



ESCE

~ INTERNATIONAL BUSINESS SCHOOL ~

COURSEBOOK 2015-2016

DIPLOME VISÉ BAC+5 / GRADE MASTER

CONFÉRENCE DES GRANDES ÉCOLES

PARIS - LYON

ESCE CURRICULUM

Academic Departments	Specializations At Master level
International Trade & Supply Chain Management	<ul style="list-style-type: none"> - Core courses : International Trade - Supply Chain Management
Finance, Audit & Control	<ul style="list-style-type: none"> - International Finance - Audit and Consulting
Marketing & Communication	<ul style="list-style-type: none"> - International Marketing (in French or in English)
Strategy, Management & Corporate Environment	<ul style="list-style-type: none"> - Entrepreneurship - International People Management
Languages & Humanities	<ul style="list-style-type: none"> - Core courses

2 nd year Courses	ECTS	Hours	Course ID	Fall	Spring
Department of International Affairs and Supply Chain Management					
Pratiques et Techniques du Commerce International	4	26	1022	✓	✓
Risques à l'international	2	19,5	1023	✓	✓
Stratégie de Transport	4	26	1021	✓	✓
Department of Finance, Audit and Control					
Analyse Financière	4	26	1024	✓	✓
Department of Marketing and Communication					
Fundamentals of Marketing 2*	4	26	1020	✓	✓
Department of Strategy, Management and Corporate Environment					
International Relations 2*	2	19,5	1033		✓
Economie Managériale	4	26	1029		✓
Management des Organisations	2	19,5	1031		✓
Négociation Interculturelle	4	26	1032		✓
Department of Languages and Humanities					
Sociologie	2	19,5	1030		✓

3 rd year Courses	ECTS	Hours	Course ID	Fall	Spring
<u>Department of International Affairs and Supply Chain Management</u>					
Approche des marchés (un pays au choix : Brésil, Russie, Chine ou Inde)	2	19,5	1407	January only	
Introduction au Supply Chain Management	2	19,5	1047	January only	
<u>Department of Finance, Audit and Control</u>					
Finance d'entreprise	4	26	1043		✓
Contrôle des coûts	2	19,5	1042	January only	
Finance de marché	4	26	1044		✓
<u>Department of Marketing and Communication</u>					
Sociologie de la consommation	2	19,5	1048		✓
<u>Department of Strategy, Management and Corporate Environment</u>					
Ethique des organisations	2	12	1365	January only	
Diriger une entreprise	4	26	1045		✓
Principles of People Management*	2	19,5	1050		✓
Strategic Management*	4	26	1051	✓	✓

4th year courses	ECTS	Hours	Course ID	Fall	Spring
Core Courses					
Current Economic Issues*	4	36	1442	✓	✓
International Business Negotiation*	4	36	1056	✓	✓
International Project Set-up Management*	4	36	1496	✓	✓
Specialization : Supply Chain Management					
Stocks and Flows Management*	4	36	1069	✓	✓
Operations Management*	4	36	1068	✓	✓
Purchasing Management*	4	36	1070	✓	✓
Specialization : International Marketing					
Strategic Brand Management*	4	36	1380	✓	✓
Gestion de marque	4	36	1065	✓	✓
Integrated Marketing Communication*	4	36	1064	✓	✓
Politique de Communication	4	36	1066	✓	✓
Digital Marketing and Customer Relationship Management*	4	36	1456	✓	✓
Marketing digital et relationnel	4	36	1067	✓	✓
Specialization : International Finance					
Contrôle de gestion (FI)	4	36	1076	✓	✓
Portfolio and bond Management *	4	36	1075	✓	✓
Gestion des risques financiers	4	36	1077	✓	✓
Specialization : Audit and Consulting					
Méthodologie de l'Audit 4 KPMG	4,5	36	1362		✓
Contrôle de gestion (Audit)	4,5	36	1080		✓
Comptabilité approfondie	4,5	36	1079		✓
Normes IFRS et Consolidation	4,5	36	1364		✓
Specialization : International People Management					
Corporate Social Responsibility*	4	36	1313	✓	✓
Managing Across Borders (Managing Teams in Organizational Cultures)*	4	36	1312	✓	✓
Managing People*	4	36	1311	✓	✓
Specialization : Entrepreneurship					
Gérer les risques juridiques en entreprise	4	36	1061	✓	✓
Entrepreneurial Marketing	4	36	1457	✓	✓
Développer ses compétences d'entrepreneur	4	36	1455	✓	✓

4th year courses (AMBITION 4)	ECTS	Hours	Course ID	Fall	Spring
Core Courses					
International Trade *	5	36	1431	✓	
Supply Chain Management and Logistics Strategies *	5	36	1475	✓	
Marketing Research and consumer behavior *	5	36	1479	✓	
Theory and Organizational Management *	5	36	1477	✓	

5th YEAR COURSES

ONLY AVAILABLE FOR MASTER LEVEL STUDENTS

5 th year courses	ECTS	Hours	Course ID	Fall	Spring
Core Courses					
International Business Management Execution*	3	36	1085	✓	
International Sales Development*	3	36	1086	✓	
Specialization : Supply Chain Management					
International Purchasing Strategies and Practices*	4.5	36	1093	✓	
Prévisions et systèmes d'informations	4.5	36	1094	✓	
Quality Management Improvements Approach*	4.5	36	1092	✓	
Supply Chain Management*	4.5	36	1091	✓	
Specialization : International Marketing					
Marketing Mix Performance*	4.5	36	1322	✓	
Advanced Communication Strategies*	4.5	36	1319	✓	
Advanced Digital Marketing*	4.5	36	1320	✓	
Intelligence and Marketing Plan*	4.5	36	1321	✓	
Specialization : International Marketing option Luxury Products					
Intelligence et Plan marketing	4.5	36	1089	✓	
Performance de l'offre	4.5	36	1090	✓	
Gestion des produits de luxe	4.5	36	1751	✓	
Image et communication digitale	4.5	36	1750	✓	
Specialization : International Marketing option Mass Consumption					
Intelligence et Plan marketing	4.5	36	1089	✓	
Performance de l'offre	4.5	36	1090	✓	
Distribution de Produit de Grande Consommation	4.5	36	1752	✓	
Stratégies et marketing des services	4.5	36	1753	✓	
Specialization : International Finance					
Gestion de trésorerie	4	36	1097	✓	
Evaluation de l'entreprise	4	36	1095	✓	
Fusions et Acquisitions	4	36	1096	✓	
Droit bancaire et financier	4	36	1098	✓	
Specialization : International People Management					
Developing Potential*	4.5	36	1448	✓	
Diversity Management*	4.5	36	1449	✓	
Navigating Change*	4.5	36	1450	✓	
Managing Information Systems*	4.5	36	1451	✓	
Specialization : Entrepreneurship					
Gérer la finance entrepreneuriale	4.5	36	1315	✓	
Reprendre une entreprise & manager le changement et l'innovation	4.5	36	1317	✓	
Entrepreneurship*	4.5	36	1060	✓	
Construire son projet professionnel de création d'entreprise	4.5	36	1318	✓	

<u>Suggested courses for international students</u> (equivalent to 3rd year level)	<i>ECTS</i>	<i>Hours</i>	<i>Course ID</i>	<i>Fall</i>	<i>Spring</i>
EE_International Business Practices*	4	36	1227	✓	✓
EE_International Financial Markets*	4	39	1466		✓
EE_International Risk Management*	4	39	1458	✓	
EE_International Corporate Finance*	4	39	1275	✓	
EE_Case Studies*	4	36	1164	✓	✓
EE_European Lobbying*	4	36	1217	✓	✓
EE_Inter-Cultural Persuasive Communication*	4	36	1484	✓	✓
EE_Cross Cultural Management*	2	18	1796	✓	✓
EE_French Civilization*	4	19.5	1218	✓	✓
EE_La France à 360°	4	19.5	1276	✓	✓
EE_Zoom sur la France	4	19.5	1701	✓	✓
EE_Culture et pratique de l'entreprise	4	19.5	1703	✓	✓

FRENCH LANGUAGE COURSE MANDATORY	<i>ECTS</i>	<i>Hours</i>	<i>Course ID</i>	<i>Fall</i>	<i>Spring</i>
EE_1, 2, 3 Partez!_FRA0	4	19.5	1481	✓	✓
EE_Le Français jour après jour_FRA1	4	19.5	1219	✓	✓
EE_Le Français spontané_FRA2	4	19.5	1220	✓	✓
EE_Acteur en Français_FRB1	4	19.5	1222	✓	✓
EE_Architecture de l'expression_FRB2	4	19.5	1223	✓	✓
EE_Profil professionnel_FRC1	4	19.5	1224	✓	✓

* = Taught in English
Fall = September to December
Spring = February to June

GENERAL INFORMATION

1-Preamble

ESCE has as its purpose to prepare their future graduates to become the responsible of the economic life and the business world, mainly internationally. This regulation attempts to define the best conditions to this goal to be achieved. The school requires that each student uses his sense of responsibility and desire to succeed. The establishment of a strict discipline, but voluntary, should facilitate the accomplishment of this exigency.

The ESCE's curriculum is organized in 2 cycles of studies.

1st Cycle
 1st Year: 60 ECTS
 2nd Year: 60 ECTS
 3rd Year: 60 ECTS

2nd Cycle
 4th Year 60 ECTS
 5th Year 60 ECTS

Each year of study is validated by 60 ECTS credits; it is a total of 300 ECTS credits for the entire program. The courses are structured in modules; each module consists in specific subjects.

The validation of an ECTS module is done by obtaining the average of 10/20 in each module. Except in cases clearly determined, the modules don't compensate each other.

Within each module, only the grades obtained in its subjects will compensate each other.

All the students receives in the beginning of the year the regulations of the School, thus acknowledging and agreeing with the rules of ESCE.

2-Academic Calendar

SEMESTER 1 (FALL)	
Orientation Week	26/08/2015-29/08/2015 <i>Mandatory for new international students</i>
Start of classes	01/09/2015 for 4 th and 5 th year classes
	08/09/2015 for 2 nd year classes and other classes
Breaks	27/10/2015-02/11/2015
End of Classes	20/12/2015 (exams included)
Christmas break	21/12/2015 -04/01/2016
January (Intersession)	05/01/2016-30/01/2016 : 3rd year courses (optional)
	Fee paying Winter Program (intensive French course): From January 12 th to 31 st 2016
SEMESTER 2 (SPRING)	
Orientation week	28/01/2016-30/01/2016 <i>Mandatory for new international students</i>
Start of classes	02/02/2016 for 4 th year and 3 rd year classes
	09/02/2016 for 2 nd year classes
Breaks	22/02/2016-01/03/2016
	26/04/2016-03/05/2016
End of classes	13/06/2016 at the latest (exams included)

FRENCH BANK HOLIDAYS 2015/2016
New Year's Day: 01/01/2016
Easter Monday: 28/03/2016
Labor Day: 01/05/2016
Ascension Day: 05/05/2016
Victory Day 1945: 08/05/2016
Whit Monday: 16/05/2016
Bastille Day: 14/07/2016
Assumption: 15/08/2016
All Saints Day: 01/11/2015
Liberation Day 1918: 11/11/2015
Christmas Day: 25/12/2015

It is not possible to start the exchange programme later than two weeks after the start of the lectures due to mandatory attendance rules and because groups are done in the first week of the semester.

Dates of final exams can not be changed and students should check the date of the last exams before booking flights.

3- Attendance and punctuality

ESCE has as its objective to provide to their students training in international management, what requires the participation of each student in all pedagogical activities (classes, exams, conferences, etc...).

The students are required to be punctual to all classes. The professors might refuse to accept in their class students that are late, in this case the student will be considered as absent.

The students should imperatively respect the schedule given by the Direction of Studies (punctuality, respect the attributed group). No permutation of classes will be allowed. **The attendance to all courses is mandatory.**

As the assiduity is prerequisite to academic success at ESCE, a control of the absences by signature will take place every class and evaluation. The control is done through a nominative call by the professor. After that the students should sign the list. The signature will work as an attestation that the student was in the class.

A volume of 18 hours of absence is tolerated per semester per student. This volume is reduced during the inter-semester session to 7, 5 hours for 3rd year students. For students of the 2nd year the absences registered during the inter semester period are attached to the 1st or 2nd semester depending on the course of the student.

In case of exceeding the allowed volume of absences during the established period, the following rules will be applied:

Number of hours exceeding the allowed volume	Percentage of the reduction of the continuous assessment's final grade in all subjects taken during the semester:
1h30	20%
3h	40%
4h30	60%
6h	80%
7h30	100%

The participation in 75% of the total duration of the course is mandatory. Otherwise, the grade 0/20 will be assigned as continuous assessment's final grade (0/20 as the final grade of the elective if it is the case).

In exceptional cases of absence (hospitalization, long-term illness, etc...), a temporary adjustment of the assiduity rules may be granted by the Director of Studies of the concerned cycle and the student that have made the demand previously.

The absences connected to family events will be confidentially treated by the Direction of Studies if the student let the Direction know about it in a reasonable delay.

At the beginning of the semester the student is informed about the modalities, number and the calendar of the continuous assessment evaluations for each subject. In case of absence in one or more continuous assessment evaluations of the same subject the student will be asked to contact the professor or the responsible of the course.

4 – Ects and Evaluation system

Modules and ECTS Credits

In order to validate a subject, it is necessary to obtain the minimum average of 10/20. This average may include:

- Continuous assessments of the semester
- Specific reports planned on the beginning of the semester
- Oral or written tests of the semester

The validation of the module (average of 10/20 or more) leads to the accreditation of all the ECTS credits for that module.

Evaluation system in France is on 20 and 10 is a minimum required to pass

17-20= excellent

15-16=very good

13-14=good

11-12= satisfactory

10= sufficient

9-0= fail

Equivalency of grades at ESCE and ECTS																					
ESCE	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
ECTS	A	A	A	B	B	C	C	D	D	E	E	F									

5-Exams

For most of the subjects, the evaluation is composed of 40% continuous assessment and 60% final exam. Some subjects, however, are evaluated 100% on continuous assessment. Continuous assessment means that the evaluation will be organized by the professor during the semester and final exam means that the exam will take place at the end of the semester.

Please note that if you choose subjects from Year 2, 3, 4 or 5, exam clashes may occur. When exams schedule will be published, you will be informed of your exams organization.

6-Resit Exams

Due to calendar reasons, there is no option to re-take exams for international exchange students.

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2nd Year Courses

2 nd year Courses	ECTS	Hours	Course ID	Fall	Spring
<u>Department of International Affairs and Supply Chain Management</u>					
Pratiques et Techniques du Commerce International	4	26	1022	✓	✓
Risques à l'international	2	19,5	1023	✓	✓
Stratégie de Transport	4	26	1021	✓	✓
<u>Department of Finance, Audit and Control</u>					
Analyse Financière	4	26	1024	✓	✓
<u>Department of Marketing and Communication</u>					
Fundamentals of Marketing 2*	4	26	1020	✓	✓
<u>Department of Strategy, Management and Corporate Environment</u>					
International Relations 2*	2	19,5	1033		✓
Economie Managériale	4	26	1029		✓
Management des Organisations	2	19,5	1031		✓
Négotiation Interculturelle	4	26	1032		✓
<u>Department of Languages and Humanities</u>					
Sociologie	2	19,5	1030		✓

Courses taught in:

E = English

F = French

Department of International Affairs and Supply Chain Management

Pratiques et Techniques du Commerce International (F)

Target knowledge	<ul style="list-style-type: none">▪ Answer an invitation to tender and elaborating a negotiation strategy▪ Draft and negotiate an international contract▪ Export distribution and location▪ Getting established abroad through a "know-how" sale▪ International procurement techniques▪ Export strategies
Target skills	<ul style="list-style-type: none">▪ Learn how to mix export tools as part of a global project▪ After analysing concrete elements, solve an international company problem
Prerequisites	TCI for 1A
References	Exporter, Editions Foucher

COURSE CONTENT

Introduction

1. Export strategy

- Export diagnosis
- Market selection and study of the target market
- Elaboration of the strategy
- Major group strategies and classification of the different strategies

2. International procurement

- Procurement motivation, habits and behaviour
- Basic data
- Procurement organisation

3. Processing an invitation to tender

- General information on proposal drafting techniques
- The pre-qualification file
- Processing the invitation to tender and working out the tender proposal

4. Organising the distribution network

- Selecting the network - research method
- Assistance - integration
- Motivation
- Management and control

5. The sales contract

- General definitions
- Contract architecture
- The main types of contract
- Study of the general and specific terms
- Contract types
- The sales contract

6. Methods of international distribution and set up

- Reminders: direct sales/indirect sales - With/without investment
- Sale through cooperation
- Commercial agent / Importer-Distributor
- Subsidiary / Branch
- Franchise

7. Know how

- Generalities - Definitions
- Should sales policy be based on know-how?
- What to expect from know-how
- Setting up know-how
- Main clauses - example of a contract

8. Compensation

- Definition and international practises
- Commercial compensation
- Industrial compensation
- Purchase oriented compensation
- Financial compensation
- Counter trading
- Duty of compensation
- Compensation contract

Target knowledge	<p>Know the export financing tools available to an company from the prospecting phase up to setting up locally</p> <ul style="list-style-type: none"> ▪ Know and be capable of using: <ul style="list-style-type: none"> - country-risk analysis in its economic and political dimension - customer-risk analysis (financial analysis, choice of international methods of payment) - analysis of currency risk (in an economic logic) ▪ Setting up a worldwide customer portfolio that is balanced and shared in terms of international risk
Target skills	Learn how to set up a risk and financing policy at the entrepreneurial level in order to develop credit manager skills
Prerequisites	<ul style="list-style-type: none"> ▪ Basic international trading techniques (Incoterms, means of payment, distribution) ▪ Financial and statistical analysis
References	<ul style="list-style-type: none"> ▪ L'assurance crédit dans le monde - Mécanismes et perspectives, by Hubert Martini, Revue banque Edition ▪ La gestion du risque client à l'international, by Jean-Claude Asfour and Jean-Louis Malard, Edition Le Moci ▪ Web sites - www.standardandpoors.com / www.moodys.com

Risques à l'international
<p>COURSE CONTENT</p> <p>Introduction: export credit and financing risk management</p> <ul style="list-style-type: none"> - Current stakes - Future stakes <p>1. Mastering the risk of non-payment</p> <p>Risks related to the international environment</p> <p>Chronology of risks and international trade operations</p> <p>Prospecting related risks</p> <p>Credit risk management</p> <ul style="list-style-type: none"> - The impacts of credit risk - The types of risk - The coverage of credit risks by internal company tools - The coverage of non-payment risks by credit insurance - The currency risk <p>2. Financing international trade operations</p> <p>Common trade operations</p> <ul style="list-style-type: none"> - Factoring - Forfaiting - securitization <p>Medium/long term operations - major capital goods, public works contracts (3 to 10 years and more)</p> <ul style="list-style-type: none"> - Risk chronology - The different types of financing - Public credit assurance - First demand guarantees

Stratégie de Transport (F)

Target knowledge	<p>In order to make it possible for the students to understand transport strategies in all their complexity, this course will be under the responsibility of a transport and logistics professor who will examine the "business models" for each means of transport in depth.</p> <p>Nevertheless, 2 sessions focusing on International Transport tools will be given by professionals from the activity in order to provide the students with the required applied knowledge.</p> <ul style="list-style-type: none"> ▪ Understanding the role and the importance of transport in economic systems ▪ Understanding the role of transport in the organisation of international chains ▪ Understand the different means of transport and their advantages ▪ Knowing the difference between the professions and functions of the different actors in the transport system and analysing their characteristics ▪ Understanding the logic behind transport contracts and management ▪ Analysing transport network strategies
Target skills	<p>The purpose of these objectives is to provide the students with the fundamentals required to continue their management training syllabus. Students who choose to take the SCM option will be able, in the long term, have the following jobs:</p> <ul style="list-style-type: none"> ▪ Logistics and/or Transport manager; ▪ Warehouse Manager ▪ Supply Chain Manager; ▪ Logistics or procurement Consultant ▪ Logistics study manager
Prerequisites	No prerequisites.
References	<ul style="list-style-type: none"> ▪ Savy M. (2007), Le transport de marchandises, Ed Eyrolles ▪ Damien MM. (2005), Dictionnaire du transport et de la logistique, Ed Dunod ▪ Collectif (2007), Économie et gestion du fret, Ed Techniques de l'ingénieur CELSE ▪ Belotti J. (2002), Transport International de Marchandises, Ed. Vuibert ▪ Pons J. (2005), Transports et Logistique, HERMES

COURSE CONTENT

1 - Transport: an economic, political and technological system (introduction)

- A system with multiple actors, a technological, economic and social system
- The evolution of transport policy in Europe (Directives)
- An encounter between regulation and actors

2- Operation and general characteristics of modes of transport

- Modes: road / rail / maritime / river / air: general panorama
- Modal and intermodal comparison
- The different types of goods
- Packing and packaging

3- The actors in international transport

- Brokers, freight forwarding agents, agents, consignees, service providers... definitions and clarification of their functions
- Road transport: regulations and the status of operations (public and private)
- Stevedoring and the shipping business (European reform in progress)
- Rail companies and transport (Directive 91/440)
- Air companies and transport

4- International transport tools

- The sessions consecrated to tools will be managed by international transport professionals
- Pricing: weight/volume ratio, the weight break rule, graded rates
- Contracts
- Customs
- Risk prevention tools

5- Building international chains

- Synthesis: the role of the actor in the context of international chains
- Synthesis: transport professions
- Synthesis: the evolution of "business models" in road, sea, rail, air and intermodal transport

Department of Finance, Audit and Control

Analyse Financière (F)

Target knowledge	<ul style="list-style-type: none">▪ Assess the profitability of a company using the analysis of its past▪ Analyse company operations▪ Understand company financial operations▪ Know how to judge how a company has financed its operation and investment operations▪ Analyse whether the company has followed the financial management rules▪ Measure the financial risks taken and its solvency
Target skills	<ul style="list-style-type: none">▪ Calculate and understand intermediate balances▪ Measure operating profitability▪ Measure non-operating revenues and expenses▪ Measure total profitability▪ Calculate cash flow▪ Interpret the evolution in cash flow▪ Interpret company financing▪ Calculate and comment ratios▪ Choose the appropriate ratios for financial analyses▪ Assess a company's financial situation▪ Know how to assess a company▪ Understand company notation methods
Prerequisites	<ul style="list-style-type: none">▪ Knowledge of accounting documents: balance, profit and loss statements and appendices▪ - Knowledge of accounting principles
References	<ul style="list-style-type: none">▪ F. Bonnet, Du bilan comptable au bilan financier, Economica 2002▪ B. Brealey et S. Myers, Principes de gestion financière, Pearson, 2003▪ E. Cohen, L'analyse financière, Economica, 2006▪ P. Vernimmen, Finance d'entreprise, Dalloz, 2012▪ L. Batsch, Diagnostic financier, Economica, 2000▪ C. Thibierge, Analyse financière, Vuibert, 2011▪ B. Solnik, Gestion financière, Dunod, 2005▪ B and F Grandguillot, Analyse financière, Lextenso edition, 2010

COURSE CONTENT

FINANCIAL INTERPRETATION OF ACCOUNTING DOCUMENTS

Financial interpretation of the balance

- Financial analysis of the main balance accounts
- The financial balance
- A functional approach to the balance

Financial interpretation of the profit and loss statement

- Intermediate balances
- Cash flow

COMPANY DIAGNOSIS

Statement of source and application of funds

Part 1

- Jobs
- Resources

Part II

- The variation in the need for working capital
- The variation of the need for working capital and the company liquidity

The ratio method

- Structure ratios
- Management ratios
- Company profitability

The principles for the assessment of a company

Asset assessment

- The difficulties of assessment
- The different methods of asset assessment

Assessment by flow

- Capitalisation or present value

Department of Marketing and Communication

Fundamentals of Marketing II (E)

Target knowledge	<ul style="list-style-type: none">• Understand the marketing process and the creation of customer value• Discover the essential issues related to the marketing mix
Target skills	<ul style="list-style-type: none">• Analyze market data to determine the stage of a product life cycle and link this stage to the appropriate marketing objective• Calculate a price via different pricing methods• Propose an appropriate marketing mix for a given product category
Prerequisites	Fundamentals of Marketing I
Reference	<p>KOTLER, ARMSTRONG (2014) Principles of Marketing, Global Edition, 15th edition, Pearson Education</p> <p>KOTLER, ARMSTRONG, HARRIS, PIERCY (2013), Principles of Marketing European Edition, 6th edition, Pearson Education</p> <p>BRASSINGTON, PETTITT (2013), Essentials of Marketing, 3rd Edition, Pearson Education</p> <p>JOBBER, ELLIS-CHADWICK (2012), Principles and Practices of Marketing 7th Edition, McGraw-Hill Education</p>

COURSE CONTENT

Chapter 1: The marketing process

- Goals of marketing
- Marketing defined
- The marketing process
- Core concepts: needs, demands, wants, exchange
- Marketing management orientations

Chapter II: The marketing environment

- Micro-environment
- Macro-environment
- Insights

Chapter III: Consumer Behavior

- Definition
- Stimulus response model

Chapter IV: Segmentation, targeting and positioning

- Evolution of marketing strategy
- Segmentation and segmentation variables
- Targeting and targeting strategies
- Differentiation
- Positioning

Chapter V: Product and product mix decisions

- What is a product? definition and levels
- Product line decisions
- Product life cycle

Chapter VI: Price and pricing strategies

- Considerations in setting price: internal and external factors
- Marketing objectives in setting price
- Price elasticity of demand
- Pricing strategies

Chapter VII: Distribution

- Definition of a marketing or distribution channel
- How channel members add value
- Channel behavior and organization

Chapter VIII: Communications

- Integrated marketing communications definition
- The promotion mix
- The communications process
- Push and Pull strategies

Department of Strategy, Management and Corporate Environment

International Relations 2 (E)

Target knowledge	<ul style="list-style-type: none">- To analyse current geopolitical and geo-economic events to help future managers to better know and deal with the complex international economic, political and business environment- To understand the role and strategies of different state and non-state actors involved in conflict prevention, conflict resolution and conflict management- To focus on three main industry sectors, namely arms, oil and Big data, and study threats and conflicts related to them so as to put forward the interdependence between conflict management and doing business
Target skills	<ul style="list-style-type: none">- To be able to explain conflict evolution, identify different types of current conflicts and understand their impact on the international business environment- To be able to make a regional geopolitical and geo-economic analysis of current conflicts by focusing on their impact on the national and international business environment- To be able to identify appropriate strategies that multinational companies could put in place to face and mitigate risks when doing business in conflict-affected countries and regions
Prerequisites	<ul style="list-style-type: none">- Relations Internationales Contemporaines de 1^{ère} année- Keeping well informed on current international events
References	<ul style="list-style-type: none">- BAYLIS John, SMITH Steve & Patricia OWENS, <i>The Globalization of World Politics: an Introduction to International Relations</i>, 6th edition, Oxford University Press, 2013- DIMITRIOVA, Anna and Eddy FOUGIER, <i>Introduction aux relations internationales</i>, Ellipses, 2014- GOLDSTEIN Joshua & Jon PEVEHOUSE, <i>International Relations</i>, 10th edition, Pearson Longman, 2012-2013 update

COURSE CONTENT

1. International Conflicts and Crisis Management

- Types of conflicts : ICG Crisis Watch Barometer, HIIK Conflict Barometer
- The role of the IO in conflict management: UN, NATO, AU, EU missions
- Human security and the R2P
- Business implications

2. Major Current Conflicts in Africa

- Geopolitical and geo-economic analysis of the region
- Case studies (DRC, Somalia, Côte d'Ivoire, Mali, etc.)
- Business implications

3. Major Current Conflicts in South-East Asia

- Geopolitical and geo-economic analysis of the region
- Case studies (Sri Lanka, Afghanistan, Pakistan vs India, etc.)
- Business implications

4. Major Current Conflicts in Eurasia

- Geopolitical and geo-economic analysis of the region
- Case studies (Russia vs Ukraine, etc.)
- Business implications

5. Major Current Conflicts in the MENA (Middle East and North Africa) region

- Geopolitical and geo-economic analysis of the region
- Case studies ("The Arab Spring", Libya, Syria, ISIS, etc.)
- Business implications

6. Proliferation and Arms Control Management

- Arms production and trade: trends in countries' military expenditures and sales
- Nuclear weapons and proliferation
- Nuclear strategy and arms control
- Business implications

7. Energy Security Management: Geopolitics of the Oil Industry

- Analysis of the oil production, reserves, export and import flows
- Major actors on the oil market
- Middle East countries' oil policies: the role of OPEC
- Current geopolitical factors impacting the oil prices
- Shale Gas Boom in the US: what consequences for the global oil market?
- Business implications

8. Cyberwar and Cyber Security Management

- Definitions (cybercrime, cyberterrorism, cyberwar) and actors
- Types of cyberconflict (hacktivism, cybercrime, cyber espionage, cyber sabotage, cyber terror, cyber war)
- International law and cyberwar
- Recent national strategies for cybersecurity (the USA, China, Russia, etc.)
- Business implications

Economie Managériale (F)

Target knowledge	<ul style="list-style-type: none"> - Maîtriser les concepts et outils de base de l'économie managériale. - Mettre en évidence et analyser les facteurs économiques qui influencent le comportement du consommateur et de la firme. - Quantifier et interpréter les déterminants du comportement du consommateur et de la firme. - Acquérir une capacité d'analyse en économie et gestion de l'entreprise. - Comprendre le fonctionnement des marchés et les stratégies des firmes.
Target skills	<ul style="list-style-type: none"> - Comprendre et anticiper le comportement du consommateur, - Mobiliser ses connaissances et en acquérir de nouvelles dans les métiers liés à la gestion de l'entreprise. - Comprendre le comportement des entreprises - Evaluer les coûts de production
Prerequisites	<ul style="list-style-type: none"> - Connaissances préalables: mathématiques de fin d'enseignement secondaire - Quelques notions du cours de Macroéconomie 1A (Chapitre Liminaire)
References	<ul style="list-style-type: none"> - Sloman J. et Wride A. (2009), <i>Principes d'économie</i>, 7^{ème} édition, Pearson, 768p. - Samuelson P.A. et Nordhaus W.D (2005), <i>Economie</i>, Economica, 18ème édition, Paris, 782p. - Généreux, J., 2004, <i>Economie Politique, Microéconomie</i>, Paris : Hachette, Coll. Les Fondamentaux (4^e édition) ; 160 p.

Economie Managériale	
COURSE CONTENT	
-Chapitre Liminaire : Rappel sur la théorie de l'offre et de la demande <ul style="list-style-type: none"> 0.1 Les outils de la théorie de l'offre et de la demande 0.2 Elasticité de la demande 0.3 Fonction d'offre et de demande 	
-Chapitre 1 : Les fondements de la demande de biens et de services <ul style="list-style-type: none"> 1.1 Le concept d'utilité marginale 1.2 La méthode par les courbes d'indifférence et contrainte budgétaire 1.3 Le surplus du consommateur et surplus du producteur 	
-Chapitre 2 : Les fondements de l'offre de biens et de services <ul style="list-style-type: none"> 2.1 La production d'une firme à court terme 2.2 L'analyse des coûts de production à court terme 2.3 Les coûts de production à long terme 2.4 Les recettes de l'entreprise et maximisation du profit 	
-Chapitre 3 : La maximisation du profit en concurrence pure et parfaite et monopole <ul style="list-style-type: none"> 3.1 Les différentes structures de marché 3.2 La concurrence pure et parfaite 3.3 Le monopole 	
-Chapitre 4 : La maximisation du profit en concurrence imparfaite <ul style="list-style-type: none"> 4.1 La concurrence monopolistique 4.2 L'oligopole 4.3 La discrimination par les prix 	

Management des Organisations (F)

Target knowledge	<ul style="list-style-type: none"> ▪ Give the basis for the analysis of the structures and operation of organisations in order to allow each student to better understand the role he/she plays in any organisation: ▪ Determine and analyse the rules he/she is subjected to, determine and analyse the strategies he/she undertakes. ▪ Understand and analyse the structures and the operation of an organisation in order to situate his/her action and measure the stakes.
Target skills	<p>Understand:</p> <ul style="list-style-type: none"> ▪ The man - task relationship: the nature of the task, the various material conditions, the hours, the fatigue, the work, organisation, the adaptation of the machine to man, etc. ▪ The relationship between man and the organisation: the establishment of the relationship between the individual and the organisation. ▪ Inter-personal relationships connected to tasks and structures: relationships with hierarchy, group dynamics, decision-making, cooperation and conflict...
Prerequisites	No prerequisites.
References	<ul style="list-style-type: none"> ▪ Mintzberg H, Structure et dynamique des organisations, Les éditions d'organisation, éditions agences d'Arc, Paris, 1982 ▪ Mintzberg H, Le pouvoir dans les organisations, Les éditions d'organisation, éditions agences d'Arc, Paris, 1986 ▪ Pichault F., Nizet J, Les pratiques de gestion des ressources humaines, Points, Seuil, Paris, 2000 ▪ Michel Lallement, Le Travail. Une sociologie contemporaine, Gallimard, coll. Folio/essai, 2007 ▪ Jean-Michel Saussois, Théories des organisations, La Découverte, 2007 Organisations. État des savoirs dirigé par Philippe Cabin et Bruno Choc (Sciences Humaines Éditions, republished. 2005) ▪ Management. Voyage au centre des organisations d'Henry Mintzberg (Éditions d'Organisation, 1998). ▪ Les Pratiques de gestion des ressources humaines by Jean Nizet and François Pichault (Seuil, coll. "Points/ Essai", 2000) ; ▪ The Director's profession. Techniques et fictions by Jean-Marie Miramon, Denis Couet and Jean-Bernard Paturet (EHESP, republished. 2005); ▪ Manager son équipe au quotidien by Bernard Diridollou (Eyrolles, republished 2007). ▪ Working disorders Enquête sur le nouveau productivisme by Philippe Askenazy (Seuil, 2004); ▪ The illusions of management Pour le retour du bon sens by Jean-Pierre le Goff (La Découverte, republished. 2006). ▪ A society sick from management Idéologie gestionnaire, pouvoir managérial et harcèlement social by Vincent de Gaulejac (Seuil, 2005) ▪ Dangerous half-truths and total nonsense by Jeffrey Pfeffer ▪ 2007) and 'En finir avec les poncifs du management. Quelques principes essentiels de gestion qui bousculent les théories by Richard Farson (Editions Maxima, republished 2008). ▪ Christophe Dejours, Travail, usure mentale. Essai de psychopathologie du travail (Bayard, republished 2008) and Souffrance en France. La banalisation de l'injustice sociale (Seuil, republished 2006).

	<ul style="list-style-type: none"> ▪ Le livre collectif, <i>Le Mal Être au travail</i> directed by Nicolas Combalbert and Catherine Riquelme-Sénégu (Presses de la Renaissance, 2006). ▪ <i>Le Stress au travail</i> by Patrick Légeron (Odile Jacob, republished 2003) covers the psychological aspects ▪ Causes and means of reacting - to stress <i>Le Journal d'un médecin du travail</i> by Dorothee Ramaut (Le Cherche-Midi, 2006). ▪ <i>Cliniques du travail</i> by Dominique Lhuillier (Érès, 2006).
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Management des organisations	
COURSE CONTENT	
INTRODUCTION	
<p>Definition of organisations</p> <ul style="list-style-type: none"> - The functionalist and organisation paradigm - Paradigm of the "socially built" and organisation <p>The scientific organisation of work</p> <ul style="list-style-type: none"> - Taylor - Mass production - Restriction of output - The economic man theory <p>The current of human relations</p> <ul style="list-style-type: none"> - Production established according to social standards and not depending on physical capacities - Non-economic > economic rewards - Workers do not act or react as individuals but as part of a group <p>Strategic analysis</p> <ul style="list-style-type: none"> - Crozier - Rationality defined according to the context and the opportunity it offers <p>The activity system model</p> <ul style="list-style-type: none"> - The analysis of transitional situations (unemployment, training) - Organisational phenomena 	
1. THE DIFFERENT FUNCTIONS WITHIN AN ORGANISATION	
<p>1.1. Structures, configurations and social systems</p> <ul style="list-style-type: none"> Case study: The governance of banks and internal organisations Case study: Organisation metaphors <p>1.2. Quality management and the human factor</p> <ul style="list-style-type: none"> Case study: "Lean" management: lean in France (IBIS) 	
2. HUMAN BEHAVIOUR WITHIN THE ORGANISATION	
<p>2.1. The meaning of work</p> <ul style="list-style-type: none"> The professional activity clinic ● Filmed observations of underground drivers, crane operators, assemblers (2009) ● A study of the teaching profession <p>2.2. Organisational socialisation</p> <ul style="list-style-type: none"> 2.2.1. Career steps 2.2.2. Integration (the case of the ME generation) 2.2.3. Managing expatriation 2.2.4. Women and the glass ceiling <p>2.3. The emotional experience</p> <ul style="list-style-type: none"> 2.3.1 Identity, recognition and satisfaction 2.3.2 Stress and its management. 	

3. DECISION, DIRECTION AND ORGANISATION

3.1. The decision process

- 3.1.1. Risk analysis
- 3.1.2. The game theory

3.2. Organisation, a coordination and leadership mode

- 3.2.1. Work teams
 - 3.2.1.1. Role and status: the drama triangle
 - 3.2.1.2. The steps in the life of a group.
 - 3.2.1.3. Group performance: Social laziness
- 3.2.2. Leadership
 - 3.2.2.1. Charisma or professional skills?
 - 3.2.2.2. The behaviour of a good leader, a Study of 5000 managers
 - 3.2.2.3. Can we succeed without "followers"?

Négociation interculturelle (F)

Target knowledge	Une formation complète à la négociation d'affaires interculturelles: stratégies, tactiques et comportements.
Target skills	<ul style="list-style-type: none"> - Maîtriser les étapes de la négociation: Préparer, Argumenter, Proposer, Marchander - Elaborer une stratégie adaptée à ses interlocuteurs - Analyser les enjeux et les rapports de force - Imposer ses conditions et répondre aux demandes de concessions - Gérer ses marges de manœuvre - Faire face aux pièges courants et dénouer les situations bloquées - Intégrer et exploiter les facteurs culturels
Prerequisites	Anglais (lire) Français (parler) Structure et fonctionnement d'une entreprise Principes de base du commerce international
References	<p>Lewicki, R. J., Saunders, D. M., & Barry, B. (2007). <i>Essentials of Negotiation</i>. New York, NY: McGraw Hill.</p> <p>Hofstede, G., Hofstede, G. J., & Minkov, M. (1997). <i>Cultures and organizations</i>. New York, NY: McGraw Hill.</p> <p>Hall, E. T. (1989). <i>Beyond culture</i>. Anchor.</p>

Négociation interculturelle	
<p>COURSE CONTENT</p> <p>1. Décrypter une négociation</p> <ul style="list-style-type: none"> - Introduction - Les termes de la négociation - Rationalité et équilibre - Types de situation - Formaliser la situation - Conclusion <p>2. Prendre en compte la complexité</p> <ul style="list-style-type: none"> - Introduction - La subjectivité - La rationalité limitée - Conclusion <p>3. Intégrer les facteurs de personnalité</p> <ul style="list-style-type: none"> - Introduction - Théories de la personnalité - Traits de personnalité et négociation - Conclusion <p>4. Comprendre la culture</p> <ul style="list-style-type: none"> - Introduction - Les marqueurs de Hofstede 	

- Les marqueurs de Hall
- Conclusion

5. Négocier avec professionnalisme

- Introduction
- Développer son intelligence émotionnelle
- Améliorer sa communication non-verbale
- Conclusion

6. Gérer un conflit

- Introduction
- Styles de gestion de conflit
- Les éléments pour résoudre un conflit
- Résoudre un conflit grâce au modèle BCF
- Conclusion

7. Développer son intelligence sociale

- Introduction
- Convaincre et influencer
- Mécanismes d'influence
- Conclusion

Department of Languages and Humanities

Sociologie (F)

Target knowledge	The main objective of the course is to show how the sociological view of things can enrich the understanding of the modern world.
Target skills	<ul style="list-style-type: none"> ▪ The first part will examine sociology's specific view of the world (especially compared to other social sciences). ▪ The second part will focus on the major sociological currents and their authors (Durkheim, Weber, Elias, Bourdieu) and will highlight the different ways of approaching social issues. ▪ Empirical surveys are not absent from the course but their main purpose will be to illustrate theory.
Prerequisites	No prerequisites.
References	<ul style="list-style-type: none"> ▪ Lallement M., Histoire des idées sociologiques: des origines à Weber, (2nd edition) Paris, Nathan, 1993. ▪ Lallement M., Histoire des idées sociologiques: de Parsons aux contemporains, (2nd edition) Paris, Nathan, 1993. ▪ Riutort P., Premières leçons de sociologie, Paris, Puf, 3rd edition, 2010. ▪ Riutort P., Précis de sociologie, Paris, Puf, 2nd edition, 2010. ▪ Rigaux Nathalie, Introduction à la sociologie par sept grands auteurs, Bruxelles, De Boeck, 2008. ▪ Dubet F. et Martuccelli D., Dans quelle société vivons-nous?, Paris, Le Seuil, 1997.

<i>Sociologie</i>
<p>COURSE CONTENT</p> <p>Part one - The sociologist's profession</p> <ul style="list-style-type: none"> - General introduction: What is sociology? - The birth of sociology - The rules of the sociological method <p>Part two - the main currents in sociology</p> <ul style="list-style-type: none"> - Durkheim: moral sociology? - Weber and the disenchantment with the world - The overcoming of the opposition between holism/individualism: constructivist sociology (Elias, Bourdieu) - Interactionist sociology

3rd Year Courses

3 rd year Courses	ECTS	Hours	Course ID	Fall	Spring
Department of International Affairs and Supply Chain Management					
Approche des marchés (un pays au choix : Brésil, Russie, Chine ou Inde)	2	19,5	1407	January only	
Introduction au Supply Chain Management	2	19,5	1047	January only	
Department of Finance, Audit and Control					
Finance d'entreprise	4	26	1043		✓
Contrôle des coûts	2	19,5	1042	January only	
Finance de marché	4	26	1044		✓
Department of Marketing and Communication					
Sociologie de la consommation	2	19,5	1048		✓
Department of Strategy, Management and Corporate Environment					
Ethique des organisations	2	12	1365	January only	
Diriger une entreprise	4	26	1045		✓
Principles of People Management*	2	19,5	1050		✓
Strategic Management*	4	26	1051	✓	✓

Courses taught in:

E= English

F= French

Department of International Affairs and Supply Chain Management

Approche des marchés (un pays au choix: Brésil, Russie, Chine ou Inde) (F)

Target knowledge	<ul style="list-style-type: none">▪ The Brazilian environment▪ Business practise in Brazil▪ Exporting to Brazil and the development of a flow of business
Target skills	At the end of the course the student will be able to: <ul style="list-style-type: none">▪ Understand the specificities of the Brazilian market▪ Elaborate a development strategy on the Brazilian market▪ Adapt the export toolbox for exports to Brazil
Prerequisites	PTCI 1 st and 2As
References	<ul style="list-style-type: none">▪ MOCI- Special Brazil issues▪ Guide Ubifrance – Comment s’implanter au Brésil▪ Webography provided by the speaker

Approche des marchés - exemple: Brésil

COURSE CONTENT

1 - Knowing Brazil: politics, society, foreign trade, geo-strategic situation, MERCOSUL

2 - The French presence in Brazil

3 - Doing business with Brazil and in Brazil

4 - Investing in Brazil

5 - Sustainable international trade

Introduction au Supply Chain Management (F)

Target knowledge	<p>This 18-hours course relies on an educational game called REACTIK, the “game of favorable flows”.</p> <p>Students will be able to:</p> <ul style="list-style-type: none"> ▪ Understand how flows operate in a company ▪ Measure the logistic performances: deadlines, stocks, in process ▪ Identify obstacles that could restrain the flows (<i>bottlenecks</i> or <i>anti-flows</i>) ▪ Propose improvements to speed up the flows (<i>favorable flows</i>) ▪ Carry out a strategy to gain new markets ▪ Master the arbitration between costs and services when designing the supply chain
Target skills	<p>These objectives aimed to give students the core principles of a managerial training.</p> <p>If choosing the SCM specialization (Master level), students will be able to practice as:</p> <ul style="list-style-type: none"> ▪ Head of Logistics/ Transport Manager ▪ Warehouse Manager ▪ Supply Chain Manager ▪ Supply Chain/ Purchasing Consultant ▪ Supply Chain Research Analyst
Prerequisites	Transport Strategy (2 nd year course).
References	A handbook will be provided to students (REACTIK® - CIPE / All rights reserved).

Introduction au Supply Chain Management	
<p>COURSE CONTENT</p> <p>Objectives: to emphasize the importance of managing flows (physical and information flows) within the company and throughout the supply chain. To reach this objective, students will get to know different concepts such as process management, decompartmentalization of tasks, executive levers to improve the global performance etc.</p> <p>Mastering these core concepts is even more important for students choosing another specialization (Master level), as they will eventually apprehend the importance of interface management between Marketing, Finance, Purchasing and Logistics.</p> <p>Reactik focuses on logistic and performance improvement issues referring to a supply chain-based approach (supplier integration, in this context). The scenario relies on the importance of time reduction and cash flow increasing in order to boost the international trade activity of 4 companies competing with each other.</p> <p>Introduction to Supply Chain and to the Reactik game</p> <ul style="list-style-type: none"> - Introduction to the game - Flow tracking - Performance criteria - Identifying <i>bottlenecks</i>/ Suggesting <i>favorable flows</i> <p>Continuous improvement process and “world conquest”</p> <ul style="list-style-type: none"> - Correcting <i>bottlenecks</i> and <i>favorable flows</i> – “world conquest” <p>Theory-based feedback on the process management</p> <ul style="list-style-type: none"> - Group presentation on AF and GF - Debriefing /MCQ 	

Department of Finance, Audit and Control

Finance d'entreprise (F)

Target knowledge	<ul style="list-style-type: none">• Mastering the terms of capital budgeting• Analyzing the long term modes of financing and choice of financial structure
Target skills	<ul style="list-style-type: none">▪ preparation of decisions in matters of choice of investment▪ assessing the contribution of investment to value creation and in terms of financial performance▪ preparation of decisions in matters of financial structure
Prerequisites	<ul style="list-style-type: none">▪ Macroeconomics▪ General Accounting▪ Financial calculus▪ Financial analysis
References	<ul style="list-style-type: none">▪ Berk J. and DeMarzo P. (2008), Finance d'Entreprise, Pearson Education▪ Vernimmen (2011), Finance d'Entreprise, Dalloz▪ R. Brealey , S. Myers, and F. Allen (2006), Principes de gestion financière, Pearson Education, 8th edition

COURSE CONTENT

Chapter 1: Capital budgeting

- 1.1 Rules and objectives
 - 1.1.1 Definitions and context
 - 1.1.2 The financial elements of the project
 - 1.1.3 Dealing with time
 - 1.1.4 The positioning of the analysis
- 1.2 Investment expenditure and invested capital
 - 1.2.1 Fixed asset investment expenditure
 - 1.2.2 Working capital investment expenditure
 - 1.2.3 Project launch costs
- 1.3 Operating cashflow
 - 1.3.1 The flow recording principle
 - 1.3.2 Forecasting revenue and expenditure
 - 1.3.3 The tax impact of the project
 - 1.3.4 Additional problems
- 1.4 Cashflow calculations
 - 1.4.1 Cashflow: inflows and outflows
 - 1.4.2 The cashflow statement: an application

Chapter 2: Assessment of the investment

- 2.1 The Invested capital payback period
 - 2.1.1 Definition and calculation
 - 2.1.2 Advantages and disadvantages
- 2.2 Net present value
 - 2.2.1 The present value principle
 - 2.2.2 The present value rate and capital opportunity cost
 - 2.2.3 Reminders on financial calculus
 - 2.2.4 NPV calculation
- 2.3 The Internal Rate of Return
 - 2.3.1 Definition and calculation
 - 2.3.2 IRR variants
 - 2.3.3 Problems posed by IRR
- 2.4 The Equivalent Annual Cost
 - 2.4.1 Principle and calculation
 - 2.4.2 EAC and tax
 - 2.4.3 EAC and economic lifespan
- 2.5 Project analysis
 - 2.5.1 Break-even analysis
 - 2.5.2 Sensitivity analysis
 - 2.5.3 Scenario analysis

Chapter 3: Equity financing

- 3.1 Financing from cashflow
 - 3.1.1 Do companies rely too much on financing from cashflow?
 - 3.1.2 Dividend policy
- 3.2. Initial public offering
 - 3.2.1 The IPO process
 - 3.2.2 The advantages and disadvantages of IPO
- 3.3 New equity issues

- 3.3.1 Equity issues without rights issues
- 3.3.2 Equity issues with rights issues
- 3.3.3 The impact of operations on capital on the market price
- 3.4 The assessment of the cost of equity
 - 3.4.1 The Gordon-Shapiro model
 - 3.4.2 The CAPM

Chapter 4: Debt financing

- 4.1 Bank loans
 - 4.1.1 The specificities of bank loans
 - 4.1.2 The term structure of interest rates
- 4.2 Bond loans
 - 4.2.2 Private bonds
 - 4.2.3 Sovereign bonds
 - 4.2.3 Taking into account bond risks
 - 4.2.4 Hybrids
- 4.3 Leasing
 - 4.3.1 What is leasing
 - 4.3.2 Why leasing
 - 4.3.3 The assessment of leasing contracts

Chapter 5: The constraints of the choice of financing

- 5.1 Leverage
- 5.2 The financing plan

Contrôle des coûts (F)

Target knowledge	<ul style="list-style-type: none">▪ Understand the breakdown of the cost of a product or service▪ Understand the link between general and cost accounting
Target skills	<ul style="list-style-type: none">▪ Know how to use the different cost calculation methods▪ Master the relevant context for each one of them
Prerequisites	<ul style="list-style-type: none">▪ General accounting (drawing up the balance and the profit and loss account, different methods of stock valuation)
References	<ul style="list-style-type: none">▪ Pottier F., (2005), L'analyse des coûts, collection « Connaissance de la gestion », Economica▪ Bouquin H., (2011), Comptabilité de gestion, collection « Gestion », Economica 6th edition▪ Management and cost accounting Horngren, Bhimani, Datar, Foster, Fourth Edition, Pearson Education 2008

<i>Contrôle des coûts</i>
<p>COURSE CONTENT</p> <p>Introduction to management accounting</p> <ul style="list-style-type: none">- The types of cost- Fixed and variable costs- Direct and indirect costs <p>A partial cost method</p> <ul style="list-style-type: none">- The variable cost method: the break-even point <p>Towards full costs:</p> <ul style="list-style-type: none">- Different cost stages- Stock valuation <p>A complete cost method</p> <ul style="list-style-type: none">- The homogeneous cost pools method

Finance de marché (F)

Target knowledge	Main objectives: <ul style="list-style-type: none"> Analyse the workings of the national and international monetary markets; Present company financing, institutional investors and the State in markets; Analyse the workings of financial markets ; Present theoretical and empiric elements on market prices, interest rates.
Target skills	Understand: <ul style="list-style-type: none"> The market quotation methods, cash transactions and forward transactions, the issue and redemption of bond loans; State market financing methods.
Prerequisites	<ul style="list-style-type: none"> The principles of present value Financial calculus
References	<ul style="list-style-type: none"> Le marché des actions, M. Lehmann, Hermès, 2012 Economie des marchés financiers, PJ Lehmann, de Boeck 2011 Les taux d'intérêt, P. Gruson, Dunod, 2005 Principes de gestion financière, R. Brealey and S. Myers, Pearson Education, Ed. Française, 2003

<i>Finance de marché</i>
<p>COURSE CONTENT</p> <p>General introduction: market types</p> <ul style="list-style-type: none"> - Capital markets: monetary markets / financial markets - Primary market / secondary market - Spot markets / derivatives markets - Forward markets / options markets <p>Part I - Monetary markets: operating rules and actors</p> <ul style="list-style-type: none"> - Euro zone monetary policy - The interbank market - Short term securities (government bonds, commercial paper) <p>Part II - The financial markets</p> <ul style="list-style-type: none"> - Bond markets - Stock markets <p>Part III – Exchange markets</p>

Department of Marketing and Communication

Sociologie de la consommation (F)

Target knowledge	<ul style="list-style-type: none"> ▪ Approach to the complexity of marketing ▪ Place the discipline in a social context ▪ Develop the fundamentals and integrate the changes that evolutions in society can have on the marketing system components
Target skills	<ul style="list-style-type: none"> ▪ Sufficiently master the marketing approach to be capable of integrating the evolutions generated by changes in society ▪ Know how to communicate one's vision and analysis ▪ Create a trend board
Prerequisites	<ul style="list-style-type: none"> ▪ Understand the components of the marketing system ▪ Correctly understand the factors that influence consumer behaviour ▪ Principles of sociology
References	<ul style="list-style-type: none"> ▪ Le bonheur paradoxal, essai sur la société de l'hyperconsommation, Gilles Lipovetsky - Gallimard 2007 ▪ Le temps des tribus. M.Maffesoli-Folio 1988 ▪ Le Marketeur: Fondements et nouveautés du marketing .C.Michon, JC Andréani-O.Badot-M.Benoun Pearson Education

<i>Sociologie de la consommation</i>
<p>COURSE CONTENT</p> <p>Approaches to consumption</p> <p>1 The main evolutions in consumption in Europe since 1945</p> <ul style="list-style-type: none"> ▪ 1945-1979: Let's consume! ▪ 1979-1991: Overconsumption or the show-off years ▪ 1991-2012 : frenzy and reassurance, the paradox years <p>2 Towards hyper - modern times?</p> <ul style="list-style-type: none"> ▪ Modernity and post-modernity ▪ The rise of individualism and the tribal phenomenon ▪ Modern and post-modern values ▪ The concept of hyper modernity <p>The consumer today</p> <p>1 Consumer profiles</p> <ul style="list-style-type: none"> • An unpredictable and paradoxical consumer • Priority targets <p>2 Trends and currents</p> <ul style="list-style-type: none"> • Mainstream trends • Spot trends <p>Consequence on the practise of Marketing</p> <p>1 From the production view to experiential marketing</p> <p>2 The marketing system revisited, or farewell to the 4 Ps</p> <p>3 Consequences on the components of mix marketing</p>

Department of Strategy, Management and Corporate Environment

Ethique des organisations (F)

Target knowledge	Critical perspective of Ethics and Corporate organization: Philosophical, Political, and Constructivist concepts, are supposed to improve the global understanding of the Ethical question and the possible elaboration of an ethical argument.
Target skills	Understanding concepts Acquisition of an appropriate vocabulary Acquisition of methodology Improvement of self-questioning
Prerequisites	No Prerequisites
References	<p><i>Aristote.(1970). Ethique à Nicomaque. Poche. Introduction par JF. Balaude.</i> <i>Aristote.(1991). La métaphysique. Agora. Introduction de JL.Poirier.</i> <i>Ayro,J.(2005). Words origin. ABC Black Publishers.</i> <i>Barthes, R. (1985). Ouverture sémiologique. Le Seuil</i> <i>Dumezil,G.(2000). La religion archaïque. Payot.</i> <i>Fairgrieve & Watt (2006) Common law et tradition civiliste . Droit et justice. PUF</i> <i>Kremer-Marietti,A.(1999). L’Ethique. Que sais-je ? PUF.</i> <i>Lauxerrois, J. (2007). Aristote. La Rhétorique. Agora.Pocket.</i> <i>Levinas,E.(1992). Ethique comme philosophie première. Rivage poche</i> <i>Balle,F.(1972). Pour comprendre les média/Mc Luhan. Hatier.</i> <i>Beck, U. (2008). La Société du risque (1986). Paris, Flammarion.</i> <i>Elias, N. (1991). La société des individus. Arthème Fayard. Paris</i> <i>Gauchet, M.(1985). Le désenchantement du monde. Gallimard.</i> <i>Hayek,F.(1985). La route de la servitude (1946). PUF.</i> <i>Huxley,A. (1932-1994). A brave new world. Vintage classics</i> <i>Jonas,H.(1990). Le principe de responsabilité. Une éthique pour la civilisation</i> <i>Arendt,H.(2000). The portable of Hannah Arendt. Penguin Book.</i> <i>Arendt,H.(1983). La condition de l’Homme moderne (1961). Calman Levy</i> <i>Boudon,R. & F.Bourricaud.(1984). Dictionnaire critique de la sociologie. PUF.</i> <i>Burnham, J. (1947). L’Ere des organisateurs. Paris, Calmann-Levy.</i> <i>Carroll, A. B. (1979). A three Dimensional Conceptual Model of Corporate Performance. Academy of Management Review.</i> <i>Crozier, M. & E. Friedberg (1977). L’acteur et le système - les contraintes de l’action collective, Seuil.</i> <i>Dupuy,JP.(2002). Logique des phénomènes collectifs. Ellipses. Paris.</i> <i>Eliade,M.(1965) Le sacré et le profane (1957). Folio essais.</i></p>

COURSE CONTENT

Preliminary concepts

Principle of Equality & Principle of Difference

Chapter 1 : Enron case

Systems of values & Relationship within the organization

Chapter 2 : Critical perspective of Ethics

Risk & Paradigm.

Chapter 3 : Approaching the “How” of ethics

Prescriptif, Descriptive & Diskurs ethics

Chapter 4 : Global presentation of corporate ethics

Organizational scheme

Diriger une entreprise (F)

Target knowledge	<ul style="list-style-type: none"> - Connaître et identifier les structures sociales - Connaître les fondements juridiques du fonctionnement d'une société - Comprendre les conséquences des choix structurels - Connaître les enjeux pénaux des activités commerciales
Target skills	<ul style="list-style-type: none"> - Savoir prendre les décisions structurelles et en maîtriser les risques - Gérer le risque pénal des activités commerciales - Gérer le risque pénal des fonctions de décision
Prerequisites	<ul style="list-style-type: none"> - Cours des années précédentes - les électifs de droit sont un plus.
References	<ul style="list-style-type: none"> - J. M. Do Carmo-Silva, L. Grosclaude, Gestion juridique, fiscale et sociale, Dunod, 2014-2015. - J.P. Branlard, Droit de l'entreprise, ESKA MASTER, 2014, - Droit de l'entreprise – L'essentiel pour comprendre le droit, 2014-2015 wolterkluwers - I. Beyneix, Droit de l'entreprise, Vuibert, 2013 <p><i>Cette bibliographie sera complétée par le support détaillé du cours</i></p>

<i>Dirige une entreprise</i>
<p>COURSE CONTENT</p> <p>-Chapitre 1 : INTRODUCTION</p> <ul style="list-style-type: none"> 1.1 : appréhender l'environnement juridique des activités commerciales 1.2 : prendre des décisions structurelles, fonctionnelles et humaines <p>-Chapitre 2 MAITRISER LES CHOIX STRUCTURELS</p> <ul style="list-style-type: none"> 2.1 : Les différentes formes sociales 2.2 : Les enjeux de la décision <p>-Chapitre 3 : MAITRISER LES RISQUES PENaux</p> <ul style="list-style-type: none"> 3.1 : La gestion du risque pénal généré par l'activité commerciale 3.2 : La gestion du risque pénal généré par la relation de travail

Principles of People Management (E)

<i>Target knowledge</i>	<ul style="list-style-type: none"> ▪ Understanding of the role of human resource management in the long-term strategy of the company ▪ Basic understanding of mechanisms of social influence and their implications for managers ▪ Knowledge in individual behavioral differences (personality, intelligence, motivation, emotional intelligence, etc.) and their implications in recruitment, psychosocial risk management and team building ▪ Knowledge of game theory applied to negotiation
<i>Target skills</i>	<ul style="list-style-type: none"> ▪ Ability to improve management practice using evidence-based management ▪ Ability to gather and integrate relevant information in HR processes ▪ Ability to implement adaptive leadership styles ▪ Ability to build high-performing teams ▪ Ability to negotiate
<i>Prerequisites</i>	<ul style="list-style-type: none"> ▪ Competence in written and spoken English ▪ Experience in a corporate environment ▪ A certain degree of curiosity and questioning of how people behave in an organization
<i>References</i>	<p>Bass, B. M., & Riggio, R. E. (2006). <i>Transformation Leadership</i>. Psychology Press.</p> <p>Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. <i>Harvard Business Review</i>, 84(1), 62–74, 133.</p> <p>Pfeffer, J., & Sutton, R. I. (2006). <i>Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management</i>. Harvard Business Press.</p>

COURSE CONTENT

Part I

WHY INTERNATIONAL PEOPLE MANAGEMENT?

- A. Introduction to the specialization IPM
- B. What are the jobs of the future?
- C. Skills and competences of the 21st century manager

Part II

INTRODUCING CORPORATE SOCIAL RESPONSIBILITY

- A. Origins and framework of CSR
- B. Limits and advantages of CSR

Part III

EFFICIENT DECISION MAKING

- A. Evidence-Based Management
- B. Decision Making

Part IV

SOCIAL INFLUENCE

- A. Conformity
- B. Authority
- C. Persuasion Techniques
- D. Social cognition

Part V

DETERMINANTS OF MANAGERIAL EFFECTIVENESS

- A. Personality
- B. Intelligence
- C. Emotional Intelligence
- D. Other Determinants

Part VI

COLLECTIVE PROJECT MANAGEMENT AND GROUP DYNAMICS

- A. Collective project management
- B. Applying team management: the Marshmallow Challenge

Strategic Management (E)

Target knowledge	In this course, we will explore the underlying theory and frameworks that provide the foundations of a successful business strategy. We will develop your ability to think strategically by providing you the tools for conducting a strategic analysis. Strategic analysis is critical for analysing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself, and what actions it should take to maximize value creation. Aspiring managers, entrepreneurs, analysts, and consultants may all find value in mastering these fundamentals.
Target skills	<ul style="list-style-type: none">• Perform strategic analysis on firms existing in an array of environments.• Utilize strategic frameworks and tools to understand situations.• Generate options and scenarios.• Make actionable recommendations which account for and leverage resources and capabilities.• Provide clear plans for defending and or improving a sustainable competitive position.• Enhance written and verbal articulation skills.
Prerequisites	None
References	Johnson G, Scholes K, Whittington R, <i>Exploring Corporate Strategy</i> , 8 th Edition, Financial Times Prentice Hall, 2008 Osterwalder A and Pigneur Y, <i>Business Model Generation</i> , John Wiley & Sons, 2010

<i>Strategic Management</i>	
COURSE CONTENT	
<ul style="list-style-type: none">- Session 1: What is Strategic Analysis- Session 2: Business Model Analysis- Session 3: Macro-environment (PESTEL) and Product Life Cycle- Session 4: Midterm Presentations- Session 5: Value Chain, Competitive Analysis, VRIO- Session 6: Porter's 5 forces, Competitors and Markets, Strategic Groups- Sessions 7 & 8: Competitive Analysis, Business Level Strategy- Session 9: Corporate Level Strategy: Corp. Parenting, Ansoff Matrix- Session 10: Corporate Level Strategy: BCG & McKinsey Matrix- Session 11: Growth Strategies – Organic, Alliance, M&A- Session 12: Capstone Experience- Session 13: Final Presentations	

4th Year courses

4 th year courses	ECTS	Hours	Course ID	Fall	Spring
Core Courses					
Current Economic Issues*	4	36	1442	✓	✓
International Business Negotiation*	4	36	1056	✓	✓
International Project Set-up Management*	4	36	1496	✓	✓
Specialization : Supply Chain Management					
Stocks and Flows Management*	4	36	1069	✓	✓
Operations Management*	4	36	1068	✓	✓
Purchasing Management*	4	36	1070	✓	✓
Specialization : International Marketing					
Strategic Brand Management*	4	36	1380	✓	✓
Gestion de marque	4	36	1065	✓	✓
Integrated Marketing Communication*	4	36	1064	✓	✓
Politique de Communication	4	36	1066	✓	✓
Digital Marketing and Customer Relationship Management*	4	36	1456	✓	✓
Marketing digital et relationnel	4	36	1067	✓	✓
Specialization : International Finance					
Contrôle de gestion (FI)	4	36	1076	✓	✓
Portfolio and Bond Management *	4	36	1075	✓	✓
Gestion des risques financiers	4	36	1077	✓	✓
Specialization : Audit and Consulting					
Méthodologie de l'Audit 4	4,5	36	1362		✓
Contrôle de gestion (Audit)	4,5	36	1080		✓
Comptabilité approfondie	4,5	36	1079		✓
Normes IFRS et Consolidation	4,5	36	1364		✓
Specialization : International People Management					
Corporate Social Responsibility*	4	36	1313	✓	✓
Managing Across Borders (Managing Teams in Organizational Cultures)*	4	36	1312	✓	✓
Managing People*	4	36	1311	✓	✓
Specialization : Entrepreneurship					
Gérer les risques juridiques en entreprise	4	36	1061	✓	✓
Entrepreneurial Marketing	4	36	1457	✓	✓
Développer ses compétences d'entrepreneur	4	36	1455	✓	✓

Courses taught in:

E= English

F= French

Core Courses

Current Economic Issues (E)

Target knowledge	We will try to gain a better understanding of our global economy, by looking at the past and current events and debates that have been shaping our future. It will also be an opportunity to go back over basic economic concepts, both in micro- and in macroeconomics. In particular, how and why do markets work and why do they occasionally fail? Why do some economies grow, while others stagnate? We will also try to understand, appreciate, but also to be critical of the regulatory work of governments.
Target skills	<ul style="list-style-type: none">• Knowledge and comprehension of the economic way of thinking;• Critical understanding of the tools' strengths and limitations;• Application to exercises with known solutions;• Ability to creatively apply analytical techniques to real-world, open-ended questions and make managerial decision;• Ability to critically understand articles published in the financial press (WSJ, FT, The Economist)
Prerequisites	A course in introductory micro or macro
References	BOLDRIN, Michele & LEVINE, David, 2010, Against Intellectual Monopoly. CLARK, Gregory, 2009, A Farewell to Alms - A Brief Economic History of the World. HAYEK, Friedrich, 1943, The Road to Serfdom PIKETTY, Thomas, 2014, Capital in the 21st Century SCHUMPETER, Joseph, 1950, Capitalism, Socialism, and Democracy STIGLITZ, Joseph, 2010, Freefall - America, Free Markets, and the Sinking of the World Economy

COURSE CONTENT

-Chapter 1 : Introduction

- 1.1 : Overview of global issues
- 1.2 : Centralized vs. decentralized economies,
- 1.3 : Main results of neoclassical economics,
- 1.4 : Sources of market failures
- 1.5 : Trade: Absolute vs. Comparative Advantage

-Chapter 2 : The financial crisis of 2007-2008

- 2.1 : History
- 2.2 : Bailouts
- 2.3 : Consequences and impact on moral hazard ("too big to fail")

-Chapitre 3 : Standard Macro

- 3.1 : Macroeconomic objectives
- 3.2 : Measuring Wealth and Growth
- 3.2 : Macroeconomic accounting
- 3.3 : Fiscal policy
- 3.4 : Monetary Policy

-Chapitre 4 : Euronomics

- 4.1 : The theory of currency unions
- 4.2 : The Maastricht Treaty
- 4.3 : Grexit

-Chapitre 5 : Economics and Democracy

- 4.1 : Marx
- 4.2 : Hayek

-Chapitre 6 : China

- 4.1 : From central command to planned decentralization
- 4.2 : Export-driven growth strategy
- 4.3 : Cost and sustainability of that strategy
- 4.4 : China's new strategy

-Chapitre 7 : Income Distribution

- 4.1 : Measures of income distribution
- 4.2 : History of income growth from labor and from capital
- 4.3 : Politics of redistribution

-Chapitre 8 : Intellectual Property Rights

- 4.1 : Schumpeter
- 4.2 : Boldrin & Levine
- 4.3 : WTO TRIPS

-Chapitre 9 : Third World Development Strategies

- 4.1 : Bottlenecks to Development
- 4.2 : Role of Institutions (Transactions Costs)
- 4.3 : The Great Divergence

International Business Negotiation (E)

Target knowledge	<ul style="list-style-type: none"> • Preparing a negotiation • Negotiation of different items • Influence of principal cross cultural areas • Influence of the type of negotiating company • Difference between products from industry and from mass producers • Negotiation of an international sale operation • Negotiation of an international partnership
Target skills	Make it possible for future international trade operations managers to optimise the efficiency of preparations for negotiation of an international operation, contractually secure its execution and result on a winning negotiation
Prerequisites	<ul style="list-style-type: none"> • Determination of the export sale price • Mastering Incoterms • Knowledge of international payment techniques • Knowledge of international financial and contractual guarantees • Knowledge of the different modes of export trade • The differences between BtoC and BtoB operations
References	<ul style="list-style-type: none"> • International Business Negotiations Pervez N. Ghauri & Jean-Claude Usunier Pergamon – Series editor Pervez N. Ghauri – 2003 • La négociation interculturelle Pierre Case & Surinder P.S. deol Chotard et Associés – 1987 <p>Webography : sh.diva-portal.org/smash/get/.../FULLTEXT01.pdf http://fr.slideshare.net/Osvaldas/business-negotiations-part-4-2012</p>

COURSE CONTENT

**HOW TO CONVINCE A CUSTOMER AND HOW TO LEAD SUCCESSFUL SELLING DISCUSSION?
(14 hours)**

1- The four groups of producers

- the producer of prototypes
- the producer of industrial goods
- the producer of mass goods
- the producer of retail goods

2- Before to negotiate you have also to consider the type of strategy of the supplier and the risk of your company

- - first strategy of the supplier : domination of the market with prices
- - second strategy : differentiation
- - third strategy : niche
-
- **3- Another aspect to be considered is the type of products you offer to the client**
 - the strategic products
 - the medium products
 - the basic products

How to negotiate the three types of products?

4- The negotiator must also analyse the balance of power between supplier and client

- When has the supplier the strong position?
- When has the negotiator the strong position?

5- How must a supplier fight to keep his selling price?

**NEGOTIATION IN AN INTERNATIONAL CONTEXT
(12 hours)**

1- Introduction : analysis on negotiation between France and China

2- Basics of negotiation

3- Negotiation styles & strategies

4- Common errors of a negotiation

- stereotypes
- pre-conceived ideas
- the value judgment

5- Key Negotiation Points

- find out the motivation for buying
- get to know the customs, good manners and cultural procedure
- ask yourself some good questions beforehand
- identify the behavioural styles
- gather as much information as possible about the other party identifying the negotiating style

6- The seven qualities of a negotiator

- - learn about any local customs, especially in legal rights and commercial practises
- - how to open the negotiation and display patience
- - show humility
- - know how to master and assess emotions
- - show responsible judgement
- - accept the unforeseen
- - know the limits of your negotiating authority and scop for movement

▪ Study Cases

▪ (10 hours)

Administration of mini cases at the end of each chapter to assess the achievements :

- *Case 1: a proposed contract before an importer and trading terms*
- *Case 2: preparation of negotiations with German retailer LIDL and price negotiation*
- *Case 3: shortlisted negotiation with a great French retailer (front and back margins) ...*

International Project Set-up and Management (E)

Target knowledge	<ol style="list-style-type: none"> 1. Basic concepts of International Business 2. Characteristics of emerging markets 3. Criteria to establish the potential of a foreign market 4. Risk in International Business 5. Equity entry modes
Target skills	<p>At the end of the course, students should be able:</p> <ol style="list-style-type: none"> 1. To find, understand and use secondary data about emerging markets 2. To document the potential of a foreign market 3. To select an adequate investment mode in an emerging market (simplified choice)
Prerequisites	PTCI 1 st and 2 nd year
References	<p>Cavusgil, Knight, Riesenberger . International Business: Strategy, Management, and the New Realitie. Pearson, Prentice Hall.</p> <p>Secondary text book available at the learning center: Czinkota, Ronkainen, Moffet, International Business, 7th edition, Wiley</p>

International Project Set-up and Management

COURSE CONTENT

- Session 1:

Course introduction

E.Manning Ltd. Mini-case

- Session 2*:

Introduction to IB

Key concepts: Globalization, International Business, International Investment, IB risks, MNE, SME, Cross-Border Transactions, Market Entry Strategies.

- Session 3*:

Emerging Markets and Market Selection

Key concepts: Emerging markets, middle class, attractiveness and challenges of emerging markets, assessment of emerging markets, market accessibility, market attractiveness

- Session 4*:

Risk in IB and, Entry and Development Strategies”

Key concepts: Cultural risk, Commercial risk, Financial risk, Political risk, International entry modes, subsidiary, joint venture, entry mode selection

- Session 5:

Group project

- Session 6:

Group project

- Session 7:

Group project.

- Session 8*:

Group project presentations and delivery of written report

Specialization: Supply Chain Management (E)

Stocks and Flows Management (E)

Target knowledge	<p>This course focuses specifically on the problems connected to the downstream distribution of products, in an international context. It includes three sections: design of the distribution network (network design), stock management and creation of the transport chains.</p> <p>After the course, which aims to provide the basic knowledge necessary for any student at the start of a specialisation in Supply Chain Management, the students must be capable of:</p> <ul style="list-style-type: none"> * Understanding the connections between the design of the distribution network (warehousing), stock management and flow management (transport) in an international context. * Identifying the performance criteria linked to each part of the downstream distribution network: (costs vs service) * Putting the international transport and warehousing strategies into perspective in the production and logistics processes of the business * Analysing the interfaces between physical flows and financial flows at an international level
Target skills	<p>The aim of these objectives is to train managers capable of occupying the following positions, among others:</p> <ul style="list-style-type: none"> • Logistics and/or Transport Manager; • Purchasing/Supplies Manager; • Warehouse Manager; • Supply Chain Manager; • Category or Project Purchaser; • Purchaser; • Logistics or Purchasing Consultant; • Logistics Studies Manager.
Prerequisites	<ul style="list-style-type: none"> * Forecasting * Incoterms * Documentary credits and international legal aspects * Business strategy * Customs techniques and taxation
References	<ul style="list-style-type: none"> * Exporter, Foucher 20^{ème} Edition * Transport & Logistique, J.PONS, 2005 * Management des opérations du commerce international, LEGRAND et MARTINI, DUNOD, 8^{ème} Edition * Gestion des procédures douanières DECHAUME et VENTURELLI, * Le Génie des Glaciers Editeur, 8^{ème} Edition

COURSE CONTENT

1 – Design of a global distribution network

The students must be capable of:

- Understanding the elements of choice during the design of a business' distribution network in an international context
- Differentiating the different distribution logistics scenarios: B2C, B2B, e-logistics, etc.

2 – Strategic choices concerning the warehouse

The students must be capable of:

- Understanding and defining the needs of the customer in order to design the most appropriate implantation network
- Understanding the elements of choice for the location of the warehouse (designing the SC network) and the criteria for choosing between 6 different models (SWOT): storage by manufacturer with direct dropping, in-transit merge by carrier, by direct B2C dropping with carriers, by distributor with last mile delivery, by manufacturer or distributor with customer pick-up, by retailer with customer pick-up

3 – Operational choices concerning the warehouse

The students must be capable of:

- Defining an organisational model and a blueprint for the warehouse
- Describing the characteristics of the information systems of a warehouse (WMS)
- Understanding the key stages of order preparation
- Identifying the technical challenges, in terms of surface area, equipment and physical flows

4 – Stock management

The students must be capable of:

- Presenting the basic definitions and concepts of stock management
- Knowing the different types of stock (buffer, cycle time, decoupling, anticipatory, pipeline, consignment)
- Applying the Wilson model for the management of stocks in a certain future (EOQ or EBQ Models)
- Controlling the management of supplies and stocks in a certain future
- Controlling stock management in an uncertain future (use of the lead time et safety stocks, continuous and periodical reviews)
- Controlling stocks using the ABC method

5 - "Physical" construction of an international distribution chain

The students must be capable of:

- Presenting the modal choice criteria in the context of an international chain
- Describing the differences between "domestic" logistics and international logistics
- Assessing the impact of globalisation on logistics
- Identifying and assessing the challenges involved in the optimisation of flows in an international context
- Describing the key stages in maritime transport and port operations
- Assessing the performance of maritime transport and port operations and making the relevant decisions in terms of choice of carrier and port

Operations Management (E)

Target knowledge	<p>This course intends to provide participants with the basics of an understanding of principles, tools and main elements to apply in their own business environment. More specifically:</p> <ul style="list-style-type: none">* Apprehend and identify all aspects of operations management related issues* Build students skills to realistically prioritize operational issues within a complex and global environment* Develop students attitude in leading innovative, entrepreneurial and change projects to improve economics and quality performances of operations targeted areas and contribute to improved alignment with company global strategy* Build students ability to work on operations issues within a collaborative and multicultural team approach
Target skills	<p>The aim of these objectives is to train managers capable of occupying the following positions, among others:</p> <ul style="list-style-type: none">• Logistics and/or Transport Manager;• Warehouse Manager;• Supply Chain Manager;• Planning Manager;• Quality and Sustainable Development Manager;• Logistics or Purchasing Consultant;• Logistics Studies Manager;• Logistics Organisation Manager.• Industrial Management Supervision Manager;• Planning Manager.
Prerequisites	<ul style="list-style-type: none">* Basic elements of Business strategy* In statistics: definition, properties and application of the law of probabilities, normal distribution (cf. Gaussian curve), descriptive statistics (average, variance, mode...), time series, correlation, regression, etc.
References	<ul style="list-style-type: none">* Nigel SLACK, Stuart CHAMBERS & Robert JOHNSTON, Operations Management, Prentice Hall, 6th edition, 2010.

COURSE CONTENT

1 - Introduction to the operation and service management

- The students must be capable of:
 - Describing the interdependency of operations related issues, through analysis and tools application
- Understanding the strategic impact of Operations
- Knowing how to adapt Operations strategy to the general strategy of the business and to the product characteristics
- Identifying the main determining factors in the design of a process (variety and volume)
- Understanding the different forms of work organisation, in a historical perspective (job design and work organisation)

2 – Project management and design of products and services

The students must be capable of:

- Understanding the importance of design for a product or service
- Understanding some design tools (QFD, value analysis,)
- Describing a design process and understanding its implications and the different means of organisation
- Understanding the different project management tools (draft project, Gantt, Pert)

3 – The Supply Network Design

The students must be capable of:

- Differentiating the concepts of logistics (operational perspective), supply chain (all the players) and supply chain management (integrated management approach)
 - Understanding the strategic impact of Supply Chain Management
 - Knowing how to adapt Supply Chain strategy to the general strategy of the business and to the product characteristics
- Understanding the importance of outsourcing in SCM and logistics
- Knowing how to classify logistics service providers (3PL, 4PL, small transporters) according to their responsibility range and location within the chain
- Being familiar with relationship management of outsourcing partners in logistics and SCM the possible models of existing processes

4- Packaging and packaging logistics

The students must be capable of:

- Putting the packaging in a SCM/ logistics approach
- Distinguishing the different packaging functions, understanding the importance of packaging's SCM/ logistics function
- Knowing the different packaging typologies
- "Thinking interactively" in terms of the "couple packaging ↔ product" (container ↔ filling)

5- Planning and control

The students must be capable of:

- Understanding the objectives of planning and its interaction with control
- Identifying the key stages of production planning in a "planning" type process (MRP)
- Understanding the conditions in which a "reactivity"-type software (JIT - KANBAN) can efficiently replace the planning process
- Knowing the major categories of IS applications of the Supply Chain (ERP vs. Best of Breed)

6- Operations Improvement

The students must be capable of:

- Understanding the link with strategy
- Identifying the improvement priorities

Purchasing Management (E)

<i>Target knowledge</i>	<p>This course aims to give students a strategic knowledge of purchasing as well as knowledge of the basic tools used by professionals in the field (managers or consultants).</p> <p>At the end of the course, the participants will be capable of:</p> <ul style="list-style-type: none">- formulating an analysis of the purchasing function- Offering strategic directions allowing the optimisation of the contribution of purchasing to business performance
<i>Target skills</i>	<p>The aim of these objectives is to train managers capable of ruling the following positions, among others:</p> <ul style="list-style-type: none">• Purchasing/Supplies Manager;• Category or Project Purchaser• Purchaser;• Logistics or Purchasing Consultant;• Logistics Studies Manager.
<i>Prerequisites</i>	No Prerequisites
<i>References</i>	<ul style="list-style-type: none">* Lysons Kenneth et Farrington Brian, Purchasing and Supply Chain Management, Pearson Education, 8th Edition, 2006* Exporter, Foucher 20^{ème} Edition* Management des opérations du commerce international, LEGRAND et MARTINI, DUNOD, 8^{ème} EditionPurchasing Performance through world-Class Companies: Mc Kinsey 2006

COURSE CONTENT

1 – Introduction to the strategic role of Purchasing

The students must be capable of:

- Understanding the challenges involved in a worldwide purchasing activity.
- Describing the global purchasing process: the key steps, making the Supply Team Work, Purchasing for Bottom-Line Impact, Improving the Organization through Strategic Procurement.
- Differentiating the role of the different players in the purchasing process
- Analysing the different maturity levels of purchases
- Understanding the importance of a clearly established purchasing policy (reduction cost policy)

2 – The analysis of the purchasing portfolio

The students must be capable of:

- Evaluating the current list of the suppliers and optimize a short list for continuous improvement
- Using the different analysis methodologies for purchasing portfolios and proposing optimisation opportunities with a TCO (Total Cost Ownership) context
- Identifying the levers for optimising the purchasing portfolio

3 – Management of supplier relationships

Value Chain: All of the transforming activities performed upon an input to provide value to a customer. The value chain includes customers as well as suppliers and their suppliers and so on.

The students must be capable of:

- Managing the key steps in the Acquisition Process
- Understanding the ways of creating sound relationships with suppliers through early involvement.
- Assessing the Supplier's ability to perform, financial position, quality control and quality assurance, systems organization and management.
- Analysing offers and getting the most out of them.

4 – Purchasing Performance Measurements

The strategic contribution of supply requires the function to ensure that suppliers, and the way the organization relates to them, become and remain a source of competitive advantage for future success.

The students must be capable of:

- Measuring the Purchasing Performance.
- Using the Purchasing Performance Measurements to track improvement and to identify areas requiring corrective action.

5 – Purchasing negotiations

The students must be capable of:

- Understanding the challenges of the different types of purchasing negotiation
- Knowing how to prepare purchasing negotiations (be over prepared)
- Knowing how to lead purchasing negotiations
- Knowing how to assess the results of their negotiations

Specialization: International Marketing (E or F)

Strategic Brand Management (E) or Gestion de Marque (F)

Target knowledge	<ul style="list-style-type: none"> - Understand the activities related to the functions of product and/or brand management - Access the different manners to develop and manage product portfolios - Discover the fundamentals of distribution strategy
Target skills	<ul style="list-style-type: none"> - Be able to analyze a brand (brand audit) - Understand the essential issues of distribution strategy
Prerequisites	<ul style="list-style-type: none"> - Knowledge of the organization of corporate marketing functions - Master the concepts of markets
Reference	<ul style="list-style-type: none"> - KELLER K. (2013) <i>Strategic Brand Management:Building, Measuring and Managing Brand Equity 4th edition</i>, Pearson - KAPFERER J.N. (2012) <i>The New Strategic Brand Management Advanced Insights & Strategic Thinking 5th edition</i>,Kogan Page - LAFORET S. (2010) <i>Managing Brands: A Contemporary Approach</i>, Mc Graw Hill - KELLER,APERIA & GEORGSON (2008) <i>Strategic Brand Management: A European Perspective</i>, FT Prentice Hall

Strategic Brand Management or Gestion de marque	
<p>COURSE CONTENT</p> <ul style="list-style-type: none"> - Part I: Brand Management <ul style="list-style-type: none"> - Key strategic brand decisions - STP and brand positioning - Part II: Managing a brand portfolio <ul style="list-style-type: none"> - Designing and building brand equity - Branding strategies - Packaging - New products and brand extensions - Managing brands over time (rebranding, brand revitalization) - Part III: Distribution strategy <ul style="list-style-type: none"> - Fundamentals of distribution - Functions of distribution - Designing and managing supply networks - Category management 	

Integrated Marketing Communication (E) or Politique de communication (F)

Target knowledge	<ul style="list-style-type: none"> • Understand the use of the integrated marketing communications mix • Understand the organisation of the communication market • Discover typical jobs in the communication sector • Be familiar with the techniques of digital communication
Target skills	<ul style="list-style-type: none"> • Be capable of integrating the communication strategy and the marketing strategy • Be in a position to draft a communication strategy using the diversity of communication techniques in the market • Be able to analyse a communication campaign • Be able to apply digital communication in a marketing campaign
Prerequisites	<p>Good understanding of the marketing system</p> <p>Mastering the basics of marketing</p>
Reference	<p>Pickton D., Broderick A. (2005): <i>Integrated Marketing Communications</i>, Prentice Hall, second edition.</p> <p>Clow K, Baack A (2007): <i>Integrated Advertising, Promotion, and Marketing Communications</i>, Pearson Education.</p>

<i>Integrated Marketing Communication or Politique de communication</i>
<p>COURSE CONTENT</p> <p>The basics</p> <ul style="list-style-type: none"> Forms of communication Process school vs. semiotics Verbal, para-verbal and non-verbal language Visual literacy <p>Principles of Integrated Marketing Communications</p> <ul style="list-style-type: none"> IMC process model IMC mix model Benefits of and barriers to IMC <p>Integrated Marketing Communications put into practice</p> <ul style="list-style-type: none"> Strategic planning issues The communications mix Measuring effectiveness in communication Digital communication Media planning The media schedule Communication strategies The creative process (copy style and visual design) <p>Digital Communication</p> <ul style="list-style-type: none"> Principles of digital communication Techniques of digital communication

Digital Marketing and Customer Relationship Management (E) or Marketing digital et relationnel (F)

Target knowledge	<ul style="list-style-type: none"> - Understand the concept of customer life cycle - Learn to develop the value of a customer - Assess customer value - Demonstrate how databases can optimize customer relationships
Target skills	<ul style="list-style-type: none"> - Differentiate between product-oriented marketing and customer-oriented marketing - Construct CRM program
Prerequisites	<ul style="list-style-type: none"> - Fundamentals of Marketing
Reference	<ul style="list-style-type: none"> - PEELEN E.,BELTMAN R. (2014) <i>Customer Relationship Management</i> , Pearson - LAROSE D and C. (2015) <i>Data Mining and Predictive Analysis</i>, Pearson - CHAFFEY D. ELLIS-CHADWICK F (2012) <i>Digital Marketing : Strategy, Implementation and Practice 5th edition</i> , Pearson

<i>Digital Marketing and Customer Relationship Management or Marketing digital et relationnel</i>
<p>COURSE CONTENT</p> <p>Chapter I: Assess customer value</p> <ul style="list-style-type: none"> - The development of one-to-one marketing and behavioral databases - Customer value: definition and key indicators - Satisfaction and retention - The value of customer relationship - Identity the criteria linked to customer loyalty: moments of truth, churn signals - The economic valuation of the value of products and customers <p>Chapter II: Construct an appropriate marketing relationship plan</p> <ul style="list-style-type: none"> - Strategic interest of customers and segmentation - Customer relationship management by means of different touchpoint: call centers,Internet, sales force, point of sale and direct marketing - Preferred techniques <p>Chapter III: CRM and databases</p> <ul style="list-style-type: none"> - Databases to optimize customer relationships - Data warehouse and datelining tools - A perspective of relationship marketing - Choosing the right performance indicators <p>Chapter IV: Building a tailored relationship marketing plan</p> <ul style="list-style-type: none"> - Strategic interest of clients and segmentation - Customer relationship management through the various touchpoint <p>a) Technical focus via sales promotion and direct marketing</p>

Specialization: International Finance (F)

Contrôle de Gestion (F)

Target knowledge	Déterminer la méthode pertinente en fonction du contexte de la décision Comprendre les notions de rentabilité et de risque de l'exploitation Comprendre la logique des budgets Maîtriser les outils d'évaluation et de pilotage de la performance
Target skills	Savoir adapter la méthode de calcul de coûts à la décision Elaborer des prévisions en termes de coûts et d'activité Etre capable de faire des suggestions d'amélioration de la rentabilité et de diminution du risque d'exploitation Savoir établir les budgets Savoir décliner le modèle économique de l'entreprise à tous les niveaux de l'organisation
Prerequisites	Comptabilité générale Comptabilité de gestion Stratégie et organisation
References	BOUQUIN H. (2010), Le contrôle de gestion, Paris, Gestion PUF, 9ème édition. BOUQUIN H. (2011), Comptabilité de gestion, Paris, Economica, 6ème édition. BOUQUIN H. (2011), Les fondements du contrôle de gestion (4e édition, nouvelle rédaction, 14e mille), Paris, PUF, « Que sais-je ? » n° 2892 POTTIER F., (2005), Analyse des coûts – clé des choix de l'entreprise, collection « Connaissance de la gestion », Economica

Contrôle de gestion
COURSE CONTENT <u>1^{IERE} PARTIE: COMPLEMENTS D'ANALYSE DES COUTS</u> <u>Rappel:</u> Chapitre 1: Classification des charges Chapitre 2: Méthode des coûts variables <u>Les autres méthodes de calcul de coûts:</u> Chapitre 3: Méthode du coût marginal Chapitre 4: La méthode des coûts par activité <u>Les coûts aident à décider:</u> Chapitre 5: Faire ou sous-traiter Chapitre 6: Arrêter ou développer un produit Chapitre 7: Gérer les soubresauts de l'activité <u>2^{IEME} PARTIE: LES BUDGETS</u> CHAPITRE 8: Généralités sur les budgets CHAPITRE 9: L'arborescence des budgets CHAPITRE 10: Le budget d'un service fonctionnel CHAPITRE 11: Le budget de production CHAPITRE 12: Le budget de trésorerie CHAPITRE 13: Bilan et compte de résultat prévisionnels <u>3^{IEME} PARTIE: MESURE DE LA PERFORMANCE</u> CHAPITRE 14: Les centres de responsabilité CHAPITRE 15: Les prix de cession

Portfolio and Bond Management (E)

Target knowledge	<p>This course aims at introducing theoretical and practical financial decisions of individual investors. At the end of the course the student will know</p> <ul style="list-style-type: none"> ▪ what are the different classes of securities ▪ how to evaluate the risk of an asset and the risk of a portfolio ▪ how to allocate risky assets in a joint portfolio ▪ how to derive the optimum mix of a risk-free and a risky portfolio ▪ how to manage a bond portfolio.
Target skills	At the end of the course the student will be able to understand the working of financial markets and to define an investment strategy.
Prerequisites	<ul style="list-style-type: none"> ▪ Fundamental concepts in finance and economics ▪ Financial calculus ▪ Statistics and probabilities
References	<p><i>Main textbooks:</i> Christine Brentani, Portfolio Management in Practice, Elsevier Science, 2003 Edwin Elton, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, 2006</p> <p><i>Further reading:</i> Zvi Bodie, Alex Kane, Alan J. Marcus, <i>Investments</i>, McGraw-Hill. Burton G. Malkiel: The Efficient Market Hypothesis and its Critics, <i>Journal of Economic Perspectives</i> 17, 2003, 59-82. Richard Roll, What Every CFO Should know About Scientific Progress in Financial Economics: What is Known and What Remains to be Resolved, <i>Financial Management</i> 23, 1994, 69-75. Robert J. Shiller, From Efficient Markets Theory to Behavioural Finance, <i>Journal of Economic Perspectives</i> 17, 2003, 83-104.</p>

Portfolio and Bond Management
<p>COURSE CONTENT</p> <p>Introduction</p> <p>Part 1. The investment environment</p> <ol style="list-style-type: none"> 1. Financial markets 2. Financial securities 3. Indices <p>Part 2. Portfolio analysis</p> <ol style="list-style-type: none"> 4. The opportunity set under risk 5. Optimal risky portfolios 6. The efficient frontier with riskless borrowing and lending <p>Part 3. Selecting the optimum portfolio</p> <ol style="list-style-type: none"> 7. The single-index model 8. Bond portfolios 9. Buying on margin, short sales, and other topics <p>Summary</p>

Gestion des risques financiers (F)

Target knowledge	<ul style="list-style-type: none"> • Mastering the different families of financial derivatives and their application in financial risk management • Analyzing the design of derivatives as financial risk management solutions
Target skills	<ul style="list-style-type: none"> • Measuring the volatility and market risk exposure of a portfolio of activities • Implementing the VaR for measuring the evolution of risk exposure of a portfolio of activities • Preparing decision making in hedging and insurance of market risks
Prerequisites	<ul style="list-style-type: none"> ▪ Macroeconomics ▪ Financial calculus ▪ Company Finance ▪ Market finance
References	<ul style="list-style-type: none"> ▪ Hull J. (2011), <i>Options, futures and other derivatives</i>, 8th edition, Pearson Education ▪ Hull J. (2011), <i>Options, futures et autres actifs dérivés</i>, 8th edition, Pearson Education ▪ Hull J. (2012), <i>Risk Management and Financial Institutions</i>, 3rd edition, Wiley ▪ Jacquillat B. et B. Solnik (2009), <i>Marchés financiers : gestion de portefeuille et des risques</i>, 5th edition, Dunod

Gestion des risques financiers
<p>COURSE CONTENT</p> <p>Chapter 1: The principles of risk management</p> <p>1.1 Financial risks</p> <p> 1.1.1 Understanding the risk</p> <p> 1.1.2 The market risk</p> <p> 1.1.3 The credit risk</p> <p>1.2 Measuring the risk</p> <p> 1.2.1 Risk measurement principles</p> <p> 1.2.2 Risk measurement and probability densities</p> <p> 1.2.3 Risk measurement and historic data</p> <p>1.3 Aversion and exposure to risk</p> <p> 1.3.1 Aversion to risk</p> <p> 1.3.2 Exposure to risk</p> <p>1.4 The risk management process</p> <p> 1.4.1 The principle</p> <p> 1.4.2 The steps in the process</p> <p>1.5 Risk transfer</p> <p> 1.5.1 The principle</p> <p> 1.5.2 Hedging</p> <p> 1.5.3 Insurance</p> <p> 1.5.4 Diversification</p> <p>Chapter 2: Financial products and financial risk management</p> <p>2.1 The markets</p> <p> 2.1.1 Organised markets</p> <p> 2.1.1 Over the counter markets</p> <p>2.2 Plain vanilla products</p> <p> 2.2.1 Forward contracts</p>

2.2.2	Futures contracts
2.2.3	Swaps
2.2.4	Options
2.3	Hedging and derivatives
2.3.1	The exchange risk
2.3.2	Risk on the price of commodities
2.3.3	The rate risk
Chapter 3: Futures	
3.1	Markets and instruments
3.1.1	Contracts on commodities
3.1.2	Contracts on currencies
3.1.3	Contracts on interest rates
3.1.4	Contracts on stock market indices
3.2	Hedging strategies
3.2.1	The principle
3.2.2	The risks of bad hedging
3.2.3	The hedging ratio
3.3	Assessment principles
3.3.1	Basis and arbitrage
3.3.2	Applications for the valuation of futures contracts
Chapter 4: Swaps	
4.1	Rate swaps
4.1.1	Operation
4.1.2	Use
4.1.3	Assessment
4.2	Currency swaps
4.2.1	Operation
4.2.2	Use
4.2.3	Assessment
Chapter 5: Options	
5.1	Operation
5.1.1	Types of option
5.1.2	Option positions
5.1.3	Underlying assets
5.2	Use
5.2.1	Speculation
5.2.2	Insurance
5.3	Assessment
5.3.1	Determinants in the value of an option
5.3.2	Assessment models: an overview

Specialization: Audit and Consulting (F)

Méthodologie de l'Audit 4 (F)

Target knowledge	<ul style="list-style-type: none">▪ Know the financial audit professions and activities (internal and external audit)▪ Understand the tools and methods used during audit missions,▪ Understand the stakes and purpose of an audit mission.
Target skills	<ul style="list-style-type: none">▪ Be capable of using a risk-based approach,▪ Know how to identify internal control best practises,▪ Include the link between these internal controls and the other controls to be planned during the mission.
Prerequisites	<ul style="list-style-type: none">▪ In-depth accounting and tax▪ Management control
References	<ul style="list-style-type: none">▪ Cattan/Idrissi/Knockaert: « Maîtriser les processus de l'entreprise » 4th edition, aux Editions d'Organisation.▪ Maders/Masselin: « Contrôle interne des risques » aux Editions d'Organisation.▪ Bernard/Gayraud/Rousseau: « Contrôle interne » aux Editions Maxima.

<i>Méthodologie de l'Audit 4</i>
<p>COURSE CONTENT</p> <p>Introduction: Audit interventions within companies, and more generally, the controlling bodies and the different stakeholders who are interested in the reliability of financial documents.</p> <p>1st part: risk management and internal control Chapter 1: risk management approaches Chapter 2: internal control systems</p> <p>2nd part: the audit of accounting and financial cycles Chapter 1: Fixed assets and depreciation Chapter 2: Accounts payable Chapter 3: Stocks Chapter 4: Accounts receivable Chapter 5: Cash flow</p>

Contrôle de Gestion (F)

Target knowledge	Déterminer la méthode de calcul de coûts pertinente en fonction du contexte de la décision Construire et suivre un budget Maîtriser les outils d'évaluation et de pilotage de la performance
Target skills	Savoir adapter la méthode de calcul de coûts à la décision Élaborer des prévisions Analyser une activité Être capable de faire des suggestions d'amélioration de la rentabilité et de diminution du risque d'exploitation
Prerequisites	Comptabilité générale Comptabilité de gestion Stratégie et organisation
References	<ul style="list-style-type: none"> - Bouquin H., Le contrôle de gestion, PUF - Lorino P., Le contrôle de gestion stratégique, Dunod - Couroureaux M., Cuyaubère T., Muller M., Contrôle de gestion DCG Épreuve 11, Nathan - Alazard C., Separi.S., DCG 11 Contrôle de gestion, Dunod - Langlois G., Contrôle de gestion DCG 11, Foucher - Collectif, Management et contrôle de gestion DSCG Epreuve 3, Nathan - Fabre P., Separi S., Brossolet G., DSCG 3 Management et contrôle de gestion, Dunod - Burlaud A., DSCG 3 Management et contrôle de gestion, Foucher

Contrôle de gestion
<p>COURSE CONTENT</p> <p>PARTIE 1 : Les calculs de coûts</p> <p>1.1 La classification des charges</p> <p>1.2 La méthode des coûts complets</p> <p>1.3 La méthode ABC</p> <p>1.4 La méthode des coûts variables</p> <p>1.5 Le coût marginal</p> <p>1.6 Les coûts spécifiques</p> <p>1.7 L'imputation rationnelle</p> <p>PARTIE 2 : Le budget</p> <p>2.1 Le processus budgétaire</p> <p>2.2 Les étapes de l'élaboration d'un budget</p> <p>2.3 L'articulation budgétaire</p> <p>2.4 Le budget de trésorerie</p> <p>2.5 Le budget des ventes</p> <p>Chapitre 3 : Le reporting</p> <p>3.1 Les analyses d'écarts appliqués aux cas simples</p> <p>3.2 Les principes du calcul d'écarts</p> <p>3.3 Les écarts sur masse salariale</p> <p>Chapitre 4 : Introduction au pilotage de la performance</p> <p>4.1 Le contrôle de gestion social</p> <p>4.2 Les prix de cession interne</p>

Comptabilité approfondie (F)

Target knowledge	-Maîtriser les principes du Plan Comptable Général -Maîtriser les bases fondamentales de la comptabilisation financière -Maîtriser les principes fondamentaux de la modélisation comptable -Apprécier le patrimoine et l'activité de l'entreprise à partir des documents comptables annuels
Target skills	-Analyser comptablement les opérations courantes d'une entreprise, -Analyser comptablement les opérations de fin d'exercice, -Elaborer les documents de synthèse à la clôture de l'exercice : bilan, compte de résultat et documents annexes, -Déterminer le résultat de l'exercice et mesurer la création de valeur,
Prerequisites	Mathématiques Financières Comptabilité Générale Analyse Financière
References	« DCG 10, Comptabilité Approfondie » (2009) Robert Obert , Dunod « DCG 10, Comptabilité Approfondie » (2012) Odile Barbe , Nathan « DCG 10, Comptabilité Approfondie » (2013) Alain Burlaud , Foucher « DCG 10, Comptabilité Approfondie » (2012) Thierry Roy , Nathan

Comptabilité approfondie

COURSE CONTENT

Chapitre 1 : Le bilan comptable
Chapitre 2 : L'organisation technique comptable : le PCG
Chapitre 3 : Le compte de résultat
Chapitre 4 : La Taxe sur la Valeur Ajoutée
Chapitre 5 : Les charges de Personnel
Chapitre 6 : Les effets de commerce
Chapitre 7 : Les amortissements
Chapitre 8 : Les cessions d'immobilisations
Chapitre 9 : Les dépréciations d'immobilisations
Chapitre 10 : Les provisions et les cessions des éléments de l'actif circulant
Chapitre 11 : Les écritures de fin d'exercice et les documents annuels de synthèse

Normes IFRS et consolidation (F)

Target knowledge	Know the main differences between the French standards and the IFRS standards Master consolidation techniques
Target skills	Master the accounting process for mergers and acquisitions (using French and IFRS standards) Know how to check grouping operations Understand the socio-political stakes underlying the application of the IAS/FRS standards
Prerequisites	Advanced accounting.
References	BARNETO P., (2006), Normes IAS/IFRS – Application aux états financiers, 2 nd Edition, Dunod OBERT R., (2009), Pratique des normes IAS/IFRS, 3 rd Edition, Dunod

COURSE CONTENT

Introduction

Chapter 1 Which companies should "consolidate" and how?

1. Which companies should deposit their accounting using IFRS standards?
2. When must a mother company deposit consolidated accounts?
3. The different consolidation techniques
 - 3.1. Global integration
 - 3.2. Proportional integration
 - 3.3. Equity method

Chapter 2 How to present IFRS financial documents

The balance sheet

The profit and loss statement

Cash flow statements

Equity variation statements

Appendix notes

Chapter 3 When and how can an element be placed as an asset on the balance sheet?

The definition of an asset

General principles on the entry cost of an asset

Processing loan costs

Processing deferred payments

Chapter 4 Tangible fixed assets

Initial evaluation

The cost of acquisition

The production cost

Amortizing tangible assets

Definitions

Amortization modes

The component approach

Definitions

The approach

Posterior evaluation

Depreciation

Definitions

In which cases should a depreciation test be carried out?

When should depreciation be notified?

How to calculate the use value

Entering loss in value into the accounts

Cash generating units

Chapter 5 Lease contracts

Definitions

"Financing lease" criteria

Financing lease contract accounting

General conclusion

Specialization: International People Management (E)

Corporate Social Responsibility (E)

<i>Target knowledge</i>	<ul style="list-style-type: none">- Comprehend the arising challenges in the global and interconnected markets- Understand the triple bottom line and multi-stakeholder orientation of CSR-oriented companies- Link corporate culture & CSR- Link CSR and competitive advantage
<i>Target skills</i>	<ul style="list-style-type: none">- Draft and implement CRS strategies within different companies- Create and promote corporate culture through CSR- Use CSR as a competitive advantage- Promote CSR through a participative process- Report on CSR activities
<i>Prerequisites</i>	<ul style="list-style-type: none">- Ethics- Principles of People Management- Organizational Management- Strategic Analysis
<i>References</i>	<ul style="list-style-type: none">- Corporate Social Responsibility: Readings and Cases in Global Context. (2007). Eds. Crane, A., Matten, D. & L. Spence. Routledge.- Harvard Business Review on Corporate Social Responsibility. (2003). Harvard Business School Press.- The Corporate Social Responsibility Reader. (2008). Ed. Burchell, J. Routledge.- The Oxford Handbook of Corporate Social Responsibility. (2009). Eds. Crane, A., McWilliams, A., Matten, D., Moon, J. & D. Siegel. OUP Oxford.

COURSE CONTENT

1. Introducing CSR (Corporate Social Responsibility)
 - a) Understanding the nature of global markets and today's corporations
 - b) Origins and framework of CSR
 - c) Limits and advantages of CSR
2. The individual dimension of CSR
 - a) The individual social responsibility
 - b) The accountability of individual acts: measuring participation on CSR
 - c) Humanity in management through CSR
3. Groups and CSR
 - a) Corporate culture and social responsibility
 - b) The stakeholder theory
 - c) CSR and economic competitiveness
4. Performance and CSR
 - a) The outcomes of CSR,
 - b) Measuring performance
 - c) CSR as a source of innovation
5. Visions and approaches to CSR
 - a) Sustainable development as a part of CSR
 - b) Transatlantic perceptions of CSR
 - c) The multicultural organization and CSR
6. Ethics and CSR
 - a) The historical roots of CSR
 - b) The ethical models behind CSR
7. CSR and Strategic Management
 - a) Facing diversity
 - b) Feedback in CSR
8. Integrating Individual and group strategies in CSR
 - a) CSR and teamwork
 - b) Implementing CSR through the management of change

Managing Across Borders (E)

<i>Target knowledge</i>	To build and manage international teams in a multicultural organization: <ul style="list-style-type: none">- Understanding the concept of culture- Corporate culture- Cultural dimensions- Cross-cultural competences- Delocalized management and virtual Work-Mobility and its regulation
<i>Target skills</i>	<ul style="list-style-type: none">- To manage abroad- To recruit and manage expatriates- To measure performance internationally- To deal with cross-cultural conflicts- To manage teams- To manage expatriation and repatriation
<i>Prerequisites</i>	Successful completion of the following courses: <ul style="list-style-type: none">- Intercultural Negotiation- Principles of People Management- International Relations- Organizational Management
<i>References</i>	<ul style="list-style-type: none">-The Corporate Culture Survival Guide, 2009: Schein, Edgar H.-Applied Human Resource Management: Strategic Issues and Experiential Exercises, 2009 by Kenneth M. York.-HR Magazine Guide to Managing People, by HR Magazine, 2006.-Exploring Employee Relations, Second Edition, by Mike Leat, 2007.-Getting to Yes: Negotiating Agreement Without Giving In, by Ury, Fisher and Patton, 1991.

COURSE CONTENT

1. The organizational and human Boundaries: a brief definition
 - a. National boundaries
 - b. Psychological boundaries
 - c. Organizational and structural boundaries
2. Group and individual behaviors across cultures
 - a. What is a group?
 - b. Affinity and selectivity, how to establish and maintain a group?
3. Defining Culture
 - a. The essentials of culture
 - b. National culture
 - c. Corporate culture
 - d. The individual culture as a micro-culture
4. Convergence and divergence in International Business
 - a. Cross cultural studies - cultural dimensions
 - b. Psychological approaches to cross-cultural management
 - c. Cognitive approaches
5. Mobility
 - a. Geographical mobility
 - b. Functional mobility
 - c. Intellectual mobility
 - d. Confronting various realities while being mobile
 - e. Dealing with confrontations
6. Long distance management and virtual work
 - f. Information systems and ERP across the borders
 - g. Virtual expatriation
 - h. Virtual team work and conferences
7. Competence in managing internationally
 - a. Developing the international managers
 - b. Levels of integrations while working internationally
8. Reactions to cross-cultural conflicts
 - a. To affirm its dominant position
 - b. To incite the adoption of a model
 - c. To stop the negotiation
 - d. To negotiate a solution
9. Expatriation and repatriation
 - a. Managing expatriation
 - b. Managing the return
 - c. The adaptation and re-adaptation process
 - d. Reorientation and career development
 - e. Failure to adapt

Managing People (E)

Target knowledge	<ul style="list-style-type: none"> - Analyze personnel requirements, describe recruitment and selection procedures and measure performance - Describe the role and process of employee development within an organization and apply adequate measures
Target skills	<ul style="list-style-type: none"> - Recruitment and selection processes and procedures; determining requirements, job analysis, description and specification - Training and development; staff appraisal - Team-based work organization, objective setting, defining and allocating authority and responsibility, supervision and delegation, resource allocation and performance measurement. - Working with people, effective interpersonal relationships and consulting - Evaluate the reliability of personnel measures in multiple contexts (performance, personnel selection, psychosocial risk, etc.)
Prerequisites	<ul style="list-style-type: none"> - Principles of People Management - Business Strategy - Labour Law
References	<ul style="list-style-type: none"> - Influence Without Authority, by Cohen, Allan R. and Bradford, David L., 2nd Edition (Wiley 2005). - HBP: "Why Should Anyone Be Led By You?" by Robert Goffee and Gareth Jones, Harvard Business Review, September-October 2000 - HBP: "The Manager's Job: Folklore and Fact," by Henry Mintzberg, Harvard Business Review, March-April 1990 - HBP: "Managing Oneself," by Peter F. Drucker, Harvard Business Review, January 2005 - HBP: "Manage Your Energy, Not Your Time," by Tony Schwartz and Catherine McCarthy, Harvard Business Review, October 2007 - Fundamentals of Human Resource Management, by Noe, Hollenbeck, Gerhart and Wright, McGraw Hill Higher Education; 3rd Revised edition (October 1, 2008) - Nunnally, J. C. (1967). Psychometric theory. McGraw-Hill. - Schmidt, F. L., Hunter, J. E., McKenzie, R. C., & Muldrow, T. W. (1979). Impact of valid selection procedures on work-force productivity. Journal of Applied Psychology, 64(6)

COURSE CONTENT

A) Project Management part

1. Selecting employees and placing them at the right place
 - a. Selection Process
 - b. Skills & Tools needed on the 21st century
 - c. Selection & Organizational Decisions
2. Managing direct reports & performance
 - a. The Process of Performance Management
 - b. Purposes of Performance Management
 - c. Criteria for Effective Performance Management
3. Methods for Measuring Performance
 - a. Sources of Performance Information
 - b. Errors in Performance Measurement
 - c. Performance Feedback
4. Solutions to Performance Problems
 - a. Developing direct reports for future success
 - b. Systems for effective Management
 - a. Development-Related Challenges
5. Measuring Skills and Competences 360° feedback and Web assessment.
 - a. Employee Separation
 - b. Job Withdrawal
 - c. Job Satisfaction

B) Measurement and applied statistics part

6. Evidence-based management
 - a. The implications of metrology in management
 - b. Goal setting
 - c. Training
 - d. Psychosocial health at work
 - e. Measuring job behaviors
7. Building items and the content validity of a measure
 - a. Response type
 - b. Building items
8. The sensitivity of a measure
 - a. What is sensitivity?
 - b. Spotting and removing low sensitivity items
9. The reliability of a measure
 - a. What is reliability?
 - b. Examining reliabilities
10. The empirical validity of a measure
 - a. What is validity?
 - b. Examining empirical validities

Concluding on general quality of a measurement tool

Specialization: Entrepreneurship (F)

Gérer les risques juridiques en entreprise (F)

Target knowledge	<ul style="list-style-type: none"> - identifier les risques inhérents à la création d'entreprise dans le secteur et pour l'activité concernés, - développer et utiliser les outils simples de sécurisation.
Target skills	<ul style="list-style-type: none"> - choisir la structure adaptée au projet, - connaître et utiliser l'environnement juridique global, - savoir rechercher et utiliser l'information juridique spéciale, - utiliser les connaissances et les compétences juridiques dans le projet.
Prerequisites	<ul style="list-style-type: none"> - Cours des années précédentes - les électifs de droit sont un plus.
References	<ul style="list-style-type: none"> - V. Rebeyrol, E. Schonberg, Managers : maitrisez vos risques juridiques !, Pearson education, 2011 - F. Verdun, Gestion des risques juridiques, Editions d'organisation, 2006. - La cartographie des risques juridiques : un outil de management au service de la stratégie, http://www.amrae.fr/sites/default/files/fichiers_upload/Anvie_SyntheseCartoRisquesjuridiques.pdf - La gestion des risques juridiques et réglementaires est au cœur de la performance économique des entreprises, http://www.village-justice.com/articles/gestion-risques-juridiques,12298.html

Gérer les risques juridiques en entreprise
<p>COURSE CONTENT</p> <p>-Chapitre 1 : INTRODUCTION</p> <p>1.1 : Risque et entreprise : notion et enjeux</p> <p>1.2 : Legal risk management</p> <p>-Chapitre 2 GERER LES RISQUES STRUCTURELS</p> <p>2.1 : Le choix de la forme sociale</p> <p>2.2 : Le droit comme outil de structuration des activités de l'entreprise</p> <p>2.3 : La gestion du risque en B2C</p> <p>2.4 : La gestion des risques en B2B à l'échelle nationale</p> <p>2.5 : La gestion des risques en B2B à l'échelle internationale</p> <p>2.5.1 Convention de Vienne</p> <p>2.5.2 arbitrage international</p> <p>2.5.3 lex mercatoria</p> <p>-Chapitre 3 : GERER LES RISQUES FONCTIONNELS</p> <p>3.1 : Le risque de développement</p> <p>3.2 : Le droit de la concurrence</p> <p>3.3 : L'internationalisation : forum shopping et choix de l'ordre juridique</p> <p>3.4 : Les stratégies contractuelles</p> <p>-Chapitre 4 : GERER LES RISQUES JUDICIAIRES</p> <p>4.1 : La médiation</p> <p>4.2 : L'externalisation</p> <p><i>Le plan est susceptible d'évolution compte tenu de l'évolution du droit et de l'actualité judiciaire</i></p>

Entrepreneurial marketing (F)

<i>Target knowledge</i>	The objective of this course is to further develop the theoretical and practical skills needed by the young entrepreneur to market and sell their goods and services. Formal lectures covering the “concepts” will be complemented by case studies, mini-cases and exercises. Emphasis will be placed on applying innovative, practical marketing and sales solutions to ensure successful launch and sales development.
<i>Target skills</i>	<ul style="list-style-type: none">○ Customer identification○ Positioning, product and pricing strategies○ Lead generation and building customer traffic○ Effective use of marketing and sales tools○ Creating a useful marketing plan○ Enhance presentation skills – written and oral
<i>Prerequisites</i>	None
<i>References</i>	Entrepreneurial Marketing: Lessons, Wharton's Pioneering MBA Course, Leonard M. Lodish, Howard Morgan, Amy Kallianpur, John Wiley & Sons, 14 mars 2002 - 288 pages

<i>Entrepreneurial marketing</i>
COURSE CONTENT <ul style="list-style-type: none">• Customer Identification /Positioning and Product strategy / Pricing strategies• Developing prospects – lead generation: seminars, direct mail, telemarketing, email, partners• Advertising – Traditional• Advertising – online [e-marketing]• Developing the right marketing mix and plan• PR – Public Relations / Creating a Marketing Plan• E-CRM• Marketing Plan Simulation [Live Action]• Principles of Selling• Direct Selling• Indirect Selling

Développer ses compétences d'entrepreneur (F)

Target knowledge	<ul style="list-style-type: none"> ▪ Master the techniques for creativity, opportunity detection and problem resolution ▪ Know how to identify the different creative profiles of entrepreneur, in order to determine one's own style and know how to interact with the style of others ▪ Know the main schools of thought on leadership ▪ Operationally master the basic principles of project and team management ▪ Know how to create a management report
Target skills	<ul style="list-style-type: none"> ▪ Bring the student to have a better knowledge of himself/herself, to be able to practise self-assessment, to improve personal creative, entrepreneurial and leadership capacities ▪ Make the participants aware and capable of situating themselves within leadership types and their materialisation ▪ Develop the company spirit, the management dimension, the strategic and operational management of the future entrepreneur ▪ Know how to manage a team (recruitment and staff management, decision-making, conflict management, negotiation, etc.) ▪ Learn how to face difficulties, know how to solve them, how to decide ▪ Know how to drive a company using management reports. (Here, the objective is to analyse the indicators in order to reorient different parts of the company if necessary, and assume the decisions that managers must make to maintain performance, competitiveness, profitability and company quality)
Prerequisites	No prerequisites.
References	<p>Creativity:</p> <ul style="list-style-type: none"> ▪ Robinson, Stern (2000), L'entreprise créative, éditions d'Organisations ▪ De Bono (2004), La boîte à outils de la créativité, éditions d'Organisation ▪ Fustier (2001), Exercices de créativité à l'usage du formateur, éditions d'organisations ▪ Bellenger (2005), Libérer votre créativité, ESF publisher ▪ Csikszentmihalyi (2004), La créativité : psychologie de la découverte et de l'invention, Robert Laffont ▪ Deladrière et al. (2007), Organisez vos idées avec le Mind Mapping, Dunod ▪ Getz (2002), Créativité organisationnelle, Vuibert ▪ Bardin (2006), Management de la créativité en entreprise, Economica ▪ Asselin et al (2007), La créativité ne s'invente pas, elle se manage !, Demos ▪ Massol (2007), Trouver une idée de création d'entreprise, éditions Eyrolles ▪ Isaken et al (2003), Résoudre les problèmes par la créativité, éditions d'Organisation ▪ Benoit-Cervantes (2008), La boîte à outils de l'innovation, éditions Dunod <p>Leadership & management:</p> <ul style="list-style-type: none"> ▪ Bennis, W.G. Profession: Leader, InterÉditions, Paris 1991. ▪ Bennis, W.G. Reinventing Leadership: Strategies to Empower the

	<p>Organization, New York, Morrow, 1995.</p> <ul style="list-style-type: none"> ▪ Blake, R.R. et J.S. Mouton. The Managerial Grid, Houston, Gulf Publishing, 1964. ▪ Covey, S.R. L'étoffe des leaders, Paris, Éditions générales First, 1996. ▪ Covey, S.R. Les 7 habitudes, First Editions, 2005. ▪ De Préee, M. Diriger est un art, Paris, Rivages/Les Échos, 1990. ▪ Fiedler, F. E. A Theory of Leadership Effectiveness, New York, McGraw Hill, 1967. ▪ Fondation Drucker. Le leader de demain, Paris, Editions Village Mondial, 1997. ▪ Harvard Business Review, preface by Franck Riboud. Le leadership, Paris, Éditions d'Organisation, 1999. ▪ Hesrhey, P. et K.H. Blanchard. Management of Organizational Behavior: Utilizing Human Resources, 6th ed., Englewood Cliffs, Prentice Hall, 1993. ▪ Kouzes, J. and B. Posner. Le défi du leadership, Paris, Afnor, 1991. ▪ Northouse, P. G. Leadership: Theory and Practice, Thousand Oaks, Sage Publications, 2000. ▪ Pitcher, P. Artistes, artisans et technocrates dans nos organisations : Rêves, réalités et illusions du leadership, Montréal, Presses HEC Québec/Amérique, 1994. ▪ Rogers, Carl R. Liberté pour apprendre?, Dunod, 365p. 1984. ▪ Stogdill, R.M. Handbook of Leadership: a Survey of Theory and Research, New York, Free Press, 1974.
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COURSE CONTENT

Module N° 1: Creativity techniques

Individual creativeness and the creative approach

- Definition and main qualities of the creative
- The 4 quadrants of the creative process
- Cerebral dominants
- Blockages in creativeness

Creative techniques and the detection of business opportunities

- Questioning methodology: The Five Ws and one H
- The square matrix and the discovery matrix
- The Ishikawa diagram
- Brainstorming
- Circept and mind map
- SCAMPERR Tables
- The analogue approach: synectics, lateral thinking (e.g. the Six thinking hats)
- Problem solving strategy

Module N°2: entrepreneurial leadership

- Personal development: MBTI®, Predictive Index®
- The type of leadership styles
- Developing a leadership style
- Tools for the leader

Module N° 3: Company management

- Managing confronted with employees
- The manager and the team
- The manager and the time factor
- The manager and the power factor
- The manager and external communication

Module N°4: Driving and management reports, with the indicators:

- Commercial (Turnover, mean profit, number of new customers ...)
- Quality (complaints, post-sales activity, volume of returns ...)
- Supply (deadlines, diversity of suppliers ...)
- Information system (respect of deadlines and costs, usage rates (number of incidents)
- Production (reject rate, productive/unproductive hours, deadlines and production costs ...)
- Marketing (impact of mailing, returns on campaigns, web site audience ...)
- Human resources (absenteeism, turn-over, recruitment, assessments, training ...)

Director conference cycle

4th year courses (AMBITION 4)

4 th year courses (AMBITION 4)	ECTS	Hours	Course ID	Fall	Spring
Core Courses					
International Trade *	5	36	1431	✓	
Supply Chain Management and Logistics Strategies*	5	36	1475	✓	
Marketing Research and consumer behavior *	5	36	1479	✓	
Theory and Organizational Management *	5	36	1477	✓	

Courses taught in:

E= English

F= French

Core Courses (4th year)

International Trade (E)

Target knowledge	Sessions 1-2-3 understand the European customs regulations and laws Sessions 4-5-6 understand the Logistics and the Incoterms 2010 Sessions 7-8-9-10 understand how to be paid
Target skills	Interactive lectures
Prerequisites	PowerPoint, video excerpt
References	Reuvid J. & Sherlock J., International Trade, 1st edition, 2010. Duboin J. & all, Exporter, 23e edition, 2011.

<i>International Trade</i>
COURSE CONTENT Sessions 1-2-3 Community Customs Code, Customs tariff, Customs clearance, procedure in the EU, TARIC, the electronic working tariff of the EC (RITA), case study (SLASH case) Sessions 4-5-6 Purpose, scope, legal aspects, structure of the 11 Incoterms, case Study (TUTEVUKANTABU case, Part I) Sessions 7-8-9-10 Bank transfers, cheques, bills of exchange, types of documentary credit, case study (TUTEVUKANTABU case, Part II)

Supply Chain management and logistics strategies (E)

Target knowledge	<p>This course will develop students' ability to understand the role of Supply Chain Management and logistics strategies in all their complexity. This course will be under the responsibility of a supply chain management professor who will introduce the main concepts in this field.</p> <p>Further, one part of this course is based on a teaching game, REACTIK, the flow game.</p> <p>The course is designed to</p> <ul style="list-style-type: none"> - Understand how flow circulates in a company, - Measure logistics performances: deadlines, stocks and in-progress, - Discover the obstacles that hinder the circulation of flows (Anti-flows), - Propose improvements to accelerate flows (Nice-flows), - Implement a strategy to conquer new markets, - Understand the cost-service arbitration when designing the supply chain, - Understand the different means of transport and their advantages, - Differentiate the actors in international logistics chains, - Understand the role of transport in the organisation of international chains, - Analysing transport chain network strategies, - Understand the complexity of international logistics chains.
Target skills	<p>The purpose is to provide students with the fundamentals required to continue their chosen specialisation program.</p> <p>Students who choose to take the SCM option will be able, in the long term, to have the following jobs:</p> <ul style="list-style-type: none"> - Logistics and/or Transport manager; - Warehouse Manager; - Supply Chain Manager; - Logistics or procurement Consultant; - Logistics study manager.
Prerequisites	- No prerequisites
References	<ul style="list-style-type: none"> - Christopher M. (2005), Logistics and Supply Chain Management , creating value adding network , Ed Prentice Hall - Chopra S and Meindl P. (2010), Supply Chain Management, Ed Pearson - Savy M. (2007), Le transport de marchandises, Ed Eyrolles

COURSE CONTENT

The objective of this course is to make the students aware of the stakes related to flow control (physical and data) both within the company and along the "supply chain". This awareness is given through the discovery of a set of concepts, such as management by process, decompartmentalisation of functions, the operational levers to improve global performance, etc.

Reactik is a game centred on logistics issues and the improvement of performance following a SC approach (supplier integration in this case). The game scenario covers more especially the stakes involved in reducing deadlines and increasing cash flow in order to develop the international markets of four competing companies.

The in-depth examination of these concepts makes it possible to facilitate the analysis of international logistics chains and the international logistics service sector.

Part 1: Introduction to Supply Chain and the Reactik game

Presentation of the game

The continuous improvement and "world conquest" approach

A conceptual reminder of the management by process approach

Part 2: The organisation of transport within the major international logistics chains

The actors in the transport system: role definition

Logistics and transport services, evolution and main actors

Which network strategies for which types of activity?

Marketing Research and Consumer Behavior (E)

Target knowledge	<p><u>Consumer Behavior</u>: gain an understanding of the influences on and the processes by which consumers make decisions and to be able to identify the reasons why different consumers make different choices</p> <p><u>Marketing Research</u>: acquisition of information for marketing management decision making, including the formulation of research problems, research designs, data sources and collection methods, sampling, data analysis and presentation of results.</p>
Target skills	<p>Consumer Behavior</p> <ol style="list-style-type: none"> 1. Define the consumer market and construct a simple model of consumer buyer behavior 2. Identify the four factors that influence consumer buyer behavior 3. List and define the major types of buying decision behavior and the stages in the buyer decision process 4. Describe the adoption and diffusion process for new products <p>Marketing Research:</p> <ol style="list-style-type: none"> 5. Be able to translate a marketing problem into a research question 6. Understand the different research designs and methods 7. Be aware of the various sources of marketing information 8. Have a basic understanding of statistical analysis techniques 9. Be able to analyze marketing research results 10. Be able to present marketing research results
Prerequisites	No prerequisites.
References	<p>Kotler, Armstrong <u>Principles of Marketing (Global edition) 14th ed.</u> (2012) Pearson</p> <p>Wilson <u>Marketing Research: An Integrated Approach 3rd edition</u> (2012) FT Prentice Hall</p> <p>Schiffman, Kanuk <u>Consumer Behavior (Global edition) 5th ed.</u> (2010) Pearson</p> <p>McDaniel, Gates <u>Marketing Research with SPSS (international edition) 8th ed.</u> (2010) Wiley</p>

COURSE CONTENT

Opening and closing session are devoted to case studies.

I. The study of consumer behavior

Model of consumer behavior

Factors affecting consumer behavior

Cultural & social

Psychological

Types of buyer decision behavior

Buyer decision process

Buyer decision process for new products

II Marketing Research

Overview of Marketing Research

Translating objectives into studies/Designing a methodology

Types of quantitative studies

Writing Questionnaires

Quantitative data analysis

Qualitative studies

Follow up in the market

Theory and Organizational Management (E)

Target knowledge	<ul style="list-style-type: none"> ▪ Knowledge of basic principles of people management such as social influence, negotiation skills ▪ Understanding individual differences ▪ Knowledge of organizational well-being and its determinants ▪ Knowledge of basic recruitment requirements
Target skills	<ul style="list-style-type: none"> ▪ Ability to implement efficient recruitment strategies ▪ Ability to assess organizational psychosocial risks ▪ Ability to implement adaptive leadership styles ▪ Ability to implement efficient negotiation strategies
Prerequisites	<ul style="list-style-type: none"> ▪ Competence in written and spoken English ▪ Experience in a corporate environment ▪ A certain degree of curiosity and questioning of how people behave in an organization
References	<p>Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. <i>Harvard Business Review</i>, 84(1), 62–74, 133.</p> <p>Pfeffer, J., & Sutton, R. I. (2006). <i>Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management</i>. Harvard Business Press.</p> <p>Richardson, K. M., & Rothstein, H. R. (2008). Effects of occupational stress management intervention programs: a meta-analysis. <i>Journal of occupational health psychology</i>, 13(1), 69.</p>

COURSE CONTENT

Part I: Influencing people

- A. Introduction
- B. Six principles of social influence
- C. Conclusion

Part II: Mastering recruitment processes

- A. Introduction
- B. Five phases of recruitment
- C. Finding resources
- D. Conclusion

Part III: Using assessment tools

- A. Introduction
- B. Assessment tools
- C. Efficiency
- D. Conclusion

Part IV: Interviewing candidates

- A. Introduction
- B. Improving interviews
- C. Avoiding errors
- D. Conclusion

Part V: Monitoring performance

- A. Introduction
- B. Finding indicators
- C. Setting goals
- D. Conclusion

Part VI: Social and organizational behaviors: An interactionist approach to management

- A. Introduction
- B. Example 1: Applying game theory to negotiation
- C. Example 2: Understanding organizational performance (Well-being)
- D. Conclusion

5th Year courses

5 th year courses	ECTS	Hours	Course ID	Fall	Spring
Core Courses					
International Business Management Execution*	3	36	1085	✓	
International Sales Development*	3	36	1086	✓	
Specialization : Supply Chain Management					
International Purchasing Strategies and Practices*	4.5	36	1093	✓	
Prévisions et systèmes d'informations	4.5	36	1094	✓	
Quality Management Improvements Approach*	4.5	36	1092	✓	
Supply Chain Management*	4.5	36	1091	✓	
Specialization : International Marketing					
Marketing Mix Performance*	4.5	36	1322	✓	
Advanced Communication Strategies*	4.5	36	1319	✓	
Advanced Digital Marketing*	4.5	36	1320	✓	
Intelligence and Marketing Plan*	4.5	36	1321	✓	
Specialization : International Marketing option Luxury Products					
Intelligence et Plan marketing	4.5	36	1089	✓	
Performance de l'offre	4.5	36	1090	✓	
Gestion des produits de luxe	4.5	36	1751	✓	
Image et communication digitale	4.5	36	1750	✓	
Specialization : International Marketing option Mass Consumption					
Intelligence et Plan marketing	4.5	36	1089	✓	
Performance de l'offre	4.5	36	1090	✓	
Distribution de Produit de Grande Consommation	4.5	36	1752	✓	
Stratégies et marketing des services	4.5	36	1753	✓	
Specialization : International Finance					
Gestion de trésorerie	4	36	1097	✓	
Evaluation de l'entreprise	4	36	1095	✓	
Fusions et Acquisitions	4	36	1096	✓	
Droit bancaire et financier	4	36	1098	✓	
Specialization : International People Management					
Developing Potential*	4.5	36	1448	✓	
Diversity Management*	4.5	36	1449	✓	
Navigating Change*	4.5	36	1450	✓	
Managing Information Systems*	4.5	36	1451	✓	
Specialization : Entrepreneurship					
Gérer la finance entrepreneuriale	4.5	36	1315	✓	
Reprendre une entreprise & manager le changement et l'innovation	4.5	36	1317	✓	
Entrepreneurship*	4.5	36	1060	✓	
Construire son projet professionnel de création d'entreprise	4.5	36	1318	✓	

Courses taught in:

E= English

F= French

Core Courses

International Business Management Execution (E)

Target knowledge	Acquire global understanding of the organization and the consistency implied by the development of international business management. Master techniques and tools to understand the crucial elements of international business management.
Target skills	Develop the capacity to understand the international business environment and to manage international business strategies and applications
Prerequisites	<ul style="list-style-type: none"> • International trade techniques • International Market Entry and distribution channels • Strategy, Supply Chain, Finance, Human Resources and Marketing Fundamentals • Basics of international relationships and intercultural management
References	<p>Case Studies in Knowledge Management / Murray Jennex, editor. Idea group 2005</p> <p>Knowledge Management in Asia: Experience and Lessons Published by the Asian Productivity Organization 2008</p> <p>Rein, Shaun: The End of Cheap China, Revised and Updated: Economic and Cultural Trends That Will Disrupt the World, Wiley 2012</p> <p>Rein, Shaun: The End of Copycat China: The Rise of Creativity, Innovation, and Individualism in Asia, Wiley 2014</p> <p>The Changing Face of Korean Management by Chris Rowley and Yongsun Paik. Routledge, 2009.</p> <p>- Diversity and Transformation of Asian Capitalisms by Robert Boyer, Hiroyasu Uenura & Akinori Isogai. Routledge, 2012 (Pour la traduction française : Capitalismes asiatiques, diversité et transformations. Presses Universitaires de Rennes, 2015.).</p> <p>- The Samsung Way by Jae-yong SONG and Kyung-mook LEE. McGraw-Hill Educations, 2014</p> <p>BAYLIS, John, SMITH, Steve and OWENS Patricia. <i>The Globalization of World Politics: An Introduction to International Relations</i>, 6th ed., Oxford: Oxford University Press, 2013.</p> <p>DAVID, Charles-Philippe. <i>La guerre et la paix : approches et enjeux de la sécurité et de la stratégie</i>, Paris : Sciences Po, les Presses, 3rd ed. 2012.</p> <p>FREEDMAN, Lawrence. <i>Strategy. A History</i>, Oxford: Oxford University Press, 2013.</p> <p>FRIEDEN, Jeffrey A., LAKE, David. A., and SCHULTZ, Kenneth. A. <i>World politics: Interests, interactions, institutions</i>, 2nd ed., New York: W.W. Norton, 2012.</p> <p>GAT, Azar. <i>Victorious and Vulnerable: Why Democracy Won in the 20th Century and How It Is Still Imperiled</i>. Lanham: Rowman & Littlefield Publishers, 2010.</p> <p>STRACHAN, Hew and SCHEIPERS, Sibylle (dirs.) <i>The Changing character of War</i>, Oxford: Oxford University Press, 2011.</p>

COURSE CONTENT

Theme 1: Insights into the International environment

Chapter 1 *Korea: from Confucius to Samsung world company*

- South Korea in the global economy,
- The Modern Economic History: between Confucian pragmatism and reality,
- A model constantly reinventing and fast moving,
- The Chaebols. Case study: Samsung,
- The entrepreneurial logic and start-ups. Case study: Bookpal.

Chapter 2 *Business opportunities in eastern Europe and middle Asia*

- Part 1: International indexes and regional organizations.
- Part 2: Reviews of countries

Poland and **Baltic** states: Now part of EU, those four countries share historical, geographical, linguistic and political background.

New Central Europe: **Czech Republic**, **Slovakia**, **Hungary** and **Slovenia** are today the symbols of Eastern Europeans turned Central European.

Russia: Heir of the Tsarist and Soviet empires, Russia plays a central role in this region.

Small and White Russia: **Ukraine** and **Belorussia** are now the new border between central and Eastern Europe. Their path they will choose in the future will impact the whole area.

South East Europe: **Romania** and **Bulgaria** are the newest EU members. While still lagging behind their western and northern neighbors, those two countries are becoming strategic forces in the future of European-Asian relations.

The **Balkans**: How former Yugoslavia and Albania are healing the past and preparing the future.

The **Caucasus**: Georgia, Armenia and Azerbaijan are all located in this strategic and complicated region. An overview of the stakes is essential to understand the geopolitics of the region.

Middle-Asia countries, while geographically distant from Europe are becoming increasingly present in Europe's policies.

Chapter 3 *International trade, globalization and conflicts*

- **The changing character of warfare**
New wars: Fighting without strategy?
New technology: Fighting without people?
- **International trade, globalization and war**
How the economy influences war, and war influences the economy.
Liberal values and democratic institutions: the end of war?

Chapter 4 *Competitive intelligence and globalization*

- **Introduction**
What did we miss in the development process of the last 30 years?

Why do so many companies fail for beginner's mistakes? (Peugeot, Mattel, Eram...)

Why didn't we understand the Toyota revolution?

- **The global value chain. Why it means a new understanding of international business and the global economy**

Quick summary of the global value chain

Lee & Fung and manufacturing outsourcing

Genpact and Business Process Outsourcing

R&D outsourcing

- **Issue 1: Moving up the value chain**

How China moved from a cheap labor development model to a value added development model. What it means for us?

The platform model: How do peripheral economies integrate? Is the WTO still relevant?

Is there a conflict between national strategy and corporate strategy?

- **Issue 2: knowledge management for global organization.**

War room project

Case studies from the bibliography

- **CONCLUSION**

Global value chain: Is the Ricardo model still useful? Is there a conflict between short-term value and long-term development?

Theme 2: Creating value and international competitive advantage

- **Value chain and corporate strategy**

How to create, deliver and capture value?

Case study

- **"Demand and supply" value chain**

What is the rationale behind this concept?

Example of international retail

Markets, brand, distribution, supply chain and the client

What is at stake: client experience, services, costs, and assets?

How do we get there?

- **What new inspiration at the time of the digital revolution and in a volatile, uncertain, and complex environment?**

Design thinking, Agility and innovation

New business models

Case study

International Sales Development (E)

Target knowledge	<ul style="list-style-type: none"> * Key account management * Customer portfolio management * Operational sales plan
Target skills	* Enable future international sales managers to anticipate, manage, reorient and control the international sales development
Prerequisites	<ul style="list-style-type: none"> * The difference between direct and indirect sales * Basic knowledge of trade planning (the elements of a sales plan, of a marketing plan, of a business plan) * Segmentation
References	<p>Economic press</p> <p><u>Complementary books:</u></p> <ul style="list-style-type: none"> * CRM Customer Relationship Management, La gestion de la relation client, S. BROWN – Pricewaterhouse Coopers – Ed. Village Mondial Pearson Education France * Concevoir un tableau de bord facile – Outil de contrôle, de pilotage et d'aide à la décision – C. SELMER – Ed. Dunod

International Sales Development	
COURSE CONTENT	
1. Introduction : Methodology 2. Market segmentation /Prioritization / /Action Plan Profile/Potential /Margin Quantitative analysis Consequences in terms of organization 3. Client portfolio management Concept /definition Action Plan 4.The international development of key accounts The key account: the minimum to master Profile and definition Key Account management 5. Negotiation and sales Sales pitch Training Sales call vs face to face sales 6. Management of the sales plan ,and the budget 7. Measurement of performance Objectives and KPI's 8. Case study Presentation	

Specialization: Supply Chain Management (E and F)

International Purchasing Strategies and Practices (E)

Target knowledge	<p>After this course, students will be able to:</p> <p>Purchasing Management</p> <ul style="list-style-type: none"> ▪ Operationally implement upstream phases of the purchasing process : from needs analysis to RFQ ▪ Master LCC's strategies issues in an international context ▪ Better understand application of new technologies in purchasing (e-sourcing, e-procurement, e-auction, etc...) <p>Sustainable Procurement</p> <ul style="list-style-type: none"> ▪ Understand sustainable procurement in relation with sustainable development ▪ Identify social and environmental risks throughout the supply chain ▪ Develop specifications with sustainable criteria and select and audit suppliers to secure supply chain. ▪ Develop or enhance supplier partnership in order to measure, analyse environmental and social impacts of packaging and logistics and implement actions to improve sustainability effects <p>Diagnosis of the Purchasing Function</p> <ul style="list-style-type: none"> ▪ Understand the strategic role of Purchasing in a company, its values and missions and its impact on the bottom line ▪ Differentiate the various purchasing organisations ▪ Develop the way to become a Best In Class Purchasing organisation ▪ Evaluate the challenges of the Purchasing Function ▪ Develop the tools and practises to reinforce the Purchasing function: <ul style="list-style-type: none"> - Category Management - Supplier Relation Management - Risk Management - Market Intelligence
Target skills	<p>The aim of these course, is to train managers capable of occupying the following positions, among others:</p> <ul style="list-style-type: none"> * Family buyer / commodity manager * Sustainable procurement manager * Quality and Sustainable development manager; * Spécialiste en gestion de la Supply Chain * Buyer ; * Category Manager * Logistics and/or Transport Manage * Project Buyer * Sourcing manager * Category manager * Head of Purchasing
Prerequisites	<ul style="list-style-type: none"> ▪ Basic knowledge in logistics ▪ Business strategy ▪ Legal framework and business practices in International Trade ▪ Purchasing processus

	<ul style="list-style-type: none"> ▪ Negotiation
References	<p>Purchasing Management</p> <ul style="list-style-type: none"> ▪ Peter Kraljic « Purchasing must become supply management” ▪ Michael Porter “Competitive advantage” ▪ Roger Perrotin “Le Marketing Achats” ▪ S. Canonne & Ph. Petit « La boîte à outils de l’acheteur » ▪ R. Fisher & W. Ury « Getting to yes » <p>Sustainable Procurement</p> <ul style="list-style-type: none"> ▪ Neef Dale, The supply chain imperative, how to ensure ethical behaviour in your global suppliers, AMACON 2004. ▪ Esty Daniel C, Winston Andrew S, Green to Gold, How smart companies use environmental strategy to innovate, create value and build competitive advantage, John Wiley and Son Inc, 2009 ▪ Lysons Kenneth and Farrington Brian, Purchasing and Supply Chain Management, ▪ 7th edition 2006 <p>Diagnosis of the Purchasing Function</p> <p>Category Management in Purchasing – Jonathan O’Brien (Kogan Page Ltd – 2009</p>

International Purchasing Strategies and Practices	
<p>COURSE CONTENT</p> <p>Purchasing Management</p> <ul style="list-style-type: none"> ▪ Purchasing jobs, missions, trends, normalization, characters. ▪ Purchasing process, interfaces, and tools. ▪ TCO ▪ Purchasing marketing (from Porter to Kraljic) and operational aspects ▪ Purchasing Strategic Plan ▪ Sourcing and « sustainable purchasing » ▪ RFQ and e-purchasing ▪ Offer analysis and supplier selection <p>Sustainable Procurement</p> <p>1. The concept of sustainable procurement and implementation of Sustainable procurement strategy</p> <ul style="list-style-type: none"> ▪ How sustainable procurement supports sustainable development? ▪ Trends, indicators, facts and figures ▪ Drivers and barriers in sustainable procurement ▪ International and National Regulatory Framework ▪ External factors influencing sustainable procurement ▪ Development of sustainable procurement strategy based upon ISO 26000 standard ▪ Guidelines and corporate strategy alignment ▪ Products/services prioritisation strategies at the organisational level ▪ Analysis of the needs in procurement ▪ Study of environmental and social impacts of current purchases 	

2. The operational approach of Sustainable Procurement

- Supplier risk assessment toward sustainability
- Sourcing and Integration of sustainability requirements in the bidding process
- Selecting suppliers with specific tools : Life Cycle Analysis and Life Cycle costing
- Continuous improvement concept and Suppliers review
- Key Performance Indicators and compliance monitoring
- Sustainable supply chain partnership development

Diagnosis of the Purchasing Function

1 – Strategic role of Purchasing, Values, Structures & Organisations, Best in Class

- The key fundamentals of Purchasing
- The strategic role of purchasing, its impact on a company's competitive advantage.
- Missions & values
- Purchasing structures & organisations (centralised, decentralised and hybrid organisations)
- Outsourcing of the Purchasing Function
- Best in Class Purchasing organisation

2 – Building a best in sector Purchasing organisation

- Strategic vs tactical
- Types of approach in today's best practice organisation
- Breakthrough improvement
- Price reduction vs added value

3 – Category Management, Supplier management, Risk Management, Reporting, Procedures, Control, Audits

- Category Management
- Supplier Relation Management
- Risk Management
- Market Intelligence
- Purchasing Reporting
- Purchasing Policies & Procedures
- Audits of the Purchasing Department

Prévisions et Systèmes d'Informations (F)

Target knowledge	<p>This course is organised around two parts: forecast methods, and the driving of physical and data flow in a Supply Chain.</p> <p>At the end of this course the students will be able to:</p> <ul style="list-style-type: none">▪ Describe the importance and the role of forecasts and know the main methods of making forecasts in different contexts▪ Make the connection between forecasts and the driving of physical flows▪ Understand the systemic dimension of the just-in-time approach▪ Know the functions of the main Supply Chain tools▪ Integrate different improvement parameters into a Supply Chain
Target skills	<p>The purpose of these objectives is to train executives who are capable, amongst others, of holding the following jobs:</p> <ul style="list-style-type: none">▪ Supply Chain Manager;▪ Planning manager;▪ Logistics, procurement, operational management consultant;▪ Logistics study manager;▪ Logistics organisation manager▪ Industrial management control manager▪ Planning manager;
Prerequisites	<p>In statistics: Definition, properties and application of the Normal (or Gaussian) distribution (see Gaussian curve), Descriptive statistics (mean, variance, mode...), Temporal series, Correlation, Regression, etc.</p>
References	<p>Nigel SLACK, Stuart CHAMBERS & Robert JOHNSTON, Operations Management, Prentice Hall, 5th edition, 2009 including an e-learning platform MyOMLab</p>

COURSE CONTENT

1 - The role of forecasts and the main demand analysis methods

The students must be capable of:

- Knowing the main methods of making forecasts
- Identifying the method most adapted to a given context

2 - The role of the different functions of an industrial tool

- The students must be capable of identifying the missions and activities of different functions and their interactions

3 - Sales forecasts from delivery, to procurement and production: driving physical flows and data flows

- The students will discover the different production system driving models using the "kanban"
- Especially, in the KANBAN they will understand operating modes in an industrial workshop, following a PUSH type management compared to a PULL type management
- The students will be capable of:
 - Describing a planning approach (Forecast, calculation of needs, load-capacity assessment) using an MRP model (Manufacturing Resource Planning)
 - Understand synchronisation and communications problems and the rigidity of manufacturing programmes driven in push mode
 - Understand the different role of stocks in sales variations, the unknowns, batch sizes and synchronisation
 - Understand the principles of pull mode operation

4 - The improvement of a Supply Chain

- Diagnosis of an SCM
- Product design: Mass customisation, Standardisation
- Quality
- Management parameters
- Information Systems at the service of the Supply Chain: ERP, APS, CRM, GPA, CFPR, Yield Management. The students must be able to describe the functions of these main tools.
- A company visit made in small groups, at the students' initiative, will highlight the concrete use of the concepts covered by the course through the detailed observation of managers at work.

Quality Management Improvements Approach (E)

Target knowledge	<p>This course gives the participants the ability to:</p> <ul style="list-style-type: none">• Understand the importance of Quality for operations and supply chain• Review usual norms, according to Quality• Identify methods to implement TQM• Understand what means value for client and other stakeholders• Understand how to identify value in the organization• Learn the basics tools for Quality and continuous improvement <p>Knows how to manage a change management</p>
Target skills	<p>The goal is to train managers in order to allow them roles as:</p> <ul style="list-style-type: none">• Quality Manager• Purchase and Logistics Consultant• Responsible of design in Logistics• Responsible of Finance and Control
Prerequisites	<p>Statistics: definition, properties and application of the law of probabilities, normal distribution (cf. Gaussian curve), descriptive statistics (average, variance, mode...), time series, correlation, regression, etc.</p>
References	<ul style="list-style-type: none">• Given during the first session• Nigel SLACK, Stuart CHAMBERS & Robert JOHNSTON, Operations Management, Prentice Hall, 6th edition, 2010.

COURSE CONTENT

1 – Theory-based approach and Quality main principles

Evolution of concepts referring to Quality : distinct approaches

Quality costs management

Mapping of processes

ISO and management system standards

2 – Tools for Global Quality

Main tools for Quality: Check sheets, Scatter Diagrams, Cause-and-Effect Diagram, Pareto Charts, Flow Charts, Histograms

SPC – Statistic Process Control

3 – The objectives of the Control

When and Where to Inspect

Source Inspection

Service Industry Inspection

Inspection of Attributes vs Variables

4 - Total Quality Management & QMS

Continuous Improvement (Kaizen)

The team's role in the quality improvement process

Benchmarking

5 – Quality Management throughout the Supply Chain

Resolving internal quality issues

Improving main processes, from the order lead time to the delivery lead time

Managers' key role and duties

Quality in service structure

Looking for an international consensus on good practices

6 - Quality and Performance

Costs of Quality

Six Sigma

EFQM

7 – Project Management

Definition and resources

Case study

Supply Chain Management (E)

Target knowledge	<p>At the end of this course the students must:</p> <ul style="list-style-type: none"> Understand the relationship between global strategy and operational strategy Understand the concept of value for the customer and identify the levers for the creation of value inside a company Understand the Collaborative Supply Chain: the risks and stakes Be able to take a position on the new Sustainable Supply Chain paradigm
Target skills	/
Prerequisites	No prerequisites.
References	<ul style="list-style-type: none"> The Goal, a process of ongoing improvement (Gower edition, second edition, 1993): English original version. Le But, un processus de progrès permanent (éditions AFNOR, 2nd ed., 1999) : French version <p>Caroline Mondon, Hervé Novelli, Le chaînon manquant: Management de la chaîne logistique en PMI (éditions AFNOR, 1st ed., 2008)</p> <p>Harrison and van Hoek: Logistics Management and Strategy, Prentice Hall, 2005 (2nd ed.).</p> <p>Dornier, Philippe-Pierre and Fender, Michel: La logistique globale: enjeux, principes, exemples, éditions d'organisation, 2002.</p> <p>Kopczak, Laura Rock and Johnson, M. Eric : "The Supply-Chain Management effect", MIT Sloan Management Review, Spring 2003</p> <p>Samii, A.K.: Stratégies Logistiques: fondements, méthodes, applications, Dunod 2004.</p>

Supply Chain Management
<p>COURSE CONTENT</p> <p>1- The main principles of Supply Chain Management The strategic position of logistics in the company Historical evolution: from industrial logistics to collaborative chain management The response of logistics to the Customer's need The interrelationship with traditional management functions Practical case: a visit to the Port of Le Havre</p> <p>2 - Supply Chain Management and sustainable development Eco-design, Sustainable Sourcing & Manufacturing , Green Logistics, Urban Logistics Risk reduction: the resilient Supply Chain</p> <p>3 - Supply Chain Management and Performance The evolution of company practise The impact on performance Driving and its tools</p> <p>4 - Research in Supply Chain Management The directions for research</p> <p>5 - Collaborative Supply Chain Management The loader-service provider relationship</p> <p>6 - The logistics chain and standards The efficient management of logistics processes Traceability tools</p>

Specialization: International Marketing (E)

Marketing Mix Performance (E)

Target knowledge	To be able to elaborate and manage a marketing offer Identify issues essential to an appropriate distribution Understand objectives of distributors as well as the importance of the commercial functions within a marketing team Know the elements required to fix price Determine a pricing strategy
Target skills	Master the different aspects of a product manager Be capable to create a commercial action plan Set up a brand strategy Create and manage a pricing strategy
Prerequisites	Strategic brand management Fundamentals of Distribution International Negotiation
Reference	Marketing Management: Global edition (14 th ed), Kotler, Keller, Pearson (2012)

Marketing Mix Performance
COURSE CONTENT Develop an offer -Setting up a brand strategy -Brand management /brand extension Build a pricing strategy -Critical pricing issues -Fixing price -Harmonization and controle of price Build a distribution strategy -Understand the shopper -Services brand management and marketing -B2B marketing Revenue Management

Advanced Communication Strategies (E)

Target knowledge	<ul style="list-style-type: none"> • Master the main stages of the communication strategy • Be in a position to create a communication campaign briefing • Understand the organisation of the communication market
Target skills	<ul style="list-style-type: none"> * The process of a communication strategy * The motivations for advertising-based persuasion * The new means of communication * The quantitative tools for assessing a campaign plan * Measuring communication effectiveness
Prerequisites	* Master the process and the stages of an advertising communication strategy and know how to handle communication techniques
Reference	<p>Clow K., Baack D.,(2012), <i>Integrated Advertising, promotion and Marketing Communications</i>- Pearson</p> <p>Hackey C, <i>Advertising and promotion communication brands</i>, Sage (2005)</p> <p>Gregory A, <i>planning and managing public relations campaigns</i>, Kogan Page publishers (2000)</p>

Advanced Communication Strategies
<p>COURSE CONTENT</p> <p>Organisation of the communication market Advertisers Communication agencies and media consultancy agencies Management and aids The legal context of a communication strategy Principles and instances of international regulation Sector-based regulations Principles of design protection Intellectual property law</p> <p>Communication strategies From the briefing to measuring effectiveness From the copy strategy to disruption Contribution of rhetoric and semiology Corporate communications</p> <p>The media strategy The process (the media briefing, the media targets, the media plan) The quantitative tools (audience management, study institutes) The indicators of a media plan Advantages and disadvantages of the different media</p> <p>The implementation of the campaign The budget The campaign plan Control of advertising effectiveness</p> <p>Application specific to web marketing</p>

Advanced Digital Marketing (E)

Target knowledge	<ul style="list-style-type: none"> - Gain a global understanding of the digital mindset and its' evolutions (including social and mobile) - Discover the impact of digital transformation on the organization, from the effect of digital tactics on the customer experience • Explain how to combine core values and business goals with progressive digital strategies, tactics, and tools
Target skills	<ul style="list-style-type: none"> -Outline the key drivers of change and leading digital marketing trends -Evaluate digital channels and technologies to execute appropriate integrated digital marketing strategies.
Prerequisites	<ul style="list-style-type: none"> -Management Digital marketing & Customer relationship management -Fundamentals of Marketing -Integrated Marketing Communication
Reference	<ul style="list-style-type: none"> --KOTLER P.,EDELMAN D.(2015) <i>Digital Marketing: Integrating Strategy and Tactics with Values</i>, Routledge (Taylor & Francis) -CHAFFEY D SMITH PR (2013) <i>E-marketing Excellence: Planning and Optimizing your Digital Marketing 4th edition</i> , Taylor& Francis -CHAFFEY D, (2015), <i>Digital Business and E-Commerce Management: Strategy Implementation and Practice (6h edition)</i>, Pearson.

Advanced Digital Marketing	
COURSE CONTENT	
-Chapter I : Digital marketing strategy <ul style="list-style-type: none"> 1.1 : Overview of the state of digital 1.2 : Connected commerce 	
-Chapter 2 :Partnership projects <ul style="list-style-type: none"> 2.1 : Brief 2.2 : Intermediate presentations 2.3 : Final presentations 	
-Chapter 3 :Techniques, tools and tactics <ul style="list-style-type: none"> 3.1 :Adobe Tools 3.2 : My digital start-up 3.3 :Traffic management 3.4 :E-merchandising 3.5 : M-commerce 3.6 : Analytics 3.7 : Programmatic advertising and retargeting 	

Intelligence and Marketing Plan (E)

<i>Target knowledge</i>	<p>*This course summarizes the marketing process via a market research approach, incorporating strategic and operational steps of the process. This course will enable the student to build a solid marketing plan and to measure its results :</p> <ul style="list-style-type: none"> - Knowledge of a product on its market - Anticipation of threats and identification of opportunities <p>*Deep understanding of market research including panels *Deep understanding of intelligence and how to use it properly</p>
<i>Target skills</i>	<ul style="list-style-type: none"> * Master marketing information systems : market research and intelligence * Integrate market research into the innovation process * Build a marketing plan thanks to a concrete case study
<i>Prerequisites</i>	<ul style="list-style-type: none"> *Mastery of traditional research *Understanding of the marketing information system
<i>References</i>	<p>Malhotra N- <i>Les études marketing-</i> (2011) Pearson Education Burk M, Wood ,<i>Marketing planning</i> – Pearson Education Knight P ,<i>Plan Marketing</i> - (2005) Pearson Education Trinquécoste, Barbat, Passebois, <i>Stratégies marketing pour chefs de produits</i>, (2009) Pearson Education</p>

COURSE CONTENT

Market research

- Panorama
- Different research methodologies
- Innovation and market research

Panels

- Definitions
- Trade Panels – theory and exercises
- Consumer Panels – theory and exercises

Marketing Intelligence

- Definitions
- Marketing and intelligence
- Case studies

Innovative marketing project

- Project kick off
- Creativity session
- Concept definition
- Innovation development
- Final oral presentations

Build a marketing plan

- Role of marketing plan
 - Reasons to use it
 - Marketing plan set up
 - Marketing activities control

Building the plan

- Steps
- Analysis and diagnosis
- Strategic marketing Plan
- Operational marketing Plan

- Control

Specialization: International Marketing Option Luxury Products (F)

Intelligence et Plan Marketing(F)

Target knowledge	<p>*This synthesis course summarizes the marketing system in a concrete, strategic and action oriented way, and makes it possible to build a marketing plan and measure its effects using:</p> <ul style="list-style-type: none"> • the knowledge of a market or a product • the anticipation of the obstacles and the identification of opportunities. <p>* In-depth knowledge of the research market including panels</p>
Target skills	<p>* Mastery of the marketing information system</p> <p>*Development of an innovation process using marketing research</p> <p>* Building of the marketing plan using a case study</p>
Prerequisites	<p>*Mastery of traditional research</p> <p>*Understanding of the marketing information system</p>
References	<p>* Conducting Research Surveys Via E-Mail and The Web.Marc N. Elliott, Ronald D. Fricker</p> <p>* Strategic Market research Ann.E;Beall.IUniverse inc.</p> <p>* Marketing Plans: How to Prepare Them, How to Use Them. Malcolm McDonald et Hugh Wilson;Wiley and sons.</p> <p>* Les études marketing, Richard Ladwein- Economica-</p> <p>* Etudes de marché, Jean-Luc Gannelloni- Eric Vernet, Vuibert</p> <p>* Marketing planning – Marian Burk Wood – Pearson Education</p> <p>* Plan Marketing - Peter Knight - Pearson Education - août</p> <p>* Les plans Marketing- Malcolm Mc Donald- de BOECK-</p> <p>*Mercator, Lendrevie-Lévy-Lindon</p> <p>*Le plan marketing, Van Laethem – Body</p> <p>*Stratégies marketing, Trinquescoste, Barbat, Passebois</p>

COURSE CONTENT

Advanced research

- The research market
- Different types of market research
- Research and innovation

Applied research : the panels

- Definitions
- Distributor panels – theory and exercises
- Consumer panels – theory and exercises

Innovative marketing project

- Project kick off and choice of a sector
- Creativity session
- Concept definition
- Innovation development
- Final oral presentations

Drawing up a marketing plan

- The role of the marketing plan
 - Why acquire a driving tool? (reporting and performance assessment)
 - Implementing the marketing plan
 - Controlling marketing activity (identification and variation analysis)
- The marketing plan, a driving tool
 - The different parts of the marketing plan
 - Analysis and diagnosis
 - Strategic marketing plan
 - Action plan
 - P&L
 - Control of the marketing plan

Performance de l'offre (F)

Target knowledge	<ul style="list-style-type: none"> - Know the main indicators of measurement of supply performance - Master the vocabulary of the financial impacts of the marketing choices.
Target skills	<ul style="list-style-type: none"> - Consider the strategic plan of the company to define the desirable evolutions of the offer - Translate these evolutions on the various components of the marketing mix, - Measure the consequences of these evolutions on the profitability of the company, - Choose indicators of measurement of performance of the offer.
Prerequisites	<ul style="list-style-type: none"> - Management of products, marketing - Tools of strategic analysis, - Cost analysis
Reference	<ul style="list-style-type: none"> - DE BODINAT H. (2009), <i>La stratégie de l'offre</i>, 2^{nde} édition, Village Mondial. - KOTLER P., KELLER K. (2012), <i>Marketing Management</i>, 14^{ème} édition, Pearson Education. - CROSS Robert G. (1997), <i>Revenue Management</i>, Broadway books. - SINSOU JP. (2005), <i>Gestion optimisée de la recette de services périssables – Yield et Revenue Management</i>, Presses Insts. Transport aérien. - BAKER RJ.(2006), <i>Pricing on purpose : creating and capturing value</i>, Wiley

COURSE CONTENT

-Chapter 1 : From strategic marketing to product management

- 1.1 : Strategic segmentation, marketing, commercial
- 1.2 : External analyses, Key factors of success
- 1.3 : Analyses Internes, Compétences distinctives
- 1.4 : Internal analyses, distinctive Skills
- 1.5 : Strategic recommendations and marketing, impact on product management

- Chapter 2 : Supply performance / Services

- 2.1 : Approach SCP
- 2.2 : Mix marketing as tool of competitive diagnostic
- 2.3 : Sources of the supply / services

- Chapter 3 : Impacts of the price policy on the supply performance

- 3.1 : Generic strategy and Definition of the price policy
- 3.2 : Specificities of the international valuable strategies
- 3.3 : Setting the price
- 3.4 : Focus on the Yield and the revenue management

- Chapter 4 : Communication policy, marketing

- 4.1 : Contributions of the communication to the supply performance
- 4.2 : Leading extension

- Chapter 5 : Distribution policy, merchandising

- 5.1 : Governance of points of sale
- 5.2 : Strategies of shops
- 5.3 : Qualitative management of the Sales force
- 5.4 : variables of the merchandising
- 5.5 : Category Management
- 5.6 : Business" consider key " in mass-market retailing

- Chapter 6 : Financial, indicator documents and marketing dashboard

- 6.1 : Reminders on the accounting documents of synthesis
- 6.2 : Profitability, Rentability
- 6.3 : Measure of the marketing performance : objectives, indicators and dashboards

Image et Communication Digitale (F)

Target knowledge	<ul style="list-style-type: none">• Produire des contenus de marque reposant sur l’histoire, l’ADN et l’actualité de la maison (bran content)• Donner une place centrale aux dispositifs digitaux et d’insister sur les facettes d’un plan de communication intégrée (théâtralisation du point de vente, social media marketing, web design, celebrity marketing)
Target skills	<ul style="list-style-type: none">• Définir une stratégie de communication pour une marque de luxe• Implémenter un programme complet de communication (communication intégrée)• Mesurer les effets de cette stratégie sur l’image des produits et sur le territoire de la marque de luxe.
Prerequisites	<ul style="list-style-type: none">- Sociologie de la consommation- Communication internationale- Mix-marketing
Reference	<ul style="list-style-type: none">• Malaval P., Décaudin JM., Le Pentacom, Pearson Education• J. Lendrevie, Levy, Le Publicitor, Edition Dalloz• Guevel M, Brand Content : Comment les marques se transforment en médias, DUNOD

Image et Communication Digitale
<p>COURSE CONTENT</p> <p>Partie 1 : Le marketing digital dans le secteur du luxe</p> <p>Partie 2 : Story telling et brand content</p> <p>Partie 3 : Luxe, packaging et théâtralisation du point de vente Merchandising dans le secteur des parfums et cosmétiques</p> <p>Partie 4 : Image et sémiologie Application au secteur des parfums Le cas Guerlain</p>

Gestion des produits de luxe (F)

<i>Target knowledge</i>	To deepen students' knowledge on luxury products, in particular regarding the sociological and historical dimensions, as well as the artistic context inspiring designers.
<i>Target skills</i>	To master the basics of management applied to a luxury brand (identity, values, extension, and brand alliances) to be able to measure and develop the potential of a Luxury House.
<i>Prerequisites</i>	<ul style="list-style-type: none">▪ Strategic Marketing : product portfolio analysis, SCP process,▪ Brand Management,▪ Marketing mix.
<i>Reference</i>	<ul style="list-style-type: none">▪ Barthes Roland, Système de la mode, Seuil 1983▪ Baudrillard Henri, Histoire du luxe privé et public depuis l'Antiquité jusqu'à nos jours, Tome 1, Hachette▪ Bourdieu Pierre, La Distinction. Critique sociale du jugement, coll. Le sens commun, éd. de Minuit, 1979▪ Castarède Jean, Luxe et civilisations, Eyrolles 2008▪ Kapferer Jean-Noël et Vincent Bastien, Luxe Oblige, Eyrolles, 2011▪ Lipovetsky Gilles, L'empire de l'éphémère, Gallimard 2001

<i>Gestion des produits de luxe</i>
COURSE CONTENT Part 1: Definition and representations around the concept of luxury Part 2: Origin, history and evolution of the luxury codes Part 3: Consumption patterns and key players on the luxury market Part 4: Development of a luxury brand: identity, territory and extension of a luxury brand.

Specialization: International Marketing Option Mass Consumption (F)

Intelligence et Plan Marketing(F)

Target knowledge	<p>*This synthesis course summarizes the marketing system in a concrete, strategic and action oriented way, and makes it possible to build a marketing plan and measure its effects using:</p> <ul style="list-style-type: none"> • the knowledge of a market or a product • the anticipation of the obstacles and the identification of opportunities. <p>* In-depth knowledge of the research market including panels</p>
Target skills	<p>* Mastery of the marketing information system</p> <p>*Development of an innovation process using marketing research</p> <p>* Building of the marketing plan using a case study</p>
Prerequisites	<p>*Mastery of traditional research</p> <p>*Understanding of the marketing information system</p>
References	<p>* Conducting Research Surveys Via E-Mail and The Web.Marc N. Elliott, Ronald D. Fricker</p> <p>* Strategic Market research Ann.E;Beall.IUniverse inc.</p> <p>* Marketing Plans: How to Prepare Them, How to Use Them. Malcolm McDonald et Hugh Wilson;Wiley and sons.</p> <p>* Les études marketing, Richard Ladwein- Economica-</p> <p>* Etudes de marché, Jean-Luc Gannelloni- Eric Vernet, Vuibert</p> <p>* Marketing planning – Marian Burk Wood – Pearson Education</p> <p>* Plan Marketing - Peter Knight - Pearson Education - août</p> <p>* Les plans Marketing- Malcolm Mc Donald- de BOECK-</p> <p>*Mercator, Lendrevie-Lévy-Lindon</p> <p>*Le plan marketing, Van Laethem – Body</p> <p>*Stratégies marketing, Trinquécoste, Barbat, Passebois</p>

COURSE CONTENT

Advanced research

- The research market
- Different types of market research
- Research and innovation

Applied research : the panels

- Definitions
- Distributor panels – theory and exercises
- Consumer panels – theory and exercises

Innovative marketing project

- Project kick off and choice of a sector
- Creativity session
- Concept definition
- Innovation development
- Final oral presentations

Drawing up a marketing plan

- The role of the marketing plan
 - Why acquire a driving tool? (reporting and performance assessment)
 - Implementing the marketing plan
 - Controlling marketing activity (identification and variation analysis)
- The marketing plan, a driving tool
 - The different parts of the marketing plan
 - Analysis and diagnosis
 - Strategic marketing plan
 - Action plan
 - P&L
 - Control of the marketing plan

Performance de l'offre (F)

Target knowledge	<ul style="list-style-type: none"> - Know the main indicators of measurement of supply performance - Master the vocabulary of the financial impacts of the marketing choices.
Target skills	<ul style="list-style-type: none"> - Consider the strategic plan of the company to define the desirable evolutions of the offer - Translate these evolutions on the various components of the marketing mix, - Measure the consequences of these evolutions on the profitability of the company, - Choose indicators of measurement of performance of the offer.
Prerequisites	<ul style="list-style-type: none"> - Management of products, marketing - Tools of strategic analysis, - Cost analysis
Reference	<ul style="list-style-type: none"> - DE BODINAT H. (2009), <i>La stratégie de l'offre</i>, 2nde édition, Village Mondial. - KOTLER P., KELLER K. (2012), <i>Marketing Management</i>, 14^{ème} édition, Pearson Education. - CROSS Robert G. (1997), <i>Revenue Management</i>, Broadway books. - SINSOU JP. (2005), <i>Gestion optimisée de la recette de services périssables – Yield et Revenue Management</i>, Presses Insts. Transport aérien. - BAKER RJ.(2006), <i>Pricing on purpose : creating and capturing value</i>, Wiley

COURSE CONTENT

-Chapter 1 : From strategic marketing to product management

- 1.1 : Strategic segmentation, marketing, commercial
- 1.2 : External analyses, Key factors of success
- 1.3 : Analyses Internes, Compétences distinctives
- 1.4 : Internal analyses, distinctive Skills
- 1.5 : Strategic recommendations and marketing, impact on product management

- Chapter 2 : Supply performance / Services

- 2.1 : Approach SCP
- 2.2 : Mix marketing as tool of competitive diagnostic
- 2.3 : Sources of the supply / services

- Chapter 3 : Impacts of the price policy on the supply performance

- 3.1 : Generic strategy and Definition of the price policy
- 3.2 : Specificities of the international valuable strategies
- 3.3 : Setting the price
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- 4.1 : Contributions of the communication to the supply performance
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Distribution de Produits de Grande consommation (F)

<i>Target knowledge</i>	<p>At the end of this course students will be able to :</p> <ul style="list-style-type: none"> ▪ Know the characteristics of mass-consumption and key actors. ▪ Understand the different elements composing the marketing-mix distribution. ▪ Know modern sales technics applied to mass-consumption. ▪ Be aware of promising job positions related to mass-consumption.
<i>Target skills</i>	<p>At the end of this course students will be able to :</p> <ul style="list-style-type: none"> ▪ Identify all aspects of the distribution of mass-consumption products. ▪ Apply management tools of trade supply (product mix, pricing, brand image...)
<i>Prerequisites</i>	<p>Courses to follow before:</p> <ul style="list-style-type: none"> ▪ Strategic Marketing : product portfolio analysis, SCP process, ▪ Customer behavior, ▪ Marketing mix.
<i>References</i>	<p>Books :</p> <p>Cogitore S. (2003), <i>Le category management. Comment optimiser sa stratégie commerciale en gérant des catégories de produits ?</i>, Dunod, Paris.</p> <p>Coumau J. B., Gagne J-F. et Josserand E. (2005), <i>Manager par la marque</i>, Éditions d'Organisation.</p> <p>Keller K. (2009), <i>Management stratégique de la marque. Construire, évaluer et exploiter des marques fortes</i>, 3 è édition, Pearson.</p> <p>Journals on Mass-consumption/ blogs:</p> <p>Is it recommended to read the various journals on mass-consumption (LSA, Cosmétique mag, Food and drink, Textile world, ...) and related blogs :</p> <p>http://www.marketing-pgc.com/,</p> <p>http://www.lsa-conso.fr/,</p> <p>http://www.jebosseengrandedistribution.com/,</p>

Distribution de produit de grande consommation

COURSE CONTENT

Session	Topic
1	MASS CONSUMPTION : CHARACTERISTICS, PARTNERSHIPS
2	INTERNATIONAL MARKETING PARTNERSHIP IN MASS- CONSUMPTION
3	DISTRIBUTION PRACTICES
4	PARTNERSHIPS
5	TRADE MARKETING & CATEGORY MANAGEMENT
6	PRICING OF PRODUCTS OF MASS-CONSUMPTION
7	BRAND STRATEGY : REPOSITIONING OF PRODUCT MIX, MDD ...
8	SALES FORCE INTERFACING, LOGISTICS, EDI, SURVEYS, MERCHANDISING ...
9	IMAGE AND MERCHANDISING
10	PARTNERSHIPS
11	ON LINE SALES
12	ON LINE PURCHASING

Stratégies et Marketing des services (F)

Target knowledge	<ul style="list-style-type: none"> Identify main issues related to the management of a service offer Know current marketing strategies in service sectors that offers career opportunities in marketing.
Target skills	<ul style="list-style-type: none"> Run a strategic marketing process in service activities by proposing segmentations, targeting and relevant positioning. Define relevant mix marketing to maximize the income of the service company.
Prerequisites	<ul style="list-style-type: none"> Strategic Marketing. Marketing Mix.
Reference	<p>BADOC M., TROUILLAUD E., (2013) « Le marketing bancaire et de l'assurance, 3ème édition, RB Edition.</p> <p>BOURGEOIN-RENAULT D., (2009) « Marketing de l'Art et de la culture », Dunod.</p> <p>GALLOPEL-MORVAN K., BIRAMBEAU P., LARCENEUX F., RIEUNIER S. (2008), « Marketing & communication des associations », 2^{ème} édition, Dunod.</p> <p>JULIEN A., MAROT A., (2012) « Marketing de la banque et de l'assurance », Dunod.</p> <p>LARCENEUX F., (2010) « Marketing de l'immobilier », Dunod.</p> <p>LOVELOCK C.H., (2008) « Marketing des services », 6ème édition, Pearson Education.</p>

Stratégies et marketing des services	
COURSE CONTENT Introduction Typology of services Chapter 1 : Characteristics of the strategic and service marketing process <ul style="list-style-type: none"> Customer and staff behavior, implied in servuction processes. Non-storability of services, capacity management, impact on the income statement. Role of physical medium. New perspectives of marketing services. Chapter 2 : Stratégie marketing et service Mix <ul style="list-style-type: none"> Customer relationship management and loyalty programmes, Positioning of the service offer Relevance of the mix variables Service design, products/services integration, Price and income management, Distribution of services through physical and digital media, Communication intra services. Chapter 3 : Applications sectorielles <ul style="list-style-type: none"> - Banking and Insurance, - Network operators - Press medias, - Hotels, - Community level, - Airfreight, - Real-estate promotion. Conclusion	

Specialization: Internationals Finances (F)

Gestion de Trésorie (F)

Target knowledge	<ul style="list-style-type: none">▪ Questions relating to company cash management; working capital, working capital needs, available cash, improvement of cashflow through customer account, supplier and stock management.▪ Questions relating to flow management; budget and cashflow forecasts,▪ Questions relating to the role of banks.▪ Questions relative to international cashflow management in a multinational company; cash pooling, cash netting.▪ Questions relating to liquidity risk management, currency risk management and interest rate risk management.
Target skills	<ul style="list-style-type: none">▪ Understanding the profession of company treasurer and multinational company treasurer.▪ Drawing up the company cashflow budget.▪ Planning for the financing of insufficient cashflow and the investment of excess cashflow.▪ Determining the best means of short term company financing.▪ Capacity to identify, assess and cover financial risks.
Prerequisites	<ul style="list-style-type: none">▪ Financial calculus,▪ Market finance,▪ Company Finance,▪ Risk management and risk coverage,▪ Investment and loan revenue,▪ International financing.
References	<ul style="list-style-type: none">▪ Trésorerie d'entreprise, Gestion des liquidités et des risques, Hubert de la Bruslerie. Dalloz▪ Crédit interentreprises. Patrice Luscan éditions ems▪ Gestion des risques internationaux. Patrice Fontaine, Carole Gresse. Dalloz▪ Course manual "Gestion de trésorerie – cash management" Etienne Mendelé, distributed to the students (120 pages).

COURSE CONTENT

1. The cash environment
 - a. The influence of the economic conjuncture,
 - b. The influence of the financial markets,
 - c. The importance of liquidity, the 2008 and 2011 lessons.
2. Cashflow techniques
 - a. Cashflow functions, the treasurer's mission
 - b. The basic accounting equation; $WC-WCN=cashflow$
 - c. The management of working capital needs, cashflow imbalances, the DSO, DPO ratios, controlling the "cash conversion cycle"
 - d. The budget and cashflow forecasts, the financial plan, the budget and the cashflow forecast, the short term and longer term forecasts,
 - e. The day to day position, the chessboard form, preparing and balancing cashflow,
 - f. Cashflow management tools, software
 - g. Cashflow problems and remedies
3. Banking services
 - a. Bank accounts, bank charges, bank interest, the various commissions,
 - b. Payments in and payments out, the payment and securities systems,
 - c. Telematics and bank communications; EBICS, SWIFTnet,
 - d. Means of payment, the advantages and disadvantages from a cashflow point of view,
 - e. The SEPA
4. International cashflow, international cash management techniques
 - a. Cash pooling
 - i. Cash concentration, zero balancing
 - ii. Notional pooling, interest compensation
 - b. The advantages and disadvantages of both systems,
 - c. International cash pooling, overlay bank,
 - d. Netting,
 - i. Bilateral netting,
 - ii. Multilateral netting.
 - e. The inseparables of cash pooling, software, the banking offer, examples of multinational company organisations.
5. Financing
 - a. Inter company credit,
 - b. Intermediated Financing
 - i. The financing of operational needs,
 - ii. The financing of investments,
 - iii. Confirmed credit,
 - iv. Signed commitments,
 - c. Leasing,
 - d. Factoring,
 - e. Securitization,
 - f. Non intermediated Financing.
6. Investments, managing excess cashflow,
 - a. The preliminary questions,
 - b. The available investments; banks, markets; individual and collective,
 - c. Negotiation modes.

7. Market risk management.

- a. The financial markets, reminder of the basic rules and knowledge,
- b. Definitions, generalities,
- c. The types of market, OTC and organised,
- d. The foreign exchange market,
 - i. Market operations, spot, forward, swaps and options,
- e. The currency risk for a company,
 - i. Diagnosis, identification, assessment,
 - ii. Coverage and financing strategies,
 - iii. The choice of invoicing currency in international operations,
- f. The interest rate markets,
 - i. The knowledge of, mastery of, and utility of interest rate derivatives,
 - ii. The anticipation of rate changes,
- g. The interest rate risk for a company,
 - i. Interest rate risk management, the rate position,
 - ii. The steps to follow in a company,
 - iii. The answers to anticipations,
 - iv. The technical aspect of operations on interest rates and their derivatives
 - v. The rules to know

Evaluation d'entreprise (F)

Target knowledge	Maîtriser les principes et principales méthodes de l'évaluation Analyser les avantages et contraintes de différentes méthodes d'évaluation
Target skills	Sélectionner et mettre en œuvre une méthode d'évaluation Evaluer une entreprise sur la base d'un encadrement
Prerequisites	Analyse Financière Finance d'Entreprise Finance de Marché
References	<ul style="list-style-type: none">▪ Thauvron A. (2013), Evaluation d'Entreprise, Economica, 4^{ème} édition▪ Edwards R. & Magee J. (2013), Technical Analysis of Stock Trends, CRC Press, 10th edition

COURSE CONTENT

PARTIE 1 : Méthodes d'évaluation comptables

Chapitre 1 : L'évaluation par les stocks

- 1.1 Les préalables à l'évaluation
 - 1.1.1 Le diagnostic de l'entreprise
 - 1.1.2 Le choix du taux d'actualisation
- 1.2 Les stocks retenus
 - 1.2.1 Les valeurs retenues
 - 1.2.2 Les valeurs fonctionnelles

Chapitre 2 : L'évaluation par les flux

- 2.1 Les principes
 - 2.1.1 Les méthodes de capitalisation et d'actualisation
 - 2.1.2 Les méthodes empiriques
- 2.2 L'évaluation par le goodwill
 - 2.2.1 Les principes
 - 2.2.2 Les méthodes

PARTIE 2 : Méthodes d'évaluation extra-comptables

Chapitre 1 : Evaluations par les cours de bourse

- 1.1 Contexte et conditions
 - 1.1.1 Qu'est-ce qu'un marché efficient?
 - 1.1.2 Ajustements sur les cours de bourse
- 1.2 Analyse technique
 - 1.2.1 Concepts de base et analyse technique "traditionnelle"
 - 1.2.2 Analyse technique quantitative

Chapitre 2 : Modèles d'évaluation actuarielle

- 2.1 Le modèle d'actualisation des dividendes
 - 2.1.1 Prix, rentabilité et horizon de placement
 - 2.1.2 Le modèle d'actualisation des dividendes
 - 2.1.3 Le modèle d'actualisation des dividendes augmenté
- 2.2 Le modèle DCF (discounted cash flows)
 - 2.2.1 Valeur de marché de l'actif économique
 - 2.2.2 Mise en oeuvre du modèle

Chapitre 3 : Evaluations par la méthode des comparables

- 3.1 Les multiples
 - 3.1.1 Principe
 - 3.1.2 Le PER
 - 3.1.3 Les multiples de l'actif économique
 - 3.1.4 Les autres multiples
- 3.2 Les limites des multiples
 - 3.2.1 Limites
 - 3.2.2 Comparaison avec les méthodes actuarielles

Fusions et Acquisitions (F)

Target knowledge	<p>A la fin du cours, l'étudiant est en mesure d'identifier les opportunités de rachat d'une entreprise et les critères de valorisation d'une entreprise cible. Il doit comprendre et établir les raisons stratégiques qui conduisent à monter ces opérations. L'étudiant mesure les conséquences de ces opérations et leurs modalités. Il doit maîtriser les différents supports et canaux des opérations de fusion et acquisition, les véhicules du financement et les opérations en capital.</p> <p>Il doit savoir comment fixer la valeur de l'action de la société cible, et établir le taux d'échange entre la société qui acquiert et celle qui est achetée. Il mesure et évalue les conséquences sur les cours des titres, leur valorisation en bourse et les modifications des droits attachés.</p>
Target skills	<p>Savoir évaluer une entreprise dans une optique de rachat</p> <p>Pouvoir rejoindre et collaborer à une équipe de fusion-Acquisition</p> <p>Etre capable d'imaginer les différentes opérations en capital possibles en fonction de la stratégie annoncée par l'entreprise initiatrice ; savoir dialoguer avec les cabinets en charge des projets de fusion-acquisition, que l'on soit du côté de l'initiateur ou de la cible</p>
Prerequisites	<p>La maîtrise et la compréhension des documents de synthèse, français et anglo-saxons</p> <p>Une connaissance suffisante des tableaux de flux</p> <p>Une connaissance minimale des principes de fiscalité des entreprises</p> <p>Les outils de base de mathématiques financières doivent être maîtrisés pour savoir monter les opérations de financement, classiques et hybrides</p>
References	<p>Fusions Acquisitions Scissions F Ceddaha Economica 2010</p> <p>Fusions Acquisitions O Meier & G Schier Dunod 2012 4^{ème} édition</p> <p>Fusions Acquisitions P Navatte EMS 2012</p> <p>Fusion Consolidation R Obert Dunod 2011</p> <p>Finance d'entreprise J Berk & P De Marzo Pearson 2014 3^{ème} édition chap 28</p> <p>DSCG II Finance Manuel et Applications P Barneto & G Gregoriou Dunod 2011</p> <p>le site de John Hull http://www.rotman.utoronto.ca/~hull/software/ http://www.fusacq.com/ http://www.fusions-acquisitions-scissions.fr/supports.php</p>

COURSE CONTENT

1° PARTIE – LES REGLES ET PRINCIPES DES OPERATIONS DE FUSACQ

1. Quelques repères historiques
2. La réaction du marché
3. Les motivations de rachat d'une entreprise
4. Comment racheter une société cotée ?
5. Comment se défendre contre une OPA hostile ?
6. A qui profite la valeur créée à l'occasion d'une fusion ?
7. Les opérations de LBO

2° PARTIE – L'EVALUATION & LA MISE EN ŒUVRE DE QUELQUES OPERATIONS DE FUSACQ RECENTES

1. déterminer un taux d'actualisation, le coût moyen pondéré du capital
2. les options réelles
3. études de cas Schier Acqueror
4. l'opération de LBO groupe Panolat (cas DSCG)
5. l'opération de OBO owner buy out
6. l'acquisition de Guyenne-Gascogne par Carrefour en 2012
7. l'acquisition de Meetic.com par Match.com en 2011
8. le rachat de Club Méditerranée en 2012-2015
9. 2015 Norbert Dentressangle
10. Lafarge Holcim 2014

Droit bancaire et financier (F)

Target knowledge	<ul style="list-style-type: none"> ▪ Acquire the basic notions of banking contracts ▪ Acquire in-depth knowledge in matters of bank account management ▪ Know the ethics and duties of bankers ▪ Know credit instruments and their guarantees ▪ Acquire the knowledge relative to the actors on the financial markets
Target skills	<ul style="list-style-type: none"> ▪ Know how to use the legal tool to avoid making damaging errors; ▪ Know the rules to which they are subjected as banking professionals ▪ Acquire the tools to be able to read and understand new legal measures and jurisprudence for the future ▪ Initiation to the tools at their disposal ▪ Convey the importance of the rule of law in the banking and financial field
Prerequisites	<ul style="list-style-type: none"> ▪ Have legal notions in contract law and contractual techniques ▪ Have notions of the hierarchy of standards
References	<p>TEXTS</p> <ul style="list-style-type: none"> ▪ Monetary and Financial Code ▪ Consumer Code ▪ Civil Code <p>WORKS:</p> <ul style="list-style-type: none"> ▪ "DROIT BANCAIRE" Jean STOUFFLET et Christian GAVALDA, Edition Lexis Nexis ▪ "Obligations et responsabilités du banquier", Richard ROUTIER, Edition Dalloz ▪ "Entreprises en difficultés, instruments de crédit et de paiement", Françoise PEROCHON et Régine BONHOMME, Edition LGDJ ; ▪ "DROIT FINANCIER", éditions Dalloz ; ▪ "Techniques contractuelles", Edition Francis Lefebvre <p>REVIEWS</p> <ul style="list-style-type: none"> ▪ Revue de droit bancaire, Edition Lexis Nexis ▪ Bulletin rapide de droit des affaires, Edition Francis Lefebvre, ▪ Revue de droit des affaires, Edition Lexis Nexis <p>WEB SITES</p> <ul style="list-style-type: none"> ▪ Légifrance.fr ▪ The AMF site ▪ Dalloz site ▪ Lexis Nexis Site

<i>Droit bancaire et financier</i>
<p>COURSE CONTENT</p> <ol style="list-style-type: none"> 1. The French banking system, highlighting the control authorities The Central European Bank 2. Banking - Insurance 3. The banker's ethics concerning bank accounts: opening, managing, closing (duties and responsibilities) 4. The banker as the grantor of credit 5. Credit guarantees 6. Ethics relative to money laundering and the declaration of suspicion 7. Presentation of financial markets 8. Insider trading

Specialization: International People Management (E)

Developing Potential (E)

Target knowledge	To know how to develop the human potential of an organization. How to increase: Motivation Performance Creativity Psychosocial health
Target skills	Being able to implement efficient strategies to design training to develop human potentials Being able to implement methodologies to assess the efficiency of methods that aim at developing human potential Being able to write professional reports
Prerequisites	Psychometrics Managing People Principles of People Management
References	Dobson, A. J., & Barnett, A. (2011). <i>An introduction to generalized linear models</i> . CRC press. Hunt, D. E. (1975). Person-environment interaction: A challenge found wanting before it was tried. <i>Review of educational research</i> , 209-230. Pfeffer, J., & Sutton, R. I. (2006b). <i>Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management</i> . Harvard Business Press.

Developing Potential
<p>COURSE CONTENT</p> <ol style="list-style-type: none"> 1. Achieving managerial potential <ul style="list-style-type: none"> • Managerial skills • Leadership styles 2. Recruiting potential <ul style="list-style-type: none"> • Strategic recruitment • Personnel selection methods 3. Unlocking potential <ul style="list-style-type: none"> • Appraising psychosocial risk • Defusing employee disengagement 4. Stimulating potential <ul style="list-style-type: none"> • Appraising creative potential • Developing innovation 5. Measuring potential <ul style="list-style-type: none"> • Building effective assessment centers • Implementing assessment centers 6. Motivating potential <ul style="list-style-type: none"> • Transactional and transformational leadership • Empowering and mentoring employees

Diversity Management (E)

<i>Target knowledge</i>	<ul style="list-style-type: none"> - Understand the main paradigms of diversity - Comprehend the issues of discrimination and migration - Familiarize with national and international regulation concerning discriminations of various forms and protection of minorities - Understand the benefits and limitations of diversity management - Learn about managerial tools to implement diversity in an organization
<i>Target skills</i>	<ul style="list-style-type: none"> - To develop parity in organizations - To encourage diversity - To implement law and regulation concerning diversity and discrimination in organizations - To promote internal and external parity through HRM
<i>Prerequisites</i>	<ul style="list-style-type: none"> - International Relations - Managerial Economics - Managing across Borders - Managing People - Organizational Management - Principles of People Management - Sociology
<i>References</i>	<ul style="list-style-type: none"> - Cox, T. (1993). Cultural Diversity in Organizations. BK Publishers. - Eagly, A. & Carli, L. (2007). Women and the Labyrinth of Leadership. Harvard Business Review. - Harvard Business Review on Managing Diversity. (2001). Harvard Business School Press. - Hewlett, A. & Rashid, R. (2010). The Battle for Female Talent in Emerging Markets. Harvard Business Review. - Ivancevic, J. & Gilbert, J. (2000). Diversity management: Time for a new approach. Public Personnel Management, 29, 75-92. - Miller, F. (1998). Strategic Cultural Change: The Door to Achieving High Performance and Inclusion. Public Personnel Management, 27. - Readings for Diversity and Social Justice. (2010). Eds. Adams, M., Blumenfeld, W., Castaneda, C., Hackman, H., Peters, M. & Zuniga, H. Routledge. - Rubery, J. (2002). Gender Mainstreaming and Gender Equality in the EU: The Impact of the EU Employment Strategy. Industrial Relations Journal. - Tannen, D. (2001). You Just Don't Understand: Women and Men in Conversation. William Morrow Paperbacks.

COURSE CONTENT

- 1. Facing diversity in a changing world**
 - a) Changes and challenges
 - b) The communication the technology in a unified world
 - c) Expansionism and protectionism
- 2. Discrimination**
 - a) Discriminating factors (age, genders, race, education, culture, religion, political orientation)
 - b) Policies and actions to avoid unfair discrimination.
- 3. Managing diversity**
 - a) Managing by differences
 - b) Managing by similarities
 - c) Promoting diversity and avoiding cloning
- 4. Equality and diversity in the small and large business**
 - a) Work conditions
 - b) Remuneration gaps
 - c) Internal and external equality
 - d) Measuring job satisfaction from a managerial point of view
- 5. Social Risk**
 - a) The social climate
 - b) Social relations and employee representations
 - c) Managing labor unions
 - d) Managing social risk and preventing conflicts
- 6. Legal framework of parity and diversity**
 - a) The national and international law for discrimination
 - b) Immigrant population and work regulation
 - c) In-house quotas and rules for selection
 - d) National and international institutions and organizations
 - e) The welfare systems: an international comparison

Navigating Change (E)

<i>Target knowledge</i>	<p>To implement change in organizations and encourage continuous improvement thanks to:</p> <ul style="list-style-type: none"> - M&A (Mergers and acquisitions) - Management tools for change - Measuring change through metrics - Methods of change - Organizational complexity - Organizational Development
<i>Target skills</i>	<ul style="list-style-type: none"> - To be able to adapt to change - To implement continuous improvement - To measure outcomes - To negotiate change interventions - To run change interventions
<i>Prerequisites</i>	<ul style="list-style-type: none"> - Managerial Economics - Managing Across Borders - Managing People - Organizational Management - Principles of People Management - Statistics
<i>References</i>	<ul style="list-style-type: none"> - Cases: Change Management Simulation: Power and Influence, Linda A. Hill, William Q. Judge, 2010 - Leading Change: Why Transformation Efforts Fail (HBR Classic) John P. Kotter, 2005 - HBR: Deep Change: How Operational Innovation Can Transform Your Company, Michael Hammer, 2004 - HBR: A Changing World: New Kinds of Organizations, New Kinds of Teams, Deborah Ancona, Henrik Bresman, 2007. - HBP: "Discovering Your Authentic Leadership," by William W. George, etc., Harvard Business Review, February 2007 - "Inside the Crucible: Learning and Leading with Resilience," by Robert J. Thomas, excerpted from the book, Crucibles of Leadership: How to Learn from Experience to Become a Great Leader,"

COURSE CONTENT

- 1. Mergers & Acquisitions in Organizational Change**
 - a) Integrating Corporate Culture in M&As
 - b) Measuring Success in Organizational Change through M&As
- 2. Accounting & Financial Metrics for OB (Organizational Behavior) Interventions**
 - a) Organizational Diagnosis
 - b) External Auditing
- 3. Strategic Change Initiatives**
 - a) Work Restructuring (high performance work practices)
 - b) Organizational Complexity
- 4. Driving Change through the Quality System**
 - a) International Standards
 - b) Facing Change through Quality Improvement
 - c) European Standards
- 5. Organizational Models of Change**
 - a) Management Process
 - b) Optimizing Flows (information & goods)
 - c) Collaborative Models (through the Information System)
 - d) Consultative Models
 - e) Directive Models
 - f) Coercive Models
- 6. The Challenges of Organisational Change**
 - a) Individual Resistance
 - b) Organizational Resistance
 - c) Power & Politics in Organizational Change
 - d) Technological Challenges
 - e) Challenges in Global Organizations
 - f) Integrating a World-wide Vision
- 7. Best practices in Organizational Change**
 - a) Case studies
 - b) Change Management Simulation: Power and Influence
- 8. Raising Dissatisfaction**
 - a) Sharpen awareness of gap analysis
 - b) The pace of Change

Managing Information systems (E)

Target knowledge	<p>In today's globalised economy, Information Systems play an important role as business enabler. In this context, managers are confronted with challenging opportunities and risks, such as the quick and changing developments in information technology and the intensifying competitive pressures for productivity and quality. This emphasises the importance of a thorough understanding of information systems. Therefore, the MIS course introduces students to some of the main information systems (IS) issues faced by organisations in today's global business environment such as business intelligence, e-commerce, ethical IT challenges, systems integration, competitive advantage, mobile business...</p> <p>The aim is to provide a general overview of information systems with a strong emphasizes on contemporary technological topics.</p> <p>In every instance, the course analyses the purpose of the technology, how it operates and question the technological determinism: how this technology affects our organizations, our society, and us.</p> <p><i>The assignments will be a mix of individual and team work. Each instance will require reading course material and writing a short dissertation. Students will also complete a course-long group project addressing an information problem of their group's choice.</i></p>
Target skills	<p>The Management Information Systems course aims to understand the evolution of information systems, to explain the strategic role of information systems as a business enabler. It identifies and explains the impact of information systems applications and emerging technologies on business models and managerial decision making in an exciting and interactive manner. The course also evaluates the fit between the organization's strategy and structure, and the information systems architecture and applications. It interprets the interaction between technologies, employees, managers, customers, processes, data, infrastructure, suppliers, business partners, and environment in a specific organization. Finally, this course seeks to understand the ethical, security, and privacy challenges of information systems.</p>
Prerequisites	<p>Students must be comfortable with basic IT knowledge, using PowerPoint, reading extensive web content, and leading structured presentations.</p>
References	<ul style="list-style-type: none"> - Carr, N.G. (2003). "IT Doesn't Matter". Harvard Business Review. 3566, pp. 41–49. - Letters to the Editor (2003). "Does IT Matter? An HBR debate". Harvard Business Review. Web exclusive: www.johnseelybrown.com/Web_Letters.pdf - Henderson, J. C. and N. Venkatraman (1993). "Strategic Alignment - Leveraging Information Technology for Transforming Organizations." Ibm Systems Journal; 32(1): 4-16 - McAfee A. (2006). Mastering the Three Worlds of Information Technology, Harvard Business Review, Vol. 84, Issue 11, p141-149. - DF Feeny, LP Willcocks (1998). Core IS capabilities for exploiting information technology, Sloan management review, 39(3), 9-21. - K Zolper, D Beimborn, T Weitzel (2014) The effect of social network structures at the business/IT interface on IT application change effectiveness, Journal of Information Technology, http://www.palgrave-journals.com/jit/journal/vaop/ncurrent/abs/jit20146a.html - Gulati, R. Oldroyd, J. (2005). The Quest for Customer Focus. Harvard

	<p>Business Review, Vol. 83 Issue 4, p92-101.</p> <ul style="list-style-type: none"> - Philips, Joseph. (2010) IT Project Management: On Track from Start to Finish. - Tipton, Harold F. & Krause, Micki. (2007): Information Security Management Handbook, - Rannenberg, Kai; Royer, Denis & Deuker, André. The Future of Identity in the Information Society: - (1999).The Usability Engineering Lifecycle: A Practitioner's Handbook for User Interface Design, - Nemati, Hamid. (2008). Information Security and Ethics: Concepts, Methodologies, Tools, and Applications,: - Van Eck, Richard. (2010). Gaming and Cognition: Theories and Practice from the Learning Sciences, - Garrand Timothy. (2006) Writing for Multimedia and the Web, - Qualman, Erik. (2010) Socialnomics: How Social Media Transforms the Way We Live and Do Business, - Joyce, Mary. (2010) Digital Activism Decoded: The New Mechanics of Change,
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COURSE CONTENT

- 1. Introduction to Information System: Information System Does Matter**
 - a. The information age
 - b. IS and management
- 2. Foundations of Business Intelligence and Enhancing Decision-Making**
 - a. IS architecture
 - b. IS and Operational excellence
 - c. Key System Applications for the Digital Age
- 3. E-Commerce: the revolution is just beginning**
 - a. Internet and New business models
 - b. Web strategies
- 4. Mobile commerce and mobile applications: Past, present, and future**
 - a. New devices, new OS, marketplaces
 - b. How to design an app
- 5. Social networks and e-communities revolution**
 - a. Sharing personal data
 - b. How to create an e-community
 - c. Social network optimization
- 6. Working with open data and Big data**
 - a. Theoretical of open data
 - b. Implementation in modern world
 - c. The explosion of unstructured data
 - d. Data manipulation, storage and analyses
- 7. ICT4D: Technology and complex social problems (ex: poverty)**
 - a. Technology answer to alleviate poverty
 - b. Case studies
- 8. Human identify influenced by mass communications: the future of storytelling**
 - a. The collapse of distance
 - b. Instant information
 - c. Privacy
 - d. Information retrieval
- 9. Effective project management**
 - a. Essentials of project management
 - b. Case study
- 10. IS Challenges and Cyberlaw: Ethical, Social, security & globalization Issues**
 - a. New legal issues in cyberspace
 - b. The politics of piracy
- 11. Gaming industry: processes combined with creativity**
 - a. Engineering and arts
 - b. Serious versus casual games
 - c. Tools to systematize creativity and innovation thoughts
 - d. Development models
- 12. Digital activism**
 - a. Civic engagement and political activism in the information age
 - b. Internet mobilization
 - c. Case studies
- 13. Start-up strategies**
 - a. Intersection between business and information
 - b. Develop new ventures centred on emerging IT
 - c. Case studies

Specialization : Entrepreneurship (F)

Gérer la finance entrepreneuriale (F)

Target knowledge	<ul style="list-style-type: none"> ○ Maîtriser les fondamentaux de la gestion économique et financière d'un projet ○ Comprendre les enjeux de la modélisation financière ○ Connaître les principes de gestion de trésorerie
Target skills	<ul style="list-style-type: none"> ○ Savoir élaborer un business plan financier ○ Savoir concevoir la modélisation de son projet sur Excel ○ Savoir gérer la trésorerie d'une TPE/PME
Prerequisites	Posséder les bases en finance d'entreprise
References	<p>Finance entrepreneuriale : financer la création et la croissance de l'entreprise innovante, Christophe Bonnet, Economica, 2012.</p> <p>Finance entrepreneuriale : Le créateur d'entreprise et les investisseurs en capital, Jean Redis, De Boeck Supérieur, 2009.</p>

<i>Gérer la finance entrepreneuriale</i>
<p>COURSE CONTENT</p> <p>Module N°1 : Introduction au Business Plan Financier</p> <ul style="list-style-type: none"> ○ Les points clés de réussite et de présentation de son BP ○ Les enjeux du dossier financier du BP <p>Module N°2 : La finance pour le Business Plan</p> <p>1- la préparation financière du projet</p> <ul style="list-style-type: none"> ○ Evaluer les "investissements" nécessaires au démarrage du projet (partie Actif du bilan d'ouverture) ○ Proposer un projet cohérent de financement (partie Passif du bilan d'ouverture) <p>Synthèse: le bilan d'ouverture</p> <p>2- l'activité prévisionnelle</p> <ul style="list-style-type: none"> ○ Mesurer les prévisions d'activité et d'exploitation ○ Les paramètres associés: conditions de règlement et de paiement, les niveaux de stocks souhaités <p>Synthèse: le compte de résultat prévisionnel pluriannuel (3ou 5ans)</p> <p>Conclusion: la rentabilité économique prévisionnelle</p> <p>3- l'évolution prévisionnelle de la trésorerie</p> <ul style="list-style-type: none"> ○ Mesurer les flux de trésorerie liés aux fonctions clefs du management financier (l'investissement, le financement, l'exploitation) <p>Synthèse: Le tableau des flux de trésorerie prévisionnels</p> <p>4- le plan de financement</p> <ul style="list-style-type: none"> ○ Ajustement des sources de financement aux besoins et à la "sécurisation" du projet <p>5- l'élaboration du budget de trésorerie</p> <p>Conclusion: la faisabilité financière</p> <p>6- la finalisation de la partie financière du projet</p> <ul style="list-style-type: none"> ○ Exploiter le modèle dans une perspective d'optimisation ○ Le recensement des points de fragilité ○ Le réexamen des hypothèses de départ et les scénarios alternatifs ○ Les arbitrages <p>Synthèse: le dossier financier</p>

Module N°3 : La gestion de trésorerie pour TPE/PME

1- La trésorerie, la liquidité de l'entreprise

- Définition
- La gestion courante de la trésorerie
- L'équation comptable fondamentale
- Le tableau des flux financiers : annuel ou mensuel ?
- La gestion du BFR
- Les prévisions de trésorerie
- Le budget de trésorerie et le plan de trésorerie
- La gestion de flux liés aux investissements
- Les outils pour améliorer la trésorerie
- Difficultés de trésorerie, origines et solutions
- Conseils pratiques pour améliorer la gestion de trésorerie

2- La relation des TPE/PME avec les banques

- Comprendre le double métier de son banquier
- L'organisation de la relation bancaire
- Que demander à son banquier
- Les comptes en banque, les frais prélevés par les banques, les tarifs
- La position au jour le jour
- Communication bancaire et logiciels de trésorerie
- La gestion des excédents de trésorerie – les placements
- La gestion des moyens de paiement
- Les financements, les conditions

3- Les capitaux propres pour les PME

- L'importance des capitaux propres
- L'enjeu des capitaux propres
- La décision d'ajuster au bon niveau les capitaux propres

Les solutions

Reprendre une entreprise et manager le changement de l'innovation (F)

Target knowledge	<p>Acquire the valuation and adjustment method to use on the view of the seller at the accounting and asset levels (tangible and intangible elements of the balance statement), financial level (goodwill, capitalisation...), tax level, valuation and present value using stocks and flows...</p> <ul style="list-style-type: none"> ▪ Be able to master the "non accounting" methods (strategic valuation, market valuation...) Know how to assess the strategy, the growth potential, the structural organisation... ▪ Assess the required transformation factors (new markets, reorganisation of processes and structures...) NB: These approaches will also be useful for future directors to measure the efficiency and the value of their own structure. ▪ Facilitate the acceptance of change within the company (structural reorganisation, new products, adaptation of processes and IT tools, merger/acquisition...), reduce rejection factors Create the conditions for transformation (associate the actors and obtain their support, keep them informed and communicate throughout the project, train them and accompany them during the deployment) and: <ul style="list-style-type: none"> ○ Develop creative leadership ○ Use the creativity techniques (opportunity detection and problem resolution) ○ Conduct an organisational change approach ○ Manage and drive innovation and intrapreneurial activity <p>Create an innovating and teaching organisation</p>
Target skills	<p>Be capable of assessing a company and measuring its competitiveness and performance in the hypothesis of a takeover, a transfer, a merger/acquisition, a floatation ... to estimate its price range, but also to judge its market, its organisation, its mode of operation, its partners...</p>
Prerequisites	<p>No prerequisites.</p>
References	<p>Innovation:</p> <ul style="list-style-type: none"> ▪ Corbel, Pascal, Technologie, Innovation, Stratégie : De l'innovation technologique à l'innovation stratégique, Gualino, 2009 ▪ Fernex-Walch, Sandrine and Romon, François, Management de l'innovation – De la stratégie aux projets, Vuibert, 2006 ▪ Le Loarne, Séverine and Blanco, Sylvie (dir.), Management de l'innovation, Pearson Education, 2009 ▪ Le Masson, Pascal ; Weil, Benoît and Hatchuel, Armand, Les processus d'innovation – conception innovante et croissance des entreprises, Hermès, Lavoisier, 2006 ▪ Tidd, Joe ; Bessant, John and Pavitt, Keith, Management de l'innovation : intégration du changement technologique, commercial et organisationnel, De Boeck Université, 2006 ▪ Alter, Norbert, L'innovation ordinaire, Presses Universitaires de France, 2000 ▪ Balogun, Julia ; Hope Hailey, Veronica and Viardot, Eric, Stratégies du changement, Pearson Education France, 2005 ▪ Corbel, Pascal, Management stratégique des droits de la propriété intellectuelle, Gualino, 2007

	<ul style="list-style-type: none"> ▪ Gotteland, David and Haon, Christophe, Développer un nouveau produit – méthodes et outils, Pearson Education, 2005 ▪ Millier, Paul, Stratégie et marketing de l'innovation technologique, Dunod, 1997 ▪ Nonaka, Ikujiro and Takeuchi, Hirotaka, La connaissance créatrice, DeBoeck Université, 1997 ▪ Chesbrough, Henry, Open Innovation, Harvard Business School Press, 2003 ▪ Rogers, Everett M., Diffusion of innovations, Free Press, 2003 ▪ Broustail, Frery, Le management stratégique de l'innovation, Dalloz, 1993 ▪ Bloch A. and Manceau D., De l'idée au marché, Innovation et lancement de produits, Vuibert, collection Entreprendre , 2000- <p>Intrapreneurship:</p> <ul style="list-style-type: none"> ▪ Bouchard (2009), Intrapreneuriat : Innovation et croissance, éditions Dunod ▪ Viala (2009), Mise en oeuvre de la Dynamique d'Innovation Intrapreneuriale, Phd. thesis ▪ Zahra (2005), Corporate entrepreneurship and growth, Edward Elgar Publishing ▪ Elfring (2005), Corporate entrepreneurship and venturing, ISEN ▪ Katz et al (2005), Corporate entrepreneurship, Elsevier ▪ King(2002), Corporate venturing,, Express exc.com ▪ Burns (2005), Corporate entrepreneurship: building the entrepreneurial organization, Palgrave ▪ Morris et al. (2008), Corporate entrepreneurship & innovation, Thomson ▪ Bolck et al. (1993), Corporate venturing: creating new businesses within the firm, HBS Press ▪ Sathe (2003), Corporate entrepreneurship: top managers and new business creation, Cambridge University Press <p>Change management:</p> <ul style="list-style-type: none"> ▪ Tushman, M., Anderson, P. Managing strategic innovation and change, Oxford UP 2d Ed, 2004 ▪ Colletette,P. et al. Le changement organisationnel : théorie et pratique, Québec, PUQ, 2003 ▪ Luecke, R., Change Management, Harvard Business Essentials – Harvard Business review Press, 2003 ▪ Kotter, J., Leading Change Harvard Business Review Press, 1995 ▪ Bridges, W., Managing Transitions, NB, 2nd edition, 2003
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COURSE CONTENT

Module N° 1: Company Finance

- Company assessment
- Private equity and LBO

Module N° 2: Change management:

- Change factors
- The approaches to change
- The change cycle and its steps
- The brakes to change and its facilitators
- The continuous progress method: PDCA
- Driving the change process and reporting on it

Module N° 3 = Managing innovation and intrapreneurship

- Definition of innovation and intrapreneurship
- The actors and their imbrication (the innovator's profile, the intrapreneur's profile and the social networks)
- Mise en oeuvre de la Dynamique d'Innovation Intrapreneuriale® (management and the organisational levers)
- Strategic renewal and development of new products, services and processes: the link between quality, innovation and change

Role, organisation and driving of a corporate venture and a spin-off cell

Entrepreneurship (E)

Target knowledge	The objective of this course is to develop the theoretical business knowledge, strategic framework and practical skills needed by an independent business person wanting to start a new company. Formal lectures covering the “basics” will be complemented by case studies, mini-cases and exercises. The course will take a practical, managerial approach to entrepreneurship
Target skills	Learn the basic principles and concepts of entrepreneurship Understand the entrepreneurship approach Frame and solving entrepreneurship problems Increase practical financial knowledge Develop a business plan for a new venture
Prerequisites	Understanding Financial Statements Understanding principles of Marketing Knowing Corporate Law
References	Text Book: Entrepreneurship: Successfully Launching New Ventures, 1/E, Bruce Barringer, Duane Ireland Publisher: Prentice Hall, 2006 [2/E, 2008] Websites: - www.inc.com - www.businessweek.com/smallbiz/ - www.entrepreneur.com/

Entrepreneurship

COURSE CONTENT

I. Opportunity

Getting Practical – Income statement

Feasibility Analysis

II. Competitive Analysis

Getting Practical – Balance Sheet

III. Writing a Business Plan

Getting Practical – Elevator Pitch

Effective Business Model

Proper Legal Foundation

Assessing Financial Strength

Getting Practical - Ratios

IV. Financing or Funding

Getting Practical – Cash Flow statement

Group Elevator Pitch - presentations

Interactive Workshop – Venture Capital

Business Plan presentations

Construire son projet professionnel de création d'entreprise (F)

Target knowledge	<ul style="list-style-type: none"> • Identify the potential of the idea • Take on the creation • Putting together the business plan • Choice of a type of organization • Choice of type of financing
Target skills	<ul style="list-style-type: none"> • Evaluating its feasibility • A critical vision of the potential market • A critical vision of the means • Defending a creation dossier • Attracting investors
Prerequisites	<ul style="list-style-type: none"> • Know how to read basic accounting and financial statements • Know how to use PowerPoint and Excel • Understand the notion of working capital needs • Understand the vocabulary of the business plan • Understand basic financial and accounting vocabulary
References	<p>Harvard Business Review on Entrepreneurship, Bildt A., et al, Harvard Business Review Paperbacks, 2000.</p> <p>What No One Ever Tells You About Starting Your Own Business: Real-Life Start-Up Advice From 101 Successful Entrepreneurs, What No One Tells You About Series, Norman J., Dearborn Trade Books, 1998.</p> <p>Anatomy of a Business Plan: A Step-By-Step Guide To Starting Smart, Building The Business And Securing Your Company's Future, 2nd Edition, Pinson L., Dearbon Trade Publishing, 1993.</p> <p>The Mc Graw-Hill Guide to Starting Your Own Business: A Step-By-Step Blueprint for the First-Time Entrepreneur, Harper S., Mac Graw Hill, 2002. In French:</p> <p>Créer son entreprise: du projet à la réalité, Ydé V., Vuibert, 2004.</p> <p>Business Plan, Bessis J. et al, 1993, Nathan. Additional works:</p> <p>Comment créer son entreprise, Andréani C., L'étudiant pratique, 2004.</p> <p>Cent conseils pour créer son entreprise, Helyette T., Lartigue M., et Fosseux S., Jeunes Editions, 2004.</p> <p>Le Guide complet de la création d'entreprise, Pialot D., et Roquette G., L'Express Editions, 2005.</p> <p>Stratégie pour la création d'entreprise: Création, Reprise, et développement, Papin R., Dunod, 2005.</p> <p>Quel Statut pour mon entreprise ? APCE, 2004.</p>

COURSE CONTENT

Identifying and Evaluating the Opportunity: What's the difference between an idea and an opportunity?

Innovation and New Venture Creation: How do you recognize opportunities and create new solutions? What strategies can you use to protect your innovations?

Business Plan Overview: Why a business plan? What are the critical elements of a business plan? What does it take to write a strong business plan?

Social Entrepreneurship & Creating Double Bottom-Line Ventures

Analyzing the Industry: The nuts and bolts of market research and analysis. Understanding the DNA of your industry. How to find the data you need. Differentiating your offering. Determining your competitive position.

Identifying Your Customer : Market segmentation.

Reaching Your Target Market : Developing strategies to create market separation including packaging, branding, advertising, and distribution.

Sales Strategy

Operations and Infrastructure : Developing the internal and technological support you need.

Financial Analysis & Planning : Getting Financing for Your Venture

Human resources management. Organizational structure. Attracting talent. Building a board.

Legal Considerations : Legal issues new ventures must address such as intellectual property rights, structure, partnership agreements, etc.

Strategies for Growth : Milestone planning. Acquisition strategies. Exit strategies.

Students activities :

Submit your list of team members. (4-5 students/team)

Submit a 1-page venture summary describing your team's business concept.

Submit a 5-page summary of your proposed marketing and sales plan.

Submit a draft of your financial plan.

Submit your draft business plan.

Teams will meet one-on-one with instructors to get feedback on their business plan drafts.

Teams will present their business concept to the class and a panel of guest judges. Each team will make a 15-minute presentation followed by 10-minute Q&A.

There will be some meetings with some experts and entrepreneurs

Suggested courses for international students (equivalent to 3rd year level)

<u>Suggested courses for international students</u> (equivalent to 3rd year level)	<i>ECTS</i>	<i>Hours</i>	<i>Course ID</i>	<i>Fall</i>	<i>Spring</i>
EE_International Business Practices *	4	36	1227	✓	✓
EE_International Financial Markets *	4	39	1466		✓
EE_International Risk Management *	4	39	1458	✓	
EE_International Corporate Finance *	4	39	1275	✓	
EE_Case Studies *	4	36	1164	✓	✓
EE_European Lobbying *	4	36	1217	✓	✓
EE_Inter-Cultural Persuasive Communication *	4	36	1484	✓	✓
EE_Cross Cultural Management *	2	18	1796	✓	✓
EE_French Civilization *	4	19.5	1218	✓	✓
EE_La France à 360°	4	19.5	1276	✓	✓
EE_Zoom sur la France	4	19.5	1701	✓	✓
EE_Culture et pratique de l'entreprise	4	19.5	1703	✓	✓

Courses taught in:

E = English

F = French

EE_International Business Practices (E)

Target knowledge	The basic tools in international trade: <ul style="list-style-type: none">▪ Discovery▪ Operational use
Target skills	At the end of the course the student will be able to: <ul style="list-style-type: none">▪ Understand the essentials of the 1st and 2nd years International Business Courses (“PTCI”)▪ Master the export toolbox▪ Efficiently follow the 4th year International Trade Program
Prerequisites	-
References	<ul style="list-style-type: none">▪ Exporter, Editions Foucher▪ A Basic Guide to Exporting – US Department of Commerce

EE_International Business Practices

COURSE CONTENT

1. Sources of Information – Companies organization for export
2. Chain of Documents
3. Incoterms
4. Export sales price calculation
5. International means of payment
6. International audit of Exportability
7. International distribution network
8. Technology transfer
9. International invitation to tender

EE_International Financial Markets (E)

Target knowledge	<p>This course aims at introducing theoretical and practical financial decisions of individual investors. At the end of the course the student will know</p> <ul style="list-style-type: none">▪ what are the different classes of securities▪ how to evaluate the risk of an asset and the risk of a portfolio▪ how to allocate risky assets in a joint portfolio▪ how to derive the optimum mix of a risk-free and a risky portfolio.
Target skills	<p>At the end of the course the student will be able to understand the working of financial markets and to define an investment strategy.</p>
Prerequisites	<p>Introductory course in finance.</p>
References	<p>Main textbook:</p> <ul style="list-style-type: none">▪ Zvi Bodie, Alex Kane, Alan J. Marcus, Investments, McGraw-Hill. <p>Further reading:</p> <ul style="list-style-type: none">▪ Brealey, Myers, Allen, Principle of Corporate Finance, McGraw-Hill.

<i>EE_International Financial Markets</i>
<p>COURSE CONTENT</p> <p>Introduction</p> <ol style="list-style-type: none">1. The Investment Environment (BKM ch.1).2. Financial Instruments (BKM ch.2).3. How Securities are traded (BKM ch.3).4. Portfolio Theory: History (BKM ch.5).5. Risk and Risk Aversion (BKM ch.6).6. Allocation between the Risky Asset and the Risk-Free Asset (BKM ch.7).7. Optimal Risky Portfolios (BKM ch.8).8. Managing International Risks (BMA ch.28).9. Financial Derivatives (BKM ch.20, 22) <p>Summary</p>

EE_International Risk Management (E)

Target knowledge	<p>The various risks</p> <ul style="list-style-type: none">▪ risk classification▪ exchange risks▪ interest rate risks <p>Covering against risk</p> <ul style="list-style-type: none">▪ the covering of futures markets▪ the covering of options markets▪ the covering of swap markets
Target skills	<p>At the end of the course, the participant will</p> <ul style="list-style-type: none">▪ recognize all the risks that a company can be confronted with,▪ be capable of evaluating these risks,▪ understand the financial futures market,▪ be able to include all risks in a foreign investment decision.
Prerequisites	<p>Introductory course in finance</p>
References	<p>Main textbook:</p> <ul style="list-style-type: none">▪ John C. Hull, Options, Futures and Other Derivatives, sixth edition, Prentice Hall 2006. <p>Further reading:</p> <ul style="list-style-type: none">▪ Richard A. Brealey, Steward C. Myers, Alan J. Marcus, Fundamentals of Corporate Finance, fourth edition, McGraw Hill, 2004.▪ David Eiteman, Arthur Stonehill, Michael Moffett, Multinational Business Finance, tenth edition, Addison Wesley, 2004.▪ Michael Melvin, International Money and Finance, seventh edition, Addison Wesley, 2004.▪ Zvi Bodie, Alex Kane, Alan J. Marcus, Investments, McGrawHill 6th edition, 2005.

COURSE CONTENT

Introduction

1. Risk
 - 1.1. Classification of risk
 - 1.2. Measuring risk
 - 1.3. Risk, return and the opportunity cost of capital
 - 1.4. Risk and diversification
 - 1.5. Foreign exchange risk: translation, transaction and economic exposure
 - 1.6. Interest rate risks
2. Futures
 - 2.1. Mechanics of futures markets
 - 2.2. Hedging strategies using futures
 - 2.3. Interest rates
 - 2.4. Determination of forward and futures prices
 - 2.5. Interest rates futures
 - 2.6. Foreign exchange futures
3. Swaps
 - 3.1. Mechanics of swap markets
 - 3.2. Interest rate swaps
 - 3.3. Currency swaps
 - 3.4. Foreign exchange swaps
4. Options
 - 4.1. Mechanics of options markets
 - 4.2. Stock options
 - 4.3. Foreign exchange options
 - 4.4. The Black-Scholes-Merton model
 - 4.5. Options on stock indices, futures and exotic options
5. Financial alchemy
 - 5.1. Speculation using options
 - 5.2. Credit derivatives
 - 5.3. The credit crunch

Summary

EE_International Corporate Finance (E)

Target knowledge	<p>This course aims at introducing theoretical and practical financial decisions of corporations. At the end of the course the student will know</p> <ul style="list-style-type: none">▪ how to evaluate the market risk, the risk of investment, and the cost of capital.▪ the different possibilities of corporate financing.▪ the theorems of Modigliani and Miller.
Target skills	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none">▪ Calculate the value of a bond.▪ Decide what is the optimum combination of debt and equity for a corporation.▪ Use financial derivatives to reduce the risk.
Prerequisites	Introductory course in finance
References	<p>Main textbook:</p> <ul style="list-style-type: none">▪ Brealey, Myers, Allen, Principle of Corporate Finance, 8th Edition, McGraw-Hill <p>Further reading:</p> <ul style="list-style-type: none">▪ Burton G. Malkiel: The Efficient Market Hypothesis and its Critics, Journal of Economic Perspectives 17, 2003, 59-82.▪ Richard Roll, What Every CFO Should know About Scientific Progress in Financial Economics: What is Known and What Remains to be Resolved, Financial Management 23, 1994, 69-75.▪ Robert J. Shiller, From Efficient Markets Theory to Behavioural Finance, Journal of Economic Perspectives 17, 2003, 83-104.

EE_International Corporate Finance

COURSE CONTENT

Part 1. Financial Markets and Corporate Financing

1. Corporate Financing and Market Efficiency (chapter 13)
2. The Term Structure of Interest Rates (chapter 23)
3. An Overview of Corporate Financing (chapter 14)
4. How Corporations Issue Securities (chapter 15)

Part 2. Financial Structure & Strategy

5. The Dividend Policy (chapter 16)
6. Does Debt Policy Matter? (chapter 17)
7. How Much Should a Firm Borrow? (chapter 18)

Part 3. Financial Planning

8. Financial Analysis and Planning (chapter 29)
9. Governance and Corporate Control around the World (chapter 34)

Summary

EE_Case Studies (E)

Target knowledge	<p>Students will be expected</p> <ul style="list-style-type: none"> • to describe the structure and organization process of a case study analysis • to evaluate and critique international management practices <p>to enhance critical thinking skills through analytical and problem solving aspects of a case study in international management</p>
Target skills	<p>Students will be expected</p> <ul style="list-style-type: none"> • to improve oral presentation skills through the organization and presentation of a case study • to evaluate and critique international management practices <p>to organize, present, and animate discussion while presenting an analysis of an international case study situation</p>
Prerequisites	<p><i>Business Communication – Erasmus</i> is a 12-week seminar course for proficient speakers of English with the objective to immerse students into the theory and comparison of the various forms of inter-cultural business management and communication through case study analysis presentations and discussions.</p> <p>The course is designed for Erasmus and other foreign students with an intermediate and above level of English (B2 and above on CERFL scale)</p>
References	<p><i>Case Studies in International Management</i>, Christopher Sawyer-Lauçanno, Prentice Hall Regents, 1987 (Copies are available in library: MANAG 41 SAWY)</p>

EE_Case Studies	
COURSE CONTENT	
1; Introduction	
2; Case Study 1	
<i>Fitzburg Tire Company</i> ; Management in a foreign environment	
3; Case Study 2	
<i>Wilson Chemical Company</i> ; Ethical considerations/bribery	
4; Case Study 3	
<i>Millars Bank Ltd.</i> ; Discrimination and fairness	
5; Case Study 4	
<i>LeClerc Machines de Cuisine</i> ; Difficulties of foreign exclusivity agreements	
6; Case Study 5	
<i>Tanaka Komuten Company, Ltd.</i> ; Intercultural joint ventures	
7; Case Study 6	
<i>Harding Tool Corporation</i> ; Countertrade possibilities	
8; Case Study 7	
<i>Comtec Corporation</i> ; Financial decisions in an international setting	
9; Case Study 8	
<i>Hanover Public Systems</i> ; Management styles in different cultures	
10; Case Study 9	
<i>International Carpet Wholesalers</i> ; Ethical considerations/child labor	
11; Case Study 10	
<i>Yoon Choi Corporation</i> ; Penetration of a foreign market	

EE_European Lobbying (E)

Target knowledge	<p>Elements of the course</p> <ul style="list-style-type: none"> ▪ the different institutions of the European Union ▪ policy making within the European Union ▪ lobbying in the European Union
Target skills	<p>At the end of the course, the participant will</p> <ul style="list-style-type: none"> ▪ recognize the different fields of political decisions that are decided on a European level, ▪ understand the working of the European Institutions, ▪ be able to define possible ways of influence these decisions (lobbying).
Prerequisites	No prerequisites.
References	<ul style="list-style-type: none"> ▪ Clamen, Michel, (2005), Manuel de lobbying, Dunod, Paris. ▪ Clamen, Michel, (2000), Le Lobbying et ses secrets, 3rd edition, Dunod, Paris. ▪ Mazey, Sonia and Richardson, Jeremy, eds. (1993), Lobbying in the European Community, Oxford University Press, Oxford. ▪ Pedler, R.H. and Van Schendelen, M.P.C.M, eds., (1994), Lobbying the European Union: Companies, Trade Associations and Issue Groups, Dartmouth Publishing Company, Aldershot. ▪ Van den Hoven, Adrian, (2002), Le lobbying des entreprises françaises auprès des institutions communautaires, Presses Universitaires de la Faculté de Droit de Clermont-Ferrand ▪ Various publications of the European Union.

<i>EE_European Lobbying</i>	
<p>COURSE CONTENT</p> <ol style="list-style-type: none"> 1. Introduction The main economic and political questions in the European Union, Europe after WWII, Goals and Principles of the European Union 2. Lobbying Definition, Information and Analysis, Strategy, Communication, Means and Methods 3. European Treaties Treaties of Paris, Rome, the Single European Act, Maastricht, Amsterdam, Nice, European Constitution, Lisbon 4. Institutions and International Organizations and their Organs Council of Ministers, European Commission, European Parliament, Court of Justice, European Central Bank 5. Lobbying in the European Union History and current practice, negotiations 6. Case Study 7. Presentation of Course Project 8. Summary 	

EE_Inter-Cultural Persuasive Communication (E)

Inter-Cultural Persuasive Communication (ANG 421) is a 180 minute per week class with a total of 13 meetings designed for intermediate and above English language speakers. The purpose of the course is to enhance the students’ oral English language skills in the business environment and to strengthen their understanding of persuasive and inter-cultural communication by a review of basic theory and the practice of verbal and non-verbal persuasion techniques with a special emphasis on sales pitches and the development and pitching of a business plan.					
Target knowledge		<ul style="list-style-type: none">• Describe the structure and organization process of a persuasive sales presentation based on appropriate rhetorical principles and practices• Discuss and demonstrate various analytical and persuasive aspects of an oral presentation using the basic principles of persuasive communication• Discuss Intercultural stereotypes and International cultural differences			
Target skills		<ul style="list-style-type: none">• Demonstrate oral persuasive skills through the individual organization and presentation of a sales pitch• Write a coherent, complete business plan for a start up company• Demonstrate oral persuasive skills through the group organization and presentation of a business plan			
Prerequisites		B1 level CERL or above. Preferred score of 800+ on the TOEIC Test.			
References		Print References			
		Title	Author	Publisher	LdV Infothèque
		<i>Age of Propaganda</i>	Anthony PRATKANIS	W H Freeman 1992	
		<i>Basic Business Communication</i>	Raymond LESIKAR Marie FLATLEY	McGraw Hill	GRH 32 LESI
		<i>Cross-Cultural Business Negotiations</i>	Donald HENDON	Quorum Books 1996	
		<i>Influence: Science and Practice 5th ed</i>	Robert B. CIALDINI	Prentice Hall 2009	
		<i>International Business Negotiations</i>	Pervez GHOURI	Elsevier Science 2001	
		<i>The Mind and Heart of the Negotiator 4th e</i>	L. THOMPSON	Pearson-Prentice Hall 2009	
		<i>Presenting To Win</i>	Jerry WEISSMAN	Pearson FT Press	GRH 321 WEIS
		<i>Principles of Speech Communication</i>	Bruce GRONBECK, etc	Harper Collins	GRH 321 GRON
		<i>Soft Sell</i>	Tim CONNER	Sourcebooks 1998	
		<i>Speak Like a CEO</i>	Suzanne BATES	McGraw Hill	GRH 321 BATE
		<i>Visual Persuasion</i>	Paul MESSARIS	Sage Publications 1996	

	Internet References	
	Slides	http://www.bnet.com/2422-13724_23-241933.html?promo=808&tag=nl.e808
	Non-verbal Comm.	http://www.bnet.com/2422-13724_23-204509.html
	Visual thinking	http://www.bnet.com/2422-13724_23-204509.html
	Maslov's needs	http://www.bnet.com/2422-13724_23-182940.html
	Vision statements	http://www.bnet.com/2422-13724_23-181094.html
	Intercultural communication	http://www.ling.gu.se/~jens/publications/docs001-050/041E.pdf
	Intercultural differences	http://www.understandfrance.org/France/Intercultural.html

EE_Inter-Cultural Persuasive Communication

COURSE CONTENT

1. Regular active participation in presentations, discussions and critical evaluations in class for various business communications
2. Group discussion on various Inter-cultural communication aspects
3. Viewing, analyzing and critiquing 'Dragons Den' presentations of business plans
4. Analyzing and critiquing of persuasive speeches
5. Creation in a group of a written business plan of six to eight pages
6. Final group oral presentation of a business plan with the goal of persuading a group of international business angels to financially support the startup

EE_Cross Cultural Management (E)

Target knowledge	<p>This course focuses on the management of cultural differences. Multinationals as many domestic firms face multicultural environments. It aims to:</p> <ul style="list-style-type: none"> • Increase awareness of students' own cultural assumptions and respect for other cultural perspectives. • Develop and expand knowledge and understanding about the basic drives behind national and organizational cultural differences and the impact of cultural differences on cross cultural issues in organizations. • Acquire an understanding of the effectiveness of different strategies of international managers working in International Purchasing and Logistics.
Target skills	Through simulations and exercises, students will develop their skills of communicating and managing in diverse cultural environments and in cross cultural situations.
Prerequisites	None
References	<ul style="list-style-type: none"> • Barabel M., Meier O., La gestion internationale des ressources humaines, Dunod, 2011 • Chevrier S., Gérer des équipes internationales, Presses Université de Laval, 2013 • D'Iribarne P., Cultures et Mondialisation, Seuil, collec. Points, 2002 • Gannon, M, and Newman, K., The Blackwell Handbook of Cross-cultural Management, Blackwell, 2002 • Guirdham, M., Communicating across cultures at work, Palgrave Macmillan, 2005 • Hofstede, G. Cultures Consequences: International Differences in Work Related Values Sage, 2001 • Mead, R. International Management: Cross-cultural Dimensions, Blackwell, 2004 • Trompenaars F., Hampden Turner C., L'entreprise multiculturelle, Maxima, 2008 • Schneider, S. and Barsoux, J-L, Managing Across Cultures, Prentice Hall, 2002 • Donaldson, T. (1996). Values in Tension: Ethics away from Home. Harvard Business Review, 74(5): 48-62. • Huntington, S.P. (1996). The West Unique, Not Universal. Foreign Affairs, 75(6): 28-46. • Jung, K.D. (1994). Is Culture Destiny? The Myth of Asia's Anti-Democratic Values. Foreign Affairs, 73(6): 189-194. • Osland, J.O., Bird, A. (2000). Beyond Sophisticated Stereotyping: Cultural Sensemaking in Context. The Academy of Management Executive, 14(1): 65-79. • Puffer, S.M. (1994). Understanding the Bear: A Portrait of Russian Business Leaders. Academy of Management Executive, 8(1): 41-54. • Su, C., and Littlefield, J.E. (2001). Entering Guanxi: A Business Ethical Dilemma in Mainland China? Journal of Business Ethics, 33(3); 199-210. • Zakaria, F. (1994). Culture is Destiny: A Conversation with Lee Kuan Yew. Foreign Affairs, 73(2): 109-126.

<i>Cross Cultural Management</i>

COURSE CONTENT

Introduction - Why is Intercultural Management Important (Don't underestimate it but don't overestimate it!)?

1 - Intercultural Communication and Intercultural Negotiation (theory and cases)
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2 - Managing an international workforce (theory and cases)
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3 - Conflicts and Cultural Differences (theory and cases)

EE_French Civilization (E)

Target knowledge	Designed for exchange students who are non-French speakers, this course gives a global overview of the French civilization. It aims to give students tools to understand French people culture and behavior.
Target skills	At the end of the course, students will be able to: <ul style="list-style-type: none">▪ Apprehend French culture and French people behavior▪ Get some bearings in the History of France thanks to specific and key dates▪ Locate French regions and big cities and know their distinctive features▪ Get some political, economical and social marks.
Prerequisites	<ul style="list-style-type: none">▪ To be non-French speaker for the course taught in English.▪ Minimum B1 level in French for the course taught in French.
Reference	<ul style="list-style-type: none">▪ « Cultural Misunderstandings : The French-American Experience », Raymonde Carroll▪ « Me Talk Pretty One Day », David Sedaris▪ « The Cambridge Companion to Modern French Culture », Nicholas Hewitt▪ « French or For ? : Getting the Most Out of Visiting, Living and Working in France », Polly Platt▪ « Paris to the Moon », Adam Gopnik▪ « Speak the Culture France : Be fluent in French Life and Culture », Andrew Whittaker▪ “Teach Yourself French Language, Life and Culture”, Celia Dixie

<i>EE_French Civilization</i>	
Session 1	Introduction Geography and basic Notions : Metropolitan France / Overseas France Diversity of landscapes, administrative divisions Symbols of France
Session 2	Regional Characteristics (1) île-de-France, North, West
Session 3	Regional Characteristics (2) East, South-West, South
Session 4	Political System and Historic Notions (1) From Ancient Times to the Renaissance
Session 5	Historic Notions (2) From Louis XIV to the Belle Epoque
Session 6	Historic Notions (3) First and Second World Wars Architectural Masterpieces (1) Ancient roman monuments, the Mont Saint-Michel, Romanesque buildings
Session 7	Midterm exam - Quiz
Session 8	Architectural Masterpieces (2) Gothic buildings, château de Vincennes, château de Chambord, the Renovation of Paris by Baron Haussmann, the Great Arch of La Défense, the Millau Viaduct
Session 9	French Cuisine Traditional dishes, varieties of cheese, great chefs, the Michelin and the Gault & Millau Guides
Session 10	Great Masters of the World of Fine Arts and Literature (1) Poussin, Le Nôtre, Molière, David
Session 11	Great Masters of the World of Fine Arts and Literature (2) Rodin, the Impressionist painters, Balzac, Victor Hugo, Proust
Session 12	French Cinema The Lumière brothers, the New Wave – La Nouvelle Vague, some famous movies, actors and directors
Session 13	Final Exam

EE_ La France à 360° (F)

Target knowledge	Intended for the international students in exchange not speaking French, the course proposes a simple and complete overview of the French civilization. The objective of the course is to give to the students tools to understand the culture and the behavior of the French people
Target skills	At the end of the courses, the student will be able to : <ul style="list-style-type: none"> - Understand french culture and french behavior - Know french history with some key dates - Place area and main french cities and know the regional situations - Have politics and economics repères
Prerequisites	A partir du niveau B1 (cours en français).
Reference	<ul style="list-style-type: none"> - Les Français Mentalités et comportements, Nelly Mauchamp, Clé International, 2008 - L'histoire de France, Encyclopédie des Jeunes, Larousse, 2005 - 100 dates de l'histoire de France, Antoine Auger, Dimitri Casali, Flammarion, 2005 - Hors-série de Mon Quotidien, éditions Playbac / Spécial Europe, La France et ses régions, Instruction civique, Histoire de France

La France à 360°	
COURSE CONTENT	
Session 1	Geographical marks Majorities and regional specificities
Session 2	Geography regional specificities
Session 3	History Clovis – Charlemagne- Guerre de cent ans - Henri IV – Louis XIV – Louis XVI et la Révolution
Session 4	History XIX e Napoléon Ier. – Victor Hugo et les Misérables – Napoléon II - Emile Zola
Session 5	History XXème – 1 ^{ère} et 2 ^{ème} guerre
Session 6	Visit of the museum of Carnavalet (sous réserve)
Session 7	Continuous assessment Economic marks Organization of the political life The president - the Assembly - the Senate
Session 8	Social marks Family life - organization of the schooling - the work - the Social Security
Session 9	The main artistic movements (1) Of the Renaissance in the XXth century
Session 10	The main artistic movements (1) Of the Renaissance in the XXth century
Session 11	Visit the permanent collection of the Petit Palais (sous réserve)
Session 12	The French cinema The brothers Lumière the New Wave - The art-house cinema and the comedies The French song (of Edith Piaf in our days)
Session 13	Examen final

EE_ Zoom sur la France (F)

EE_ Culture et Pratiques de l'entreprise (F)

Target knowledge	<ul style="list-style-type: none"> • Know french companies and their trade partners in France • Overview of the main rules of the "Code du travail"
Target skills	<ul style="list-style-type: none"> • Analyse et understand corporate culture • Know the capacity of adaptation of the company to the society • Understand the relationship between people in a company (Hierarchy, Managing) • Know the functioning and the strategies of a company by comparing the French-style, American-style and Japanese-style management
Prerequisites	
Reference	<ul style="list-style-type: none"> - La presse française généraliste et spécialisée - Olivier Devillard, Dominique Rey. 2008. Culture d'entreprise : <i>un actif stratégique</i>. Ed. Dunod

COURSE CONTENT

Session 1 :

Course : Know French companies and their trade partners in France

View of a journal of economic

Session 2 :

orale presentation of the sectors of economy and the main French companies

Session 3 :

Course : Overview of the main rules of the "Code du travail"

Comparing with the other countries

Session 4 :

Study of articles on the debate of 35 hours

Session 5 :

The religious question in a company: the law and the use

Comparing with the other countries

Session 6 :

Course : Analyze et understand corporate culture

Session 7 et 8 :

Presentation by each student of a corporate culture

Session 9 :

Course : Understand the relationship between people in a company (Hierarchy, Managing)

Explanation of caricatures

Session 10 :

Writing / shooting and viewing of videos staging typical situations of the interpersonal relations in the company

Session 11

Compare the functioning and the strategies of a company by comparing the French-style, American-style and Japanese-style management

Session 12 :

Viewing of sequences expert's videos explaining typical situations of culture shocks between French and American professionals

Exchanges of experiences

Session 13 :

Final examination watched by the professor

French Language Course MANDATORY

FRENCH LANGUAGE COURSE MANDATORY	<i>ECTS</i>	<i>Hours</i>	<i>Course ID</i>	<i>Fall</i>	<i>Spring</i>
EE_1, 2, 3 Partez!_FRA0	4	19.5	1481	✓	✓
EE_Le Français jour après jour_FRA1	4	19.5	1219	✓	✓
EE_Le Français spontané_FRA2	4	19.5	1220	✓	✓
EE_Acteur en Français_FRB1	4	19.5	1222	✓	✓
EE_Architecture de l'expression_FRB2	4	19.5	1223	✓	✓
EE_Profil professionnel_FRC1	4	19.5	1224	✓	✓

EE_1, 2, 3 Partez! _FRA0

Target knowledge	Designed for international exchange students who are totally non-French speakers, this course aims to quickly enable students to master the basic structures and key glossary of everyday life French.
Target skills	At the end of the course, students will be able to: <ul style="list-style-type: none"> ▪ Get along with everyday life ▪ Meet concrete needs ▪ Introduce oneself, and someone else ▪ Talk about one's tastes ▪ Inquire/give a price, ask and tell time ▪ Talk about the weather, the date ▪ Tell someone the way ▪ Do groceries, order in a restaurant, make a reservation
Prerequisites	No prerequisites.
References	<ul style="list-style-type: none"> ▪ Alter Ego, Niveau A0, Hachette, 2008 ▪ Grammaire progressive, Niveau débutant, Clé International, 2008 ▪ La Grammaire des premiers Temps Vol. I D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999

French_FRA0	
Session 1	Alphabet, present tense (to be, to talk), how to introduce oneself (first and family name, age, nationality), numbers
Session 2	Seasons, months, dates, moments in a day, how to tell time, talk about the weather 1st group verbs, everyday life objects Gender of nouns, jobs
Session 3	Plural, present tense (24 verbs), run through an itinerary Food products and shops (do groceries)
Session 4	Negation (<i>ne pas, ne plus</i>) Body lexical, physical appearance How to locate objects in space (1)
Session 5	Comparatives and superlatives (through a comparison between French people and other population behavior) Make a reservation, order something How to locate oneself in space (2)
Session 6	Revisions Test
Session 7	Future tense, family ties Complex negation
Session 8	Revision of the present tense Possessive and demonstrative adjectives Geography of France
Session 9	Conditional tense Dialogues to introduce oneself and express desire
Session 10	Revisions Continuous assessment test 2
Session 11	Introduction to French media Production of a TV news program by students.

EE_Le Français jour après jour_FRA1

Target knowledge	Designed for international exchange students with basic knowledge in French, this course aims to quickly enable students to master the skills identified by the Common European Framework of References for Languages (CEFR) - A1 level.
Target skills	At the end of the course, students will be able to: <ul style="list-style-type: none">▪ Give and ask for information▪ Know how to locate oneself in space (tell one's location one's destination, tell someone the way)▪ Ask questions about someone, something, places, prices▪ Make a proposal, plan ahead▪ Compare people, places, lifestyles▪ Tell a story, talk about one's personal experience
Prerequisites	Students have already studied French for 20 hours minimum. Alphabet, know how to introduce oneself, French greetings
References	<ul style="list-style-type: none">▪ Alter Ego, Niveau A0, Hachette, 2008▪ Grammaire progressive, Niveau débutant, Clé International, 2008▪ La Grammaire des premiers Temps Vol. I D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999

French_FRA1	
Session 1	Students introduce themselves Introduction to Paris and what to do around Paris Tell someone the way
Session 2	Revision: main structures, seasons, months, dates, moments of the day, time, weather 1st group verbs Everyday life objects
Session 3	Present tense (24 verbs) Gender of nouns, jobs, plural Food products and shops (do groceries)
Session 4	Negation (<i>ne pas, ne plus</i>) Body lexical, physical appearance How to locate objects in space
Session 5	Comparatives and superlatives (through a comparison between French people and other population behavior) Make a reservation, order something
Session 6	Revisions Test
Session 7	Future tense, family ties Complex negation
Session 8	Revision of the present tense Possessive and demonstrative adjectives Geography of France
Session 9	Conditional tense Dialogues to introduce oneself and express desire
Session 10	Revisions Test
Session 11	Introduction to past tense (<i>passé composé</i>) Talk about one's last week-end
Session 12	Introduction to French media Production of a TV news program by students.
Session 13	Revisions

EE_Le Français spontané_FRA2

Target knowledge	<p>Designed for international exchange students who already learnt French for at least one semester, this course aims to quickly enable students to master the skills identified by the Common European Framework of References for Languages (CEFR) – A2 level.</p> <p>The objective is to enable students to</p> <ul style="list-style-type: none"> ▪ Master basic French grammar ▪ Get a large vocabulary list ▪ Get comfortable with basic oral and written communication
Target skills	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Get along with everyday life ▪ Identify specific information in written documents (common topics) ▪ Write short and simple messages on everyday life ▪ Make a description (family, environment, school experience, current and previous work experience) ▪ Give a command/ express something forbidden ▪ Compare
Prerequisites	<p>Students have already studied French for 100 hours minimum.</p> <p>Students know how to express basic needs/ understand short statements.</p> <p>French test: 25 points requested (at the minimum)</p>
Target knowledge	<ul style="list-style-type: none"> ▪ Alter Ego, Niveau A2, Hachette, 2008 ▪ Grammaire progressive, Niveau débutant, Clé International, 2008 ▪ La Grammaire des premiers Temps Vol. I D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999

<i>French_FRA2</i>	
Session 1	Students introduce themselves Phonetics, prosody, how to make sentences in French
Session 2	Revision, role-play using daily life scenarios (in a pub/ restaurant, order a taxi, manage timetables, leave a message on voicemail)
Session 3	Body lexical (body movements and gestures, physical appearance, figures of speech) Phonetics
Session 3	How to locate objects in space (prepositions) Telephone call Phonetics
Session 4	Revisions Test
Session 5	Past tense (<i>passé composé</i>) : how to form past tense and use it Past participle agreement Description of a movie scene
Session 6	The different past tenses (<i>imparfait /passé composé</i>) How to form <i>imparfait</i> and use it Training exercises
Session 7	Adjectives and possessive pronouns Lexical: gastronomy (eating habits in France)
Session 8	French press media (introduction) Oral and written comprehension activities based on French media and TV Lexical: idiomatic expressions and prepositions + cities and countries
Session 9	TV journal Production of a TV news program and post-viewing remarks
Session 10	Comparison Oral expression activities (comparison between people living in Paris and strangers) Demonstrative adjective: revision
Session 11	How to express time When? At which moment? How many times? Since, for, ago, in, during etc.
Session 12	Verbs on travel To come, to go, to come back, to go back, to go in, to bring, to carry, to take along, to take away Make an itinerary
Session 13	Revisions

EE_Acteur en Français_FRB1

Target knowledge	<p>Designed for international exchange students knowing French language basics, this course aims to quickly enable students to master the skills identified by the Common European Framework of References for Languages (CEFR) - B1 level.</p> <p>The objective is to enable students to enlarge their knowledge in French and master a methodology that can be applied in both work and study environment.</p>
Target skills	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Make an oral presentation in French ▪ Take part in a discussion on current issues ▪ Clearly explain one's point of view and give oral arguments ▪ Comment graphics and tables ▪ Talk about previous work experience during a job interview ▪ Create a functional resume/ CV ▪ Write a business letter
Prerequisites	<p>Students have already studied French for 150 hours minimum.</p> <p>Students are totally comfortable with everyday life, able to talk about familiar topics, can take notes and write a simple letter.</p> <p>French test: 50 to 75 points requested (at the minimum)</p>
Target knowledge	<ul style="list-style-type: none"> - Alter Ego, Niveau B1, Hachette, 2008 - Grammaire progressive, Niveau Intermédiaire, Clé International, 2008 - La Grammaire des premiers Temps Vol. I et II D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999

<i>French_FRB1</i>	
Session 1	Students introduce themselves Introduction to Paris and what to do around Paris Introduction to ESCE environment
Session 2	Topic: Issues around the interrogative form Creation of a survey about a French product
Session 3	Topic: how to correctly form the present tense Getting habits through specific games and exercise
Session 4	Topic: make an oral presentation Study of an oral presentation/ identification of key statements Advice on note-taking
Session 5	Topic : Pronouns Getting habits through specific games and exercise
Session 6	Revisions Test
Session 7	Topic: how to relate a story Issues about the past tense (passé composé) / grammatical rules
Session 8	Topic: how to relate an event (2) Using past tenses / activities related to cases on the news and film extracts
Session 9	Topic: give a point of view Subjunctive form to give a command/ advice
Session 10	Topic: give a point of view (2) Subjunctive form to give a point of view / oral debate
Session 11	Topic: the company Introduction to the environment/activity of a company Redaction of a resume and a business letter Key expressions for a telephone call
Session 12	Topic: job interview How to introduce oneself (professional approach)/ talk about previous work experiences, hobbies Interview simulations
Session 13	Topic: a meeting Speak up in a professional meeting, explain the agenda, conduct meetings, express a point of view, speak up/give the floor to other participants

EE_Architecture de l'expression_FRB2

Target knowledge	<p>Designed for international exchange students with good to advanced French language skills, this course aims to quickly enable students to master the skills identified by the Common European Framework of References for Languages (CEFR) - B2 level.</p> <p>The objective is to enable students to get the necessary skills needed to study in France (able to understand courses, deliver the course content during exams, capacity to communicate clearly and spontaneously on current topics, capacity to express a point of view/arguments)</p>
Target skills	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none">▪ Understand long speeches/ oral presentations/ complex arguments▪ Read articles and reports on contemporary questions expression the authors' opinion▪ Communicate and take part actively in a conversation (various topics) and stand for one's convictions▪ Write an essay/a report giving some information or arguments to stand for an opinion▪ Make an oral presentation, speak up in public/ during a meeting▪ Create a functional resume/ cover letter▪ Write a business letter
Prerequisites	<p>Students have already studied French for 200 hours minimum.</p> <p>Students are totally comfortable with everyday life, and master all grammatical basics.</p> <p>French test: 75 to 85 points requested (at the minimum)</p>
References	<ul style="list-style-type: none">▪ Alter Ego, Niveau B2, Hachette, 2008▪ Edito, Niveau B2, Elodie Heu, Jean-Jacques Mabillat, Didier, 2006▪ La grammaire progressive du français, Niveau perfectionnement, Clé International, 2012

<i>French_FRB2</i>	
Session 1	Students introduce themselves Beginning activities
Session 2	Topic: Opinions Understand a debate, take part in a discussion Expression of certainty and doubt : indicative or subjunctive form
Session 3	Topic: Medias Understand a radio show Express cause and consequence / passive form
Session 4	Topic: Travels Understand information about regions/cities, express tastes related to travels and holidays Comparison/ comment of numerical data
Session 5	Topic: History Understand an autobiography and relate someone's life Past tense, participles, paint a picture/ create a survey
Session 6	Revisions Test
Session 7	Topic: Arts Understand a discussion about arts and express tastes related to arts Art assessment Creation of a poster/ an invitation/ an event
Session 8	Topic: Gastronomy Understand a food-related discussion and health TV shows/ express tastes related to food and cooking Expression of quantity, relative pronouns, present participle, verb-related adjective
Session 9	Topic: Nature Understand a discussion about the environment and give a point of view
Session 10	Topic: the Company Introduction to the environment/activity of a company Redaction of a resume, a business letter, an application letter
Session 11	Topic: Job interview How to introduce oneself (professional approach)/ talk about previous work experiences, hobbies Interview simulations
Session 12	Topic: a meeting Speak up in a professional meeting, explain the agenda, conduct meetings, express a point of view, speak up/give the floor to other participants
Session 13	Topic: in society Understand a discussion about problems facing society and give a point of view Concession, opposition, condition and hypothesis

EE_Profil professionnel_FRC1

Target knowledge	<p>Designed for international exchange students with advanced French language skills, this course, focused on the corporate world, aims to develop the following skills:</p> <ul style="list-style-type: none"> ▪ Corporate and social relations ▪ Corporate environment ▪ The role and functions of a company ▪ Administrative tasks ▪ Phone call communication ▪ Written communication <p>The course also aims to eliminate French language specific issues that could prevent high level students to progress.</p>
Target skills	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Get along with professional life/ communicate in a professional environment ▪ Introduce a company/ its product ▪ Talk about previous work experience during a job interview ▪ Answer the phone in a professional way ▪ Correctly write business letters (formal letters and emails)
Prerequisites	<p>Students master all grammatical basics and communicate easily and spontaneously</p> <p>French test: 85 to 100 points requested (at the minimum)</p>
Target knowledge	<ul style="list-style-type: none"> ▪ Français des affaires, Clé International, 2008 ▪ BTS Commerce international, Nathan, 2010 ▪ Savoir rédiger le courrier de l'entreprise, Michelle Fayet – Aline Nishimata, Eyrolles, 2008 ▪ Français.com : Méthode de français professionnel et des Affaires, Jean-Luc Penfornis, Clé international, 2008

<i>French_FRC1</i>	
Session 1	Beginning activities related to economic newspaper Register characteristics of journalism, revision of grammar/tenses, writing exercise
Session 2	How to talk about a company, its product (components, aspects, positive and negative aspects) and services
Session 3	How to talk about a market (lexical field) Create a complex survey (with formal questions)
Session 4	About starting up a company Legal status of companies Comparison of status / discussion
Session 5	Grammatical issues French language specific issues
Session 6	Revisions Test – continuous assessment 1
Session 7	Video Resume/ cover letter How to answer a job offer Speculative application
Session 8	Resume (for each student) Job interview simulation
Session 9	Business letters Key expressions in business letters Sample business letters
Session 10	Phone call communication Unexpected things during a phone call/ the right reactions Simulations
Session 11	Grammatical issues French language specific issues
Session 12	Revisions Test – continuous assessment 2
Session 13	Course outcome Production of a TV news program