

Newsletter n°10

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Careers of the MAM Alumnis and changes in the Master's program

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Editorial, by Hubert Bonal and Nathalie Lugagne

Our eighth class of students will graduate in June and it is always a pleasure to work with young, brilliant, committed and challenging students! A few new professors have joined us this year; all have praised the originality of this program and appreciated the ability to freely teach issues that are seldom addressed in usual business school programs, also because it gives them the opportunity to improve themselves, in trying new ideas and in developing innovative pedagogical approaches.

Eight operational projects have been carried out, and our students have enjoyed the first days of January, when they met women social entrepreneurs from La Courneuve, a deprived area in the French department of Seine-Saint Denis. Research projects have been launched in a wide range of issues, showing how curiosity and diversity are part of the DNA of the Majeure. Five students from the Majeure have also followed courses of a Master program from the AgroParisTech agronomy school; whereas we welcomed some AgroParisTech students. Two students currently intend to start up a social business, and three others plan to continue their education in PhD programs.

Providing a space for reflection, discussion and learning but also adapting the demands of every student were driving elements in the creation of the program, by Eve Chiapello and Karim Medjad; we try to keep these elements alive. In the current context of tensions and social and political transitions, we are ready to bet that the Alternative Management Program will provide answers and enlightenments for our students.

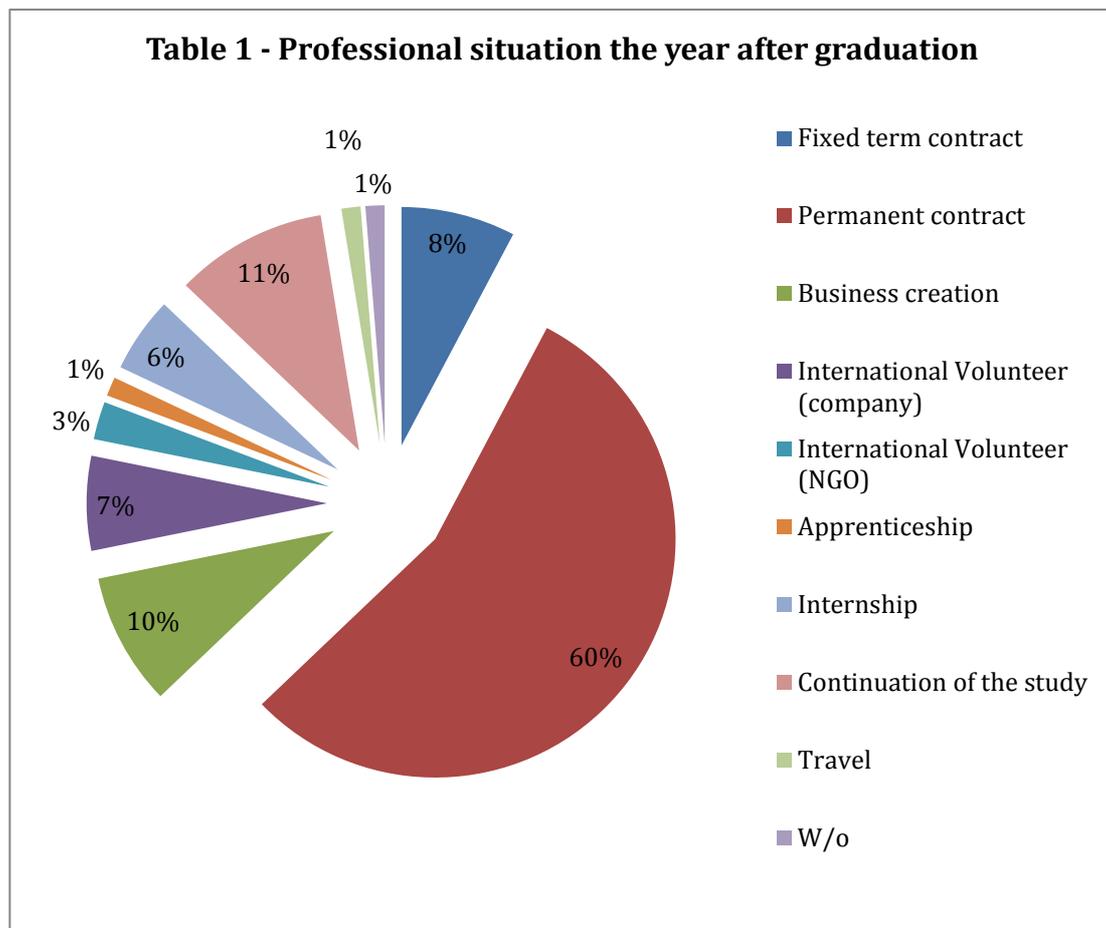
Nathalie Lugagne & Hubert Bonal

Alternative Management and Social Innovation Forum – 2014-04-29

For the second year, and thanks to the work of two voluntary students, the Majeure organized the alternative management and social innovation Forum. It took place on the 29th of April, in the Offices of the Credit Coopératif in Nanterre. The students presented their research projects and we had the pleasure of having with us important personalities from the third sector.

2013 Investigation upon the trajectories of our alumni

As every year, we have carried out a survey on the becoming of our alumni. Almost 60% of our former students, from every cohort, answered our questionnaire. The key points are summarized below:

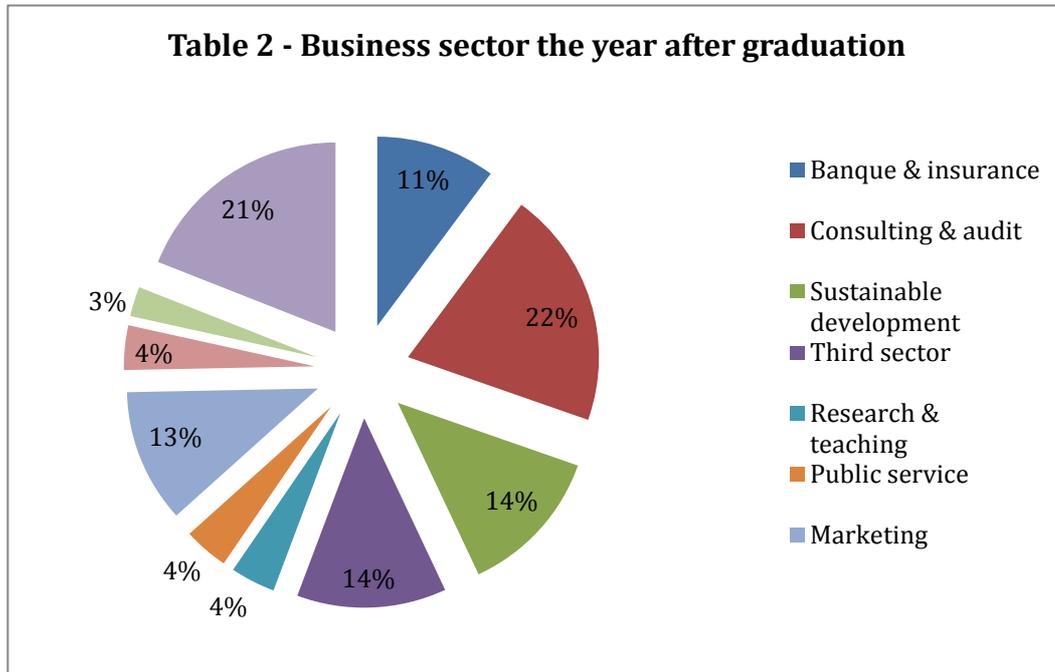


In this graph, the sum of the percentage is above 100%, some of our alumni having had several activities the year following their graduation.

The year following their graduation, most of the alumni are hired on a permanent contract. 11% continue their studies and 10% start their own businesses. Only 1% of the alumni are unemployed. 10% of the students are in an International Volunteer program, for companies or NGOs.

In 2013, 63% of the former students have been hired on a permanent contract, 13% have started their own business, 13% are students, 1% are in an International Volunteer program.

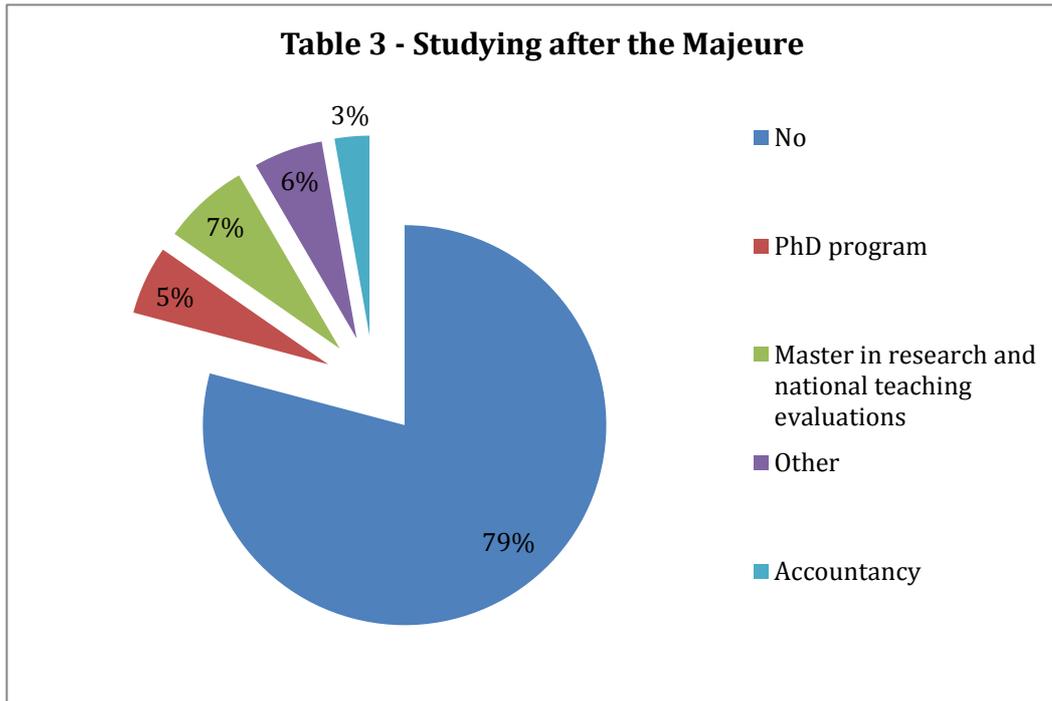
The year after they graduated, 76% of the alumni are in France, 86% in the European Union. In 2013, these percentages slightly vary: 78% of the alumni are in France, 86% in the European Union (+ Switzerland).



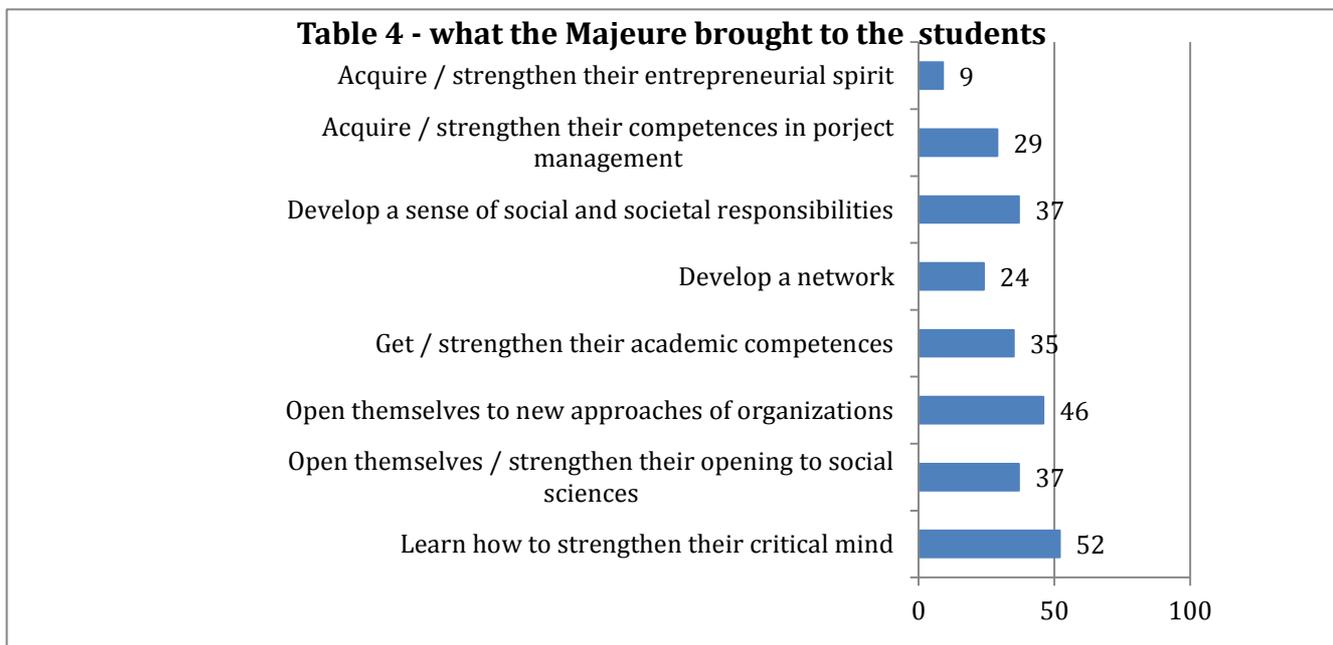
The year after graduation, 22% of the alumni work as consultants or auditors, 21% in the industrial sector, 14% in the sustainable development sector, 14% in the third sector and 13% in marketing. Today, 25% of the alumni work in consulting and/or auditing, 17% in the industrial sector, 13% in sustainable development, 10% in the third sector and 8% in marketing.

As far as the organization is concerned, 26% of the alumni work, one year after graduation, in consulting and auditing firms, 24% in multinational companies, 19% in medium or small-sized companies. Today, 29% of the Majeure alumni work in medium or small-sized companies, 21% in transnational organizations, 19% in consulting and/or auditing firms, 11% in the third sector.

The alumni occupy diverse functions. 24% of the former students work as consultants the year after graduation (17% for all the alumni); it is the most represented function. Among former students, some are financial analysts, management controllers, and finance consultants; others are medical, sociology or management students.



After the Majeure, 21% of the alumni continue their studies, so as to become agronomist, teacher in philosophy, social sciences scholar, certified accountant in Great Britain, and even Physician!



The alumni gave an average score of 4,4/5 to the Majeure ; nearly 55% of the respondents gave a 5/5 score.

Testimonies from alumni :

“This was my best academic experience; a program in which professors and instructors give everything of themselves to transmit what alternative management means to them. The different trajectories of students are very interesting; the opportunities we have to develop a network are enormous. A student from the Majeure who wants to start his/her social business will find in the program every tool he/she may need. I would like to thank all those who make this program possible: professors, coordinators and sponsors.”

“Thank you very much for having so much supported and accompanied me in the creation of my first business”.

“That was an outstanding year. The program was very rich and varied; it offered a new reading of HEC classes, under a sustainable and responsible light. The Majeure opened new doors and, although it is very generalist, it helped me better find my way. We had a lot of excellent professors, with rich intellectual content and practical applications of a theoretical content: I learnt a lot.

But what I preferred the most, was undoubtedly the cohesion and solidarity in the class: I felt close to the others; even if our opinions could differ a lot, we had common aspirations and interrogations and I had the feeling that we were parts and parcels of a same project. This feeling is, hélas, too rare in HEC.”

“An excellent year during which I found out another way to learn and work. The managers of the Majeure considered us not as students but as responsible adults. We were encouraged to work on what interests us and to fulfil ourselves in this way.”

“It is the only specialization in HEC that gives meaning to work.”

“This year was my best experience in HEC; I learnt anew how to develop my critical mind, to reflect upon complex issues, to work in group upon exciting projects; I met interlocutors from various backgrounds, who enjoyed sharing their experience and passions.”

“This was a very complete program, because of the conceptual elements (training to develop a sense of discernment) and its operational training, with, for example, the operational projects and group works.”

“Finally, we had teachings bringing a critical stance upon organizations and orthodox thinking in HEC! Finally, we attended courses where we are asked to think! Many thanks to Eve to have fought for this.”

Some of the opportunities offered by the Majeure

A new course for the Alternative Management Specialization program : social business in La Courneuve.

Learning entrepreneurship in the field, through meetings and assistance.

How can we talk about social entrepreneurship to our students? It is probably useless to analytically explain to them what a social business project is: not only do they already know about this environment, but also a lot of them have already been interns in social businesses. In line with our distanced positioning, we make every effort so that students get a “hands-on experience” of the third sector, with a fine apprehension of social opportunities, potential innovations, but also contradictions or risks.

A first approach was led last year by the HEC assistant professor Florian Hoos, who adopted a pedagogy focused upon personal development and transformational leadership. Florian offered to work with students upon their motivations and values, through debates and meetings and through the acquisition of competences.

This year, the same perspective brought us at La Courneuve, to meet women social entrepreneurs. We worked in two sessions: during the first one, we analyzed the emergence of social needs; during the second one, we focused on the operational conditions for the success of models. The incubator Stand Up HEC, SenseSchool the association Projets pour l'Emploi welcomed us. Our two meetings enabled a real pedagogic innovation and brought very rich meetings in a deprived area. Women entrepreneurs were proud of their projects, they enjoyed talking about them and benefitted from the enlightenments brought by students, who shared strong emotions and developed an awareness of the necessity of social entrepreneurs for communities, especially in disadvantaged neighborhoods.

Our partnership with AgroParisTech

With the Master program Forestry, Nature and Society, from the AgroParisTech agronomy school, an exchange program of students is organized. Ten students from the Alternative Management Majeure follow HEC courses during 4 weeks, and 5 students from HEC attend the courses given in Montpellier during two months.

A student, from the 2014 class, gives this testimony:

“The partnership with AgroParisTech was timely to develop my research upon a topic that particularly interests me: environment. During two months, we attended courses upon environment management with ecological and sociological perspectives.

In this context, I spent three weeks in India, to implement in the field what we had learnt before: at the heart of a hotspot of world biodiversity, we met all the actors of the area, in order to understand actions and their environmental impacts.

More generally speaking, this partnership gave me the opportunity to wonderfully mark the end of this year in HEC:

- courses were led by high-quality persons (academics, NGO employees such as Greenpeace and WWF), providing rich learning opportunities;*
- the group was made of students from various training programs and diverse professional experiences, so that we could benefit from different and complementary visions.*

I have learnt a lot from this experience, from personal and professional perspectives. I felt attracted to the world of environment before starting this program that strengthened my convictions. I am now an intern for the French Fund for the World Environment in the French Agency Development.”

A presentation of two interveners for the Majeure

➤ Céline Peudenier :

Céline Peudenier, who graduated from HEC in 2008 and followed the Alternative Management specialization program, is now General Manager, for Commerce & Services, in the [Groupe SOS](#)*. The Groupe SOS gathers fifteen associations that are driven by an objective of social utility (sustainable development and integration through economic activity) in diverse business sectors (building and public works, trade, consulting, event sector...).

After having occupied conventional (Project Management Office) and unconventional (extra-financial analysis, CSR project manager) functions in major companies (BNP Paribas, Air France-KLM), she decided to start her own business and finally joined the Groupe SOS.

** With 11,000 employees and 330 establishments, the Groupe SOS is one of the first European social companies. Since 30 years, it combines economic efficiency with general interest. It brings answers to our current social challenges in bringing innovative solutions in the following core businesses: youth, employment, solidarity, health and seniors. Every year, the activities of the Groupe SOS impact more than one million persons.*

➤ Arnaud Van Waeyenberge

Arnaud Van Waeyenberge was successively lawyer at the Brussels bar (Clifford Chance), legal clerk at the Court of Justice of the European Union and academic at the Perelman Centre, from the Free University of Brussels, in philosophy of law, and at the National Research Foundation in Belgium. He is currently assistant professor in HEC (tax & law department), where he mainly teaches global law, European law and European company law.

His research mainly addresses European constitutional and administrative law, new forms of normativity, non identified legal objects and global law. He assumes that our globalization and the European construction imply a fundamental transformation of the nature and form of regulation, and of the elaboration and implementation of

norms. Upon this last topic, he has published, with Benoît Frydman, *Gouverner par les standards et indicateurs - de Hume au Ranking* (Bruylant, 2014).

In the Alternative Management program, he intervenes for the class *Enterprise strategy and alternative governance* and teaches the students upon global and European regulations, such as codes of conduct, the Shanghai ranking, carbon credits, IFRS accounting norms, rating agencies... The purpose is to present, analyze and understand new transnational normative devices that emerge in these key globalization sectors.

Upcoming research projects

The realization of a research project is the last step of the MAM program. For the current class, which will graduate this year, the following topics are considered. If one of them inspires you, do not hesitate to write to the concerned student.

<p>Roman Baudin : participatory democracy Laure-Anne Benoît : giving a meaning to work and management Anaïs de Fresnoye : the evaluation of education policies Antoine Desjonquères : migration flows in Central America François-Xavier Fauconau : the concept of value in Smith's works Rela Garfein-Rodriguez : the financing of NGOs Marine Grisot d'Allance : the French law for the future of agriculture Morgane Guilhe la Combe de Villers : how CSR is perceived by a company's employees Ségolène Guinard : desert in philosophy Vivien Heim : micro-economic determinants of well-being Nastassja Kern : medical care in Israel Manon Le Bourdec : European foundations in developing countries François Petitjean : shared garden projects Sophie Rauch : reality programming Garance Rey : aboriginal people in Canada Emmanuelle Rica : NGO-company partnerships Jean-Baptiste Rouphael : the implementation of a company rating agency Elsa Walwer : the management of young autistic persons</p>
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Students' activities

The best works from our students, as well as proceedings from HEC alumni having presented their alter-trajectories and perspectives to our students, regularly feed our [Alternative Management Observatory website](#). This year and for the first time, operational projects have also been published, and a selection of reading reports is now available at the HEC library (in printed versions).

Operational projects

- Rela Garfein, Garance Rey et Elsa Walwer, "[Insertion at the Restos du Coeur: which economic models?](#)"
- Marine d'Allancé, Antoine Desjonquères, Morgane Guilhe La Combe de Villers, François Petitjean, "[Carrefour-SOLAAL Foundation](#)"

Research projects

- Anne-Laure Alloncle, "[The historical construction of the employing of idlers](#)"
- Yazid Arifi, "[The impacts of economy's financialization on corporate governance, executive management and human relationships in French small and middle-sized companies](#)"
- Juliette Bertrand, "[How do consumers perceive cause-related marketing initiatives – A study based on projective techniques](#)"
- Laure de Buyer, "[Community-organizing in the US – Non profit for hire?](#)"
- Cécile Raguét, "[Agroecology, an escape route out of food insecurity? Research initiatives in Bolivia, in the region of inter-Andean valleys \(Cochabamba\)](#)"
- Alice de Rochechouart, "[Is it possible to identify a social doctrine of the protestant church ? Theological, historical and sociological approach](#)"
- Elena Schmitt, "[Williamsburg, history of a musical cluster – The gentrification of the Brooklyn neighbourhood through the rise and fall of an alternative music scene](#)"
- Edouard Tricard, "[The relationship between the board and the executive team in major French associations](#)"

Reading reports

- Marine d'Allancé, "[Organic agriculture, from doing business to building society – by Philippe Baqué \(ed.\)](#)"
- Roman Baudin, "[The Empathic civilization – Jeremy Rifkin](#)"
- Morgane Guilhe La Combe de Villers , "[To save the planet, give up capitalism – by Hervé Kempf](#)"
- Vivien Heim, "[Repenser l'Etat, pour une sociale démocratie de l'innovation - de Philippe Aghion et Alexandra Roulet](#)"
- Brice Jeullin, "[The Rhetoric of Reaction: Perversity, Futility, Jeopardy – by Albert O. Hirschman](#)"
- Christoph Melerski, "[Farm City – The Education of a Urban Farmer – Novella Carpenter](#)"
- Marie Mourad, "[Waste – Uncovering the Global Food Scandal - de Tristram Stuart](#)"
- Sophie Rauch, "[Mass Destruction – the Geopolitics of Hunger – by Jean Ziegler](#)"
- Elsa Walwer, "[The Shale Gas Mirage – by Thomas Porcher](#)"

Proceedings – HEC alumni

- Guillaume Gibault, "[Telling the story of a Made in France brand](#)"
- Valérie Lombard, "[Working for Human Rights after HEC](#)"
- Marion Streiff, "[When all roads lead to men](#)"

Initiatives

- Yazid Arifi, "[Al Amana, critical analysis of a Moroccan microfinance initiative](#)"
- Pierre-Louis Choquet, "[Terre de liens](#)"
- Laura Loffler, "[Waste concern](#)"
- Marianne Rauche, "[Specialisterne](#)"
- Alice de Rochechouart, "[Planet'Etudiants](#)"