

# FORWARD COLLEGE

Awarding Body



Academic Direction

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THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE



#### Jeffrey Sampson, Founding partner Apple - former Director of People Development

Forward College is the future of education. It nurtures characters who will be able to navigate a highly uncertain future, make wise decisions and lead change. Forward is really where career building begins, it's where people grow to become leaders in a new way that's exciting and inspiring, I am just thrilled to be a part of it and I encourage students who wish to go beyond Academic Excellence to discover it.

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Jeffrey Sampson has been Global Head of People Development at Apple and Founding Member of Apple University, involved in executing Steve Jobs's vision to develop and prepare the next generation of leaders at Apple. He has also been Global Head of People and Leadership development at Christie's.



Boris Walbaum

Céline Boisson

Jeffrey Sampson

#### Message from the Founders

The unprecedented nature of our challenges requires a new way of learning. 75% of recruiters think universities do not prepare students adequately for the world of work<sup>1</sup>. Academic performance is not enough in a fast evolving and uncertain world. The future belongs to those who will reach beyond academic excellence and leverage all forms of Human Intelligences:

**Cognitive intelligence** for rigorous critical thinking, creative problem solving and constant intellectual flexibility;

**Social intelligence** to engage people across areas of expertise, cultures, and organisations;

**Emotional intelligence** to keep one's balance, be mindful of others and tap into the extraordinary potential of emotions for creativity and communication;

**Practical intelligence** to orchestrate effective project management, make wise decisions, deliver lasting change and to understand and harness the extraordinary potential of technology.

Designed with the support of 60+ recruiters and experts from all over Europe, our groundbreaking International Bachelor's programmes combine tradition with innovation to ensure both excellence and relevance for tomorrow.

**About Céline:** Céline spent the last 12 years working at Google and YouTube. She built Google Brand and Reputation Marketing from the ground up in France and launched Google's biggest European training program with 1 million university students and small businesses trained. She also led Google for Non Profits in France combining funding, innovation, and technical expertise to support underprivileged communities. Celine graduated from ESSEC MBA and Complutense University of Madrid.

**About Jeffrey:** Founding Member of Apple University; involved in executing Steve Jobs's vision to develop and prepare the next generation of leaders at Apple. He has also been Global Head of People and Leadership Development at Christie's and Uniqlo.

<sup>1</sup> Education to employment: Designing a system that works, by McKinsey Global Institute, 2013

**About Boris:** After initially working in Government and at McKinsey, Boris has founded Article 1 - the #1 HE equal opportunities charity in Europe - and Dual, a leading consultancy providing strategic advice to Universities. He holds a BA in Philosophy from the Sorbonne, a Master in Management from ESSEC, a Master in Public Administration from ENA, and a PhD in Management from CNAM.

## Overview of Undergraduate Programmes

Combining tradition for excellence with innovation for relevance

Forward College offers a holistic learning experience combining academic excellence with cutting edge leadership development, digital training and intercultural exposure. Our undergraduate programmes aim to cover the whole spectrum of Human Intelligences.

As an official Recognised Teaching Center of the University of London<sup>2</sup>, Forward College offers 7 Bachelor's<sup>1</sup> degrees covering economics, business, political science, international relations, data science and psychology.

These world class degrees are boosted by our innovative approach to teaching and learning, exceptional staff to student ratio, and high quality faculty (see p. 17).

These core academic degrees are complemented by additional modules to develop other forms of human intelligences.

#### Bachelor's +

An International Bachelor + allows students to obtain 2 Higher Education certificates in addition to their Academic Bachelor degree. These certificates cover 2 fields: entrepreneurship & project management on the one hand; personal development on the other hand. They help each student develop his/her practical, emotional or technological skills, according to each student's personal needs and aspirations. (see pages 13-14).

#### **Double Bachelor's**

Exceptional students may apply to our double Bachelor's programme combining their academic Bachelor's with our Bachelor's in Business and Leadership which covers the equivalent of 6 of those certificates.

<sup>1</sup> Forward College offers a choice of four academic Bachelor's designed by LSE **(Data science, Economics, Economics & Politics, Politics & International Relations)** and one from King's College London **(Psychology).** 

<sup>2</sup> The University of London is te parent institution of top London based universities such as **LSE, King's College and UCL.** 

	Bachelor's +	Double Bachelor's
Social Intelligence	<ul> <li>Co-Living</li> <li>3 years, 3 countries</li> </ul>	<ul> <li>Co-Living</li> <li>3 years, 3 countries</li> </ul>
Cognitive Intelligence	<ul> <li>Academic Bachelor's<sup>1</sup> with innovative teaching</li> </ul>	<ul> <li>✓ Academic Bachelor's<sup>1</sup> with innovative teaching</li> </ul>
	+	+
Pratical Intelligence	<ul> <li>I year of Entrepreneurial project + Digital Bootcamp</li> </ul>	✓ 3 years of Entrepreneurial project + Digital Bootcamp
	+	+
Emotional Intelligence	<ul> <li>3x Personal Development modules</li> </ul>	✓ 9x Personal Development modules
	+	+
Practical Intelligence	<ul> <li>Internship Scheme</li> </ul>	<ul> <li>Consulting and internship Scheme</li> </ul>
	+	+
Social Intelligence	✔ Foreign language	✔ Foreign language
		Forward Bachelor's in

Business & Leadership

## **The Community Expedition**

3 years over 3 countries in dedicated Student Residences and Learning Centers

Forward College is an expedition into three European cities, where students will connect with different cultures and expand their horizons

- Year 1 in Lisbon.
- Year 2 in Paris.
- Year 3 in Amsterdam.

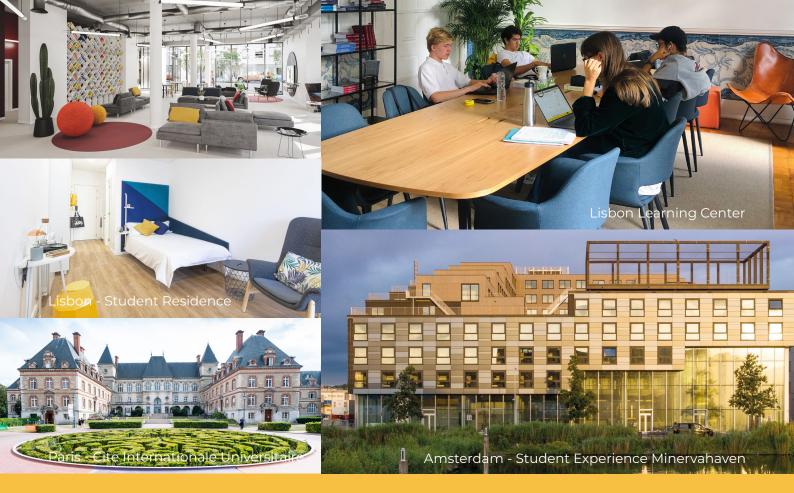
This expedition is the chance for them to step out of their comfort zone and engage with local communities. They will nurture their curiosity, enrich their understanding and build bridges across differences.

They will not only learn together in small group classrooms but also work together on their projects within our Learning Centers. Collaboration is an essential part of the process at Forward and so teamwork and sharing will be the default mode of working.

Forward students will live together in student residences where they'll meet new friends, share their passions, talents and causes and where they will pursue joint initiatives. Forward Residences are also safe spaces for students to share their concerns and express their feelings.

LISBON New capital of wellbeing and start ups PARIS #1 economic center of the EU AMSTERDAM Heart of a climate-friendly and competitive economy





### **Our Learning Centres & Student Residences:**

#### Lisbon

Our students spend their first year in Lisbon and the campus is divided across two spaces: the Lisbon Learning Center, and the student residence.

The Lisbon Learning Center is situated in central Lisbon, close to Chiado Metro station, and has several classrooms, a library which also doubles as a space for talks and presentations, study rooms, a meditation room, and an outdoor terrace for students to meet and socialise. The Forward's Student Residence is in the Benfica area of the city, a 20min metro ride away from the Learning Centre. They have private rooms and bathrooms as well as access to communal kitchens, a shared lounge, library, media room, gym and a private garden.

#### Paris

Our students spend their second year in Paris, where they both live and study at the Cité Internationale Universitaire located in the 14th Arrondissement in the south of the city. At Cité internationale, the teaching & learning spaces are located in La Maison Internationale. Students have access to study rooms, a library, several restaurants with different specialties at affordable prices and a theater. Students live in Maison du Cambodge and in the Residence Andre Honnorat, which will give them access to individual rooms, shared or private bathrooms, shared kitchen, a media room, a lovely veranda, a foyer (including a bar, foosball, pool table & a piano), and a TV room.

#### Amsterdam

Students spend their third and last year in Amsterdam. Students both live and study at the Minerva Haven student residence (SEM). SEM is home to 600 students from all over the world. It is an innovative full-service concept that offers sustainable housing to students from all backgrounds. It includes a lounge, co-working spaces, a gym, sports field on the roof, game corner, laundromat, parcel service and much more. Studios have a floor space between 20m<sup>2</sup> and 45m<sup>2</sup> and are fully furnished. They also include a private kitchen and bathroom.

## **The Academic Bachelor's**

## Top Academic Bachelor's with Cutting-Edge Teaching

Forward College is an official Recognised Teaching Center of the University of London, which incorporates institutions such as King's College London, LSE, UCL and other London-based universities. This means that all our academic Bachelor's are:

- Designed by one of the member institutions of the University of London - in our case the LSE and King's College London
- Taught on our campuses in Lisbon (Year 1), Paris (Year 2) and Amsterdam (Year 3) by our World Class Faculty.
- Graded and awarded by the University of London who organises the exams locally.

Forward College provides one of the highest students to faculty ratio.

Our bespoke teaching is boosted by an innovative approach in order to develop not only performance but also learning agility, which is becoming the #1 skill in the eyes of recruiters. Our approach includes:

- 100% small group teaching (15 students on average)
- Weekly one on one tutoring sessions to discuss priorities and effective learning strategies
- Foundational seminars where students will test and adopt the most relevant learning methods for them
- Flipped classroom where students gradually acquire increased agency and initiative, share difficulties with their learning peers, self-assess their progress, and attend seminars to take learning one step further.



Marco Nievergelt, PhD Academic Programmes Coordinator

After receiving his PhD from Oxford University in 2009, Marco Nievergelt has taught and held fellowships at the Universities of Geneva, Lausanne, Warwick, Oxford, and the Paris Institute for Advanced Studies (2007–19). He was previously a Director of Studies at the Centre for the Study of the Renaissance of Warwick.

He is specialist in European Comparative Literature, with a particular interest in cultural history, interdisciplinarity, and multilingualism.

As an accomplished European citizen, Marco is fluent in 4 languages. He is also passionate about Jazz, Food, and Design.

## 7 World Class Bachelors

### Highly relevant for the future of work

#### BSc in Business & Management Academic Direction: LSE

This degree helps you develop critical skills for a wide range of real world professional situations. The programme will give you a thorough grounding in the principles of business and management.

### BSc in Economics and Politics Academic Direction: LSE

This interdisciplinary degree allows students to apply economic reasoning to the analysis of a wide range of policy issues and gain a detailed and critical understanding of the main theoretical debates in the field of economics and politics.

#### BSc in Psychology Academic Direction: King's College London

This degree will provide you with a contemporary approach to the study of the human mind. You will learn to apply psychological science to a variety of contemporary and social challenges. There is an emphasis on quantitative and qualitative research methods.

#### BSc in Computer Science Academic Direction: Goldsmiths

This degree prepares you for a career in software engineering, and covers key technical skills such as algorithmic thinking, full-stack web development, and machine learning, as well as industry-relevant soft skills such as project management frameworks, usercentred design, and digital venture creation.

### BSc in Economics Academic Direction: LSE

This Degree considers real-world issues such as climate change or rising inequalities on which students take an open-minded and scientific approach using formal modelling of economic relationships, and testing hypotheses against data.

#### BSc in Politics and International Relations Academic Direction: LSE

This degree helps you understand key issues faced by the international community. You will gain knowledge and understanding of how political power is distributed and organised within the state and between states.

### BSc in Data Science & Business Analytics Academic Direction: LSE

Data science has become a core skill in business and government and meets a rapidly growing demand. In this programme you will leverage mathematics and statistics to analyse data, draw interpretations and make actionable recommendations.

## **Entrepreneurship projects**

Real-Life projects Positive impact Digital skills

Personal growth, business acumen and leadership develop mainly through guided practice and reflection, not lectures. That is why Forward College offers a range of additional Higher Education certificates that supplement the academic training of our students. All students select at least one certificate to complement their academic training: either in project based learning (5 certificates presented below) or in personal development (3 modules presented on pages 11 and 12). They have all been carefully designed with the support of 60+ top recruiters, entrepreneurs and experts.

Forward College offers 5 Higher Education Certificates:

#### Certificate 1: Social Impact and Sustainability

Everything starts with an idea: reduce plastic consumption, promote climate-friendly behaviour, support people with disabilities, promote access to arts...

Students will team up based on shared ideals and aspirations. Our Faculty will take them through a step-by-step approach (design thinking) to help them deliver impact. Along the way, they will gain strong project management skills and acquire a set of core business techniques.

#### **Certificate 2: Digital Innovation**

This certificate is designed for students who wish to venture into creating a digital solution from scratch to explore a social or business opportunity they have identified. Students will team up and be guided through a step-by-step approach (agile methodology) towards impact.

#### **Certificate 3: Research**

Research is entrepreneurial as it requires courage, creativity, and rigor at the same time. You will work in a team in close collaboration with one of our Forward academic Fellow.

#### **Certificate 4: Digital Bootcamp**

The Digital Bootcamp is designed to get you up to speed with everything you need to know to successfully design and launch an app. It will offer you insight into the bigger picture of the Digital Entrepreneurship Certificate, as well as what you'll be able to achieve during the year. The six-week Bootcamp will be organised around workshops and case studies that address creativity, project management, app development, strategy & implementation, and

#### Certificate 5: Consulting with International Partner Organisations

business fundamentals.

Students will work as a consulting team to solve problems submitted by international organisations (NGO, corporate, start up or intergovernmental organisation), partners of Forward College. Assignments will range from benchmarking, to exploring potential for a new product, communication strategy, codesign of a new solution or campaign... They will work with professionals and leverage their project management skills, business techniques and digital experience. Our faculty will guide them through consulting methods and techniques to deliver impact for the partner organisation.

### Social Innovation

### Digital Innovation

**Observation & Data Analysis** 

### Innovating with Partners

torature	
llelature	e review

- Interviewing
- Surveying (Qual & Quant)
- Market analysis & targeting
- Benchmarking
- Budgeting
- Controlling & Performance Mgt
- Group dynamics
- Teamwork
- Project management
- Active listening
- Co-design
- Communication
   strategy
- Oral Presentation
- Problem solving
- Opportunity screening
- Scope & Goal setting

- Benchmarking
- Stats & big data I
  - Marketing
- Strategic positioning
- Digital Marketing

#### Finance & Controlling

- Business planning
- Controlling & Performance Mgt

#### **Teamwork & Project Mgt**

 Project management (Agile methodology)

#### **Negotiation & Influence**

- Digital influence
- Negotiation

#### **Communication & Networking**

- Digital communication
- **Strategy and Decision making** 
  - Problem solving
  - Scenario planning

• Stats & Big data II

• Financial analysis

Multichannel

marketing

- Controlling & performance mgt
- Project Management
- Change
- Stakeholder analysis
- Negotiation
- Communication strategy
- Influence
- Problem solving
- Risk analysis and management

## Personal Development Certificates

### Social Intelligence Emotional Intelligence

How to manage stress and anxiety? How to decipher emotions and address them? How to make decisions? How to engage others? How to cope with frustration and failure?... All these challenges lie on the road to positive leadership and wellbeing.

Although answers are highly personal, students can deepen their understanding, set their objectives and gradually change their behaviour to develop their skills and personality independently.

A certificate consists of a selection of modules chosen among the 9 available modules (see on the right). They have been designed with the support of our 60 experts and recruiters to ensure graduates are prepared for the world of work. Each module follows a 4-step approach:

- Individual self assessment and defining objectives for personal development
- Weekly activities in small groups
- Debriefing and assessment with a coach in one-on-one sessions
- Readings, conferences and master classes to deepen the understanding of each topic and support individual growth

These modules cover:

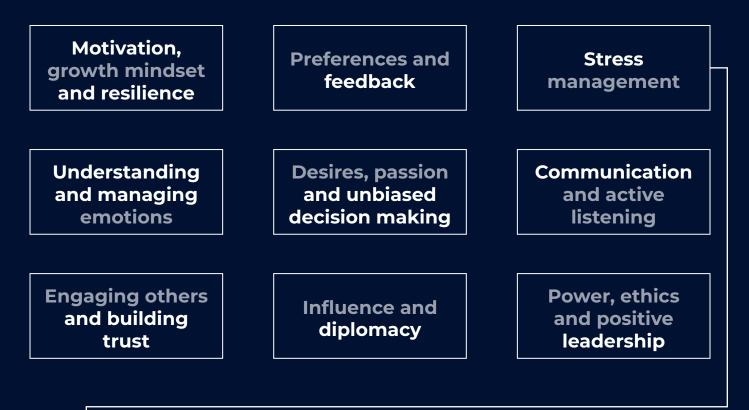
- Emotional skills: personal preferences, emotion management, resilience...
- Social skills: communication, feedback, building trust...

### **3 Higher Education Certificates** to enhance your personal skills

Personal Development is focused on building human intelligences that prepare students with skills and mindsets for adaptive futures.

Students develop high self-awareness and resilience, cultural competency, and an approach to leadership that is impact-oriented, practical, empathetic, and collaborative.

The programme enables the students to discover their unique assets and talents in order to shape meaningful futures – for themselves and the world.





#### Example:

During the module in Stress Management, you will:

- Assess your own ability to manage stress and set your expectations with your coach
- Attend evening conferences to learn what scientific research tells us about the nature, triggers, and impact of stress
- Attend master classes by a Yogi or a firefighter
- Participate in weekly practice sessions (meditation or yoga)
- Assess your progress with your coach at the end of the term.

## **Student support & Wellbeing**

Co-living Personal tutoring Counselling

At Forward College, we understand student well-being to be a sustainable state characterised by predominantly positive feelings, attitudes and relationships, positive functioning and a high level of satisfaction with learning experiences. By positive functioning, we emphasise resilience as the ability to overcome and learn from one's challenges. Research shows that well-being is positively correlated with academic performances.

Studying at Forward College will be challenging: our students will be pushed out of their comfort zones on a number of occasions as they transition from high school to University and learn autonomy, away from family in a new country, immersed in a multicultural student body. They will also be confronted with novel teaching approaches, potentially in a new language, and facing new types of collaboration such as working in teams or working on projects.

Challenges, and mistakes made tackling them, lead to teachable moments which further enhance students' long-term wellbeing.

#### Friendship and community life

The first pillar of wellbeing is to develop meaningful relationships with their peers. First year students start the year with a twoweek induction where they work together in small groups to learn the basics of teamwork and how to share feedback and manage differences. They will also enjoy fun activities such as a cooking contest, a surfing session, yoga on the beach, and more.

Our small-group teaching and continuous teamwork also foster social connections. These relationships are deepened in our student homes where they cohabit. Here they'll meet new friends, share their passions and talents.

Through student clubs and associations, students also take initiative together. Be it cultural, political, sports, or something else (even just for fun), students are all expected to join a club in year one.



### Personal tutoring and personal development

Each month, all students meet their personal tutor who is generally one of the teaching staff. This is the opportunity to check in on their performance but also on their morale, social integration, and development needs.

All students participate in our personal development programme. In year one, students learn how to improve their resilience; practical (time management), social (how to manage conflict) and emotional (stress management).

Every year (and twice in the first year), students get feedback from the teaching staff and fellow students on all their intelligences (academic, social, emotional, and practical). This 360° feedback is discussed during two individual coaching sessions. Strengths and development needs are discussed in a nonevaluative way to encourage our students to strategise and focus on one aspect of their skillset they'd like to improve.

#### Counselling

Short-term counselling is available during your first year at Forward College as you transition and adapt to the academic, personal and emotional challenges of entering university.

Students may seek Forward College counselling services for additional support to help them manage the following concerns:

- Exam stress
- Managing anxiety
- Addressing study blocks and persistent procrastination
- Other wellbeing and emotional concerns.

Where students are in need of alternative forms of therapeutic care, longer-term support or treatment for diagnosed mental health issues, Forward College can signpost students to the relevant healthcare services in Lisbon.

## **A World Class Team** To support your success

**Academic Excellence Business & Leadership Experience** 

With 1 permanent Faculty member for 10 students, Forward College is one of the very few institutions where academics actually know and care for their students.

#### **Academic Heads**



Sara Santos, PhD Head of Teaching & Learning Enhancement Head of Data Science and Business Analytics holds a PhD from the University of Manchester, is a fellow of the Higher Education Academy and has previously held positions at King's College London.

#### Marina Pérez de Arcos, PhD Head of Politics and History and Head of Institutional Relations

earned her PhD from Oxford University. She has held previous positions at LSE and Oxford.



#### Ruairidh Brown, PhD Head of International Relations

earned his PhD from the University of St Andrews. He has previously held academic positions at the University of Nottingham.



### teaching and research activities. Bernardo Melo Pimentel, PhD Head of Economics

holds a PhD from King's College

London where she started her



### **Teaching & Learning** Coordinator

Gemma Gordon, PhD

Head of Psychology

holds a PhD from Nova SBE. He teaches undergraduate, master, and doctoral-level programmes at the University of Lisbon, Nova SBE, and Audencia Business School.

#### **Business & Leadership Leads**

Nabila Alibhai Social Impact Lead holds an MPH from Yale University. She has been a UN expert, research fellow at the MIT and entrepreneur between the US and Africa, and is a TED Speaker.



#### Liliana Dinis Social Entrepreneurship Lead

is an organisational behaviour researcher and Ph.D candidate in Organisation Studies. She has worked as the CFO and CHRO in a family business and as Financial Advisor in an investment bank.



#### Nicolas Dalmar **Digital Entrepreneurship Lead**

With sixteen years of experience, Nicolas is a digital pioneer and versatile digital expert working on the full life cycle of digital products and services. He has been the Digital Communications Director at Thales, lead the EMEA Samsung online advertising team, and Director of Marketing at the major player in Distance Learning, Studi.



## An ecosystem to support your success after graduation

We expect your success to be highly personal, where your sense of purpose, your job opportunities, and your wellbeing intersect and overlap. This is how you will both make a difference in tomorrow's world and lead a fulfilling life.

Most of our graduates will attend top masters around the world or the future Forward Master's programmes. Some may wish to step directly into the workplace following their Double Programme as they will be equipped not only with two degrees but also with the skills and experience valued by forward-looking recruiters.

We will guide you onwards thanks to our Career Service. Dedicated professionals will provide you with personalised guidance, and you will attend frequent seminars and workshops with influential academics, top executives, and innovative entrepreneurs. Your Forward Skills Scorecard will allow you to find the perfect match and make a difference in front of juries and recruiters.

### **Our Committee of Senior Advisors**

Capgemini, Hubert Giraud (Global Head of Human Resources & Transformation),
SAP, Wolfgang Fassnacht (Global Head of Leadership & Talent Development),
L'Oréal, Jean-Claude Legrand (Global Head of HR), Heidrick & Struggles
Consulting, Hervé Borensztejn (Managing Director), Salesforce, Philippe van
Caenegem (Global Managing Director of Innovation), HEC and Oxford, Prof. Olivier
Sibony (former McKinsey Director), Woodeum, Guillaume Poitrinal (CEO), Cartier,
Pascal Rousseau, (former Global Head of HR), Tomtom, Corinne Vigreux
(Co-founder), Leap Venture, Hala Fadel (Managing Partner), Arianespace, Stéphane
Israel (CEO), OECD, Stephan Vincent-Lancrin (Senior Expert in Education).

## Meet some of our students

International Community Passionate and Engaged



After graduating from the Jeannine Manuel International School in France, Leo is now following our Double Bachelor's programme. Driven by the idea of helping others, he volunteered at Protection Civile as an EMT assistant and became first aid teacher. Leo also has a passion for sports he was a member of his school basketball team which won the Parisian cup. He also served as a referee at his school.

After completing her graduation in Norway, Hanna is following our Bsc in Psychology. During school, Hanna was the regional president of the Young Liberals of Norway, vice president of Young Friends of the Earth Oslo, and also worked for the International Planned Parenthood Federation. As if that wasn't enough, Hanna also organised one of the first and biggest climate school protests in Norway, which gathered over 20,000 people and was the project she submitted in her winning Impact Award application.





After completing her secondary education in Poland, Bogna is following our BSc in Psychology. She has led a social project that gave mentally disabled children the opportunity to express their dreams and encouraged them to talk about their ambitions. She is passionate about medicine, psychology and astronomy. She has also been involved in debating and public speaking.

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"I believe Forward College offers an outstanding opportunity, which I couldn't resist. I was looking for a school which provides me a well-recognized degree and also cares about my personal development. Being able to study in 3 different countries, learn the languages and meet their cultures is an exceptional offer. Doing it with an international community will allow us to gain a wider perspective and understanding on a variety of things. Forward College is very promising so I can't wait to move to Lisbon." Bogna

## **Key Figures**





**100%** of academic faculty with teaching experience in Russell Group Universities (or EU equivalent)



60 International

recruiters and experts supporting Forward College







## **Tuition fees**

Yearly **tuition fees** amount to **€16,500** (€18,500 for non-EU students) for the **International Bachelors +** and **€19,000** (€21,000 for non-EU students) for the **International Double Bachelor.** There are no additional administrative fees.

Equal opportunity, inclusion, and social diversity are central to Forward's ethos. By 2025, Forward will establish financial arrangements that will allow us to enroll up to **30% of exceptional students from disadvantaged backgrounds** in our new cohort.

In the meantime, scholarships and 0% interest trust loans are available for such students.





# Cost of accomodation

Students will live in our **dedicated Student Homes** which are part of the Forward co-living and co-learning **experience.** Here are indications on the approximate monthly rates of the rooms:

- Lisbon: €500 to €685 per month
- Paris: €730 to €860 per month
- Amsterdam: €1050 per month



We cannot wait for the traditional universities to adapt. We need Forward College to bring about new talents who will be both more humane and able to leverage technology for good.

Corinne Vigreux, Senior Advisor Co-Founder of Tomtom, Founder of CODAM Coding School

Forward College is the kind of experience that gives students the ability to learn, practice and reflect so that they become highly adaptable leaders. *Philippe Van Caenegem, Senior Advisor Salesforce - Managing Director of Innovation* 

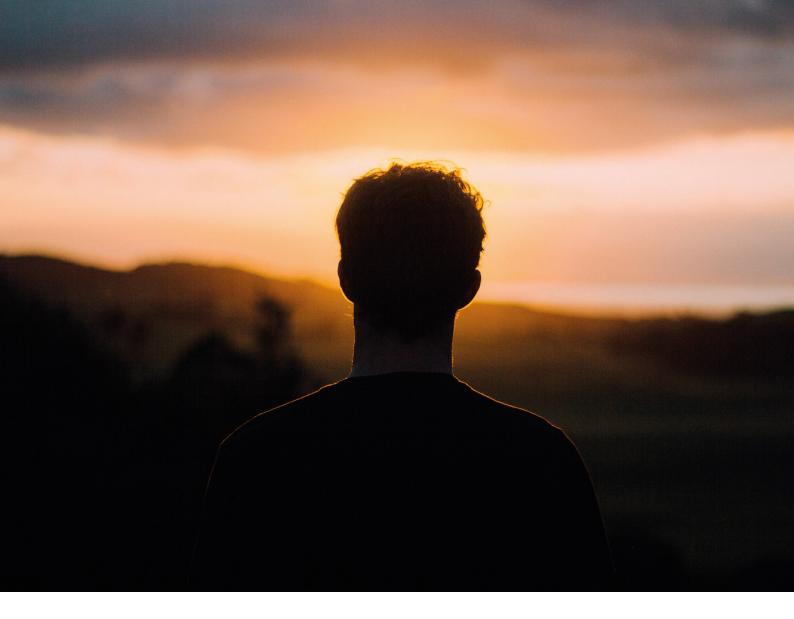




Forward College combines exactly what corporates are desperately looking for: a solid intellectual training combined with soft skills, digital skills and international exposure. That is the way forward. *Jean-Claude Legrand, Senior Advisor L'Oreal - Global Head of Human resources* 

Forward College is the most exciting programme in Higher Education I've come across. Chris Cobb, Senior Advisor University of London - former Vice Provost





## FORWARD COLLEGE



THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

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