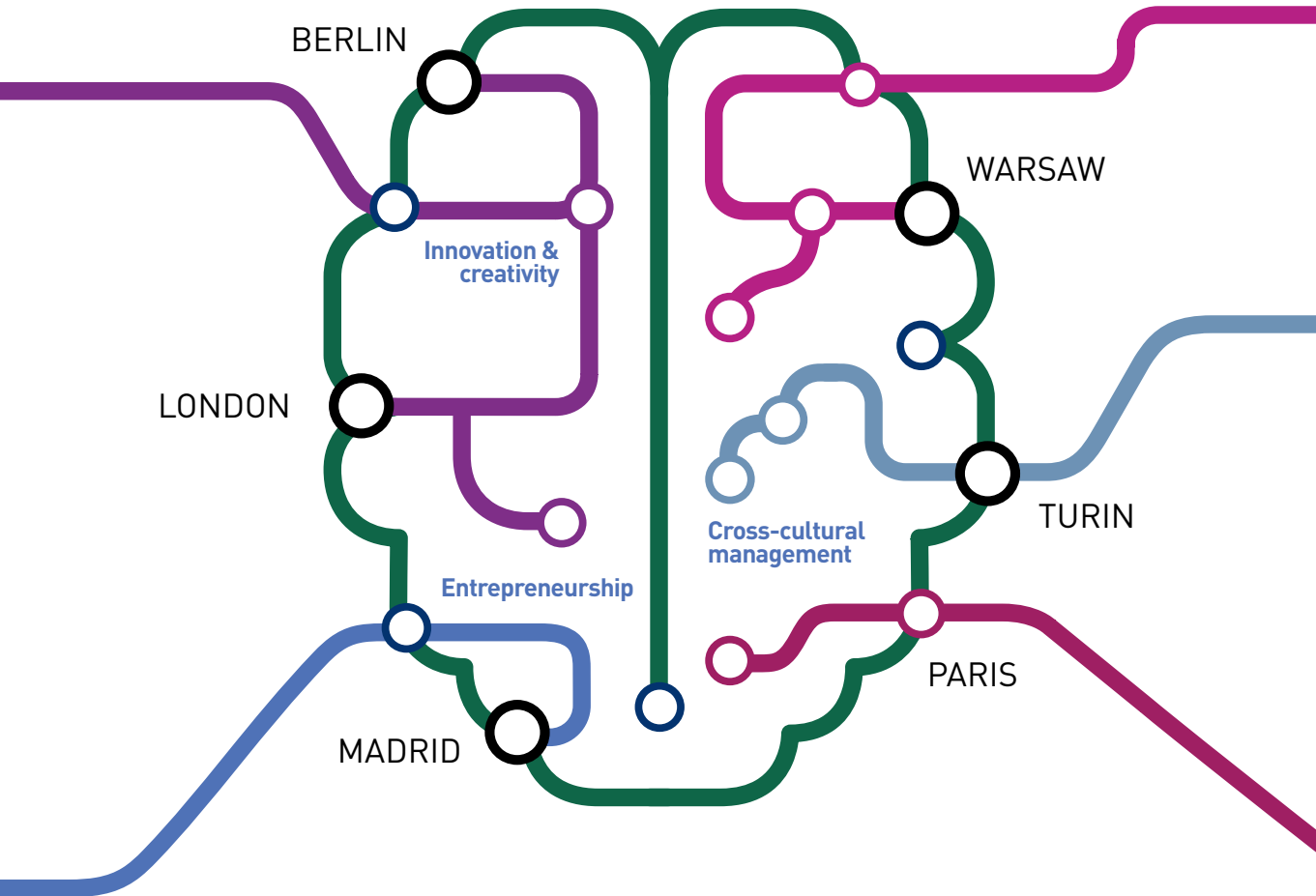




BUSINESS SCHOOL

EXECUTIVE MASTER IN ENERGY MANAGEMENT

2017 - 2018



affiliated to



EUROPEAN IDENTITY
GLOBAL PERSPECTIVE

The World's First Business School (est. 1819)

EXECUTIVE MASTER IN ENERGY MANAGEMENT

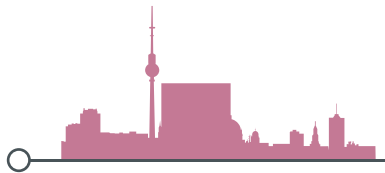


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ESCP EUROPE 6 URBAN CAMPUSES



BERLIN

The Berlin campus is located near one of the historical centrepieces of Berlin, The Charlottenburg Castle. Located in baroque gardens, this monument overlooks the School's beautiful late-19th century building. Throughout the year, several events and conferences on the latest business issues take place in this dazzling city in the midst of Europe.



LONDON

Located in West Hampstead in northwest London, this campus offers students state-of-the-art facilities in a traditional Victorian building. The bright city lights and the business community are only a short tube ride away, while the fashionable area of West Hampstead offers a broad cultural experience away from the hustle and bustle of inner-city life.



MADRID

Found in a residential suburb just a few moments out of the city centre, the Madrid campus is an ideal place for students to focus their energy on the challenging demands of the programme. A short bus ride will bring students into the centre of Madrid and all that it has to offer.



PARIS

The Paris campus is conveniently located in the centre of the city in the 11th arrondissement, a few steps away from Saint-Maur metro station. It was the first of ESCP Europe's six locations and hosts a large number of faculty members and students.



TURIN

The Turin campus is located in a beautiful building with modern facilities. Turin is one of the main business centres of the Italian economy, as well as a masterpiece of architecture and one of the favourite student cities in Italy.



WARSAW

Our campus is based at Kozminski University, located in Warsaw's north-eastern district of Praga Północ. It is one of the city's most historic neighbourhoods, with the art community and tourists alike drawn by its charm, museums and beautiful outdoor spaces. Kozminski University prides itself on providing world-class academic, social and sporting facilities for students at its 3.4 hectare, city-centre campus.

A MESSAGE FROM THE DEANS

Founded in 1819, ESCP Europe is the world's oldest business school. Its mission is to educate the next generation of transnational business leaders and enable them to make the most of the opportunities offered by cultural diversity.

With its six urban campuses in Berlin, London, Madrid, Paris, Turin and Warsaw, ESCP Europe has a truly European identity, facilitating both a unique style of intercultural business education and a global perspective on international management. Through a combination of innovative educational techniques, multi-campus programmes, and an active-research faculty, ESCP Europe is an essential collaborator in the development of the culture of transnational management, which is so essential in today's global business environment.

ESCP Europe's network of almost 120 partner universities extends the School's scope from European to global. With the triple crown of accreditations (AACSB, EQUIS, AMBA), ESCP Europe welcomes 4,000 students and 5,000 executives from 90 different countries each year, offering a wide range of general management and specialised programmes (Bachelor, Master, MBA, Doctorate, and Executive Education).

The School's strong network of alumni has 49,000 members in over 150 countries worldwide. In addition to its vast relationships with national and multinational businesses, this network allows ESCP Europe to offer unique professional opportunities at an international level. ESCP Europe's aspiration is the credo of Europe: stay faithful to its humanist values and, at the same time, anticipate new global trends. ESCP Europe, the only truly pan-European business school, has launched its new "Cultures for Business", or "C4B" strategy, which is designed to develop a new generation of international and transnational business leaders who can understand and make the most of the opportunities offered by cultural diversity.

Join us and take the first step towards changing your future.



Prof. Frank Bournois
Dean of ESCP Europe



Brynhild Dumas
Executive Education Dean



ESCP EUROPE QUICK FACTS



6

Campuses



4000+

Students



49,000

Active Alumni in more than 150 Countries Worldwide

MORE THAN 120

Academic Alliances Globally



MORE THAN 130

Research-Active Professors Representing over 20 Nationalities



EST. 1819

World's First Business School



1819

The World's First Business School is established by a group of economic scholars, businessmen and entrepreneurs in Paris. Even at its debut ESCP Europe had a Global Perspective, with one third of its students coming from international backgrounds

1973

The concept of a multi-campus business school is born with the consecutive inaugurations of campuses in the United Kingdom and Germany

ESCP EUROPE RANKING & ACCREDITATIONS

Top-ranked Business School



Financial Times Rankings 2016

#2 Master in Finance

#11 European Business Schools

#4 Master in Management

#12 Executive MBA



Tripled Accreditations

ESCP Europe is among the 1% of business schools worldwide to be triple-accredited



1988

Opening of the fourth campus in Madrid

2004

ESCP Europe enters Italy with its fifth campus in Turin

2015

The School establishes its sixth European campus via a strategic alliance with the Warsaw-based Kozminski University, the only business school in Central and Eastern Europe with triple accreditation (AACSB, EQUIS, AMBA)

A MESSAGE FROM THE PROGRAMME DIRECTOR

It is evident that energy companies and policy makers are facing significant challenges as we enter a new era. The issues to be addressed are many: can we count on technological breakthroughs to cope with surging energy demand and at the same time handle the long term environmental constraints? What type of regulatory framework is most likely to provide the incentives for necessary changes to take place? To what extent are nations ready to cooperate in addressing global energy and environmental challenges? Can we be assured that capital markets will provide the tremendous funds needed to develop energy infrastructures and improve energy efficiency? The sector has long been segmented into upstream versus downstream, oil and gas versus utilities, resulting in a high degree of specialisation. Today's managers need to have a broader perspective with an integrated view of the various issues in order to cope with complexity; to have a clear understanding of antagonisms across players; and to eventually be able to anticipate and design proper sets of actions and strategies. In other words, to enable them to deal effectively with the dramatic changes taking place.

As a leading European business school, ESCP Europe is involved in shaping the future of the energy industry. The Executive Master in Energy Management (EMEM) and Energy Masterclasses at ESCP Europe educate the next generation of leaders and pioneering thinkers in the energy sector through a unique style of business education across four European campuses: London, Berlin, Paris and Madrid. The EMEM and Masterclasses develop leadership practice immersed in real-world challenges within the energy sector, building upon a diverse community of ESCP Europe faculty experts and world-leading professionals. The curriculum is developed through the expertise of our networks in areas such as oil, gas, renewables, electricity and others, which are at the heart of the EMEM programme. In addition, the scrutinising energy initiatives around the world, the location of each module provides focus on the local market and supplies in-depth knowledge according to your needs. The key aim of the EMEM and Masterclasses is to provide you with first-class knowledge of the actual and plausible changes in the nature of the business environment. Doing so means that, on completing the programme, you will be able to influence the strategic direction of the businesses and organisations you will go on to lead, and be able to formulate a worldview that incorporates these new imperatives.

Prof. Kostas Andriosopoulos

Executive Master in Energy Management Programme Director



YOUR 360° VIEW OF THE ENERGY BUSINESS

EXECUTIVE MASTER IN ENERGY MANAGEMENT



KEY FACTS

- A flexible, 12-month, part-time programme that enables candidates to combine executive studies with their full-time job
- Designed for students with a Master degree and 5 years of working experience
- 2-weeks of distance learning in management courses
- Study at four ESCP Europe campuses: London, Berlin, Paris and Madrid
- One-week International Seminar held in Washington, DC and Houston, TX
- Taught entirely in English
- Integrated International Consultancy Project
- Achieve individual certificates with our Energy Masterclasses option
- Delivered by world- renowned faculty and industry practitioners
- Strong support from the Energy industry via our Research Centre for Energy Management www.rcem.eu
- Excellent networking opportunities offered by our 49,000 strong alumni
- More than 40 professors and practitioners' teaching on the programme

PROGRAMME OBJECTIVES

- Focus on corporate issues and optimise professional skills at a managerial level
- Gain in-depth knowledge and vision of energy technologies, industries and markets
- Develop and implement a strategic mind-set to address major future issues within the energy industry
- Strengthen your ability to live and work in a highly multicultural and international environment



STUDENT PROFILES

The current class of Executive Master in Energy Management student is truly multicultural and diverse, verifying the international dimension of all ESCP Europe master programmes.

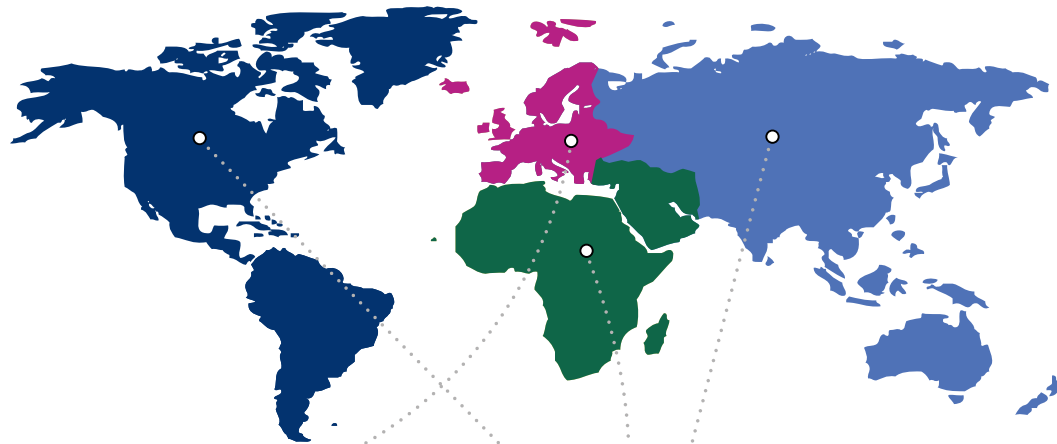
DIVERSE PROFILES

NATIONALITIES 12
 YEARS OF EXPERIENCE 10
 AGE RANGE 33-51

NATIONALITIES

EUROPE 56%
 AFRICA & MIDDLE EAST 22%
 ASIA PACIFIC 12%
 AMERICAS 10%

COUNTRY BREAKDOWN



56% - EUROPE

Austria, Cyprus, France, Greece, Germany, Italy, Macedonia, Netherlands, Norway, Russia, Spain, Ukraine, United Kingdom

12% - ASIA PACIFIC

India, Mongolia, Philippines, Singapore, South Korea

22% AFRICA & MIDDLE EAST

Iran, Lebanon, Nigeria and Turkey

10% - AMERICAS

Brazil, Canada, Chile, Colombia, United States, Venezuela

ESCP Europe is well known for its unique historical status and powerful international network. But what makes the energy programmes extra special is the input from those who have held, and those who still hold, senior posts in the energy policy and management fields. There is nothing like building on the insights provided by those with practical experience. I have been highly impressed by the quality of students.



Michael Jefferson

Editor, Energy policy Journal and fmr. Chief Economist at Shell

My interaction with the ESCP Europe community and its Research Centre for Energy Management is always a refreshing engagement. Whilst the formal lectures and subject matter is given sufficient air time and consideration, the real learnings come via the ensuing discussion. As an example, the quality and pace of one debate quickly led from broad topics such as oil price variables, M&A market liquidity and the NOC / IOC dynamic, to local impacts such as environmental governance and industry accountabilities- all in the context of the question 'can the oil industry coexist with society's expectations?' The collective energy, knowledge and participation of the ESCP Europe cohorts is as unique as it is impressive.



Stephen Edwards

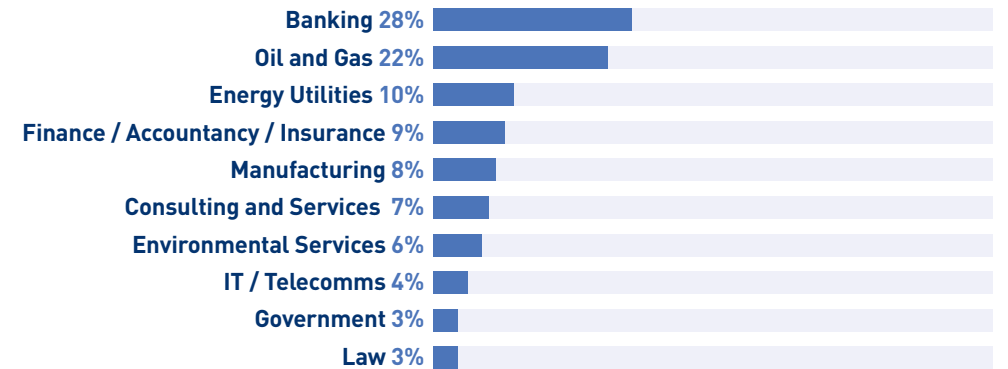
Chief Executive Officer, Tailwind Energy Ltd

STUDENT PROFILES

PREVIOUS STUDIES



INDUSTRY DIVERSITY



PROGRAMME OVERVIEW

State-of-the-art blended learning

EXECUTIVE MASTER IN ENERGY MANAGEMENT



MASTERCLASS 1
London

SEPTEMBER
2 weeks on campus
↳ + Online courses

GM	EF	EMC	CV
Oil & Gas Geopolitics			
Piped Gas & LNG Markets			
Energy Commodity Trading & Shipping			
Energy Law			
Company Visits			



MASTERCLASS 2
Paris

NOVEMBER
1 week on campus

GM	EF	EMC	CV
Energy Risk Management			
Entrepreneurship & Strategy			
Company Visits			



MASTERCLASS 3
Berlin

FEBRUARY
1 week on campus
↳ + 2 online courses

GM	EF	EMC	CV
Environmental Management			
European Energy Policy			
Company Visits			



MASTERCLASS 4
Madrid

APRIL
2 weeks on campus

GM	EF	EMC	CV
Energy Project Financing			
Renewables & Grid Management			
Electricity & Renewables			
Energy Project Evaluation & Financing			
Company Visits			

ONLINE COURSES 5

October - February

Financial Statement Analysis
HRM in International Organisations

March - June

Corporate Strategy Management
Operations Management

GM	EF	EMC	CV
GENERAL MANAGEMENT	ENERGY FUNDAMENTALS	ENERGY MANAGEMENT CHALLENGES	COMPANY VISITS

INTERNATIONAL ENERGY MARKETS SEMINAR 6
Washington, DC & Houston, TX

JUNE
1 week

- USA Energy Market Opportunities
- Innovation and New Technologies in the USA Energy Markets




Company Visits include Headquarters & Energy Sites (e.g. Nuclear, Coal & LNG Plants, etc.) **Mon-Fri 09:00-18:00**



CURRICULUM

GENERAL MANAGEMENT MODULES

GM

Financial Statement Analysis (24 hrs) ONLINE

This module addresses the use of financial tools that will help diagnose the company's liquidity, solvency and profitability. It will assess the utility of vertical and horizontal analysis and calculate and interpret the principal ratios used in financial analysis and apply the technical knowledge developed in this module to the analysis of the financial situations of the participant's own company, our their customers or supplier companies.

HRM in International Organisations (24 hrs) ONLINE

The course focuses on the capability of designing and applying a people management strategy in a multinational company, including both the development of global policies and local adaptations. Learn how to design specific people management practices that will be in line with global practices of an international organisation adapting to the local characteristics and needs. Specifically, students shall be capable of designing global policies and practices for compensation, expatriation and talent management in an international organisation.

Corporate Strategy Management (24 hrs) ONLINE

The objective of this module is to identify the fundamentals of strategy and distinguish the difference between Corporate Strategy and Competitive Strategy with strategic management. The participant will learn about the implementation plan, including plans, programmes and budgets.

Operations Management (24 hrs) ONLINE

This module prepares participants to identify key processes for a company with operations in different countries, boosting their careers in both international business development and project management. Participants will understand and develop techniques and tools to identify complex operations in companies with global infrastructure. Participants will also learn to analyse the systems and solutions necessary to achieve key business objectives and customer satisfaction.

Research Methods (8 hrs)

This course is designed to support participants in developing their International Consultancy Project by introducing a number of methods and tools that will equip them to plan and organise their research, as well as to communicate their findings. The applications, strengths and major criticisms of methodologies drawn from both the qualitative and quantitative traditions will be examined, allowing for an understanding of the various decisions and steps involved in shaping and executing a research methodology.

CURRICULUM

ENERGY FUNDAMENTALS MODULES

EF

Energy Economics (24 hrs)

The aim is to present the economic models and the related concepts and tools that managers need to master in order to analyse, understand and predict the general trends of the environment in which they operate. Both macroeconomic and microeconomic issues are discussed with a particular interest in energy-relevant topics. Considering the global nature of the economic system, a particular focus is placed on international issues and how they relate to the geopolitics of energy.

Oil & Gas (36 hrs)

As a starting point and a prerequisite, basic technological information will be presented and explained. The module then provides a comprehensive understanding of the upstream oil and gas sector with questions such as: what are the available reserves (conventional and unconventional)? Who are the players (IOC, NOC, contractors)? And what are the necessary investments, operating costs, and tax systems? The focus is then placed on downstream activities to understand the main economic characteristics of the refining and petrochemical industries, introducing the concepts of refining margins and volatility. Finally, issues relating to transport and distribution are dealt with.

Electricity & Renewables (36 hrs)

This course comprises a series of sessions on the supply side: electricity production, transport and distribution, an analysis of the various possible market designs, and a discussion on the ongoing deregulation trend in the industry. The characteristics of each technology will be specified, including conventional technologies (gas, coal or oil), nuclear and renewable sources. For a complete understanding of market trends and price movements, short- and long-term factors affecting demand will also be presented. A discussion will also take place on the consequences of a higher proportion of intermittent renewable energy sources.

Energy Commodity Trading & Shipping (24 hrs)

This module outlines the economic structure of physical commodity markets, providing an in-depth understanding of the various types of commodities, focusing on the world's major bulk commodities (e.g. grains, coal etc.), precious metals, petroleum, and freight rates. Students will study the key characteristics of commodities, such as storability, perishability and seasonality; the pricing mechanisms; and the role of key producers and key markets in shaping market conditions.



CURRICULUM

ENERGY MANAGEMENT CHALLENGES **EMC**

Energy Law (12 hrs)

The objective of this course is to provide participants with a practical and theoretical approach to the legal and regulatory environment and processes in the international energy and resources industries. Among the topics will be the negotiating and drafting of international contracts, with particular attention paid to issues which directly affect energy managers: shareholders' agreements, BOT contracts, construction contracts, operation and maintenance contracts, off-take agreements, natural resources supply contracts, force majeure risks, hardship/unforeseen events risks, international commercial arbitration and international investment law.

Environmental Management (12 hrs)

In an industry where technological breakthroughs are expected to provide answers to the many challenges companies are facing, the capacity to innovate and to adopt new technologies is a major source of value creation and a key strategic advantage. Developing an innovation culture within the organisation, transforming ideas into business projects, assessing the return on R&D expenditures and defining priorities are some of the many questions to be discussed during this course, with illustrations taken from the energy industry.

Energy Risk Management (24 hrs)

Considering the increased complexity of energy projects as companies enter a new technological era (marking the end of "easy oil"), there is a growing concern about the real preparedness of companies to deal with the new risks they are facing. The potential severity of those risks due to the important damages caused to the environment and their possible impact on populations explain this apprehension. Furthermore, the mishandling of recent catastrophes by large energy companies now cast serious doubts as to their ability to prevent severe accidents from occurring and, if they do, to control their development. The objective of this course is to provide participants with a practical and theoretical approach to risk management, with a critical view, so that they can actively participate in the design and implementation of a risk management plan.

Energy Policy (24 hrs)

Energy security, affordability, sustainability and energy efficiency are high on the agenda of policy makers considering the growing global energy needs, the environmental challenge, and the political dimension of energy prices. The objective of this course, structured around a series of country case studies, is to provide an overview of the various existing situations and the respective policies chosen by national decision makers. Questions such as: how to enhance competition while large historical players dominate the market; which technologies deserve subsidies; how to use taxation; and how to promote energy efficiency will all be addressed.

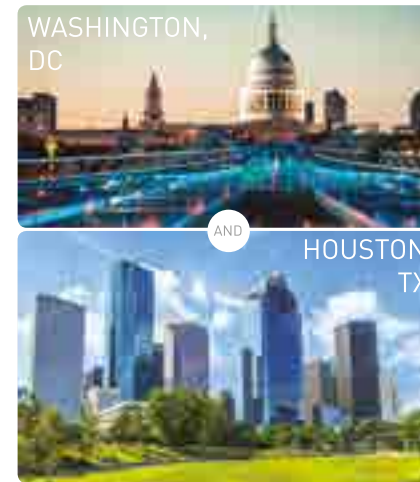
Energy Project Evaluation & Financing (24 hrs)

Project financing is the means of raising funds for large-scale projects. It refers to particular financial schemes involving various stakeholders from different countries, where lenders provide most of the funds required with zero or limited recourse, counting primarily on the project's potential cash flows to repay the debt. Because of important needs in areas such as infrastructure development, energy supply and transport or industrial development, project finance has gained considerable attention. The course objective is to provide participants with a methodology to analyse and evaluate the projects – with a particular focus on risk analysis – before presenting the contractual and financial engineering aspects.

LIFE CHANGING EXPERIENCES

INTERNATIONAL SEMINAR IN THE US

► 1-week seminar in: June 2018



ESCP Europe students on the MSc in Energy Management programme have the option of attending a week-long International Seminar in Washington, DC and Houston, TX in the USA.

Both American locations are an influential hub for all major international aspects of the energy industry. Washington, DC gathers senior executive industry leaders, investors and energy and policy experts. Houston is a "growth leader" in the USA market and broadly considered the "energy capital" of the world. On this week-long International Seminar, students will experience how business and expertise are utilised to foster innovation, and be exposed to business know-how and industry and public policy issues in both academic and industry environments.

All participants will attend lectures by local experts, seminars by practitioners, and engage in company visits. It is not only an opportunity to solve a real-life challenge posed by one of ESCP Europe's many corporate partners; it also allows students to put into practice the theory and knowledge acquired during their time with the School. Many students use this opportunity to do a project with a company for whom they wish to work, and as such this is a great opportunity that could potentially lead to future employment.

Participants attending the International Seminar in the USA will be required to write an individual essay of a minimum of 1,500 words on the topic "Evaluating the prospects of investing in the Energy sector in the USA".

● Students attending the International Seminar will need to cover their own travel and accommodation costs.

A UNIQUE TRADING EXPERIENCE



TRADING ROOM

In collaboration with our training partners, PVM Smart Learning, and expert trading consultants, Smart Global Trading, we deliver a state-of-the-art trader simulation experience. The unique combination of interactive presentations, delivered by industry leaders, followed by practical simulation reinforces learning whether you want to be a trader or just enhance your knowledge of the oil markets.

The trading simulation experience is supported by a powerful bespoke trading platform that features a live trading screen, price charting application, instant messenger, news feeds and a real-time portfolio with profit and loss reporting and exposure tracking. Participants learn all the fundamental techniques and terminology and also experience the thrill of real-time trading in multi-commodity markets covering futures, forwards, swaps and physical.



THE EMEM CONSULTANCY PROJECT

An integrated International Consultancy Project is a key element of the programme, designed to provide participants with a collaborative, multi-disciplinary learning experience. It is not only an opportunity to solve a real-life challenge posed by a company; this 8- to 10-month team project will allow EMEM participants to use and to consolidate their understanding of the concepts and tools presented during the programme...



- In the energy business context
- In collaboration with his/her employer
- In collaboration with a new company
- With a company start-up

Participants are expected to perform a group analysis of the problems and opportunities faced by a client company, producing a series of recommendations that can be implemented to meet the strategic challenge at hand. Each team will be supervised by a company representative, ensuring the client's objectives and guidelines are adhered to. Participants will also work with an ESCP Europe professor to ensure the academic requirements are met. The company sponsor receives a comprehensive written report, and the conclusions of the project are presented to an academic jury.



Examples of projects in collaboration with a company:

- A Market Entry Strategy Proposal for the Nordic Power Market
- COAL + CCS = the answer to secure electricity supplies in a carbon-restricted future Offshore Wind Power: Strategic recommendations for Starkraft
- Start-up: Opportunities and feasibilities for Independent Power Production (IPP) projects in France and Germany
- Energy Efficiency in the Mining Industry (Australia, Africa and South America)
- Sustainable Strategy & Business Development: Introducing the electrical island market

Examples of projects done by students independently:

- The evolution pillars that govern the Southeast Med Oil & Natural Gas commercialisation prospects
- Market entry in the Baltic States – a win-win situation for investors and the region?
- Europe / Russia Electricity Market: The Opportunity for a Fully Integrated Power Market over Geographical Europe

ALUMNI ON THE GO

Oscar Gonzalez (Chile)
Class of 2014, Independent Energy Consultant



After reviewing many international energy management programmes, I chose the Executive Master in Energy Management at ESCP Europe because it was the one that best fit my time availability and provided the international experience I wanted. Even with the five years' experience I had working in the field of energy in Chile, I felt that it was the time to go deeper, learning not only the managerial and economic part of the business, but also from the direct experience of industry peers - the ones I later called classmates and friends. It took me more than 18 hours just to get to each module (26 to the one in India), and a few days to get past the jet lag, but it was all worth it. I can say that my skills have improved and I feel more equipped with a set of tools, knowledge and multicultural experiences that give me an edge and a more complete view when I tackle a new project. Only a few months after I presented my consultancy project, I'm already having interesting offers that would mean a major career boost for me.

Daria Samarenko (Russia)
Class of 2014, Managing Director at Alternative Energy Technologies



Prior to starting the EMEM programme, I studied engineering and international business. I gained working experience in an international engineering company and in a management consulting firm focusing on the energy and oil & gas sectors. I then wanted to pursue an executive management degree with a strong focus on the energy industry. I had received positive feedback about ESCP Europe and their executive academic programmes, and chose the Executive Master in Energy Management because it connects project management, international business and energy industry expertise. With the programme, I wanted to deepen my understanding of the value chain of the energy industry with a focus on the oil & gas sector and its future challenges. The EMEM provided me with an outstanding opportunity to gain a sound understanding of the European Industry in a truly international environment, and a strong network of course participants. The programme allowed me to bring together my engineering and business expertise with additional management and finance topics. Overall, the EMEM enabled me to significantly broaden my professional experience, as I was able to apply what I have learned to my professional work from day one.

Karolin Mischke (Germany)
Class of 2013, Key Account Manager at Bergen Energi



I was introduced to the Executive Master in Energy Management by a friend of mine in the ESCP Europe network. They mentioned that the programme would be perfect for someone like me, a talented female manager in the energy industry, and that it would be a great opportunity to broaden my professional knowledge. I had already worked in the sector for ten years, but only within Germany - the EMEM offered a far wider scope. I found the programme incredibly interesting, especially in the fields of renewable energy and oil & gas; I also learnt a lot in these areas from the experience of my fellow participants. The opportunity to not only learn but also share ideas with other specialists has been a great benefit to me, and through this programme I have built up a new professional network and acquired an international viewpoint. I've also enjoyed the chance to build on my professional management skills. I can recommend the EMEM to anyone who is interested in the energy sector. For me, this programme was the best choice for gaining truly international experience without interrupting my professional career.

Luqman Lekan Balogun (Nigeria/Canada)
Class of 2013, Head of Business Solutions at Globacom



I was looking for an executive energy management programme that would provide me with the intellectual capacity and networking opportunities required to set up a renewable energy company in Africa. There were several options in Canada, Europe and the USA, but I picked ESCP Europe for the following reasons: the curriculum (rich programme content spanning from energy to strategy and finance to shipping, all with a global reach and a unique European perspective); the opportunity for real exposure to renewable energy in action in Germany, Spain and India; the global networking opportunities; and the fact ESCP Europe is the oldest business school in the world, just to mention a few. Looking back now, I can confidently affirm that my investment in the programme was very sound; in fact, it has already started yielding huge dividends. After just a few months of study, my intellectuality in energy management blossomed. I now also have very useful contacts across the globe to leverage for my business plans, and I am looking forward to a great future as a CEO of a renewable energy company in Nigeria using the 'Solar as a Service' business model. For all this, ESCP Europe has been the pivot! Merci Beaucoup.

ADMISSIONS AND PRACTICAL INFORMATION

The candidate must:

- Hold a Master degree. In certain exceptional cases, the selection committee will accept candidates who do not have this qualification but hold a high level position in their company.
- Have a minimum of five years of relevant professional experience.
- Be highly motivated, and demonstrate his/her abilities and determination to carry out educational projects alongside his/her professional life.

ADMISSIONS PROCEDURE

STEP 1 Application

Complete the online application, available at escpeurope.eu/emem/howtoapply

The main elements of the application include:

- A recent CV
- Two reference letters
- Copies of any diplomas or degree awards
- Fluency in English

For non-native English speakers, we require the following minimum scores: TOEFL: 100; IELTS: band 7. If you are a non-native English speaker who has previously studied or worked for more than two years in an English-speaking country, you are exempt from providing a TOEFL or IELTS score. You will, however, have to be assessed by the selection committee during your admission interview. Applications are processed on a first-come, first served basis. As places on the course are limited, we, therefore, advise you submit your application as early as possible. Admission tests and interviews for the September 2017 intake operate with rolling deadlines between January 2017 and September 2017.

STEP 2 The Admission Interview

If your application has been successful, you will be invited to attend the second stage of the process, comprised of an admission interview. During this, the candidate must convince the selection committee of his/her abilities and motivation.

STEP 3 Accepting Your Place

Admission decisions are sent out by email or post within a month of the admission interview having taken place.

COSTS & FINANCING

FEES

There is a non-refundable application fee of **£150** for all applicants. Tuition for the programme is **£22,400**.

Tuition fees include:

- 360 teaching hours
- Basic books and documentation
- Online module

The following costs are not included:

- Travel and accommodation

SCHOLARSHIPS

We offer four different Scholarships to participants entering the EMEM in 2017, each worth **£3,000**. These are available for the following participant categories:

- Female executives
- NGO/not-for-profit employees
- Participants from emerging markets
- SME employees

For general enquiries about the EMEM and Scholarships please contact: ukenergy@escpeurope.eu

Find out more at: escpeurope.eu/emem/scholarships

EARLY BIRD RATE

We offer an early bird discount of **£3,400** to candidates who submit their application before 7th July 2017

ADMISSION CONTACTS

UK, France, Italy and others



Crochenka McCarthy

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+34 91316 7614

Berlin



Theresa Voigt

ESCP Europe - Berlin Campus
Heubnerweg 8-10
D14059 Berlin
Germany

tvoigt@escpeurope.eu
+49 (0) 30 / 3 20 07-197

MASTERCLASS PACKAGES

A PACKAGE £6,000

ONE MASTERCLASS



LONDON PARIS BERLIN MADRID

Start at any European campus location

IS INTERNATIONAL SEMINAR £3,500

INTERNATIONAL ENERGY MARKETS SEMINAR

You can use this as an addition to PACKAGE A or B, or as a stand-alone SEMINAR

B PACKAGE £11,000

TWO MASTERCLASSES



LONDON PARIS BERLIN MADRID

Choose from any location

£1,000 DISCOUNT

C PACKAGE* £22,400

ALL 4 MASTERCLASSES + ENERGY MARKETS SEMINAR

EXECUTIVE MASTER IN ENERGY MANAGEMENT QUALIFICATION

£5,100 DISCOUNT

*Candidates who choose package C will obtain a full Executive Master in Energy Management diploma.

MASTERCLASS ADMISSION PROCEDURE

REGISTRATION

No application fees apply for Masterclasses

1st payment:
50% payment upon acceptance

2nd payment:
50% payment on starting date

Tuition fees include:

- Basic books and documentation
- Lecture Material
- Certificate of Attendance
- Meals & Welcome Dinner

The following costs are not included:

- Travel & Accommodation

APPLICATION PROCEDURE

- Email Crochenka McCarthy for a registration form at: cmccarthy@escpeurope.eu
- Submit a recent CV and copy of your degree certificate(s)

REQUIREMENTS

- A minimum of 5 years of relevant professional experience (not necessarily in the Energy industry)
- Fluency in English

FULL PROGRAMME

For general information about the Executive Master in Energy Management programme and modules please contact: cmccarthy@escpeurope.eu or find out more at:

escpeurope.eu/emem

Completing individual Masterclasses allows progression to the full EMEM programme

EARLY BIRD & CORPORATE DISCOUNTS

Get a 10% early bird discount or a 20% corporate discount if you join with a colleague.

10%
DISCOUNT

EARLY BIRD

20%
DISCOUNT

CORPORATE

ADMISSION CONTACT



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527 Finchley Road
London NW3 7BG
United Kingdom

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cmccarthy@escpeurope.eu



THE RESEARCH CENTRE FOR ENERGY MANAGEMENT @ ESCP EUROPE

A MESSAGE FROM THE RCEM DIRECTORS



Prof. Kostas Andriosopoulos

RCEM Executive Director
ESCP Europe
London Campus



Prof. Patrick Gougeon

RCEM Emeritus Director
ESCP Europe
Paris Campus

Few would dispute the assertion that we are entering a new energy era: global demand for energy booms; price volatility and geopolitical instability are increasingly common, as are globalisation and market deregulation; and all the while environmental concerns grow. Both collectively and individually these factors call for a significant restructuring of the energy sector to improve efficiency and develop new sustainable energy sources.

The challenges are primarily technological and managerial. Considering the amount of capital needed to boost energy supplies and promote the necessary technological innovations in a world of high uncertainty, expertise in project management, supply chain, finance, human resource and organisational management are of the utmost importance for decision making and forming policy.

Bringing together the expertise of its faculty and its many external international associates, the objective of the Research Centre for Energy Management (RCEM) at ESCP Europe Business School is to cooperate with, and possibly assist, key industry players to facilitate the integration of managerial and technological skills.

The results of RCEM's research are available to the public through publications, workshops and conferences, educational programmes and other public outreach activities. Research at RCEM will be enhanced through direct cooperation with government agencies, and academic and industry associates from across the globe.

OUR MISSION

The RCEM's Mission is to build a strategic partnership between academia, industry and government, to debate the challenges of the new energy era. This has been achieved through the promotion of rigorous and objective empirical research on issues related to energy management, finance, energy policy, technology advancements and innovation, in order to support decision-making by both government and industry.

RCEM ADVISORY BOARD

Our Advisory Board Members hold key positions in leading international organisations:

Repsol	Energy UK
Siccar Point Energy	EDF Trading
Société Générale	Energy Innovation Centre
Rolls-Royce	Energy Managers Association (EMA)
Perenco	UNIPER
Tailwind Energy Ltd	Total
Natural Gas World	Knud E. Hansen A/S
Energy Policy Journal	International Gas Union
3H Partners	Gazprom
Engie	World Energy Council
E.ON Global	Gaznat
Commodities SE (EGC)	GIIGNL

Find out more about the RCEM advisory board: www.rcem.eu/about/advisory-board

ESCP Europe's RCEM has become a world centre for focusing attention on global energy problems with special emphasis on renewable energy, and also for providing a platform for in-depth discussions on these issues by energy practitioners around the world.

Dr. Mamdouh Salameh

International Oil Economist, United Nations Industrial Development Organisation (fmr World Bank)

The RCEM and ESCP Europe Energy Management programmes provide a unique blend of academic learning and direct involvement of experienced private sector executives in a multicultural environment. This approach allows a balance of theoretical tools with pragmatic, down-to-earth experience while confronting viewpoints from around the world.

Ronan Lory

Chief Financial Officer, EDF Trading

THE CENTRE'S ACTIVITIES



RESEARCH CENTRE FOR ENERGY MANAGEMENT

The RCEM provides a platform for international dialogue through a wide range of events, publications and academic programmes, all of which feature contributions from leading international experts, as well as ESCP Europe faculty, students and Alumni. These include:

- International Conferences & Workshops
- RCEM Invited Talk Series
- Research & Publications
- Views on Energy News
- ESCP Europe Energy Society
- MSc in Energy Management (MEM)
- Executive Master in Energy Management (EMEM)
- Bespoke Executive Education
- Advanced Master Classes

VIEWS ON ENERGY NEWS

Thanks to the Research Centre for Energy Management's wide network in the academic and business communities, our views on energy news give you comprehensive insight into energy issues across the globe.

Please join us @ www.rcem.eu/views



RESEARCH & PUBLICATIONS

RESEARCH THEMES

Central to the mission of the RCEM is the communication of research results to inform and support decision making in industry and government. Priority is given to topics with high managerial or strategic relevancy, and research developed in close cooperation with corporate sponsors to analyse and provide solutions to specific questions. The Centre's research themes cover a wide range of topics related to Energy markets, including but not limited to:

- Electricity Markets and Renewables
- Oil, Gas and LNG markets
- Energy Policy and Energy Efficiency
- Climate Change, Emissions Trading and the Environment
- Deregulation, Competition and Strategic Management
- Project Financing and Merges & Acquisitions
- Technological Innovation and Energy Storage
- Ethics, Sustainability and Corporate Social Responsibility

POLICY & MARKET BRIEFS

Policy & Market briefs are aimed at raising awareness on the status, challenges and opportunities of the energy sector.

Bringing together the most up-to-date information, policy & market briefs:

How we meet the energy needs of people has never been more central to the global political and social debate. The RCEM at ESCP Europe provides an excellent platform that brings together world-class academics, leading industry and government experts to discuss current energy challenges around the globe. ESCP Europe is helping to develop the next industry leaders and are pleased to be associated with RCEM and its expertise.

Rick Gill

Managing Director, Natural Gas World

PUBLISHED PAPERS

RCEM Experts regularly publish their research findings in leading academic peer-reviewed journals.

RCEM WORKING PAPERS

The Working Paper series provides researchers with the opportunity to make the results of new and continuing work available in a timely fashion. Many of the working papers are draft stages of research produced by members of the RCEM and joint projects with external researchers that will eventually be published in international scientific journals.

JOURNALS AND SPECIAL ISSUES

The RCEM is actively involved with the publication of the most prestigious academic journals and special issues, produced by top publishers such as Inderscience, Elsevier, Risk and many others.

- Provide a comprehensive and timely summary of energy policies
- Reflect on the challenges of the energy market in light of the concerns of energy security and environmental protection
- Offer market updates and insights on how companies invest in the energy transition

ESCP Europe Business School, the RCEM and Smart Global have worked together on a number of successful collaborative projects since 2013, providing students with a realistic experience of working on a busy oil trading floor; this helps put into a practical context what they have been learning in the classroom. We have always been impressed with how well informed and engaged the ESCP Europe students are, which is a testimony to both the quality of the faculty and the education they provide.

Luke Horswell

Director, Smart Global

ESCP EUROPE ENERGY SOCIETY

ESCP EUROPE
ENERGY SOCIETY

The ESCP Europe Energy Society is a student association based at the London Campus, open to all students, alumni and academic staff at the School. The aim of the Energy Society is to engage ESCP Europe students across our six campuses in industry related events, maximise networking opportunities, and help develop professional skills through a range of activities:

- Panel discussions and debates led by top experts
- Participate in international energy competitions
- Produce energy-related articles and publications
- Company and site visits
- Organise innovative energy-related activities such as the Electric Vehicle Road Trip (EVRT) and the Energy Trading Challenge

ESCP EUROPE
Electric Vehicle
Road Trip 2017

11 EUROPEAN COUNTRIES **5 ESCP EUROPE CAMPUSES**

In a bid to show that the means of tackling climate change through greener transport are accessible to the general public, ESCP Europe Business School's Energy Society organised their first high-profile electric vehicle tour of Europe in 2016.

ESCP EUROPE ELECTRIC VEHICLE ROAD TRIP 2017

Travelling Europe using clean and sustainable transport without compromising on comfort and performance.

Electric Vehicle Tour of Europe with International Conferences on Energy Efficiency, Transport and Climate Change:
London, Berlin, Turin, Paris and Madrid

► Learn more: rcem.eu/energy-society



ACADEMIC EXCELLENCE AND PRACTICAL INFORMATION



FACULTY

130 professors make up the ESCP Europe full-time faculty. The School also has more than 80 affiliate faculty members, and some 700 part-time professors and working professionals. Each year, the School welcomes more than 40 visiting professors from leading universities around the world.

INTERNATIONAL EXCELLENCE

The School offers academic excellence of an international standard. This is recognised by several European and international rankings, in which ESCP Europe is regularly placed in the top positions. In particular, the multicultural and international dimensions of our programmes are consistently recognised.

AN OUTSTANDING FACULTY COMMITTED TO THEIR STUDENTS

ESCP Europe's full-time faculty members devote a large portion of their time to research in order to develop and disseminate knowledge at the forefront of their fields for the benefit of students, corporations, and society as a whole. They regularly publish their work within leading international outlets, and are active members of national and international research networks. Moreover, each faculty member has one day per week for consulting activities and as such stays closely connected to the business world.



FACULTY & EXPERTISE



Dr. Kostas Andriosopoulos

Associate Professor – Finance and Energy Economics
London Campus

Kostas is the Executive Director of the Research Centre for Energy Management at ESCP Europe Business School, where he holds the position of Associate Professor in Finance and Energy Economics. He is also the Academic Director of the two Masters in Energy Management. Kostas holds a PhD in Finance (Cass Business School, City University London), where he has been the recipient of the Onassis scholarship, an MBA and MSc in Finance (Northeastern University, Boston), and a bachelor's degree in Production Engineering and Management (Technical University of Crete). He is a widely published author, has been presented in recognised conferences world-wide, edited special issues and acted as a reviewer for a number of recognised academic journals, and has organised numerous international conferences. Kostas was Vice-Chairman of the BoD of DEPA and currently is a board member of the Global Gas Centre of the World Energy Council, acts as Chairman of the Hellenic Academics Association of Great Britain, and is also the Chairman of the Hellenic Association for Energy Economics, the official affiliate of the International AEE. Moreover, he was a member of the Energy Commission of the Industry and Parliament Trust in the UK (2012-13). He lives in London with his wife Chrysoula and his two children, Maria and Dimitris.



Dr. Patrick Gougeon

Emeritus Professor – Economics & Finance
Paris Campus

Patrick is an Emeritus Professor of Finance and Economics in ESCP Europe. In the course of his career with the School he has occupied several positions in France and abroad. In London, he was the Campus Director; in Asia he was the Director of the School of Management at the Asian Institute of Technology (AIT, Bangkok, Thailand); in Paris he was the Director of the MBA programme. Patrick also contributed to the development of various international programmes, such as the MEBF (Master in Economics of Banking and Finance, Hanoi & Ho Chi Minh (Vietnam)), an ESCP Europe/Paris Dauphine joint programme; he holds the position of academic co-director. His research activities were first in the field of insurance and risk management. More recently he has also developed an expertise in the field of energy management with a particular focus on international project finance. Presently he is member of the board for the MSc in Energy Management, the Executive Master in Energy Management and the RCEM.



Dr. Othman Cole

Affiliate Professor – Finance
London Campus

Othman is an Affiliate Professor of Finance at ESCP Europe, teaching Mergers & Acquisitions, Corporate Finance, Project Finance, and Energy Management. Othman also teaches Corporate Finance on the Executive MBA programme at Judge Business School, University of Cambridge. He is the co-director of the Executive Master in Energy Management at ESCP Europe. Prior to this, Othman was a Research Associate at Judge Business School, investigating the resource-based view of oil & gas companies as well as the key challenges and opportunities facing National Oil Companies (NOCs). Othman was also a Postdoctoral Research Fellow at the Cambridge China Development Trust. Othman's areas of research include behavioural finance and capital structure decisions; the comparative advantages of oil & gas companies; the link between carbon emissions and economic growth; and the effect of hosting international sporting events in the construction and tourism sectors in the BRICs. Othman holds a PhD and an MPhil in Finance, both from Judge Business School, University of Cambridge. Prior to that, Othman also completed an MSc in International Securities, Investment and Banking as well as an MEng in Computer Systems Engineering.

FACULTY & EXPERTISE



Dr. Miguel Palacios

Professor – Strategy, Organisational Behaviour & HR
Madrid Campus

Miguel is the Academic Dean for Executive Education at ESCP Europe's Madrid campus and is involved in projects with energy clients, mostly in the area of innovation, business models and business planning. Miguel holds a BS, MSc and PhD from Universidad Politecnica de Madrid (UPM), an MSc from Ecole Centrale Paris, and an MBA from MIT Sloan. Prior to joining ESCP Europe, he was the Coordinator of the Business Administration Unit at UPM and two Erasmus Mundus masters, one in energy. He has also worked for several years at Alcatel in new product development, and with Diamond Cluster (now Oliver Wyman) in management consulting, launching several companies in different sectors throughout Europe for the latter. His current research is related to entrepreneurship, business models and innovation, both for the energy sector and other industries.



Dr. Olivier Delbard

Professor – Environmental Management & CSR
Paris Campus

Olivier is a Professor in the Department of Economics, Law and Social Sciences at the Paris campus. He has been appointed as Sustainability Coordinator for ESCP Europe. He holds a Doctorate degree from the University of Paris IV Sorbonne and obtained his HDR (French qualification for PhD supervision) in Economics in 2010. His general area of expertise concerns the strategic and macro-economic issues of sustainable development and CSR, and the related new multi-stakeholder modes of governance. One of his current interests is on corporate responses to sustainability issues and regulation, and the respective roles of companies, public authorities and civil society in the implementation of new hybrid models. His book published in 2009 deals with the issue of responsible business today and investigates the future social involvement of companies in our societies. Dr Delbard's current research interests focuses on perceptions and attitudes toward CSR. Olivier Delbard is the Scientific Director of an executive education programme entitled Managing Responsibility on a Daily Basis (in French). He is also the Academic Director (Paris campus) for the newly created MSc in International Sustainability Management, which takes place at the Berlin and Paris campuses.



ALUMNI ASSOCIATION & NETWORK



Boasting 49,000 graduates in more than 150 countries, the alumni network plays an important role in promoting the School, whilst also maintaining a commitment to building ties and a sense of community amongst all ESCP Europe graduates.

BECOMING PART OF A DYNAMIC GLOBAL COMMUNITY

ESCP EUROPE ALUMNI ASSOCIATION

The purpose of the ESCP Europe Alumni Association is to unite and organise this community. With 700 delegate alumni representatives and 13 full-time staff, it assists students throughout their studies and into their first job. The Alumni Association then provides resources to graduates for life-long professional and personal development.



The Association offers the following services:

- An alumni mentor for each student during his or her studies
- Career development workshops (interviews, resume writing, etc.)
- Over 30,000 job offers each year
- A directory available online and in paper form
- Groups organised by geographic area, professional sector, etc.
- Professional interest groups that organise events and conferences on industry-specific issues

- www.escpeurope.eu/emem
- twitter.com/escpeurope
- facebook.com/EMSescpeurope
- youtube.com/escpeurope
- linkedin.com/company/escp-europe



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