

Executive Master of
Business Administration
Enabling Management



**The option by excellence to test and enrich your ideas and intentions
on a European level**

as the new Director General Business Services

**A GLOCAL (Global and Local) Executive MBA Enabling Management,
embedded from start to finish in your own organization**

Introduction

The Executive MBA Enabling Management is developed by IFMEC-Academy, in close cooperation with high profile professors from well established universities and successful business professionals. The program is validated internationally by IPE Management School Paris (part of GES Grande Ecole Speciale).

The E-MBA Enabling Management:

Enabling Management is a fast-developing management (multi-) discipline and strongly contributes to the strategic decision making of all kinds of organizations, business as well as not-for-profit. The practice of the new discipline is characterised by effectively coordinated acquisition and valorisation of required resources on the one hand and continuous fine-tuning in accordance to the dynamic requirements of production processes (incl. demand management and hospitality). Technological innovation contributes to a development of the enabling management discipline far beyond traditional facilities services (focussed mainly on accommodation, assets and services), by incorporating information-, communication-, logistics-, financial and HRM-services. The Director General Services is esp. responsible for the fit between these (integrated) services and the requirements of the operational production processes.

The professional position of the Director General Services as well as the content of the job is in a state of flux, synchronic with the turbulent developments in business and society. Recent examples are developments in Sustainability, Smart Working, Quality, Occupational Health and Pollution. Internally it is the renewal and reshuffling of tasks and organizational units that leaves tracks of organizational innovation and internal turbulences. Internationalisation and Globalisation have far reaching consequences.

Challenges in abundance for the Director General Services. He/she needs new competencies to track internal and external developments and value them adequately. His/her capabilities must be more than sufficient to cope with the sometimes-surprising challenges, to motivate and to lead. The MBA content and professional and managerial instruments are developed to support our "students" maximally.



Invest in knowledge and talent

The Executive MBA Enabling Management (EM) is a general Executive MBA, focussed on the role of the Director General Services. When it comes to deepening of insights, applications and specialisations are presented in the field of Enabling Management with a special focus on strategy and strategic behavior with special attention for complexities in this field. As food for thought, topics like diversity, agility, volatility, dynamics and coherence are on the educational menu.

Further attention is devoted to practical research, understanding research outcomes the analysis of (strategic) organizational problems, the generation of solutions and the implementation of these solutions.

Last but not least, there will be continuously attention for professional and managerial behaviour and progress in the contribution to organizational perspectives as well as the own personal development career wise.

The EMBA: an innovative MBA

The EMBA-EM is a unique splendid merger between a University level MBA and a specific practical focus:

- It offers a competitive high level general management program dedicated to the profile of the Director General Services. The program was designed with the professional specialist as typical student in mind.
- The modular programming of the MBA-EM is such that easy combination with a job is possible.
- Every year two modules are delivered
- The nominal time duration of the complete program is 3 years.

- The flexible design of the program allows for some extension of this nominal time.
- The program is designed as a scientific MBA. Delivery of the topics as well as the signature of the professors are in line with this principle.

Target group for the EMBA-EM

The EMBA-EM program is focussed on managers and highly skilled professionals with experience in (operational) management.

Requirements for acceptance in the program are:

- Completion of a MSc-level education;
- The capability to work and study at post-academic level;
- Relevant work experience for 5 years or more.

Orientation on work in practice

For the transfer of knowledge and skills a variety of educational methods is applied. The participants will be introduced in the world of science by explaining relevant theories. Besides they will be made familiar with practical developments. They will acquire knowledge to be able to evaluate research results and the way these can be made useful in the practice of decision making and the implementation of decisions. By these practical applications, the innovative link between education and organizational practices showed already to be very useful.

Working Languages: English, and/or country language

English is the official teaching/working language. In some instances, the country language can be used. E.g. when students and lecturer are countrymen. Learning materials, like books, articles and presentations are written in English.

Module Structure

- Real Estate & Facility Management
- Operational Management & Methodology
- Financial Management
- Human Resource Management
- Strategic Management
- Thesis

Experts and Professors

The Executive MBA Enabling Management will be presented by a number of excellent professors and expert-professionals. By their long term attachment to a university and/or research institute they bring in qualitative sound expertise and they are part of the quality system of the E-MBA EM. The experts are recognized specialists, well known in industry, with a long term experience.



Module: Real Estate & Facility Management **Drs. Leo Laanen e.a.**

Leo Laanen is director of Ifmec and program-manager of the Executive MBA. As management expert he is specialized in supervising/coaching of organizational change processes at all levels in facilities businesses. This module is organized as a Colloquium with expert contributions of Dr. Monique Arkensteijn, expert in real estate development; Rinus Vader, strategic specialist at Royal Haskoning; ir. Berry Veldhoen, Director at Altuition author of "The 9+ organisation". Other contributions in safety and security and integrated maintenance are included.



Module: Operational & Logistics Management **Prof. Dr. Jan de Vries**

Jan de Vries is an expert in the field of Systems. He is professor at the Faculty Economics & Management studies of the Rijksuniversiteit Groningen. His interests are esp. organisation of operational processes and connected logistic issues.



Module: Financial Management **Prof. dr. Ed Vosselman**

Ed Vosselman, recognized internationally as expert on management accounting and control, is professor Management Studies at the Radboud University, Nijmegen and affiliated to the Zijlstra Institute of the Free University, Amsterdam. He was associated to the Technical University Eindhoven and the Erasmus University.



Module: Human Resource Management **Prof. Ian Lovegrove PhD**

Ian Lovegrove has a track record in management. He was a manager for some years of the scientific research institute on Antarctica. As dean and professor of the business-school of the John Moores University he published esp. in the field of Human Skills.



Module: Strategic Management **Prof dr. ir. Jan van Dalen**

Jan van Dalen was director-dean at the Dutch Open University, Professor at the Agricultural University and the Technical University Twente. Besides that visiting professor at some universities in Asia, Middle East, Eastern Europe and the America's. As such involved in major research and consultancy projects. Acquired special expertise in Strategy, New Economics and Chain Management.



Dissertation Comité: **Dr. Mike Moulder** **External Evaluator IPE**

Participants finalize their study with a thesis under supervision of one of the professors.

An Examination committee checks the defendability. After defense the external evaluator together with the committee decide the mark. Finalizing the whole procedure this way, the candidate receives his/her diploma at the yearly graduation ceremony in Paris.

Program Executive MBA Enabling Management

The EMBA-EM program consists of five modules and a thesis project. The modules cover a wide range of topics all viewed from a MBA perspective. Every module is organized in three meetings of two days and one evening, one international meeting of three days and a concluding meeting of one day. The delivery modes of the topics to be discussed very much depend upon the most adequate form for the topic, the composition of the group, the location, etc. Examples of delivery modes are purposeful discussions, presentations, assignments, final report.

The modules can be followed in whatever order convenient for the participant, creating the possibility to stretch the time duration of the full MBA. The modules start in January and September. A participant can start with his/her thesis process (researching and reporting) after completion of three modules.

Value of the study components: module 12 ECTS*, Thesis: 30 ECTS*, Total: 90 ECTS*.

* European Credits Transfer and Accumulation System

Enabling focus in the modules:

Module Real Estate & Facility Management:

Topics of the Module: international development of FM & REM; Integration of Services; Shared Service Centres; Demand Management; Innovative Front-office/Back-office concepts.

Methodological Focus: Validity of Conclusions.

Module Operational Management & Methodology:

Topics: Operational Management; Process Innovation; Global Supply Chain Management.

Methodological Focus: Practice oriented Management Research.

Module Financial Management:

Topics: Management Accounting Systems; Budgeting & Internal Clearance; SLA's; Price-setting; Outsourcing calculation; Procurement.

Methodological Focus: Quantitative Research.

Module Human Resource Management:

Topics: HRM & Change Management; Leadership; Responsibilities; HRM Development; HRM Practice; Labour Flexibilization.

Methodological Focus: Qualitative Research.

Module Strategic Management:

Topics: Strategic Process; Strategic design of Enabling; Chain Strategies; Organizational Networks; Service Management; Agenda's & Politics; Hospitality Strategic; Globalization & ICT; New Economy basics.

Methodological Focus: Design Issues.

Thesis Process:

The thesis is about an innovative enabling issue, which is not necessarily limited by one's own organization. The thesis is also about an original valid research into that issue (problem). The report has to meet the requirements of a scientific article.

A Global Approach: Module program

From September till January

From January till July

- **2-Day's** September meeting: introduction (Doorn, Netherlands)
- **2-Day's** October meeting: lectures, workshops (Guest country)
- **3-Day's** November meeting: lectures, workshops, presentations (Guest country)
- **2-Day's** December meeting: lectures, workshops (Guest Country)
- **1-Day** January meeting: closure, final presentations (Den Bosch, Netherlands) (start new module)

Testimonials students

Director Operations **Deltion College**
Erna Daling

“I experienced the MBA as very valuable. Inspiring professors and working and sharing with other students. A broader and more analytic view is added in my work. In short it enriched my work and personal life directly and prepared me for my new executive job.”



Facilities supervisor a.i.
Chevron Oronite Technology
Marianne van der Ploeg



“Through a colleague of mine I came in contact with the MBA of Ifmec Academy. After having been to a presentation of papers of financial management, I was very enthusiastic and decided that I wanted to be part of this adventure.

The way to get a MBA with 5 different modules and 1 thesis module is an absolute recommendation. You can all do this in your own pace. Because of that I was able to make the combination of work, becoming mother of 2 children AND get a MBA degree.

It has brought me a wide view on business management, in a variety of companies from very commercial to non-commercial. These views were shared by different professors and fellow students in a friendly atmosphere which is inviting to learn. And also a place to get feedback in a respectful way to write better papers who are more complete, make better presentations and write a thesis which is useful in organisations and in real life. The study has brought me not only business management wisdom, but also got me to know a group of people who I can consult any time to help me out in my daily business life. Besides that it is always a pleasure to meet one another again at various occasions because you relate on the same background. I can only repeat what I stated before that this MBA with Ifmec is an absolute recommendation.”



Jos van
Dommelen

Facility
Manager
Fujifilm Tilburg

“The MBA study I followed at IFMEC in the year’s 2012 u/i 2015 was to satisfy my personal need for growth in the working area of facilities. I wanted to invest in my knowledge of facilities, but also to learn from others in the working area of facility management, not directly towards operational skills, but more towards the business. I was able to finalise my study with a thesis concerning cultural differences within facilities with European Fujifilm organisations as subject. The MBA brought except the knowledge I was looking for also many interesting contacts, which are active in the working area of facilities. For myself, I created room to grow in my job and enlarge the activities within my facility department with tasks as Waste management and Utility management.”



Lucienne
Saesen

Project
Manager
Renovation
and Facility
Manager
MELEXIS
Technologies

“The MBA was my ski-jump, even though I am not a skier! It was a start personal as well as professional as for my business.

Personally, I learned how to analyse a department, a team, a project and pin point the problem points within a limited time span. Subsequently I zoomed in to take action where required. Equally, I learned to let go and monitor from the side. All things which were unconceivable before.

Business wise my thesis was thé base for a new business strategy: give hands on support to SME in non-core activities in their projects such as building renovation, construction, growth...and develop (lean) Facility Management process and contract wise.”



Eveline Wiegand

Service manager Real Estate
National Police, Head Support
Taskforce and Foreign nationals
and Migration crime. Head
Support National Staff Extensive
and Exceptional Action.

“The MBA has changed my life and enriched, as a professional and as a person. It was really helpful to discuss important business issues from the daily hectic practice situation. Inspiring docents, high skilled professionals and other students helped me to make an internal growth. Every day I do have pleasure from it.”

The Ifmec Academy

D1

DOCTOR OF BUSINESS ADMINISTRATION (DBA)

3-4 YEARS

M2

MASTER OF BUSINESS ADMINISTRATION (MBA)

3 YEARS

M1

MASTER OF SCIENCE FACILITY MANAGEMENT (MSC)

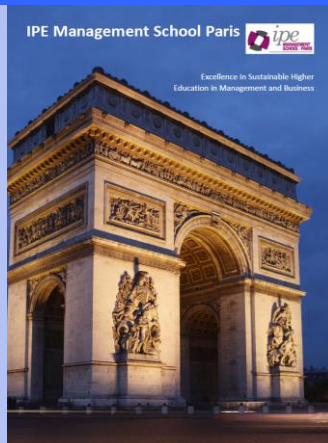
1,5 YEAR

PBFM1

POST-BACHELOR FACILITY MANAGEMENT

1,5 YEAR

www.ifmec.nl



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