

THE INSEAD CITIZEN

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Dear fellow MBA's,

First of all welcome to the new arrivals! We hope that the Septembers have given you a warm (in Fontainebleau) or refreshing (in Singapore) welcome. In your hands (or on your screens) you hold the independent voice of the INSEAD MBAs and we hope you enjoy it.

Getting this issue out has been quite an achievement: two teams in both campuses have coordinated this edition! We have included more pieces about Singapore and hope that the future editions continue incorporating accounts from both campuses, as well as Wharton. As the school expands and more of us switch campuses there are more views to incorporate and more stories to tell.

We are also (hopefully) becoming an INSEAD tradition and we pledge to continue to write every month about the issues concerning our learning experiences and our life at INSEAD. To continue this work we need your help, so if you want to get involved, contact any member of our team. As always, we look forward to your comments/letters/contributions—thank you in advance!

Yours sincerely, The Editor



PS: Want to know what the green ribbon is about? Go to page 8

BdE: NEW TEAM, NEW MISSION

A REPORT ON THE NEW DEVELOPMENTS AT THE BUREAU DES ELEVES — BY LEANDRO

A new BdE team in Fontainebleau took office this month. Chetan Singh, Jason Hedberg, Jermaine Jarrett, Leandro Almeida, and Vineet Mehrotra represent the student body; Lucy Delap and Audrey Levant are there for the partners. The new team has been discussing the current role of the BdE as they want to expand the role this organization plays within INSEAD. Together, they came up with clearer objectives in order to take student representation to a new level.

The BdE has historically focused on coordinating the social events at INSEAD, including activities

involving partners, executives and alumni, making sure that this important element of our INSEAD experience runs smoothly.

However, the BdE has not been involved in academic, career management, and welfare matters. Until now, these have been conducted by independent section representatives and/or individuals. This has had two significant negative effects. First, complaints/comments made by section representatives were usually taken as “isolated cases” by the INSEAD administration and treated as such.

Second, every discussion with the school or initiative taken by previous representatives is “lost” six months down the line. The lack of continuity has been not only inefficient for the student body, but also a problem for the INSEAD administration.

In order to solve these issues and strengthen the student representation, the new BdE team has developed a strategy aiming at not only organizing the current section representation system, but also increasing the student body’s participation in identifying issues and proposing solutions. Basically, the BdE will create per-

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THE ASIAN CHALLENGE

INTERVIEW WITH HELLMUT SCHÜTTE, DEAN OF THE ASIA CAMPUS — BY PILAR

German-born Hellmut Schütte talks about the challenges of running INSEAD’s other campus as part of the extended INSEAD network — and not just as a subsidiary of Fontainebleau.

Citizen: Please tell us something about yourself, your personal background.

Dean Schütte: I am originally from Bremen (Germany). My family was involved in trading and thus both my father and grandfather had spent long periods of time in Asia. I studied business in Germany and received my Ph.D. from St. Gallen University in Switzerland. Then I worked for 8 years for Unilever in the UK, Germany and later Indonesia, selling detergent and hair cream. There I learned to speak Bahasa-Indonesia and developed a strong interest in the region. Later I worked as a regional manager for



DEG bank, based in Manila. I had been collaborating with INSEAD in several occasions, and in 1981 I joined as a professor in International Management. I was also one of the people who developed INSEAD’s activities in Asia under the umbrella of the Euro-Asia Centre, together with Henri-Claude de Bettignies and Philippe Lasserre. I also started the course “Strategies for Asia Pacific” and wrote a book (together with Philippe Lasserre) on the subject. During those years, I was very involved in the executive education programs and over time I got more and more involved in program management. At the beginning of 2001, I moved to Singapore as Associate Dean for executive education in Asia and since September 2002 I have been the Dean of the Asia campus.

(Continued on page 2)

INTERVIEW WITH THE DEAN OF THE ASIA CAMPUS

Cont'd from page 1

Citizen: Is your family here with you in Singapore?

Dean Schütte: This is the 9th country I live in! But luckily my wife comes from a similar background to mine and she is here with me. My children are older and live abroad as well.

Citizen: Describe your typical day.

Dean Schütte: My days here are long – I start before the MBA students arrive and leave sometimes very late, because it's only in the afternoon and evening I can contact people in Fontainebleau. The other day for instance I started a videoconference at 9:00 PM. I am constantly attending a long stream of visitors who are mainly here to learn about INSEAD's success story in Singapore. These include this week for instance, the MBA Dean of LBS and the Dean of Wharton. They want to see how INSEAD has managed to set up and organize this campus – something that many discredited from the beginning as a "crazy idea".

Citizen: As the Dean of the Asia campus, what would you say is your major challenge?

Dean Schütte: I think my major challenge, and also the school's major challenge, is to build a world-class business school in a region that historically has not had one. Had we build another campus in Boston for instance, we would have benefited from the spill over effects of having all the other top-schools around us. Here in Asia, we are the first and thus we have to make sure we attract top participants and faculty. In order to overcome these issues, we have to be totally uncompromising with the quality of our programs. Other challenges include operational matters that are normal when you run two campuses.

Citizen: Apart from the weather,

what other reason would you give to a student to come and study at INSEAD in Singapore?

Dean Schütte: I believe that the weather certainly makes a difference! It induces more positive and friendly behaviour - that is for sure. Other reasons I would mention is that the spirit of the campus is different to the one in Fontainebleau. Being less people, we quickly get to know everybody. There is more of a community feel here, also because so many of the staff and students live in a couple of apartment buildings nearby (notably Dover Rise and Heritage). Because we are a young campus, there is also a more entrepreneurial feel to the activities, which are shaped by both the administration and the student body. Of course, if you are interested in Asia, you should also consider coming here. A lot of students want to be close to the job and business markets in the region. Others just want to get the experience in another part of the world that is getting more important by the day.

Citizen: Tell us more about the stories we have heard: while in Fontainebleau we have to be careful with the driving (because of the boars), here we should be careful with the authorities...

Dean Schütte: Singapore provides an excellent infrastructure (especially if you compare it to France) in a peaceful and safe environment. It is an incredible mix of religions and races that live together respectfully under a system that has many rules. To my mind this is what is underpinning this peaceful cohabitation. You could almost say that what is not explicitly allowed here is probably forbidden (like in Germany!). Whether you like such system or not, if you live here, you have to respect these rules. So while the Dean in Fontainebleau told the students when they started to look out for the boars, here I told the new participants that I would help them with many

things, but not with respect to any problems they might have with the authorities. Singaporean authorities are known to be uncompromising. For instance, if there are more than a few complaints about smoking on campus, the authorities can come and close the campus down. In exchange you live in a safe city, where walking at night as a woman represents no danger.

Citizen: What can you tell us about the future plans for the Singapore campus?

Dean Schütte: The plan is that in the next 3 to 5 years we will be half of the size of Fontainebleau. That means 300 regular, Singapore based MBA participants, three times the staff we have now and 50 permanent faculty members (right now we have 25). This while we keep the rotation of students and faculty ongoing. Fluctuations of participants in Singapore are high due to the rotation programs and right now we have 255 MBA participants in Singapore, including those who are here only for one period. We are also planning to roll out the second phase of the physical expansion, which will include new buildings and facilities. If you visit us in 3 years time, you will probably be able to enjoy a pool and a gym on campus. But we will not become Club Med. Classes will be as good as they are today, and exams as tough as they can be in an institution that claims to produce the best international MBA graduates in the world.

Citizen: Is it hard to convince faculty to move here?

Dean Schütte: Just like the participants, the faculty members are a heterogeneous group of people from different backgrounds and with different personal situations and ambitions. Thus some find the move easier than others. But it's not too hard

to convince them, because the quality of life in Singapore is so high. Others cannot move from Fontainebleau because of their families, etc. Another group of professors is constantly switching during the year between campuses.

Citizen: What are the goals for the Asia campus?

Dean Schütte: We are, as you said, the Asia campus, not the Singapore campus. That means that we want to be in every aspect the top school in the region in the framework of our 'Global Learning Network' with Fontainebleau and our alliance partner Wharton. We organize a lot of events in many Asian countries to spread our name and expand research, and to develop closer relationships with the business community. We also want to build Centres of Excellence here. One of the areas we want to emphasise is entrepreneurship, family firms and venture capital. Singapore is ideal for this. If we succeed in generating new knowledge and bring it into class, then such a Centre of Excellence may attract those among the MBAs interested in running in future their own business to choose Singapore as a place of study. We have similar ideas for risk management, or for finance, given that Singapore is a financial centre. Additionally we want to keep on growing in the region and expand our networks especially in China, Japan and Korea. We have close connections with Indonesia and Malaysia already due to our location, but want to strengthen our presence in these other three countries further. Our immediate objectives include the recruitment of more support staff for the MBA program, and to organize more speakers to come to visit us on campus.

Citizen: Thank you for your time.

SECURITY ON THE FONTY CAMPUS – THE SEQUEL

By NABIL

The Citizen's first-edition cover story was "MBA's fed up with theft on campus". Now, seven months later, after administration took some actions following the publication of this article, things are better. However, with the arrival of the Januaries and exchange students, it may be time to re-examine how safe our belongings are and spare many students any potential losses.

A survey by Citizen conducted at the end of December indicated that the level of theft on campus had declined significantly. This decrease can be attributed to two factors. First, related to the actions by administration which included stepping up of security patrols, and hanging posters of "Wear Your Badge" accompanied by security personnel stopping "un-badged" people. Second, and some would argue more important, is increased student awareness about the do's and don'ts.

In fact, two distinct kinds of thefts exist on campus:

1. Active theft, in which a thief takes items from a cube when it is

clear that someone is sitting there but not present at the time.

2. "Finders-Keepers' thefts" which are those committed by people who find items lying around and decide to keep them rather than hand them in.

Active theft has been the one significantly reduced. Security measures (especially the "Wear Your Badge" campaign) may have had the biggest impact on that. Moreover, after a few months on campus, students find it easy to identify outsiders and are cautious of them. This is why active thefts tend to be seasonal, and indeed, this is THE season, since so many new faces are on campus and everyone has yet to settle in. Active thefts have included laptops & backpacks (with whatever inside). Security claims that school kids (who can always be seen in surrounding vicinities) commit these felonies.

As for the second type of theft, statistics indicate that they have not seemed to diminish at all. These relate mainly to small sized items. The most common

items are mobile phones, pens, palm pilots and cameras. They are items that are misplaced or forgotten... lost items.

Most often another student will find and report the item. However, in many instances pocketing a left-alone small item is low risk/fast execution process. If caught, one can always claim they were going to turn-in the item.

So the question is: what should be done when one loses an item? Well, sending out a mass email should be the first thing (sounding desperate and pathetic will get you sympathizers). Then trace back your steps to the places you were in. The odds are with you, so don't worry too much.

There is very little to be done about items that are left behind. These items are stolen by coincidence. However, are there any measures that we, as students, can undertake in order to reduce the chances of getting robbed?

Here are a few tips:

1. Watch out for each other's stuff... if you see someone suspicious ("un-badged") lurking around, call security. If you're up to it, ask the person what they're doing and ask for ID (DISCLAIMER: the author will not be held liable if you are attacked by the person... it's not my fault, you're a wimp).
2. If you have to leave your cube, tell someone to keep an eye on your belongings, even if they're not in the same cube, they will be able to tell if someone is in there.
3. Try not to be gone for a long while. The longer you're gone, the higher the chances are someone will notice that there's an abandoned laptop.
4. Do not leave bags lying around... put them in the lockers.
5. Name tag your belongings. A thief is less willing to take a risk stealing a tagged item.
6. WEAR YOUR BADGE! It's not meant to suit your outfit, but it helps all of us identify outsiders.

Ms.OB & Mr.OB INSEAD'S AGONY AUNT AND UNCLE ANSWER ALL YOUR BURNING QUESTIONS

Dear Ms OB,

I have recently switched campuses and am now in freezing Fontainebleau... I was used to sizzling Singapore and wearing nothing more than a tank top and hot pants for class. As you can imagine, hardly the appropriate clothing in the minus-degrees weather here! On the other hand, I have discovered a clear advantage to continuing to wear my skimpy wardrobe to school here in Fonty: I get all the male attention a girl could want! So now I am a bunch of doubts – to freeze or not to freeze? What do you think?

Yours, Freezing-Fashion-Victim

Dear FFV,

Dress up for goodness sake!!! No man will find you attractive if you

spend the lecture sneezing and coughing up phlegm. As a fashion conscious lady, I am with you that renewing your wardrobe at the sad shops in Fontainebleau is out of the question, but you live 45 minutes away from the fashion capital of the world – shop till you drop and leave the undressing to the chateau parties.

Yours, Ms OB

Dear FFV,

Honey look around you... how many girls do you see? Very few!!! You could wear triple layers, stop showering for a week, and grow facial hair, and the guys will still give you attention. With a male-female ratio of 5 to 1, you can do whatever you want!

Not-so-desperate, Mr. OB

Dear Ms OB,

I was a hard working student who came to INSEAD to complete the MBA, get a great job and then marry my long-term girlfriend. Instead though, I have found myself playing hard, partying as if I was 19 again, behaving silly, neglecting my long-distance relationship and ignoring the warnings about the job market. So now I find myself with no girlfriend (but a whole list of casual relationships with other students and a few chicks in Paris), no good grades (victim of the curve(s)?), an incident for drunk driving and no prospect to ever earning enough to pay off my debts... anything you can tell me to change???

Yours,
Hopeless

Dear Hopeless,

It is clear to me that you either discovered a new Psychological-You that was kept suppressed under layers of Freudian childhood experiences or you are just another pathetic specimen of the male species that plays the kid at the earliest chance. Let me remind you that the INSEAD-bubble will burst in your face before you know it. And let me not waste any more time in giving you advice – it will totally useless... you are a guy after all... Hopeless indeed.

Yours, Ms OB

Dear Hopeless,

What exactly are you complaining about?

Mr. OB

BDE ARTICLE CONT'D FROM PAGE 1

manent task-forces to tackle academic, career management, welfare, and other issues that have not had appropriate representation so far. The idea has already been discussed with Inger Pedersen, the MBA director, who gave us positive feedback and encouragement to proceed.

This new BdE team will kick off the change process, which should be completed in the long term. The initial scope of the body's efforts will focus on the current work being developed by section representatives and on the expansion of career opportunities. At this stage, the new BdE team has decided to create four task forces: Academic, CMS, Social and Professional trek. The initial goals are to set objectives, define operating framework and create the documentation methodology for each task-force. Once the team set up the basic framework and we all learn from the process, the next BdE teams will

be able to broaden the scope and include subjects that we probably have not even thought out at this point.

The Academic Task-Force will be composed by January and September academic representatives and will be coordinated by Vineet Mehrotra. The initial efforts will be the transfer of role best practices between the two promotions and address the issue of different interpretation from the school and the student body regarding professional evaluation results.

Similarly, the CMS Task-Force will be composed by January and September CMS representatives and will be coordinated by Jermaine Jarrett. This task-force will initially follow-up with the INSEAD administration on the list of requests sent by the student body to CMS late last year and start documenting the student body / CMS / INSEAD relationship.

The Social Task-Force will be composed by all January and September Social representatives and will be coordinated by Jason Hedberg. The initial focus will be to transfer knowledge between promotions and undertake initiatives to better integrate the sections.

Finally, the Professional Trek Task-Force will be composed by volunteers from the student body and will be coordinated by Leandro Almeida. The objective is to organize trips of 10 to 15 people to specific regions of the globe to arrange interviews with companies based in that region. The professional trek is a proven concept in the U.S. and should boost our company reach significantly while allowing for personal regional focus.

The BdE teams in Fontainebleau and Singapore are in constant contact and similar initiatives

could take place in Asia. The change in the BdE is a work-in-progress and we would appreciate your feedback on our ideas. Send us any comments on the "Bureau des Eleves FB" e-mail account and we will try to be as proactive as possible in addressing them. Details of how to join task-forces will be sent soon to your email account. We hope to see you soon at the BdE!

**FOR MORE
INFORMATION
ABOUT THE
BUREAU DES
ELEVES, PLEASE
VISIT THEIR
WEBSITE ON**

**HTTP://
INSIDE.INSEAD.E
DU/BDE**

ROAD ACCIDENTS: IT CAN HAPPEN TO US

BY ROHAN

If you study at the FTB campus, you've all heard the same story about driving carefully, watching out for wild boar, even about a student dying last year - but how many of us actually take it seriously? Many of us in the September 2002 Fontainebleau promotion listened with only half an ear and unfortunately we're paying the price. What follows is a factual account of the astounding number of serious car accidents we've had since starting INSEAD four months ago. The message is clear: "Accidents don't happen to 'other people', they happen to us and it's up to us to change the situation by adjusting our driving habits".

Date, Time: November, 10:00 PM

Student: Rahul Sharma

Car: Peugeot

Speed: 110 km/h

Road: N6 (between Obelisk and first roundabout)

Facts: "Every night I drive home on the N6 towards Montereau. It's a big flat straight road and I drive pretty fast. I'd never seen boar on the road before and I mistakenly assumed I had nothing to fear. A few kilometers outside of town I hit a line of four boars crossing the road. The car was destroyed but luckily it was a head-on collision, so I stopped cold instead of being diverted into oncoming traffic or the trees on my right. A few days afterwards, another September was traveling home southbound on the N7. He nearly hit a pack of 15 boars crossing the road but luckily he spotted them in time and was able to stop. He had never seen boar on the N7 before either. I'm already driving much slower at night. Sur-

prisingly, it's not increasing my driving time by an unbearable amount. Please, please, be very careful on your way home at night. I don't want anyone else to ever get into the type of accident I had."

Date, Time: September, 4:00 AM

Student: Nathalie Moureto

Car: Peugeot 206

Speed: 110-120 km/h

Road: Highway from the Obelisk to Melun.

Facts: "It is quite a big highway for this part of the world so didn't think there was much animal danger. I didn't even see the boar except for about a split second before the airbag hit my face. The car was pretty banged up and couldn't be driven any more. Luckily a friend was driving behind me and took me home."

Date, Time: November, 11:00 PM

Student: Leonid Bershidsky

Car: Peugeot 206

Speed: ~70 km/h

Road: Between Macherin and Fontainebleau

Facts: "A deer jumped out. I swerved and hit a road sign on the left, smashing a headlight. The car went off the road, hitting the other side, before ending up on the tarmac again. The police said it was the third accident in a month at that spot."

Date, Time: Mid-August, dusk
Student: Christian Vasconcellos
Car: Peugeot 307
Speed: 110-120 km/h
Road: Major highway, North France
Facts: "We were returning from short trip. A deer was in the left lane. We tried to avoid it, lost control and went onto the verge. The car rolled over and stopped in the grass. Two other students were with me (I was not the driver). The car was totally destroyed (see picture)."



Incredibly and despite the state of the car, nobody was seriously hurt

Date, Time: November
Student: Anonymous
Car: VW Golf
Speed: 90 km/h
Road: Barbizon area
Facts: "Hit a wild boar; nothing serious happened, just car damage. The Barbizon area is very dangerous - I've often seen wild boar crossing the roads – I advise driving slowly in these areas."

Date, Time: December, 8:00 PM
Student: Veronica Wong
Car: Renault Megane
Speed: ~70 km/h
Road: Outside Fontainebleau
Facts: "I was late for a party and skidded at a turn off. The car went up a bank before spinning around and back on to road. The car was dented but otherwise seemed okay. I carried on driving to Paris. The car was making a strange noise so I decided to turn back. Suddenly one of my wheels flew off the car and onto the highway. I spun out of control. Luckily I ended up in the hard shoulder after spinning 180 degrees. A truck driver stopped to help and the police arrived about 10 minutes later. I'm going to drive more carefully in future."

Date, Time: First day of term, 6:00 PM
Student: Mark Elkins
Car: MGF
Speed: ~110 km/h
Road: N7
Facts: "A car pulled out from a traffic island in the middle of road straight into my lane. I hit the back corner of the car, and luckily no other cars behind. I now drive no more than 90 km/h on that road at

night, and often avoid the N7 all together, by going through Fontainebleau town centre at night."

Date, Time: November, 6:00 PM
Student: Catherine Green
Car: Small Nissan (rental car)
Speed: 70 km/h
Road: N7 (near Nemours)
Facts: "Two boars crossed road in front of me and I hit them both. I didn't expect boars in this area."

The list goes on: both James Cook and Elisabeth Rachal have written off cars since starting INSEAD and there have been numerous other incidents. One of the new January's has already hit a boar and previous promotions haven't fared any better.

So what we can we do? The single key factor is speed at night. A sure sign that you're driving too fast is if you haven't seen much wildlife on the roads yet. Trust me, it's there. As you're driving, try to expect there to be animals just ahead and adjust your speed accordingly. This means that with dipped lights, your maximum speed should be around 70km/h. Even with full headlights, speeds above 90km/h are unsafe. If this seems too slow, remember that your total journey time includes waiting at junctions and driving slowly through towns. REDUCING YOUR MAXIMUM SPEED WILL NOT MAKE AN APPRECIABLE DIFFERENCE TO YOUR TOTAL JOURNEY TIME! Don't be fooled by the way the locals drive – the death rate on French roads is over four times that of other European countries and the accident rate is particularly high around Fontainebleau (see Citizen issue of October 2002).

When you do encounter wildlife on the road just brake hard and don't try to avoid it. If you feel the car skidding, release the brakes slightly until the tires grip the road again. Again, brake hard and don't swerve. Even if you don't completely stop in time, a damaged car isn't the end of the world; losing control might be.

Students with leased cars should have access to 24-hour assistance. Check with the lessor and make sure you have the number on hand.

Finally, please remember this isn't just about you. By driving too fast you're putting the lives of other road users at risk – not to mention the lives of Fontainebleau's boars and deer!



Watch out for them, not just because you care for animal rights

BOOKS THAT SUCK — ANONYMOUS REVIEWER

“THE GOAL”: A process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox

“Do you understand? The goal stays the same, but we can state it in different ways, ways that mean the same as those two words, ‘making money.’” (Jonah from “The Goal”)



MBA course readings are generally a predictable fare – case studies on the Harvard format, a t e x t b o o k (chunks of which you might or might not actually read) and a bundle of Economist and Business Week articles in the more ‘applied’ or ‘free-form’ subjects make up the bulk of them. But in the core Process and Operations Management (POM) course students come across something new – “The Goal”. Described breathlessly in the cover blurbs by literary authorities such as *Accountancy Age* and *Production Engineer* as “nail-biting” and “essential reading”, written “with pace and crispness”, “The Goal” is a strange beast – a pedagogical business novel.

The idea is that if dry, complex manufacturing management concepts can be woven into a plot line with realistic personalities, the reader will care sufficiently to pay attention. Furthermore, dramatizing the situations as simple parables will ensure that the underlying ideas remain alive in the reader’s head. As a learning tool this second approach was effective for this

reviewer and a good proportion of the other people I’ve talked too. So “The Goal” is certainly not a ‘textbook that sucks’ – in fact the ideas were relevant and not too hard to grasp – so including it in the course was a good move. But as a novel it is pretty bizarre.

The story’s hero is Alex Rogo, manager of the Bearington plant. He’s an all-American rustbelt local boy made good. He’s not so quick with all this high flautin’ new-fangled management stuff or getting his family life to work. But his heart sure is in the right place, so with a can-do attitude, and some innate common sense, he turns the plant round and saves it from inevitable closure (not to mention getting his wife Julie back), all in a mere three months. In the movie version he’d be played by a Slavic Jimmy Stewart with a beer gut. A similarly cardboard cast supports him in his travails sorting out bottlenecks and inventory releases on the “NCX-10” and the “heat treat machine”. Thus we have big Bob Donovan (“a mountain of a man”, who is the production engineer), straight-laced Stacey (the scheduler), Lou (the elderly accountant geek), and Gucci-wearing Johnny Jons (the HQ marketing man). There is also Rogo’s boss (the ultimately wise and fair Bill Peach), who is temporarily led astray by his no-good sidekick, and Rogo’s rival, Hilton

Smyth.

Perhaps the weirdest character is the Jewish physicist/globe trotting consultant Johan. He pops up with wise aphorisms and telling insights whenever Rogo gets stuck or reaches the next stage in his process management journey. Jonah appears to have got his MBA from the Jedi School of Management. Not only does he see all developments a mile off but he gets increasingly deep as the novel goes on, so that by the end he has Alex and Julie discussing Socrates with their Bud and pizza. Funnily enough, Johan also appears to be remarkably similar to author Eliyahu Goldratt who, as an insert card helpfully informs, founded the Goldratt Consulting Institute, home of the ‘Theory of Constraints’ and provider of numerous training and advisory services. If only all management consultants had Jonah’s hit-rate!

If the plot and the characters are clunky, the dialogue is clunkier. It reaches its most excruciating in the private life scenes between Julie and Rogo but the management meetings aren’t a whole lot better. You just can’t help wondering what this stilted stuff is supposed to add – if the authors were determined to make it into a ‘real’ novel per-

haps they should have hired someone to write them some half-decent copy. Otherwise they could have just kept a very simple framing device and cut to the important process stuff, of which there is plenty, like the relationships between throughput, inventory and expense. Admittedly I did talk to a couple of people who got into the actual story in a big way.

One guy even claimed to have stayed up late reading to the end because he had to know for sure if Julie was going to come back. To his credit, this guy was stuck in hospital with nothing else to read at the time.

Criticizing “The Goal” for its lack of literary skill is probably unfair. After all we don’t expect case studies to be beautifully written. Then again, they’re not usually 333 pages long and dripping with extraneous treacle. Despite the undoubted effectiveness of teaching via stories you can see why there hasn’t been an explosion of the business novel genre pioneered by “The Goal” given the difficulty of combining business insight with decent prose. Quite often two simple words is the best way to state something. Read “The Goal” for your enlightenment and the exams but take something else for entertainment next time you travel.

THE INSEAD CITIZEN: OUR CODE AND OUR TEAM

<p>We aim to provide the INSEAD student community with a forum to voice their interests and concerns as well as a place for sharing experiences and opinions, and learning from each other and about each other.</p>	<p>give right of response.</p> <p>The Citizen will focus on constructive discourse and on issues – not individuals. Therefore any criticism will be built on facts rather than merely opinion and whenever possible, will be accompanied by alternative suggestions.</p>	<p>The INSEAD Citizen is an independent initiative by the INSEAD MBA student community and is distributed free of charge to the INSEAD audience with permission from the MBA Office. The opinions expressed in this paper do not reflect INSEAD policy.</p>	<table border="0"> <tr> <td>Andrew MacMillan</td> <td>Staff Writer</td> </tr> <tr> <td>Leandro Almeida</td> <td>Staff Writer</td> </tr> <tr> <td>Simon Murrell</td> <td>Staff Writer</td> </tr> <tr> <td>Pan Pan</td> <td>Staff Writer</td> </tr> <tr> <td>Nicolas Zurstrassen</td> <td>Staff Writer</td> </tr> <tr> <td>Annemarie Van Neck</td> <td>SGP Reporter</td> </tr> <tr> <td>Hassan Sinno</td> <td>SGP Reporter</td> </tr> </table>	Andrew MacMillan	Staff Writer	Leandro Almeida	Staff Writer	Simon Murrell	Staff Writer	Pan Pan	Staff Writer	Nicolas Zurstrassen	Staff Writer	Annemarie Van Neck	SGP Reporter	Hassan Sinno	SGP Reporter
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<p>At the same time, we acknowledge that every issue has at least two sides, and we will therefore strive to maintain a balanced discourse between different opinions and claims, and whenever necessary,</p>	<p>We will maintain complete editorial independence while striving to improve the INSEAD experience in a mature and objective manner.</p>	<p>Contributors to this edition include:</p> <table border="0"> <tr> <td>Pilar Junco</td> <td>Editor</td> </tr> <tr> <td>Arnout Jacobs</td> <td>Publisher</td> </tr> <tr> <td>Rohan Barnett</td> <td>Staff Writer</td> </tr> <tr> <td>Nabil Nazer</td> <td>Staff Writer</td> </tr> </table>	Pilar Junco	Editor	Arnout Jacobs	Publisher	Rohan Barnett	Staff Writer	Nabil Nazer	Staff Writer	<p>For more information or to join us, please contact: INSEAD-CITIZEN.Fb@insead.edu</p>						
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INSEAD'S FLYING CIRCUS

SKIING IN VAL THORENS – BY ARNOUT

Snowboard and ski, rain and shine, ice and fireworks, salsa and house, fun and fun: this could be the summary of one week with 35 Inseadians in a French ski resort.

But it didn't start this way. When we arrived in Val Thorens, we were so naïve to think we could pick up our ski gear at the agreed time. Instead, we were forced to study practical queuing problems for several hours. Some people blamed the travel agency, but we shouldn't rule out the long tentacles of our POM-department either. Thanks, Ludo. One positive side effect was that we all got the chance to say hi to each other and meet partners and friends. In the end things were sorted out and we could retreat to our rooms. After the usual quarrels about who snored, and who could sleep on top of who, we entered an uneventful first night.

Alaa, whose experience with mountains was limited to large Egyptian dunes, kick-started the next morning. After someone had explained him how to put on boots and skis, he took a random lift, which turned out to lead to an icy blue slope. By leaning backwards as far as possible he almost succeeded in establishing a new free fall record. Other daredevils: Lin Tern (King of Powder); Anthony (equally aggressive on a black

slope as with women). And let's not forget Maria: against specific instructions from Ari not to follow him while he was off-piste doing his thing (i.e. 'crushing virgin snow, screaming for more'), she never left his side.

The next evening the travel agency brought us a soothing offer in the form of alcoholic dishwashing liquid (or were they pushing a new malt beverage on us in our role as opinion leaders?). We were happily preparing our next day's hangover, when a 16 year-old Brit girl moved in and started loudly dominating the pool table and the guys that were attached to it. Nick Z, with his suave outfit straight from the eighties, was heavily targeted, but to his credit he did not finish the job. Later on the party moved to the local club *Malaysia*. Our Russian beauties attracted all attention with their table dances, and caused many a man to renounce his marriage (only to meet the tip of high heels in his face).

The culmination of the trip came on New Year's Eve. After a well-behaved dinner with polite conversation, we were ready for some unwinding. Our needs were served rapidly on the town square. Some punks had occupied the roof of the local snack bar and started throwing snow-



Alaa and Kanags making INSEAD proud during the snowball fight

balls at everyone within reach. Even though the enemy was immobile and running out of ammo, it did take some time to organize a working counteroffensive. At first, Nicole, Wouter and Kanags were subjected to heavy (unintentional?) friendly fire; and using Anthony as a human missile wasn't very effective either.

Instead of imitating sardines in club *Malaysia*, we decided to pick one of the rooms to party. It was unforgettable to witness Sidd's face when he discovered it was his place being chosen (which did not improve when people started a snow fight in the room). Although we tried, the room proved not large enough for a dancing contest, so we moved to the hotel's disco where the DJs played the finest of

German tunes and nothing but that. Olga prepared her move to that country by practicing exotic dances with on average two hungry Germans at a time.

There must have been a lot of positive vibes, for the next morning everybody was back on the slopes. 'Everybody' means not just Damien and his military squad who started every working day at 9:15 to ski under extreme conditions, only to end at 3:15 chasing local girls. Incentives were present: who booked no results was under threat of physical violence.

The real hero of this trip is of course no one less than Sagi ('the Cowboy'); with his radiant energy he managed the whole undertaking, while documenting everything on candid camera (look out for *Funniest Home Videos 567*). And good it was. Best indicator of the degree of relaxation: we hardly spoke about exams, classes, welcome week and other boring stuff. The bus ride home couldn't have been quieter. Either we were very tired and satisfied, or we were trying hard to practice our French with the dubbed Van Damme movie playing. As this was a bad remake of 1989's classic *Bloodsport*, we opt for the former.

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The INSEAD Citizen reaches a highly attractive audience of 900 students, 22,000 Alumni and a significant number of visiting executives.

For more information, contact Gregory Cox at gregory.cox@alumni.insead.edu or +336 7560 4707

INSEAD GRADUATION PLEDGE A MAJOR SUCCESS — BY ANDREW

"I _____ pledge to explore and take into account the social and environmental consequences of any job I consider and will try to improve these aspects of the organizations for which I work."

What do over 50% of December 2002's graduating students have in common? These 226 MBAs publicly signed the above pledge just prior to graduation. Commitment to considering the implications of our professional actions was further demonstrated by those who signed-up wearing a green ribbon at the graduation ceremony. While similar campaigns have been run at many U.S. schools the organizers believe this is the first pledging campaign at a European Business School. The success of the campaign despite the difficult job market was even noted in the Financial Times.

The impetus for the pledge came from the background of rising concern for both business ethics and broader issues of corporate social responsibility. December 2002 graduate Sylvain Guyoton led the campaign, which was initiated under the INDEVOR umbrella. Signing was entirely voluntary. Given the diversity of student views on standards for ethical or responsible behavior, the pledge was designed as an affirmation of intent and to increase awareness rather than as a detailed obligation. Pledges will not be enforced or monitored. But a list of all those who signed has been published on the pledge

website and students were asked not to sign unless they seriously intend to fulfill the commitment.

Organizers hope the pledge campaign's success will send a message to other international schools and the broader business ethics community and even recruiters as well. Far from being a negative in the job market, there has been feedback from some quarters that demonstrating a heightened awareness of professional responsibilities could in fact be a positive distinguishing factor for INSEAD graduates. Alumni are also actively involved in issues of business ethics and responsibilities – a conference on

the topic of Ethics and Social Responsibility in Business Education including a discussion of graduate codes of ethics has been organized for February 15 by the 'Groupe des 17' Alumni association. The pledge campaign will run again for the graduation in July, and ongoing work to expand upon and institutionalize the pledge idea so that it becomes a regular feature of INSEAD promotions and a link among alumni. For more information checkout www.insead.edu/indevor/pledge or contact Sylvain Guyoton or Andrew Macmillan.



SINGAPORE ROCKS! — A switcher's report — By Hassan

As we were packing for our Christmas vacation, most of us campus switchers felt that we were leaving something behind in Fontainebleau. Although it had taken us some time to adapt to living in a forest, we had all gotten attached to our new friends, housemates or simply the boars. Finding a place to live in Singapore, subletting the one we called home in P1&P2, getting ready to leave and the prospects of a 13 hour flight did not help in being up for a new start...

Still, it only took a few breaths of the warm and humid air here to remember all the reasons that made us submit a transfer of campus request a few

months back. What a great feeling it is to leave your house in the morning in t-shirt and shorts! What better way to have lunch than in the sunny courtyard, surrounded by a giant aquarium and artificial waterfalls! How painful can a case be when read around the swimming pool while sipping a cocktail?

Although we were told not to choose Singapore for the weather, for most of us it was a major decision factor. But while the weather is certainly great, we have all found that Singapore is much more than a hot experience. A relaxed atmosphere in class and on campus prevails. Everyone is super nice, from cab drivers to waiters, from

MBA office personnel to security guards that even get taxis on demand.

Last weekend was quite busy welcoming the new promotion, however a few of us managed to visit the most amazing zoo in the world while others went sailing. The main attraction at the zoo was the feeding of the komodo dragons (see picture). These beasts are fed twice a month and we were not going to miss that!

It is quite amazing how hard it is to distinguish social activities from academic ones here in Singapore. Making final choices on electives was surely a social thing, as we gathered around a

BBQ at the Ginza Apartments (where some of us live) last Monday to decide what classes to take this period.

Which brings us to GINZA. Yes, it's a 10-minute drive to INSEAD every morning. But its cheap (about 1Euro per person) and it beats driving through Samois et al in the morning. The upside is that 30 switchers live there, enjoying a beautiful swimming pool, tennis and squash courts, a gym and both a food court and a mall right under the building. Other switchers are staying at Dover Rise or Heritage View, two similar apartments buildings nearer to campus.

This coming weekend will be our first opportunity to explore the wonders of Asia Pacific: some of us will be in Penang while others plan on being in Kuala Lumpur, Bangkok and Ko Phi Phi. Next weekend, it will be Bali, Angkor Wat and Bintan. Beats freezing in Fontainebleau any day!



Left:
Better than Sodexo?

Right:
Local student transport

