



**MASTER'S CURRICULUM OVERVIEW**  
**COURSE DESCRIPTIONS**

**ACADEMIC YEAR**  
**2013-2014**

## List of courses for 2013-2014 ESCE

Academic Departments	Specializations (4 <sup>th</sup> and 5 <sup>th</sup> year)
International Trade & Supply Chain Management	<ul style="list-style-type: none"> <li>- Core courses : International Trade</li> <li>- Supply Chain Management</li> </ul>
Finance, Audit & Control	<ul style="list-style-type: none"> <li>- International Finance</li> <li>- Audit and Consulting</li> </ul>
Marketing & Communication	<ul style="list-style-type: none"> <li>- International Marketing (in French or in English)</li> </ul>
Strategy, Management & Corporate Environment	<ul style="list-style-type: none"> <li>- Entrepreneurship</li> <li>- International People Management</li> </ul>
Languages & Humanities	<ul style="list-style-type: none"> <li>- Core courses</li> </ul>

Courses taught in:  
E= English  
F= French

1st year (Courses not offered to international students)	ECTS	Hours	Course ID
<b>Department of International Affairs and Supply Chain Management</b>			
International Trade techniques (F)	4	39	1009
<b>Department of Finance, Audit and Control</b>			
General Accounting (F)	4	39	1007
Financial Mathematics (F)	4	39	1005
Statistics (F)	4	39	1006
IT Systems (F)	4	39	1008
<b>Department of Marketing and Communication</b>			
Sales Techniques (F)	2	19,5	1012
Marketing Basics (F)	4	33	1001
<b>Department of Strategy, Management and Corporate Environment</b>			
Business Legal Management (F)	4	39	1011
Contemporary international Relations 1 (F)	4	39	1010
Macroeconomics (F)	4	39	1003
<b>Department of Languages and Humanities</b>			
General Knowledge (F)	4	39	1002
Methodology (F)	2	19,5	1004

<b>2nd year Courses</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Department of International Affairs and Supply Chain Management</b>			
International Trade Techniques and Practices (F) FALL & SPRING	4	39	1022
International Risks (F) FALL & SPRING	2	19,5	1023
Transport Strategy (F) FALL & SPRING	4	39	1021
<b>Department of Finance, Audit and Control</b>			
Financial Analysis (F) FALL & SPRING	4	39	1024
<b>Department of Marketing and Communication</b>			
Consumer Behavior & Marketing Research (E) FALL & SPRING	4	39	1020
<b>Department of Strategy, Management and Corporate Environment</b>			
Current International Relations 2 (E) SPRING	2	19,5	1033
Managerial Economics (F) SPRING	4	39	1029
Management of Organizations (F) SPRING	2	19,5	1031
Intercultural Negotiation (F) SPRING	4	39	1032
<b>Department of Languages and Humanities</b>			
Sociology (F) SPRING	2	19,5	1030

<b>3rd year Courses</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Department of International Affairs and Supply Chain Management</b>			
International Trade: the Market Approach – example: Brazil (F) JANUARY ONLY	2	19,5	1407
Introduction to Supply Chain Management (F) JANUARY ONLY	2	19,5	1047
<b>Department of Finance, Audit and Control</b>			
Corporate Finance (F) SPRING	4	39	1043
Cost Analysis (F) JANUARY ONLY	2	19,5	1042
Market Finance (F) SPRING	4	39	1044
<b>Department of Marketing and Communication</b>			
Sociologie of Marketing (F) SPRING	2	19,5	1048
<b>Department of Strategy, Management and Corporate Environment</b>			
Ethics & Organization (F) JANUARY ONLY	2	19,5	1365
Company Tax an Law (F) SPRING	4	39	1045
Principles of People Management (E) SPRING	2	19,5	1050
Strategic Management (E) * SPRING	4	39	1051

<b>4th year courses</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Core Courses</b>			
European Business Culture (E) * FALL & SPRING	4	39	1226
Current Economic Issues (E) * FALL & SPRING	4	39	1442
Corporate Governance (E) FALL & SPRING	4	39	1310
International Contract Negotiation (E) * FALL & SPRING	4	39	1056
Set-up and Management of International Projects (E) * FALL & SPRING	4	39	1496
Business Simulation "Global Challenge" (F) (not available)	2	/	1294
Business Simulation "Simfirm" (F) (not available)	6	/	915
<b>Specialization : Supply Chain Management (E)</b>			
Stocks and Flows Management (E) FALL & SPRING	4	39	1069
Operations Management (E) FALL & SPRING	4	39	1068
Purchasing Management (E) FALL & SPRING	4	39	1070
<b>Specialization : International Marketing (E or F)</b>			
Strategic Brand Management (E or F) FALL & SPRING	4	39	1380/1065
Integrated Marketing Communication (E) or Communication (F) * FALL & SPRING	4	39	1064/1066
Digital Marketing and Customer Relationship Management (E or F) * FALL & SPRING	4	39	1456/1067
<b>Specialization : International Finance (F)</b>			
Management Control (F) FALL & SPRING	4	39	1076
Portfolio and Bond Management (F) FALL & SPRING	4	39	1075
Financial Risk Management (F) FALL & SPRING	4	39	1077
<b>Specialization : Audit and Consulting (F)</b>			
Audit Methodology 4 (F) SPRING	5	39	1362
Management Control (F) SPRING	5	39	1076
Advanced Accounting (F) SPRING	5	39	1079
IFRS Standards (F) SPRING	5	39	1364
<b>Specialization : International People Management (E)</b>			
Corporate Social Responsibility (E) FALL & SPRING	4	39	1313
Managing Across Borders (E) FALL & SPRING	4	39	1312
Managing People (E) FALL & SPRING	4	39	1311
<b>Specialization : Entrepreneurship (E/F)</b>			
Managing legal Risks (F) SPRING	4	39	1061
Entrepreneurship (E) SPRING	4	39	1060
Developing creative and managerial skills (F) SPRING	4	39	1455

**5<sup>th</sup> YEAR COURSES ARE ONLY AVAILABLE  
FOR STUDENTS WITH MASTER LEVEL**

<b>5th year courses-FALL SEMESTER</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Core Courses</b>			
International Market Entry & Development Strategies (E) FALL	4.5	39	1085
Developing Business & Sales Internationally (E) FALL	4.5	39	1086
Managing Export Operations (F) : FALL	4.5	39 <i>e-learning</i>	1670
Managing International development (F) : FALL	9	39 <i>e-learning</i>	1671
<b>Specialization : Supply Chain Management (E/F)</b>			
International Purchasing Strategies and Practices (E) FALL	4.5	39	1093
Forecasting and Information Systems (F) FALL	4.5	39	1094
Quality Management Improvements Approach (E) FALL	4.5	39	1092
Supply Chain Management (E) FALL	4.5	39	1091
<b>Specialization : International Marketing (E or F)</b>			
Product Management (E or F) FALL	4.5	39	1322/1090
Advanced Communication Strategies (E or F) FALL	4.5	39	1319/1087
Sectorial Marketing (E or F) FALL	4.5	39	1320/1088
Advanced Market research and marketing plan (E or F) FALL	4.5	39	1321/1089
<b>Specialization : Internationales Finance (F)</b>			
Cash Management (F) FALL	4.5	39	1097
Business Valuation (F) FALL	4.5	39	1095
Mergers and Acquisitions (F) FALL	4.5	39	1096
Banking and Finance Law (F) FALL	4.5	39	1098
Visual Basic sur Excel (F) FALL	/	39	1480
<b>Specialization : Audit and Consulting (F)</b>			
Audit Methodology 5 (F) <i>not available</i>	4.5	39	1452
Advanced Management Control (F) <i>not available</i>	4.5	39	1453
Business Valuation (F) <i>not available</i>	4.5	39	1446
<b>Specialization : International People Management (E)</b>			
Developing Potential (E) FALL	4.5	39	1448
Managing Diversity(E) FALL	4.5	39	1449
Navigating Change (E) FALL	4.5	39	1450
Managing Information systems (E) FALL	4.5	39	1451
<b>Specialization : Entrepreneurship (F)</b>			
Financial Management and Dashboards (F) FALL	4.5	39	1315
Taking over a Business: Change and Innovation Management (F) FALL	4.5	39	1317
Entrepreneurial marketing (E) FALL	4.5	39	1457
New Business Creation (F) FALL	4.5	39	1318

<b><u>Additional lectures for international students</u></b>	<b><i>ECTS</i></b>	<b><i>Hours</i></b>	<b>Course ID</b>
EE_International Business Practices (E)* <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1227
EE_International Financial Markets (E) <b>SPRING</b>	<b>4</b>	<b>39</b>	1466
EE_International Risk Management (E)* <b>FALL</b>	<b>4</b>	<b>39</b>	1458
EE_International Corporate Finance (E) * <b>FALL</b>	<b>4</b>	<b>39</b>	1275
EE_Business Communication (E) <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1164
EE_European Lobbying (E) * <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1217
EE_Liberal perspectives in world politics	<b>4</b>	<b>39</b>	1624
EE_Inter-Cultural Persuasive Communication (E) <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1484
EE_French Civilization (E or F) * <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1218/1276
EE_French_FRA0 <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1481
EE_French_FRA1 <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1219
EE_French_FRA2 <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1220
EE_French_FRA2+ <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1221
EE_French_FRB1 <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1222
EE_French_FRB2 <b>FALL &amp; SPRING</b>	<b>4</b>	<b>39</b>	1223
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# 1<sup>st</sup> Year Courses

<b>1st year (Courses not available)</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Department of International Affairs and Supply Chain Management</b>			
<b>International Trade techniques (F)</b>	<b>4</b>	<b>39</b>	<b>1009</b>
<b>Department of Finance, Audit and Control</b>			
<b>General Accounting (F)</b>	<b>4</b>	<b>39</b>	<b>1007</b>
<b>Financial Mathematics (F)</b>	<b>4</b>	<b>39</b>	<b>1005</b>
<b>Statistics (F)</b>	<b>4</b>	<b>39</b>	<b>1006</b>
<b>IT Systems (F)</b>	<b>4</b>	<b>39</b>	<b>1008</b>
<b>Department of Marketing and Communication</b>			
<b>Sales Techniques (F)</b>	<b>2</b>	<b>19,5</b>	<b>1012</b>
<b>Introduction to Marketing (F)</b>	<b>4</b>	<b>33</b>	<b>1001</b>
<b>Department of Strategy, Management and Corporate Environment</b>			
<b>Business Legal Management (F)</b>	<b>4</b>	<b>39</b>	<b>1011</b>
<b>Contemporary international Relations 1 (F)</b>	<b>4</b>	<b>39</b>	<b>1010</b>
<b>Macroeconomics (F)</b>	<b>4</b>	<b>39</b>	<b>1003</b>
<b>Department of Languages and Humanities</b>			
<b>General Knowledge (F)</b>	<b>4</b>	<b>39</b>	<b>1002</b>
<b>Methodology (F)</b>	<b>2</b>	<b>19,5</b>	<b>1004</b>

**Courses taught in:**  
**E= English**  
**F= French**

## Department of International Affairs and Supply Chain Management

### *International Trade techniques (F)*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The export functions of a company and building the organisation chart of an export department</li> <li>▪ Study of the documentary chain for an international sale or purchase</li> <li>▪ Incoterms (version ICC 2010)</li> <li>▪ Definition of the notion of price for international trade and the calculation of an export sales price</li> <li>▪ Selecting an international distribution mode</li> <li>▪ The specific tools required for international activity</li> <li>▪ Assessment of financial risks in international trade and choosing a method of payment</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Discovery of the structure and operation of an international company</li> <li>▪ Learning the basic tools for international trade, mainly in the financial, commercial, marketing and logistics fields</li> <li>▪ Using the specificities of international trade in the context of an export oriented company</li> </ul>
<b>Prerequisites</b>	No prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Exporter, Editions Foucher</li> <li>▪ Documentary Credit RU 600</li> <li>▪ Incoterms ICC 2010</li> </ul>

<i>International Trade techniques</i>
<p><b>COURSE CONTENT</b></p> <ol style="list-style-type: none"> <li>1. The functions in an export company             <ul style="list-style-type: none"> <li>- The general company functions</li> <li>- The export functions</li> </ul> </li> <li>2. The organisation charts             <ul style="list-style-type: none"> <li>- The purpose of an organisation chart</li> <li>- The different options</li> <li>- The missions and tasks of the different export department actors</li> </ul> </li> <li>3. The sources of information             <ul style="list-style-type: none"> <li>- Internal sources</li> <li>- External sources</li> </ul> </li> <li>4. The documentary chain             <ul style="list-style-type: none"> <li>- The general seller / purchaser relationship diagram from the proposal to the payment</li> <li>- The main documents</li> </ul> </li> <li>5. Incoterms             <ul style="list-style-type: none"> <li>- Transport notions</li> </ul> </li> </ol>

- Cost and risk transfer notions
- Incoterms 2010
- The variations
- Selection criteria
- 6. The export sales price
  - The type of product
  - The market price
  - Alignment strategy / Price skimming strategy
  - Essential questions to be answered before defining the price
- 7. Export payment methods
  - The choice of payment terms
  - Means of payment
  - Payment techniques
- 8. Distribution channels
  - Sale through an intermediary
  - Sale through cooperation
  - Completely controlled sale
  - How to choose
- 9. Foreign events
  - Set up a prospecting plan
  - Prepare to prospect,
  - Prospecting

## Department of Finance, Audit and Control

### *General Accounting (F)*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The general accounting mechanism</li> <li>▪ Translating the main company operations into accounting</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Setting up the annual accounting documents (balance and profit and loss)</li> <li>▪ Drafting an initial financial analysis of the company accounts</li> </ul>
<b>Prerequisites</b>	Some basic knowledge of arithmetic and how a company operates.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Pottier F. (2007), <i>La compta....sans comptes</i>, éditions Management et Société collection Pratiques d'entreprises, 3<sup>rd</sup> edition</li> <li>▪ Langlois G. et Friedrich M. (2011), <i>Comptabilité financière, comptabilité générale</i>, éditions Foucher, 12<sup>th</sup> edition</li> <li>▪ Grandguillot B. &amp; F. (2007), <i>Comptabilité générale</i>, Gualino editeur, 11<sup>th</sup> edition</li> <li>▪ Pottier F. (2007), <i>La compta....sans comptes, exercices et corrigés</i>, éditions Management et Société, collection Pratiques d'entreprises, 2<sup>nd</sup> edition</li> <li>▪ Walton P., Haller A., Raffournier B. (2003), <i>International Accounting</i>, Thomson Learning, 2<sup>nd</sup> edition</li> </ul>

### ***General Accounting***

#### **COURSE CONTENT**

##### **PART 1. THE GENERAL PRINCIPLES**

Introduction

Chapter 1. Purpose and content of financial statements

Chapter 2. Double entry

##### **PART 2: ORDINARY ACTIVITIES**

Chapter 3. Company creation

Chapter 4. The basic principles of Value Added Tax

Chapter 5. Entering a fixed asset

Chapter 6. VAT returns and payments

Chapter 7. Margins on the sale of goods and

the assessment of stock

Chapter 8. Margins on sales

Chapter 9. Taxes and corporation tax

Chapter 10. Personnel costs

##### **PART 3. INVENTORY OPERATIONS**

Chapter 11. Paying off tangible fixed assets

Chapter 12. Transferring tangible fixed assets

Chapter 13. Depreciation of stock

and customer receivables

Chapter 14. Long-term investments and marketable securities: provisions and transfers

Chapter 15. Contingency and loss provisions

Chapter 16. Adjustment of expenses and income

## Financial Mathematics

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The fundamentals of a company's financial operations</li> <li>▪ Prepare the financial calculations for the sales operations of a company</li> <li>▪ Understand the financial operations on short term interest rates</li> <li>▪ Prepare for the calculations of the choice of investments and financing by loans</li> <li>▪ Know the basic principles of assessing bonds</li> <li>▪ Including the notion of time in financial calculations</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Know how to calculate the sale price of a product or service taking into account multiple parameters.</li> <li>▪ Master the notions of simple and compound interest</li> <li>▪ Know how to calculate the return on short term investments</li> <li>▪ Know how to handle interest rates (effective interest rate, rate of return, redemption yield, real discount rates, the cost of a discount operation, etc.)</li> <li>▪ Calculate the discount cost of a bill of exchange</li> <li>▪ Master the problem of the equivalence of bills of exchange</li> <li>▪ Become familiar with keeping a current interest account</li> <li>▪ Assimilate the main fundamentals of present value and capitalisation</li> </ul>
<b>Prerequisites</b>	Basic mathematical calculation
<b>References</b>	<ul style="list-style-type: none"> <li>▪ E. Ginglinger, Mathématiques financières, Economica, 2002</li> <li>▪ W. Masieri, Mathématiques financières, Dalloz, 2001</li> <li>▪ F. Quitard-Pinon, Mathématiques financières, Ed. EMS, 2002</li> <li>▪ T. Rolando, Mathématiques financières, Vuibert, 2004</li> </ul>

## Financial Mathematics

### COURSE CONTENT

#### PERCENTAGES - COMMERCIAL CALCULATIONS - CURRENCY

- Percentages
- Commercial calculations
- The sales cycle
- Reductions
- Result of the sales cycle (sales margin - gross margin)
- VAT (Value Added Tax)
- Remarks on "rounding off"
- Currency
- Spot exchange
- Currency pair systems
- Bank remuneration in spot exchange operations

#### PROPORTIONATE SHARE - SHORT TERM FINANCIAL OPERATIONS - SIMPLE INTEREST - CURRENT AND INTEREST ACCOUNTS

- Proportionate share
- Short term financial operations - Simple interest
- The notion of interest
- Calculation of simple interest
- Earned value
- Graphic representations

- Average rate of several loans (or investments)
- Commercial interest - Legal rate of interest
- Prepaid interest - Effective interest rate
- Forward exchange
- Current and interest accounts
- Operation of a current interest account
- Direct method
- Compound method

#### LONG TERM FINANCIAL OPERATIONS - CAPITALISATION

- Sequences
- Long term financial operations - Capitalisation
- The principles of compound interest
- The fundamental formula for compound interest
- Application of the fundamental formula for compound interest
- Calculation of earned value in the case of partial periods
- Proportional rate
- Maturity yield
- Annuities
- Constitution of capital with constant annuities
- Present value (or the original value) of annuities

#### SHORT TERM FINANCIAL OPERATIONS - SIMPLE INTEREST DISCOUNT - BOND EQUIVALENT YIELDS

- Simple interest discount
- Notion of a bill of exchange
- Commercial discount operation
- Commercial discount
- Present market value
- The notion of true discount
- Bond equivalents
- The notion of equivalence
- Practical issues of the notion of equivalence
- Replacement of a financial instrument
- Finding the equivalence date for two financial instruments
- Extension of the replacement issue
- Credit problem

#### SHORT TERM FINANCIAL OPERATIONS - DISCOUNTING

- The notion of bank charges
- Commission
- Financial activities tax (FAT)
- Net commercial value
- Effective discount rate
- Comparison of discount terms in two banks
- Cost of a discount operation
- Discount Notes
- Factoring

#### COMPOUND INTEREST - AMORTISING LOANS

- Principles
- Main characteristics of a loan
- Repayment methods
- Amortisation of loans using constant annuities
- Amortisation law
- The anticipated repayment clause
- The net compound cost of a loan
- The notion of bond loans

## Statistics

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>Make the students discover the fundamental principles behind the company by showing the many interdependencies between functions and processes.</li> <li>Make the future students are aware of the role they have to play in the company, i.e. decision making at all times and the individual and collective risks they need to assess and assume before applying the decision.</li> <li>Insist on the role of statistics as a required learnt skill in order to be able to follow some of the coursework taught at school. Therefore, the statistics module has two complementary objectives:</li> <li>To familiarise the student with the language and methods of statistics and probabilities the most currently used in the company: here the student will be presented statistical methods and techniques that are easy to use in decision making, and for better risk management.</li> <li>Teach the student to express the most common problems in the company in statistical terms, i.e. make it possible for the student to dialogue with a specialist and know what "line" of services to expect.</li> </ul>
<b>Target skills</b>	<b>Making decisions and assessing risk</b> 1- Check the validity of the decision to be made 2- Define and analyse the risks during and after making the decision. 3- How to improve the validity and life span of the decision.
<b>Prerequisites</b>	This course is practise-oriented and the only mathematical tool required is knowledge of algebra.
<b>References</b>	<ul style="list-style-type: none"> <li>Statistiques pour l'économie et la gestion - Anderson - Sweeney – Williams</li> <li>Statistique appliquée à la gestion- Vincent GIARD - Economica</li> <li>Statistiques descriptives by Bernard PY- Edition Economica.</li> <li>Statistiques descriptives by Bernard GRAIS- Edition Duno</li> </ul>

<b>Statistics</b>	
<b>COURSE CONTENT/ CHAPTER I: DESCRIPTIVE STATISTICS</b>	
<b>I-1</b>	Definition and role of statistics
<b>I-2</b>	The role of the statistician
<b>I-3</b>	Population (or Universe)
<b>I-4</b>	Sample
<b>I-5</b>	Statistical observation
<b>I-5-1</b>	Characteristic or variable
<b>I-5-2</b>	Modality
<b>I-6</b>	In what forms can data be summarised? : Statistics tables
<b>I-6-1</b>	Distribution tables representing point data
<b>I-6-2</b>	Distribution tables using discrete quantitative variables
<b>I-6-3</b>	Distribution tables using continuous quantitative variables

## **CHAPTER II: STATISTICAL METHODS**

### **II-1- The graphic method**

#### **II-1-1 Case of a qualitative variable**

#### **II-1-2 Case of a quantitative variable**

### **II-2- The calculation method: calculation of parameters**

#### **II-2-1 Central Tendency parameters**

Case of qualitative data

Case of quantitative data

The arithmetic mean and its properties

The median and its properties

Mode, quantiles

#### **II-2-2 Dispersion parameters**

Range

Variance

Standard deviation

Coefficient of variation, interquartile range

## **CHAPTER III: LINEAR ADJUSTMENT**

### **III-1 THE SIMULTANEOUS STUDY OF SEVERAL VARIABLES**

#### **III-1-1 Distribution table with two variables X and Y**

##### **III-1-1-1 Definition**

##### **III-1-1-2 Table of point data with 2 non weighted variables X and Y**

##### **III-1-1-3 Distribution table with two weighted variables $X_i$ and $Y_j$**

#### **III-1-2 Study of covariance**

### **III-2 Linear adjustment**

#### **III-2-1 Introduction**

#### **III-2-2 Simple linear regression**

##### **-1 The problem**

##### **-2 Determination of the correlation between X and Y**

###### **2-1 Finding the form of correlation**

###### **2-1-1 Graphic interpretation**

###### **2-2-2 The ordinary least squares method**

##### **-3 Analysis of the quality of the linear regression**

###### **3-1- The correlation coefficient**

###### **3-2- The coefficient of determination**

## **CHAPTER IV RANDOM VARIABLES AND INTRODUCTION TO THE PROBABILITY THEORY:**

### **IV-1- Objective**

### **IV-2 Random variable**

#### **IV-2-1 Definitions: Randomness tests - Results - Random sample - Random variable - Random model -**

#### **IV-2-2 Theoretical parameters: Expected value - Variance - Standard deviation**

### **IV-3 - Density and distribution functions**

## **CHAPTER V THE MAIN STATISTICAL MODELS**

### **V-1 MODELS OF A CONTINUOUS RANDOM VARIABLE**

- V-1-1.** The Reduced Normal (Gaussian) Distribution law (reference law)
  - The distribution function
  - The density function
- V-1-2.** The Standard Gaussian Distribution law
  - Empirical recognition of a Gaussian law
  - Graphical method: Henry's line
  - Numeric method: KHI2 test
- V-1-3.** Properties of the Gaussian (normal) law (Central limit theorem)

## **V-2- MODELS OF A DISCRETE RANDOM VARIABLE**

### **V- 2 -1. Poisson distribution**

- 1 Definition and properties
- 2 Properties of the Poisson distribution
- 3 Empirical recognition of a Poisson distribution
- 4 Approximation of the Poisson distribution using a Gaussian law

### **V-2-2 The binomial diagram**

#### **V-2-2-1 The Bernoulli diagram**

#### **V-2-2-2 The binomial law**

- Recognition of a binomial law
- Properties of the binomial law
- Approximation of a binomial law using a Poisson distribution
- Approximation of a binomial law using a Poisson distribution

## **CHAPTER VI: SAMPLING AND ESTIMATION PROBLEMS**

(STATISTICAL INFERENCE)

### **VI-1- The random sample**

### **VI-2- The passage from population to sample**

(Presentation of the framework of statistical inference)

### **VI-3- ESTIMATION**

- 1. The purpose of statistical estimation
- 2. The notion of estimators
- 3. Point estimation
  - Estimator bias
  - Convergent estimators
  - Case of a mean
  - Case of a percentage
  - Case of variance and standard deviation

### **VI-4 Estimation using a confidence interval**

## ***IT Systems***

<b>Target knowledge</b>	<ul style="list-style-type: none"><li>▪ Making the difference between personal and professional computing</li><li>▪ Using office software in a company</li><li>▪ Being capable of adapting to the changes in computing environments</li></ul>
<b>Target skills</b>	<ul style="list-style-type: none"><li>▪ Using messaging, working on a network</li><li>▪ Using a word processor and a spread sheet</li></ul>
<b>Prerequisites</b>	Microsoft Office 2010
<b>References</b>	/

<b><i>IT Systems</i></b>
<b>COURSE CONTENT</b>  "E-learning" training and face to face with a teacher  <ul style="list-style-type: none"><li>- Working on a network: Backups, printing, mailboxes.</li><li>- Word processing (Word): Tables, pages headers and footers, styles and tables of contents.</li><li>- Application: formatting a resume</li><li>- Spread sheet (Excel): Calculation formulae and functions, formatting tables, graphs, databases and dynamic pivot tables</li><li>- Applications: statistical and financial calculations, management reports</li></ul>

## Department of Marketing and Communication

### *Sales Techniques (F)*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Understanding the stakes of customer relationships</li> <li>▪ Efficiently structuring sales plans</li> <li>▪ Presenting appropriate argumentation</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Increasing personal impact</li> <li>▪ Being capable of obtaining a training course</li> <li>▪ Positively overcoming difficult situations</li> </ul>
<b>Prerequisites</b>	No prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Formation pratique aux techniques de vente – Laurent LACROIX – editions Manuscrit.com</li> <li>▪ Les techniques de vente... qui font vendre, Marc Corcos, Dunod, January 2008, Dunod Entreprise</li> <li>▪ Vendeur d'élite, Michaël Aguilar, Dunod, January 2004, Company functions</li> <li>▪ Vendre et défendre ses marges, Philippe Korda, Dunod, August 2005, Company functions</li> </ul>

<b><i>Sales Techniques</i></b>
<p><b>COURSE CONTENT</b></p> <p><i>Part 1: Customer relationships and communication</i></p> <p>Adopting a partnership approach</p> <ul style="list-style-type: none"> <li>- Controlling the stakes in customer relationships</li> <li>- Who are the customers and what do they expect?</li> <li>- Strengthening commercial impact using advisory selling</li> <li>- Giving the company image value in all customer contacts</li> <li>- The 4 steps in the commercial relationship</li> </ul> <p>Adopting efficient communications</p> <ul style="list-style-type: none"> <li>- The fundamental principles of interpersonal communication</li> <li>- The importance of the voice and the choice of words</li> <li>- Non verbal impact and communication</li> <li>- Mastering the attitudes to adopt with customers</li> <li>- Personalising contact to create a climate of trust</li> <li>- How to listen to the customer and make him feel safe</li> </ul> <p>Have more impact in the first few minutes</p> <ul style="list-style-type: none"> <li>- The interview opening plan</li> <li>- Introducing oneself</li> <li>- Knowing how to present the company</li> <li>- The first question</li> </ul> <p><i>Part 2: The steps in a negotiation</i></p> <p>Discovering the customer's expectations</p> <ul style="list-style-type: none"> <li>- Having an exchange logic with the customer</li> <li>- Analysing malfunctions and needs</li> <li>- Understanding the psychological expectations of the customer</li> </ul>

- Mastering how to ask questions and establishing a survey strategy

#### Bringing a solution

- Thinking Solution and not Problem
- Proposing concrete solutions
- Knowing how to argument and convince the customer
- Technical pitch and sales pitch

#### Concluding

- Acceptance signals from the customer
- The steps in concluding

#### *Part 3: Difficult situations*

#### Levering customer objections

- The different types of objection
- Efficiently rebounding on objections

#### Managing difficult situations

- Knowing how to say "no" and making refusal acceptable
- Managing complaints and conflicts

#### Overcoming personal blockages

- Managing stress and emotions
- Positive affirmation of oneself

## Marketing Basics (F)

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ definition and field of application of marketing</li> <li>▪ an overview of the marketing approach</li> <li>▪ fundamental notions of marketing diagnosis: elements to understand the consumer and the demand, the offer and the general environment, indicators and elementary diagnosis tools</li> <li>▪ knowledge of the fundamental concepts of strategic marketing and operational marketing (segmentation, targeting, positioning, mix marketing)</li> <li>▪ culture marketing (brands, news)</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ mastery of the basic marketing vocabulary</li> <li>▪ professional spoken expression using visual supports (PowerPoint)</li> <li>▪ the capacity to search for, find and analyse documentary marketing information</li> <li>▪ the capacity to design, carry out and analyse individual interviews</li> <li>▪ decision-making depending on collected market study data (synthesis)</li> </ul>
<b>Prerequisites</b>	No prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Lendrevie, Lévy, Lindon (2006), Mercator - Théorie et pratique du marketing, Dalloz</li> <li>▪ Kotler, Armstrong, Le Nagard, Lardinois (2007), Principes de marketing, Pearson Education</li> </ul>

<b>Marketing basics</b>
<p><b>COURSE CONTENT</b></p> <p><b>General introduction</b>  The definition of marketing  The evolution of marketing  The ethics and corporate responsibility of marketing  Product classification  The marketing approach: successes and failures</p> <p><b>Marketing diagnosis</b>  Demand in marketing  Understanding the consumer  Demand indicators  The marketing offer and environment  Competition  The global environment  Introduction to marketing studies  Documentary studies and sources of marketing data  Qualitative studies  Quantitative studies</p> <p><b>The marketing thought process: strategic marketing and the STP approach</b>  Segmenting  Targeting  Positioning</p>

**Marketing action: operational marketing**

Product

Price

Distribution

Communication

**Synthesis (case)**The DEFFYS principle

DEFFYS (Desk and Field First Year Study) is the name given to a market study carried out by groups of students over the semester as part of the introduction to marketing course. The students will acquire first hand field experience and apply their knowledge. From a teaching point of view, the field study also makes it possible to develop marketing skills (acquisition of data, conducting interviews and spoken presentations).

## Department of Strategy, Management and Corporate Environment

### *Business Legal Management (F)*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ To acquire the legal culture required to exercise managerial and commercial responsibilities.</li> <li>▪ Articulate the problems of the company with the principal rules of law.</li> <li>▪ Master the basic techniques to manage legal risks in the company</li> </ul>
<b>Target skills</b>	At the end of the course, the students should be able to identify the main stakes in the application of the law to the company (compliance, litigation, etc.) in order to identify the main risks and thus proceed with the fundamental arbitration of the management of legal risks.
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Jean-François Bocquillon, Martine Mariage, Introduction au droit, Dunod, 2011.</li> <li>▪ J.-M. Do carmo Silva, L. Grosclaude, Gestion juridique, fiscale et sociale, 2010-2011.</li> <li>▪ J. Aubert, L'essentiel de l'introduction au droit; fiches de cours &amp; cas pratiques corrigés, Ellipses 2010.</li> <li>▪ L. Lethielleux, introduction au droit, Gualino 2010.</li> <li>▪ S. Druffin, Brica, L'essentiel de l'introduction au droit, Gualino 2009.</li> <li>▪ G. Guéry, E. Schonberg, E. Laforet, Droit des affaires pour managers, ellipses, 2009.</li> <li>▪ E. Laforet, F. Moulin, introduction au droit, dunod 2009.</li> <li>▪ Nicole Ferry-Maccario, Jan Kleinheisterkamp, François Lenglard, Karim Medjad, Nicole Stolowy ,Gestion juridique de l'entreprise, pearson, 2006.</li> </ul>

### ***Business Legal Management***

#### **COURSE CONTENT**

##### **I. THE MAIN LEGAL EXCHANGE INSTRUMENTS**

Negotiations and contracts: the instruments of trade

Contracts in French law and Anglo-Saxon law. Elements of comparison, advantages and disadvantages. Arbitration

The commercial uses of the contract

The international uses of the contract

##### **II. MAN WITHIN THE ORGANISATION**

The company and society: the notion of society, legal relationships, legal stakes

The working relationship (employment contract, training and termination), expatriation

Managerial risks (harassment, discrimination)

##### **III. RESPONSIBILITIES WITHIN THE COMPANY**

The civil and criminal responsibilities of the natural person

The responsibility of a legal person

Legal risk management (conflict resolution methods, stakes, overview of legal institutions)

Corporate responsibility, the environment

## Contemporary international Relations 1 (F)

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Studying the evolution of international relations based on an analysis of the geopolitical and geoeconomic strategies of the “major powers” especially the United States, the European Union, Russia and China</li> <li>▪ Analysing the balance of power between the different actors in international relations: States, intergovernmental (UN) and regional organisations, international economic organisations (IMF, WB, WTO), multinationals, NGOs and other non-state actors</li> <li>▪ Understanding certain conflicts and tensions in the world based on the geopolitical, security, economic and energetic stakes they represent</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Have a better understanding of the current international environment, especially of the relationships between states, international organisations and multinationals</li> <li>▪ Know and apply the basic principles of international relations to the analysis of international conflicts</li> <li>▪ Understand the power factors and be able to apply them to a geopolitical analysis of the foreign and commercial policy of a state</li> <li>▪ Be capable of researching and analysing data on a given theme</li> <li>▪ Be able to synthesis and cross reference collected data</li> <li>▪ Be capable to speak in public on an international new subject</li> </ul>
<b>Prerequisites</b>	General knowledge
<b>References</b>	<ul style="list-style-type: none"> <li>• BEAUCHESNE Bénédicte, <i>Relations internationales 2012-2013</i>, Actu Concours, Ellipses, 2011.</li> <li>• CHAUPRADE, Aymeric, <i>Géopolitique : constantes et changements dans l'histoire</i>, Ellipses, 2008.</li> <li>• DIMITROVA, Anna et Eddy FOUGIER, <i>La Géopolitique en 1000 QCM</i>, Ellipses, 2011.</li> <li>• DRAIN, Michel, <i>Relations internationales</i>, 16<sup>e</sup> édition, Manuel, Collection Paradigme, 2012</li> <li>• LACOSTE Yves, <i>Atlas géopolitique</i>, Larousse, 2007</li> </ul>

**COURSE CONTENT**

Introduction – the International Relations (IR) discipline and its purpose; the major principles of IR

**I. The main actors in IR**

- States: the elements composing a state (population, territory, government, sovereignty); forms of state ("quasi-states", "Failed states"); power factors
- International organisations (IO)
- the role of the UN: origin, purpose, fields of action, debate on the reform of the UN Security Council
- International economic organisations - the main characteristics and criticisms of the IMF, the WB and the WTO
- Regional economic integration - ALENA, MERCOSUR, APEC, ASEAN etc.
- Non state actors
- NGOs
- Multinational firms (MNF): globalisation and the increasing power of MNFs
- Terrorist networks

**II. The Major Powers**

**1. The United States**

- The factors and instruments of American power: ("hard power", "soft power", "smart power")
- The foundations of American foreign policy
- The major doctrines of the US foreign policy
- The economic power of the US: the effects of the global economic crisis on the American power: towards a "post-American world"?
- The trade policy of the US

**2. The European Union**

- the power factors of the EU: "the strange superpower"
- the objectives of European construction
- the membership criteria and the enlargement process
- the EU institutions: the institutional triangle
- the economic and trade power of the EU
- EU foreign policy

**3. Russia**

- the factors of Russian power
- the energy stakes in central Asia and the Russian oil strategy
- Russo-American relations
- relations between the EU and Russia
- Russia in the international trade

**4. China**

- The strengths and weaknesses of the Chinese power
- Chinese trade policy
- Chinese foreign policy
- "Chinafrique"
- 1. Other powers: the BRIC(S)
  - Power factors of BRICS

**III. Conflicts and tensions in the world**

1. The war against terrorism
  - The war in Afghanistan
  - The war in Iraq
2. "The Arc of Crisis"

## Macroeconomics (F)

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The main aggregates of domestic and international economic relations: measurement and statistical data</li> <li>▪ The fundamental concepts of macroeconomics in a closed and an open economy</li> <li>▪ Macroeconomics analysis tools</li> <li>▪ The stakes of macroeconomic policies</li> <li>▪ An economic vocabulary and culture</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ The capacity for analysis in macroeconomics</li> <li>▪ Understanding macroeconomic risks and the stakes of globalisation</li> <li>▪ Managing and processing macroeconomic data strictly and ethically</li> <li>▪ A critical mind and the capacity to adopt a detached attitude.</li> </ul>
<b>Prerequisites</b>	None
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Samuelson P.A. et Nordhaus W.D (2005), Economie, Economica, 18<sup>th</sup> edition, Paris, 782p</li> <li>▪ Mishkin F. (2010), Monnaie, banque et marchés financiers, Pearson Education, 9<sup>th</sup> edition, 894 p. [for chapter 3 of the course]</li> </ul>

## Macroeconomics

### COURSE CONTENT

#### Preliminary chapter: Concepts and basic tools for economic analysis

##### 1.1 Efficiency

- 1.1.1 Economics and the allocation of rare resources
- 1.1.2 The production possibility frontier

##### 1.2 The market economy and the three economic questions

- 1.2.1 The three fundamental economic questions
- 1.2.2 The market economy and the answer to the three questions

##### 1.3 The supply and demand theory tools

- 1.3.1 Demand and its determinants
- 1.3.2 Supply and its determinants

#### Introduction: major macroeconomic questions

#### Chapter 1: The aggregate supply - aggregate demand model

##### 1.1 The AS-AD model and macroeconomic aggregates

- 1.1.1 The AS-AD model and the business cycle
- 1.1.2 Measuring Gross Domestic Product
- 1.1.3 Measuring the general level of prices

##### 1.2 The determinants of Aggregate Demand and Aggregate Supply

- 1.2.1 The determinants of Aggregate Demand
- 1.2.2 The determinants of Aggregate Supply

#### Chapter 2: Multiplier, budget policy and aggregate demand

##### 2.1 Production, total expenditure and multiplier

- 2.1.1 Production and total expenditure
- 2.1.2 The principle of the expenditures multiplier

## 2.2 The Keynesian model, multipliers and budget policy

### 2.2.1 The economy without the public sector

### 2.2.2 The economy with the public sector

## **Chapter 3: Money, monetary policy and aggregate demand**

### 3.1 Money

#### 3.1.1 The nature of money

#### 3.1.2 The quantity theory of money

### 3.2 Money supply

#### 3.2.1 The banking activity and the reserve system

#### 3.2.2 The Central Bank and monetary policy

## **Chapter 4: Aggregate supply, the relationship between inflation and unemployment, and international macroeconomics**

### 4.1 Aggregate supply and the relationship between inflation and unemployment

#### 4.1.1 Short term and Long term aggregate supply

#### 4.1.2 The arbitrage between inflation and unemployment

### 4.2 Elements of international macroeconomics

#### 4.2.1 The Balance of Payments and exchange rates

#### 4.2.2 Macroeconomic equilibrium in an open economy

# Department of Languages and Humanities

## *General Knowledge (F)*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Open minds to the many cultural and social solutions that have appeared during human history; make it possible for students to acquire an initial view of the cultural "geography" of the different continents; understand some aspects of the news through a few structuring traditions</li> <li>▪ More general opening to the major lost civilisations ("antiquity", "pantheist"), but also to the current development of the ancient traditions (monotheist or Asiatic)</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Learn to handle certain concepts and methodologies proposed by ethnography, aesthetics and linguistics</li> <li>▪ Apprenticeships of the resources and techniques proposed by history and archaeology (religion, arts), the</li> <li>▪ major theological and philosophical systems</li> </ul>
<b>Prerequisites</b>	No prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Mohen, Malherbe, Hagège, publications Quai Branly and Unesco</li> <li>▪ Eliade, Histoire des croyances et des idées religieuses (Payot, 3 vol.),</li> <li>▪ Narbonne, Cours d'histoire des religions (Vuibert)</li> <li>▪ Narbonne, Rodrigo, Cours d'histoire des arts (Vuibert)</li> <li>▪ Monographies (Citadelle et Mazenod)...</li> </ul>

## **General Knowledge**

### **COURSE CONTENT**

1st part: ethno-anthropological, artistic and linguistic data mainly on the so-called "animist" cultures

- A single species; prehistoric anthropological data: the birth of a science in the XIXth century (political, ideological and religious context); current certainties and hypotheses
- The extreme diversity of cultures; conditions of discovery, scholarly debates in ethnology, general geography of "traditional cultures" (oral, animist) ritual objects (magic and aesthetic functions); the future?
- Language and writing; opening of the field of study to other cultures (antiquity and Asiatic especially): linguistics and paleogeography (history, concepts and methods); animal communication and human languages, birth and diversification of languages (hypotheses); panorama of written models (ideographic, alphabetic, etc.); current geography of languages and writing; the future?

2nd part: history of religions, philosophy and arts covering more generally the "antique" cultures, the monotheist religions and the Asiatic models

- Antique cultures; the pantheist models (Celtic, Germanic, Slavic) and polytheist models (Pre-Columbian, Mesopotamia, Persia, Egypt, Greece, Rome): archaeological, literary and religious data
- Monotheist religions, Judaism (antique and historical), Christianity (eastern and western), Islam (Sunnite, Shi'ite, Sufism): archaeological and historical data, foundation texts, theology and metaphysics, arts, contemporary developments
- Asiatic cultures; India (Hindu religion, art and mythology, contemporary developments), Buddhism (from Tibet to Japan: metaphysical and artistic diversity); China (Taoist philosophy and Confucianism, Chinese art, contemporary developments)

### ***Methodology (F)***

<b>Target knowledge</b>	<ul style="list-style-type: none"><li>▪ Learn to explore a theme, collect and process data.</li><li>▪ Acquire new knowledge, building thought, developing argumentation and synthesis skills.</li></ul>
<b>Target skills</b>	<ul style="list-style-type: none"><li>▪ Develop skills in spoken and written expression.</li><li>▪ Develop skills in data research and classification.</li><li>▪ Develop the autonomy and involvement of students.</li></ul>
<b>Prerequisites</b>	No prerequisites
<b>References</b>	/

<b><i>Methodology</i></b>
<b>COURSE CONTENT</b> <ul style="list-style-type: none"><li>- Writing workshop</li><li>- Research methodology</li><li>- Research techniques using Internet</li><li>- Spoken expression techniques</li></ul>

## 2<sup>nd</sup> Year Courses

<b>2nd year Courses</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Department of International Affairs and Supply Chain Management</b>			
International Trade Techniques and Practices (F)	4	39	1022
International Risks (F)	2	19,5	1023
Transport Strategy (F)	4	39	1021
<b>Department of Finance, Audit and Control</b>			
Financial Analysis (F)	4	39	1024
<b>Department of Marketing and Communication</b>			
Consumer Behavior & Marketing Research (E)	4	39	1020
<b>Department of Strategy, Management and Corporate Environment</b>			
Current International Relations 2 (E)	2	19,5	1033
Managerial Economics (F)	4	39	1029
Management of Organizations (F)	2	19,5	1031
Intercultural Negotiation (F)	4	39	1032
<b>Department of Languages and Humanities</b>			
Sociology (F)	2	19,5	1030

**Courses taught in:**  
**E= English**  
**F= French**

## Department of International Affairs and Supply Chain Management

### *International Trade Techniques and Practices (F) FALL & SPRING*

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

<i><b>International Trade Techniques and Practices</b></i>
<p><b>COURSE CONTENT</b></p> <p>Introduction</p> <ol style="list-style-type: none"> <li>1. Export strategy             <ul style="list-style-type: none"> <li>- Export diagnosis</li> <li>- Market selection and study of the target market</li> <li>- Elaboration of the strategy</li> <li>- Major group strategies and classification of the different strategies</li> </ul> </li> <li>2. International procurement             <ul style="list-style-type: none"> <li>- Procurement motivation, habits and behaviour</li> <li>- Basic data</li> <li>- Procurement organisation</li> </ul> </li> <li>3. Processing an invitation to tender             <ul style="list-style-type: none"> <li>- General information on proposal drafting techniques</li> <li>- The pre-qualification file</li> <li>- Processing the invitation to tender and working out the tender proposal</li> </ul> </li> <li>4. Organising the distribution network             <ul style="list-style-type: none"> <li>- Selecting the network - research method</li> <li>- Assistance - integration</li> <li>- Motivation</li> <li>- Management and control</li> </ul> </li> <li>5. The sales contract             <ul style="list-style-type: none"> <li>- General definitions</li> <li>- Contract architecture</li> <li>- The main types of contract</li> <li>- Study of the general and specific terms</li> <li>- Contract types</li> </ul> </li> </ol>

- 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

## **International Risks (F) FALL & SPRING**

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

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

## **Transport Strategy (F)***FALL & SPRING*

<b>Target knowledge</b>	<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. 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"> <li>▪ Understanding the role and the importance of transport in economic systems</li> <li>▪ Understanding the role of transport in the organisation of international chains</li> <li>▪ Understand the different means of transport and their advantages</li> <li>▪ Knowing the difference between the professions and functions of the different actors in the transport system and analysing their characteristics</li> <li>▪ Understanding the logic behind transport contracts and management</li> <li>▪ Analysing transport network strategies</li> </ul>
<b>Target skills</b>	<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"> <li>▪ Logistics and/or Transport manager;</li> <li>▪ Warehouse Manager</li> <li>▪ Supply Chain Manager;</li> <li>▪ Logistics or procurement Consultant</li> <li>▪ Logistics study manager</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Savy M. (2007), Le transport de marchandises, Ed Eyrolles</li> <li>▪ Damien MM. (2005), Dictionnaire du transport et de la logistique, Ed Dunod</li> <li>▪ Collectif (2007), Économie et gestion du fret, Ed Techniques de l'ingénieur CELSE</li> <li>▪ Belotti J. (2002), Transport International de Marchandises, Ed. Vuibert</li> <li>▪ Pons J. (2005), Transports et Logistique, HERMES</li> </ul>

**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

### *Financial Analysis (F) FALL & SPRING*

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

**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

### *Consumer Behavior & Marketing Research (E) FALL & SPRING*

<b>Connaissances visées</b> <i>Target knowledge</i>	<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>
<b>Compétences visées</b> <i>Target skills</i>	<ol style="list-style-type: none"> <li>1. Consumer Behavior</li> <li>2. Define the consumer market and construct a simple model of consumer buyer behavior</li> <li>3. Identify the four factors that influence consumer buyer behavior</li> <li>4. List and define the major types of buying decision behavior and the stages in the buyer decision process</li> <li>5. Describe the adoption and diffusion process for new products</li> </ol> <p><u>Marketing Research</u>:</p> <ol style="list-style-type: none"> <li>6. Be able to translate a marketing problem into a research question</li> <li>7. Understand the different research designs and methods</li> <li>8. Be aware of the various sources of marketing information</li> <li>9. Have a basic understanding of statistical analysis techniques</li> <li>10. Be able to analyze marketing research results</li> </ol> <p>Be able to present marketing research results</p>
<b>Pré-requis</b> <i>Prerequisites</i>	- Pas de pré-requis
<b>Bibliographie</b> <i>References</i>	<p>Kotler, Armstrong <u>Principles of Marketing (Global edition) 14<sup>th</sup> ed.</u> (2012) Pearson</p> <p>Wilson Marketing Research: An Integrated Approach 3rd edition FT Prentice Hall (2012)</p> <p>Schiffman, Kanuk <u>Consumer Behavior (Global edition) 5<sup>th</sup> ed.</u> Pearson (2010)</p> <p>McDaniel, Gates <u>Marketing Research with SPSS (international edition) 8th ed.</u></p>

## ***Consumer Behavior & Marketing Research***

### **CONTENU PEDAGOGIQUE / COURSE CONTENT**

This class is composed of two modules: Consumer Behavior (9 student class hours plus 1 ½ hour workshop) and Marketing Research (12 student class hours plus 3 1 ½ hour workshops). Opening and closing session are devoted to case studies.

#### **I. The study of consumer behavior**

- Model of consumer behavior
- Factors affecting consumer behavior
  - o Cultural & social
  - o 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*

## Department of Strategy, Management and Corporate Environment

### *Current International Relations 2 (E) **SPRING***

<b>Connaissances visées</b> <i>Target knowledge</i>	<ul style="list-style-type: none"> <li>- 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</li> <li>- to study more precisely the socio-economic, geopolitical and environmental risks shaping international relations (IR) today, such as the evolution of armed conflicts, economic disparities, arms control and proliferation of weapons of mass destruction, terrorism, resource security, climate change, cyberwar and cybersecurity, etc.</li> <li>- to provide students with some essential analytical tools (HDI, Gini coefficient, Global competitiveness index, Failed state index (FSI), Corruption perception index, etc.) allowing them to study countries' political and economic stability and the way it affects the business environment</li> </ul>
<b>Compétences visées</b> <i>Target skills</i>	<ul style="list-style-type: none"> <li>- to understand state behaviour and the growing interdependence among different actors on the international scene today, namely states, international organizations, multinational companies, informal groups of states (G7, G8, G20), NGOs and other non-state actors</li> <li>- to apply the acquired concepts and knowledge on geopolitics and geo-economics to some case studies related to international business and affairs</li> <li>- to know how to search up-to-date and reliable data and how to synthesise and apply it to the analysis of topics related to international relations and international business</li> </ul>
<b>Pré-requis</b> <i>Prerequisites</i>	- Relations Internationales Contemporaines de 1 <sup>ère</sup> année
<b>Bibliographie</b> <i>References</i>	<ul style="list-style-type: none"> <li>- BAYLIS John, SMITH Steve &amp; Patricia OWENS, <i>The Globalization of World Politics: an Introduction to International Relations</i>, 5<sup>th</sup> edition, Oxford University Press, 2011</li> <li>- GOLDSTEIN Joshua &amp; Jon PEVEHOUSE, <i>International Relations</i>, 10<sup>th</sup> edition, Pearson Longman, 2012-2013 update</li> <li>- JOHNSON Debra &amp; Colin TURNER, <i>International Business: Themes and Issues in the Modern Global Economy</i>, Routledge, 2010</li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

**1. International Conflicts and Crisis Management I**

- 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 concept of “humanitarian interference”
- Business implications

**2. International Conflicts and Crisis Management II**

- Case studies: major current conflicts in the Middle East, Africa & Asia
- Business implications

**3. Proliferation and Arms Control**

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

**4. Poverty, Development and Hunger**

- Demographic trends & challenges
- Defining absolute & moderate poverty
- Economic development and disparity : ranking countries in terms of poverty (HDI and the Gini indexes)
- Business implications

**5. The Role of Emerging Markets in an Integrated Global Economy**

- Typology of emerging countries: BRICS, CIVETS, Next 11, MIST
- The demise of the Rest and the “shift of wealth” in an integrated global economy: Wolfensohn’s “four-speed” world
- Business implications

**6. Understanding the Global Economic Crisis**

- From the subprime crisis to the Lehman Brothers’ bankruptcy
- Causes for the Eurozone debt crisis
- Could the global financial market be controlled? The US (the Dodd-Frank Act) and the EU mechanisms of control

**7. Energy Security Management: Geopolitics of the Oil Industry**

- Analysis of the oil production, reserves, flows of exports and imports
- Major actors on the oil market
- Middle East countries’ oil policies: the role of OPEC
- Current geopolitical factors impacting the oil prices
- Shale Gas : towards an Oil Boom in the US?

**8. Climate Change and Resource Security**

- Environmental issues on the international agenda: a brief history
- The functions of international environmental cooperation
- Debates about sustainable development
- Consequences of climate change: food crisis, water supply and quality, natural catastrophes and climate refugees

**9. Cyberwar and Cyber Security**

- 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

## **Managerial Economics (F) *SPRING***

<b>Target knowledge</b>	Building a bridge between economic theory and management science <ul style="list-style-type: none"> <li>▪ Placing tools and notions from economic theory at the service of the company</li> <li>▪ Knowing the objectives of the company and understanding the decision process</li> </ul>
<b>Target skills</b>	Give the students the essential notions for good company management. Apply these notions using multiple practical cases
<b>Prerequisites</b>	No prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Mansfield, E., 1996, Economie appliquée à la gestion, Economica, Coll. Gestion, 3rd edition, 556 p.</li> <li>▪ Samuelson, P.A., Nordhaus W.D (2005), Economie, Economica, 18th edition, Paris, 782p.</li> <li>▪ Généreux, J., Economie Politique, N°2 – Microéconomie, Hachette Supérieur, Coll. Les Fondamentaux, 4th edition, 160 p.</li> </ul>

<b>Managerial Economics</b>
<p><b>COURSE CONTENT</b></p> <p>I: What is economics?</p> <ul style="list-style-type: none"> <li>- Scarcity, choice, cost</li> <li>- Social order (Anarchy, Planning, Markets)</li> <li>- The economic way of thinking</li> </ul> <p>II: The Market</p> <ul style="list-style-type: none"> <li>- Supply, Demand, and the Price Mechanism</li> <li>- International Trade</li> <li>- Market Failures and Public Policy</li> </ul> <p>III: Modelling Firms</p> <ul style="list-style-type: none"> <li>- Production Functions</li> <li>- Cost Functions (ATC, AVC, AFC, MC)</li> <li>- Shutdown condition</li> </ul> <p>IV. Market structures</p> <ul style="list-style-type: none"> <li>- Perfect competition</li> <li>- Imperfect competition: the monopoly</li> <li>- Monopolistic competition</li> </ul> <p>V. Firm strategies</p> <ul style="list-style-type: none"> <li>- The oligopoly theory</li> <li>- Oligopoly and collusion</li> </ul>

## Management of Organizations (F) **SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ 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:</li> <li>▪ Determine and analyse the rules he/she is subjected to, determine and analyse the strategies he/she undertakes.</li> <li>▪ Understand and analyse the structures and the operation of an organisation in order to situate his/her action and measure the stakes.</li> </ul>
<b>Target skills</b>	<p><b>Understand:</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ The relationship between man and the organisation: the establishment of the relationship between the individual and the organisation.</li> <li>▪ Inter-personal relationships connected to tasks and structures: relationships with hierarchy, group dynamics, decision-making, cooperation and conflict...</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Mintzberg H, Structure et dynamique des organisations, Les éditions d'organisation, éditions agences d'Arc, Paris, 1982</li> <li>▪ Mintzberg H, Le pouvoir dans les organisations, Les éditions d'organisation, éditions agences d'Arc, Paris, 1986</li> <li>▪ Pichault F., Nizet J, Les pratiques de gestion des ressources humaines, Points, Seuil, Paris, 2000</li> <li>▪ Michel Lallement, Le Travail. Une sociologie contemporaine, Gallimard, coll. Folio/essai, 2007</li> <li>▪ Jean-Michel Saussois, Théories des organisations, La Découverte, 2007</li> <li>▪ Organisations. État des savoirs dirigé par Philippe Cabin et Bruno Choc (Sciences Humaines Éditions, republished. 2005)</li> <li>▪ Management. Voyage au centre des organisations d'Henry Mintzberg (Éditions d'Organisation, 1998).</li> <li>▪ Les Pratiques de gestion des ressources humaines by Jean Nizet and François Pichault (Seuil, coll. "Points/ Essai", 2000) ;</li> <li>▪ The Director's profession. Techniques et fictions by Jean-Marie Miramon, Denis Couet and Jean-Bernard Paturet (EHESP, republished. 2005);</li> <li>▪ Manager son équipe au quotidien by Bernard Diridollou (Eyrolles, republished 2007).</li> <li>▪ Working disorders Enquête sur le nouveau productivisme by Philippe Askenazy (Seuil, 2004);</li> <li>▪ The illusions of management Pour le retour du bon sens by Jean-Pierre le Goff (La Découverte, republished. 2006).</li> <li>▪ A society sick from management Idéologie gestionnaire, pouvoir managérial et harcèlement social by Vincent de Gaulejac (Seuil, 2005)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Dangerous half truths and total nonsense by Jeffrey Pfeffer</li> <li>▪ 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).</li> <li>▪ 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).</li> <li>▪ Le livre collectif, Le Mal Être au travail directed by Nicolas Combalbert and Catherine Riquelme-Sénéguou (Presses de la Renaissance, 2006).</li> <li>▪ Le Stress au travail by Patrick Légeron (Odile Jacob, republished 2003) covers the psychological aspects</li> <li>▪ causes and means of reacting - to stress Le Journal d'un médecin du travail by Dorothée Ramaut (Le Cherche-Midi, 2006).</li> <li>▪ Cliniques du travail by Dominique Lhuillier (Érès, 2006).</li> </ul>
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## ***Management of Organizations***

### **COURSE CONTENT**

#### **INTRODUCTION**

##### **Definition of organisations**

- The functionalist and organisation paradigm - Paradigm of the "socially built" and organisation

##### **The scientific organisation of work**

- Taylor
- Mass production
- Restriction of output
- The economic man theory

##### **The current of human relations**

- 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

##### **Strategic analysis**

- Crozier - Rationality defined according to the context and the opportunity it offers

##### **The activity system model**

- The analysis of transitional situations (unemployment, training)
- Organisational phenomena

### **1. THE DIFFERENT FUNCTIONS WITHIN AN ORGANISATION**

#### **1.1. Structures, configurations and social systems**

Case study: The governance of banks and internal organisations

Case study: Organisation metaphors

#### **1.2. Quality management and the human factor**

Case study: "Lean" management: lean in France (IBIS)

### **2. HUMAN BEHAVIOUR WITHIN THE ORGANISATION**

#### **2.1. The meaning of work**

The professional activity clinic

- Filmed observations of underground drivers, crane operators, assemblers (2009)

<p><b>2.2.</b></p>	<ul style="list-style-type: none"> <li>• A study of the teaching profession</li> </ul>	<p><b>Organisational socialisation</b></p>
	<p>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>	
<p><b>2.3.</b></p>	<p>2.3.1 Identity, recognition and satisfaction 2.3.2 Stress and its management.</p>	<p><b>The emotional experience</b></p>
<p><b>3. DECISION, DIRECTION AND ORGANISATION</b></p>		
	<p><b>3.1. The decision process</b></p>	
	<p>3.1.1. Risk analysis</p>	
	<p>3.1.2. The game theory</p>	
<p><b>3.2.</b></p>	<p><b>Organisation, a coordination and leadership mode</b></p>	
	<p>3.2.1. Work teams</p>	
	<p>3.2.1.1. Role and status: the drama triangle</p>	
	<p>3.2.1.2. The steps in the life of a group.</p>	
	<p>3.2.1.3. Group performance: Social laziness</p>	
	<p>3.2.2. Leadership</p>	
	<p>3.2.2.1.</p>	<p>Charisma or professional skills?</p>
	<p>3.2.2.2. of 5000 managers</p>	<p>The behaviour of a good leader, a Study</p>
	<p>3.2.2.3.</p>	<p>Can we succeed without "followers"?</p>

## ***Intercultural Negotiation (F) SPRING***

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The concept and different levels of culture</li> <li>▪ Assessing national cultural differences</li> <li>▪ Company culture and organisation / professional culture, the possible conflicts</li> <li>▪ Company intercultural adaptation policy</li> <li>▪ Intercultural communication</li> <li>▪ The intercultural negotiation process</li> <li>▪ Management of a multicultural team</li> <li>▪ The religious dimension in the company</li> </ul>
<b>Target skills</b>	<p><b>At the end of the course the student will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ Understand the general concept of culture and its different levels</li> <li>▪ Master the cultural dimension in the field of marketing, negotiation and team management</li> <li>▪ Anticipate possible cultural issues related to the world geopolitical situation and the news</li> </ul>
<b>Prerequisites</b>	No prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>▪ D'Iribarne, Culture et mondialisation</li> <li>▪ T. Hall, La dimension cachée</li> <li>▪ Boltanski et Thévenot, L'économie de la grandeur</li> <li>▪ D'Iribarne, L'étrangeté française</li> <li>▪ Chenva Thieu, Manuel de chinoiseries à l'usage de mes amis cartésiens</li> </ul>

<b><i>Intercultural Negotiation</i></b>
<p><b>COURSE CONTENT</b></p> <ol style="list-style-type: none"> <li>1- The concept of culture</li> <li>2- The differentiation of different levels of culture</li> <li>3- Culture in the light of social psychology</li> <li>4- National differences according to the authors</li> <li>5- Company culture - Organisational culture depending on the country</li> <li>6- Professional culture according to values of membership</li> <li>7- The possible conflicts between 5 "worlds"</li> <li>8- Management styles (Hofstede, D'Iribarne, Hall)</li> <li>9- Company intercultural adaptation policies</li> <li>10- The stakes and techniques for intercultural communication</li> <li>11- The international negotiation process</li> <li>12- Management techniques for a multicultural team - errors in perception and communication</li> <li>13- The involvement of religion in the current geopolitical context - The consequences of a fallback within communities</li> </ol>

## Department of Languages and Humanities

### *Sociology (F)SPRING*

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

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

## 3<sup>rd</sup> Year Courses

<b>3rd year Courses</b>	<b>ECTS</b>	<b>Hours</b>	<b>Course ID</b>
<b>Department of International Affairs and Supply Chain Management</b>			
International Trade: the Market Approach – example: Brazil (F)	2	19,5	1407
Introduction to Supply Chain Management (F)	2	19,5	1047
<b>Department of Finance, Audit and Control</b>			
Corporate Finance (F)	4	39	1043
Cost Analysis (F)	2	19,5	1042
Market Finance (F)	4	39	1044
<b>Department of Marketing and Communication</b>			
Advanced Marketing (F)	2	19,5	1048
<b>Department of Strategy, Management and Corporate Environment</b>			
Ethics & Organization (F)	2	19,5	1365
Company Tax an Law (F)	4	39	1045
Principles of People Management (E)	2	19,5	1050
Strategic Management (E) *	4	39	1051

**Courses taught in:**

**E= English**

**F= French**

## Department of International Affairs and Supply Chain Management

### *International Trade: the Market Approach – example: Brazil (F) **JANUARY ONLY***

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

<i><b>International Trade: the Market Approach - example: Brazil</b></i>
<p><b>COURSE CONTENT</b></p> <p>1 - Knowing Brazil: politics, society, foreign trade, geo-strategic situation, MERCOSUL</p> <p>2- Trade strategy</p> <p>3 - The French presence in Brazil</p> <p>4 - Business opportunities</p> <p>5- Doing business with Brazil and in Brazil</p> <p>6 - Cultural differences</p> <p>7 - Logistics in Brazil</p> <p>8 - Customs procedures in Brazil</p> <p>9 - Exchange in Brazil</p> <p>10 - Investing in Brazil</p> <p>11 - Sustainable international trade</p>

## Introduction to Supply Chain Management (F) **JANUARY ONLY**

<b>Target knowledge</b>	<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"> <li>▪ Understand how flows operate in a company</li> <li>▪ Measure the logistic performances: deadlines, stocks, in process</li> <li>▪ Identify obstacles that could restrain the flows (<i>bottlenecks</i> or <i>anti-flows</i>)</li> <li>▪ Propose improvements to speed up the flows (<i>favorable flows</i>)</li> <li>▪ Carry out a strategy to gain new markets</li> <li>▪ Master the arbitration between costs and services when designing the supply chain</li> </ul>
<b>Target skills</b>	<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"> <li>▪ Head of Logistics/ Transport Manager</li> <li>▪ Warehouse Manager</li> <li>▪ Supply Chain Manager</li> <li>▪ Supply Chain/ Purchasing Consultant</li> <li>▪ Supply Chain Research Analyst</li> </ul>
<b>Prerequisites</b>	Transport Strategy (2 <sup>nd</sup> year course).
<b>References</b>	A handbook will be provided to students (REACTIK® - CIPE / All rights reserved).

<b>Introduction to Supply Chain Management</b>	
<p><b>COURSE CONTENT</b></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><b>Introduction to Supply Chain and to the Reactik game</b></p> <ul style="list-style-type: none"> <li>- Introduction to the game</li> <li>- Flow tracking</li> <li>- Performance criteria</li> <li>- Identifying <i>bottlenecks</i>/ Suggesting <i>favorable flows</i></li> </ul> <p><b>Continuous improvement process and “world conquest”</b></p> <ul style="list-style-type: none"> <li>- Correcting <i>bottlenecks</i> and <i>favorable flows</i> – “world conquest”</li> </ul> <p><b>Theory-based feedback on the process management</b></p>	

- Group presentation on AF and GF
- Debriefing /MCQ

## **Department of Finance, Audit and Control**

### **Corporate Finance (F) *SPRING***

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The question of the choice of investments: cashflow schedules, the opportunity cost of capital, present value, choice criteria, assessment,</li> <li>▪ The question of long term modes of financing: equity, debt</li> <li>▪ The question of the choice of financial structure</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ understanding and application of financial reasoning</li> <li>▪ preparation of decisions in matters of choice of investment</li> <li>▪ preparation of decisions in matters of financial structure</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>▪ Macroeconomics</li> <li>▪ Financial calculus</li> <li>▪ Financial analysis</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Berk J. and DeMarzo P. (2008), Finance d'Entreprise, Pearson Education</li> <li>▪ Vernimmen (2011), Finance d'Entreprise, Dalloz</li> <li>▪ R. Brealey , S. Myers, and F. Allen (2006), Principes de gestion financière, Pearson Education, 8<sup>th</sup> edition</li> </ul>

### ***Corporate Finance***

#### **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	
<b>Chapter 3: Equity financing</b>	
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	
<b>Chapter 4: Debt financing</b>	
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	
<b>Chapter 5: The constraints of the choice of financing</b>	
5.1 Leverage	
5.2 The financing plan	

## **Cost Analysis (F) *JANUARY ONLY***

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

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

## Market Finance (F) **SPRING**

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

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

# Department of Marketing and Communication

## *Sociology of Marketing (F) **SPRING***

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

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

## Department of Strategy, Management and Corporate Environment

### **Corporate Ethics (F) JANUARY ONLY**

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

<b><i>Corporate Ethics</i></b>
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**COURSE CONTENT/CONTENU PEDAGOGIQUE**

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

## Company Tax an Law (F) **SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>Acquire the knowledge required to understand the operation of a company</li> <li>Articulate legal and financial perspectives</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>At the end of the course, the students should master the main forms of company and their legal and tax implications.</li> <li>The students should master the main legal instruments for economic regulation: competition law and intellectual property especially.</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<p><b>General:</b></p> <ul style="list-style-type: none"> <li>J.-M. Do carmo Silva, L. Grosclaude, Gestion juridique, fiscale et sociale, 2010-2011.</li> <li>B. dondero, droit des sociétés, Dalloz 2010.</li> <li>F. Guiramand, A. Héraud, droit des sociétés, Dunod 2011-2012</li> <li>P. Pinteaux, C.-E. Godard, droit fiscal, dunod 2010.</li> <li>L. Grosclaude, droit des sociétés, Dunod 2010.</li> <li>Nicole Ferry-Maccario, Jan Kleinheisterkamp, François Lenglard, Karim Medjad, Nicole Stolowy ,Gestion juridique de l'entreprise, pearson, 2006.</li> </ul>

<b>Company Tax and Law</b>
<p><b>COURSE CONTENT</b></p> <p><b>I. UNDERSTANDING THE LEGAL OPERATION OF A COMPANY</b></p> <ul style="list-style-type: none"> <li>- The existence of the company</li> <li>- The different forms of company</li> <li>- Transfer of rights and taxation</li> <li>- The responsibility of the advisory professions: the example of the company auditor (approach to criminal accounting offences, interactions with torts)</li> </ul> <p><b>II. MASTER THE FUNDAMENTALS OF TAXATION</b></p> <ul style="list-style-type: none"> <li>- Income tax and company tax</li> <li>- VAT</li> <li>- Taxes on savings</li> <li>- The relationship between the company and the state: state aids</li> </ul> <p><b>III. MASTER THE LEGAL INSTRUMENTS FOR ECONOMIC REGULATION</b></p> <ul style="list-style-type: none"> <li>- regulation of the relationships between companies: competition law</li> <li>- Exchange regulation: intellectual property law (France, Europe, International)</li> <li>- The commercial court: its role, alert procedure, liquidation and receivership</li> </ul>

**Principles of People Management (E)SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Understanding of the role of human resource management in the long-term strategy of the company</li> <li>▪ Basic understanding of mechanisms of social influence and their implications for managers</li> <li>▪ Knowledge in individual behavioral differences (personality, intelligence, motivation, emotional intelligence, etc.) and their implications in recruitment, psychosocial risk management and team building</li> <li>▪ Awareness of group dynamics</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Ability to improve management practice using evidence-based management</li> <li>▪ Ability to gather and integrate relevant information in HR processes</li> <li>▪ Ability to implement adaptive leadership styles</li> <li>▪ Ability to build high-performing teams</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>▪ Competence in written and spoken English</li> <li>▪ Experience in a corporate environment</li> <li>▪ A certain degree of curiosity and questioning of how people behave in an organization</li> </ul>
<b>References</b>	<p>Bass, B. M., &amp; Riggio, R. E. (2006). <i>Transformation Leadership</i>. Psychology Press.</p> <p>Pfeffer, J., &amp; Sutton, R. I. (2006). Evidence-based management. <i>Harvard Business Review</i>, 84(1), 62–74, 133.</p> <p>Pfeffer, J., &amp; 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 21<sup>st</sup> 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) **SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ To be familiar with the various tools of long-term management</li> <li>▪ Understand that choice means sacrifice</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Analyze a firm's position</li> <li>▪ Recommend a strategy</li> <li>▪ Write an Executive Memo</li> <li>▪ Professional presentation</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Exploring Strategy by Johnson, Whittington, &amp; Scholes</li> <li>▪ Strategy by Thompson, Gamble, &amp; Strickland</li> <li>▪ Safari en Pays Stratégie by Mintzberg, Ahlstrand, &amp; Lampel</li> </ul>

<b>Strategic Management</b>
<p><b>COURSE CONTENT/CONTENU PEDAGOGIQUE</b></p> <p><b>Definition of strategic management</b></p> <ul style="list-style-type: none"> <li>- Designing a strategic plan</li> <li>- Vision, mission and objectives</li> </ul> <p><b>Position</b></p> <p>Macro / Environmental Analysis Industry Analysis Product Life Cycle</p> <p><b>Capabilities</b></p> <p>Internal Analysis (Resources/Competencies) Value Chain Analysis Competitive Advantage</p> <p><b>Strategic Choices</b></p> <p>Business Level Strategy Corporate Level Strategy and Direction Mergers and Acquisitions, Strategic Implementation</p> <p><b>Topics</b></p> <p>Blue Ocean Innovation International Strategy</p>

## 4<sup>th</sup> Year courses

4th year courses	ECTS	Hours	Course ID
<b>Core Courses</b>			
European Business Culture (E) *	4	39	1226
Current Economic Issues (E) *	4	39	1442
Corporate Governance (E)	4	39	1310
International Contract Negotiation (E) *	4	39	1056
Set-up and Management of International Projects (E) *	4	39	1496
Business Simulation "Global Challenge" (F)	2	/	1294
Business Simulation "Simfirm" (F)	6	/	915
<b>Specialization : Supply Chain Management (E)</b>			
Stocks and Flows Management (E)	4	39	1069
Operations Management (E)	4	39	1068
Purchasing Management (E)	4	39	1070
<b>Specialization : International Marketing (E or F)</b>			
Strategic Brand Management (E or F)	4	39	1380/1065
Communication (E or F) *	4	39	1064/1066
Digital Marketing and Customer Relationship Management (E or F) *	4	39	1456/1067
<b>Specialization : International Finance (F)</b>			
Management Control (F)	4	39	1076
Portfolio and Bond Management (F)	4	39	1075
Financial Risk Management (F)	4	39	1077
<b>Specialization : Audit and Consulting (F)</b>			
Audit Methodology 4 (F)	5	39	1362
Management Control (F)	5	39	1076
Advanced Accounting (F)	5	39	1079
IFRS Standards (F)	5	39	1364
<b>Specialization : International People Management (E)</b>			
Corporate Social Responsibility (E)	4	39	1313
Managing Across Borders (E)	4	39	1312
Managing People (E)	4	39	1311
<b>Specialization : Entrepreneurship (E/F)</b>			
Managing legal Risks (F)	4	39	1061
Entrepreneurship (E)	4	39	1060
Developing creative and managerial skills (F)	4	39	1455

**Courses taught in:**  
**E= English**  
**F= French**

## Core Courses

### *European Business Culture (E) FALL& SPRING*

<b>Connaissances visées</b> <i>Target knowledge</i>	<ul style="list-style-type: none"> <li>- To understand the <b>definition of a country's, a sector's and a company's culture</b> mainly in <b>Europe</b> but also worldwide</li> <li>- To review the methods, <b>concepts and issues</b> surrounding <b>intercultural management</b>, mainly based on researches of Hofstede, and T. Hall</li> <li>- To understand <b>European country's culture</b> (France, UK, Italy, Central and North European countries ...)</li> <li>- <b>sector's culture</b> (Automotive, IT, Luxury, Fashion, Consulting ...) - <b>company's culture</b> (FIAT, ZARA, Benetton, IKEA...)</li> </ul>
<b>Compétences visées</b> <i>Target skills</i>	<ul style="list-style-type: none"> <li>- To learn the art of working and studying in a multi-cultural group where different value systems can effect communication, behavior and learning</li> <li>- To learn how to integrate efficiently in a European company as a trainee or employee To communicate efficiently in an international environment (oral presentation, meetings ....)</li> </ul>
<b>Pré-requis</b> <i>Prerequisites</i>	None
<b>Bibliographie</b> <i>References</i>	<ul style="list-style-type: none"> <li>▪ <b>Passeport du manager pour l'Europe et le monde</b>, Orsolya Sadik-Rozsnyai, Arnaud Pinon, Village Mondial, Pearson, 2004</li> <li>▪ <b>L'entreprise multiculturelle</b>, Trompenaars, Hampden-Turner Maxima</li> <li>▪ <b>Intercultural Management: MBA Masterclass</b>, Nina Jacob, 2003</li> <li>▪ <b>Kiss, Bow, or Shake Hands</b>, Terri Morrison, Wayne A. Conaway, 2006</li> </ul> <p><a href="http://www.geert-hofstede.com/">http://www.geert-hofstede.com/</a></p>

**COURSE CONTENT**

**1. Main concepts of intercultural management**

- a. Hofstede's Cultural Dimensions
- b. Edward T. Hall's Cultural Dimensions
- c. How to communicate in an international environment

**2. Country's Business Culture**

- a. Case study France's Business Culture
- b. Case study Great Britain's Business Culture
- c. Country's Cultures in Europe : Generic influences
- d. Netherlands and Nordic Countries
- e. Anglo-Saxon Countries
- f. "Germanic Countries", Poland, Switzerland...
- g. South European Countries

**3. Corporate culture**

- a. Student's experiences
- b. Definition and Examples (L'Oreal, FIAT, IKEA...)
- c. Characteristics of corporate culture
- d. Different kinds of corporate culture
- e. Visible and Invisible elements

**4. Sector's Business Culture**

- a. Definition and Examples (Automotive, IT, Consulting, Fashion ...)

**Team Group Project**

- Groups : 4 students from 4 different countries in each group
- The groups chose a European company, and analyse - its culture, the culture of its sector and the culture of its country. Ex. FIAT/Automotive sector/Italy the interaction and influences between company, sector, and country cultures

**Book Review**

- Individual work
- The student chose a European country
- He or She makes an analysis of this country
- according to Hofstede's and T. Hall's criteria
- according to a book about countries culture:
- "Passeport du Manager pour l'Europe et le Monde"
- "Kiss, Bow, and Shake Hands : How to Do Business in Sixty Countries"
- ...
- Oral presentation by a few students

## Current Economic Issues (E) **FALL & SPRING**

<b>Connaissances visées</b> <i>Target knowledge</i>	To understand that markets do not operate in a vacuum; laws, rules, habits, and culture define firms' operating environment. This institutional environment is shaped by many forces, not the least of which is the political process. This process, too, must be understood.
<b>Compétences visées</b> <i>Target skills</i>	To be able to understand the institutional and political environment and its evolution. To better understand how and why markets work so as to better understand why they occasionally fail. To appreciate, but Also be critical of the regulatory work of governments.
<b>Pré-requis</b> <i>Prerequisites</i>	An introduction to economics or economic thinking
<b>Bibliographie</b> <i>References</i>	<ul style="list-style-type: none"> <li>- Kindleberger, C.P. (2005) Manias, Panics, and Crashes: A History of Financial Crises</li> <li>- Bordo, Taylor, &amp; Williamson (2003) Globalization in Historical Perspective (2003)</li> <li>- SCANDAL!: Amazing Tales of Scandals that Shocked the World and Shaped Modern Business (2009) by Editors of Fortune Magazine: Time Inc Home Entertainment</li> <li>- Bernstein, Peter L., Against the Gods: The Remarkable Story of Risk (1998), Wiley</li> <li>- Stiglitz, Joseph E. (2010) Freefall: America, Free Markets, and the Sinking of the World Economy</li> </ul>

<b>Current Economic Issues</b>
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p>Institutions: markets do not operate in a vacuum; there are laws, rules, habits, and culture.  Markets: from perfect competition to monopoly  Laissez-faire vs. regulation: market failure vs. oversight failure  Good regulation vs. bad regulation (addressing a market failure or giving in to rent-seekers?)  Lobbying and the political process  Managing risk, properly (diversification, correlation; but moral hazard and adverse selection)  Ponzi schemes  Animal spirits and stock prices: trading on beliefs</p> <p>Airline Deregulations (U.S. and Europe)  US vs. Microsoft (Antitrust case)  The 1980's Savings &amp; Loans scandal  Enron: market manipulation and creative accounting  The tech bubble: euphoria and irrationality  The Financial Crisis of 2008  Role of Central Banks (the link between government and financial intermediaries)  Ersatz-capitalism: bailouts and moral hazard ("too big to fail")</p>

## Corporate Governance (E) **FALL& SPRING**

<b>Connaissances visées</b> <i>Target knowledge</i>	After having passed the course, students are expected to be able to: - describe the purposes of corporate governance - explain and apply theories about the roles of different governance mechanisms in improving the performance of companies - assess the primary roles of different governance bodies within a company, such as, the board of directors, nomination committees and audit committees - locate differences between corporate governance rules in different countries and examine the advantages and disadvantages of different governance rules - explain what is meant by internal control and enterprise risk management - use financial theories and empirical studies as tools for an évaluation of corporate governance rules and practices
<b>Compétences visées</b> <i>Target skills</i>	After this course, students will master : - The implications of corporate governance - The models of corporate governance
<b>Pré-requis</b> <i>Prerequisites</i>	none
<b>Bibliographie</b> <i>Reference</i>	- Arendt, H. (2000). <i>The portable of Hannah Arendt</i> . Penguin Book. - Arendt, H. (1983). <i>La condition de l'Homme moderne</i> (1961). Calman Levy - Aristote. (1970). <i>Ethique à Nicomaque</i> . Poche. Introduction par JF. Balaude. - Aristote. (1991). <i>La métaphysique</i> . Agora. Introduction de JL. Poirier. - Ayro, J. (2005). <i>Words origin</i> . ABC Black Publishers. - Barthes, R. (1985). <i>Ouverture sémiologique</i> . Le Seuil - Beck, U. (2008). <i>La Société du risque</i> (1986). Paris, Flammarion. *Blowfield, M. & Murray, A. (2008). <i>Corporate responsibility</i> . Oxford. - Carroll, A. B. (1979). <i>A three Dimensional Conceptual Model of Corporate Performance</i> . <i>Academy of Management Review</i> . - Dumezil, G. (2000). <i>La religion archaïque</i> . Payot. - Fairgrieve & Watt (2006) <i>Common law et tradition civiliste . Droit et justice</i> . PUF - Fayol, H. <i>Administration industrielle et générale</i> . (1916) Dunod. - Fisher, R & Ury, W. (1999). <i>Getting to yes</i> . Random house. - Freeman, R. E. (1984). <i>Strategic management: A stakeholder approach</i> . Marshfield, Massachussets, Pitman Publishing, Inc. - Fukuyama, F. (1992). <i>The end of histpry</i> . Penguin books. - Gidens, A. (1976). <i>New rules of the sociological method</i> . Basic books. New York. - Habermars, J. (1992). <i>De l'éthique de la discussion</i> . Flammarion - Howard, Ph. K. (1994). <i>Death of common sense</i> . Random house. - Huxley, A. (1937-2002). <i>Brave new world</i> . Vintage - Jonas, H. (1990). <i>Le principe de responsabilité. Une éthique pour la civilisation technologique</i> (1979). Editions du cerf. - Kremer-Marietti, A. (1999). <i>L'Ethique. Que sais-je ?</i> PUF. - Kohlberg, L. (1981). <i>The philosophy of moral development</i> . Harper & Row. San Fransisco - Lauxerrois, J. (2007). <i>Aristote. La Rhétorique</i> . Agora. Pocket. - Laufer, R. (1993). <i>L'Entreprise face aux risques majeurs: à propos de l'incertitude des normes sociales</i> . Paris, L'harmattan. - Lemieux, C. (2009). <i>Le devoir et la grace</i> . Economica. Paris - Levinas, E. (1992). <i>Ethique comme philosophie première</i> . Rivage poche. - Lipovetsky, G. (2002). <i>Métamorphoses de la pensée libérale</i> . Liber. *Mallin, Ch. (2007). <i>Corporate governance</i> . Oxford. *Mairtins, Mc & Haywood, Ch. (2007) <i>Gender and society</i> . Palgrave Mc Millan.

	<p>-Maslow,A.(1970).<i>Motivation and personality</i>. Harper and Row. New York.</p> <p>-Mahoney,J. &amp; E.Vallance. (1992). <i>American &amp; European corporate ethics practices</i>. Business ethics in a new europ. Kluwer academic publisher.</p> <p>-Piaget, (1969). <i>Le jugement moral chez l'enfant</i>. PUF (1932/1979).</p> <p>-Pine.,J. &amp; H.Gilmore.(1999). <i>The experience of economy</i>. Harvard Business School Press.</p> <p>-Poitevin,M.(2002). <i>Dumézil. Philo</i>. Ellipses.</p> <p>-Polanyi,K( 2003). <i>La grande transformation (1944)</i>. Gallimard.</p> <p>-Rawls,J.( 1971). <i>Theory of justice</i>. Harvard University Press.</p> <p>-Rifkins,J. ( 2009). <i>Empathic civilization</i>. Polity press Cambridge.</p> <p>-Rifkins;J.(1995) <i>The end of works</i>. G.P.Putmans sons.</p> <p>-Rossouw,D. ( 2002). <i>Business ethics in south africa</i>. Oxford.</p> <p>-Saint Simon (de), C. ( 2005). <i>Ecrits politiques</i>. Agora.</p> <p>-Simon, H. A. (1947). <i>Administrative Behavior. A study of Decision-Making Processes in Administrative Organization</i>. New York, The free press.</p> <p>-Strauss,L. (1952-2003) <i>Persecution &amp; the art of writing</i>. L'éclat</p> <p>-Sturlusson,S.( 1991). <i>L'Edda</i>. Gallimard.</p> <p>-Teale,D. (2001). <i>Project risk assessment</i>. Hodder ans Stoughton. British library.</p> <p>-Tocqueville,A. de ( 1981) <i>Démocratie en Amérique</i>. GF Flammarion.</p> <p>-Trompenars,F.(1993).<i>Riding the waves of cultures</i>. London economist books.</p> <p>-Utting,P.(2005). <i>Rethinking business regulation: From self regulation to social control</i>. United Nations Research Institute for Social Development. Genève.</p> <p>-Warburton,N. (2001). <i>Philosophy: the classics</i>. Routledge.</p> <p>Weick,K.(1995). <i>Sensemaking in organization</i>. Thousand oaks.</p> <p>Witgenstein,L(1971). <i>Conférence sur l'éthique ( 1967)</i>. Folio Philosophie.</p> <p><i>* providing undergraduates with relevant informations about governance</i></p>
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<b>Corporate Governance</b>	
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p><b>Introduction: Overview</b></p> <p><b>A global Issue: Likelihood of Corporate Governance in a trans-cultural world?</b></p> <p>Terminology.</p> <p>Typology of perspectives: Maslow's pyramid.</p> <p>Taxonomy of fields: Carroll's pyramid.</p> <p>Key issues and critical perspective.</p> <p><b>1<sup>st</sup> series of lectures - Theoretical approaches of Governance:</b></p> <p><b>1-A: Introduction: Culture seen as an In-Struction</b></p> <p><b>1-B: Issue: Governance Legitimacy and Corporate culture</b></p> <p>Culture: Discrepancies and divergences.</p> <p>Consensus versus Market.</p> <p>Corporate culture versus Shared values</p> <p>Epistemology &amp; systems of values:</p> <p>Approach based on three-dimensionality: Soul, Spirit &amp; Senses.</p> <p>Typology: Culture, Institutions, and Motivations.</p> <p><b>1-C: Issue: Business Ethics &amp; Corporate Governance</b></p> <p>Prescriptive approach and philosophy: Culture of Intent.</p> <p>Aristocratic legitimacy: "Nomenklatura" &amp; "Déontologie".</p> <p>Corporate Organization &amp; Hierarchy.</p> <p>Descriptive approach and constructivism: Culture of Result.</p> <p>Democratic legitimacy: Purpose &amp; Teleology.</p> <p>Corporate Organization &amp; Garbage Can.</p> <p>"Diskurs" ethics: A dialectical process.</p> <p>Intent &amp; Purpose: Apollonian versus Dionysian.</p> <p>Gender and behavior: Femininities versus Masculinities.</p>	

Action: Political Equality versus Economic differences.

Consensus & process versus Contents & priorities.

**1-D: Conclusion: Theories associated with Corporate Governance:**

Stakeholder theory: A whole political institution.

Agency theory: A nexus of economics contracts.

Transaction costs theory: A beneficial process.

**2<sup>nd</sup> series of lecture : Practitioners perspectives of Corporate Responsibility:**

**2-A: Introduction: Structuring organization**

**2-B: Issue: “Great Transformation” and new “Relationship”.**

Why? Contemporary crisis and origins of Corporate Governance:

Global financial market

“Mondialisation” & Global village.

What? Contemporary Glocalization and Sustainable needs:

Global strategy & local constraints.

Limited resources & standardized productions.

**2-C: Issue: Governance versus Corporate Responsiveness.**

Who? : Leadership & Structure.

Coherence: Mc Kinsey 5 S 's

How? : Care versus Cure.

Business driver (ROI versus SRI)

What? Corporate citizenship.

Best practices.

**2-D: Conclusion: Global governance and Corporate Governance:**

Scope of issues and responses to concerns

**3<sup>rd</sup> series of lecture - Corporate Governance: Art of Relationship.**

**3-A: Introduction: Achieving governance and implementing management.**

**3-B: Drivers of Corporate Governance reform:**

Requirements: A new ownership structure: The “Board”

A new corporate control process: “Compliance”

Principles: Transparency & Liability

Participation & Arbitration

Implementation:

Development of Corporate Governance codes

Personal inducement.

**3-C: Implementing structures of governance:**

*Methodology:* To conciliate corporate “*pertinence*” & firm performance

Prescriptive rules & administration

Descriptive processes & management

Convergence rather than consensus

*Inwards: View from inside the company*

Mediation between decision making process and participation

Accountability and values

Decision making process

Participative management

*Outwards: View to the outside of the company*

Bridging Law and Contracts

Outsourcing project management

Fair contracts & rivalry

Fair trade and competitive intelligence

*Forwards: Perspective to the future*

To consider the upcoming risk.

Risk management

Lobbying

Social responsible investment & Sustainability

*Awards: Compliance with law and commitments*

*Internal control versus external audit*

*Internal audit and compliance with law (SOX)*

**3-D: Conclusion: Governance & Comparative management.**

*Comparative management and “Ombudsman”.*

*Twin fold organization and Aufsichsrat*

*Law and “Obiter dictum”.*

**4: Conclusion:**

*Ethical dimension*

*Managerial situation*

*Organizational perspective*

**International Contract Negotiation (E) FALL & SPRING**

<b>Connaissances visées</b> <i>Target knowledge</i>	<ul style="list-style-type: none"> <li>* Negotiation methodology</li> <li>* International legal knowledge</li> <li>* Contract culture</li> <li>* Negotiation of an international sale operation</li> <li>* Negotiation of an international partnership</li> <li>* Negotiation of an international service contract</li> </ul>
<b>Compétences visées</b> <i>Target skills</i>	<p>Make it possible for future international trade operations managers to optimise the efficiency of preparations for negotiation of an international operation and contractually secure its execution.</p>
<b>Pré-requis</b> <i>Prerequisites</i>	<ul style="list-style-type: none"> <li>* Determination of the export sale price</li> <li>* Mastering Incoterms</li> <li>* Knowledge of international payment techniques and international financial and contractual guarantees</li> <li>* Knowledge of the different modes of export trade (directly controlled sales, associate sales, intermediary sales)</li> <li>* The differences between BtoC and BtoB operations</li> </ul>
<b>Bibliographie</b> <i>References</i>	<p><u>The contractual dimension of negotiation</u></p> <ul style="list-style-type: none"> <li>* L'anglais des contrats internationaux, E. BOYE, LITEC</li> <li>* Modèles de contrats en anglais, O. D'AUZON, EDITIONS D'ORGANISATION</li> <li>* Le contrat international, J-M Jacquet, DALLOZ</li> <li>* Négocier et rédiger un contrat international, D. BLANCO, DUNOD</li> <li>* Contrats d'affaires internationaux, A. BESSONNET - P-E LAMY, VILLAGE MONDIAL</li> <li>* International Commercial transactions, prof. Jan RAMBERG – Ed. ICC Publishing SA (N°624)</li> <li>* Les moyens de paiement des importations dans 132 pays, MEMO-GUIDE MOCI, MEMO-GUIDE MOCI</li> <li>* Règles et usances uniformes de la CCI relatives aux crédits documentaires, CCI n°600, ICC PUBLISHING SA</li> <li>* La pratique des garanties bancaires dans les contrats internationaux, J. KLEIN-CORNEDE, REVUE BANQUE EDITION</li> </ul> <p>Webography</p> <ul style="list-style-type: none"> <li><a href="http://www.icclaw.com">www.icclaw.com</a></li> <li><a href="http://www.lexmercatoria.com">www.lexmercatoria.com</a></li> <li><a href="http://www.geoscopie.com">www.geoscopie.com</a></li> <li><a href="http://www.isdc.unil.ch">www.isdc.unil.ch</a></li> <li><a href="http://www.globelaw.com">www.globelaw.com</a></li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

Introduction: How to contractually secure international trade operations

**1: Negotiation prework, the concepts and tools to master**

- How to prepare the negotiation of an international contract efficiently
  - The toolbox to master
  - The prework steps
  - Proposal of an international negotiation prework file
- Understanding the international legal context
  - Diversity of contexts and responsibility during the negotiation process
  - International law
  - Differentiating the various contractual agreements
    - Precontractual tools
    - International sale contracts
    - Representation contracts
    - Complex contracts

**2: Negotiating an international sale of goods contract, a distributorship contract, a commissioned agent contract**

- Prerequisites: The legal framework of international contracts
  - Applicable law
  - Contract concluding
  - Contract execution
  - Contract termination
  - Settlement of disputes
- The negotiation of an international sale of goods contract
  - Export general sales conditions
  - The export sales proposal: the starting point of the negotiation
  - The international sale of goods contract
- The negotiation of an international distributorship contract
  - Main specificities and legal environment
  - Contract CONTENT and sensitive clauses
- The negotiation of an international commissioned agent contract
  - Main specificities and legal environment
  - Contract CONTENT and sensitive clauses
- The negotiation of an international service (maintenance) contract
  - Main specificities
  - Contract CONTENT and sensitive clauses

Conclusion

**Set-up and Management of International Projects (F) FALL & SPRING**

<b>Connaissances visées</b> <i>Target knowledge</i>	<ul style="list-style-type: none"> <li>* Sources of information</li> <li>* Sources of financing</li> <li>* Risk assessment</li> <li>* Drafting a tender proposal</li> <li>* Execution in project mode</li> </ul>
<b>Compétences visées</b> <i>Target skills</i>	* Enable future international sales managers to manage an international project from the identification of the invitation to tender (open or restricted) up to the preparation, driving and control of its execution
<b>Pré-requis</b> <i>Prerequisites</i>	<ul style="list-style-type: none"> <li>* Basic knowledge of export techniques</li> <li>* Basic contract culture</li> <li>* BtoC and BtoB marketing/sales fundamentals</li> <li>* Sale decision-making process</li> </ul>
<b>Bibliographie</b> <i>References</i>	<ul style="list-style-type: none"> <li>* Gérer les appels d'offres internationaux, I. PARIENTE – Ed. Dunod</li> <li>* Profession ingénieur d'affaires, J-J. PLUCHART – Ed. Les Editions d'Organisation</li> <li>* Le manuel de l'ingénieur d'affaires, H. FRAISSE – Ed. Dunod</li> <li>* Pratiquer la conduite de projet, H-P Maders, E. CLET, – Ed. Les Editions d'Organisation</li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

Introduction to the course: How to manage an international project?

**1: Processing an international invitation to tender**

- *Understanding the consequences of using an international invitation to tender*
  - International invitation to tender?
  - Step-by-step cycle of an invitation to tender
  - Deliberate choice or compulsory recourse
  - The rules
- *Detecting and selecting international invitations to tender*
  - Detecting *international invitations to tender*
  - Selecting *international invitations to tender*
- *International invitations to tender*
  - Assessing the advantages and risks
  - Financial risk analysis
  - Project financing
  - The next steps
- *Negotiating the final agreement*
  - Questions
  - Anticipating

**2: International project management**

- *Project management*
  - Introduction to project management*
  - Project management in question*
- *A 3 step method supported by a control mechanism*
  - Prepare: the steps and tools*
  - Drive: the steps and tools*
  - Progress: the steps and tools*
  - Control mechanism: approach and adaptation*

Conclusion: most critical issues!

***Business Simulation “Global Challenge” (F) NOT AVAILABLE***

<b>Target knowledge</b>	Operations management, management control, marketing, international business
<b>Target skills</b>	Controlling a multinational company on three continents
<b>Prerequisites</b>	Management control, strategy, marketing.
<b>References</b>	Hill, Charles W.L.: International Business: Competing in the Global Marketplace, Irwin McGraw Hill, 2010

***Business Simulation “Global Challenge”***

**COURSE CONTENT**

Global Challenge ® is a "turnkey" management simulation designed to develop the understanding of the participants of the management of a multinational company. Freshly recruited to the board of directors of an international group operating in the cell phone industry, major challenges await the teams of participants in a highly competitive universe.

Global Challenge is a complete and transverse simulation which addresses participants who already master the basics of company management, marketing and finance. It is used to test the skills of the participants and is a synthesis of coursework.

**Business Simulation “Simfirm” (F) *NOT AVAILABLE***

<b>Target knowledge</b> Connaissances visées	<b>Operations management, management control, marketing, international business</b>
<b>Target skills</b> Compétences visées	Management of a "business unit" within a multinational company
<b>Prerequisites</b> Prérequis	Management control, strategy, marketing.
<b>References</b> Bibliographie	Hill, Charles W.L.: International Business: Competing in the Global Marketplace, Irwin McGraw Hill, 2010

<b>Business Simulation « Simfirm »</b>
<ul style="list-style-type: none"><li>•</li></ul> <p><b>COURSE CONTENT</b></p> <p>SimFirm is a simulation of introduction to management through which the participants understand the main themes in the management of an industrial group specialised in the sales of basic medication.</p> <p>Besides a better monitoring of production, the management team must be capable of developing a trade strategy on a high growth market while cleaning-up the finances of the company.</p> <p>SimFirm ® is a "turnkey" management simulation designed to develop the understanding of the participants of the management of a "business unit" within a multinational company. Major challenges await the participants in a highly competitive universe.</p> <p>SimFirm is a complete and transverse simulation which addresses participants who already master the basics of management control, marketing and finance. It is used to test the skills of the participants and is a synthesis of coursework.</p>

## **Specialization : International Marketing (E or F)**

### ***Strategic Brand Management (E or F) FALL & SPRING***

<b>Connaissances visées</b> <b>Target knowledge</b>	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
<b>Compétences visées</b> <b>Target skills</b>	Be able to analyze a brand (brand diagnosis) Understand the essential issues of distribution strategy
<b>Pré-requis</b> <b>Prerequisites</b>	Knowledge of the organization of corporate marketing functions Master the concepts of markets
<b>Bibliographie</b> <b>References</b>	<u>Strategic Brand Management: Building, Measuring and Managing Brand equity (GLOBAL EDITION) 4<sup>th</sup> edition</u> , Keller, (2013), Pearson  <u>Managing Brands: A Contemporary Perspective</u> , Laforet, (2010), McGraw-Hill  <u>Strategic Marketing</u> , Cravens, Piercy McGraw-Hill (2009)  <u>Marketing Management</u> , Kotler, Keller, Brady, Goodman, Hansen (2009), Pearson,

<b><i>Strategic Brand Management</i></b>
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p>Part I : Brand Management Key strategic brand decisions STP and brand positioning Part II: Managing a brand portfolio Designing and building brand equity Branding strategies New products and brand extensions Managing brand over time (rebranding, brand revitalization) Part III: Distribution strategy Fundamentals of distribution Functions of distribution Designing and managing supply networks</p>

**Communication (E or F) FALL& SPRING**

<b>Connaissances visées</b> <i>Target knowledge</i>	<ul style="list-style-type: none"> <li>* Understand the use of the different communication techniques available</li> <li>* Understand the organisation of the communication market</li> <li>* Discover the jobs in the communication sector</li> </ul>
<b>Compétences visées</b> <i>Target skills</i>	<ul style="list-style-type: none"> <li>* Be capable of placing the communication strategy back within the marketing strategy</li> <li>* Be in a position to draft a communication strategy using the diversity of communication techniques in the market</li> </ul> <p>Know how to analyse a communication campaign</p>
<b>Pré-requis</b> <i>Prerequisites</i>	<p>Good understanding of the marketing system</p> <p>Mastering the basics of marketing</p>
<b>Bibliographie</b> <i>References</i>	<p>Advertising and Promotion: An Integrated Marketing Communications Perspective George Belch and Michael Belch. Paperback</p> <p>Advertising age</p>

<b>Communication</b>
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p>The basics</p> <ul style="list-style-type: none"> <li>What is communication?</li> <li>The models of persuasion</li> <li>The levels of communication</li> <li>Commercial communication</li> <li>Corporate communication</li> </ul> <p>The communication market</p> <ul style="list-style-type: none"> <li>The different players</li> <li>The different communication techniques</li> <li>Above-the-line advertising</li> <li>Marketing services (sales promotion and direct marketing)</li> <li>Public Relations (press relations)</li> <li>Event-driven (sponsoring, patronage, exhibitions and trade shows)</li> <li>New techniques (Buzz Marketing, Street-Marketing, tactical media)</li> </ul> <p>The different stages of an advertising communication strategy</p> <ul style="list-style-type: none"> <li>The customer briefing</li> <li>The objectives</li> <li>The targets</li> <li>The preparatory steps for creation (copy-strategy, disruption)</li> <li>Advertising art</li> <li>The media strategy</li> <li>The advertising programme</li> <li>Advertising effectiveness</li> </ul> <p>Corporate communication</p> <p>International communication</p>

**Digital Marketing and Customer Relationship Management (E or F) FALL & SPRING**

<b>Connaissances visées</b> <i>Target knowledge</i>	* Understand the notion of customer life cycle * Learn to develop the value of a customer
<b>Compétences visées</b> <i>Target skills</i>	Differentiate between product-oriented marketing and customer-oriented marketing
<b>Pré-requis</b> <i>Prerequisites</i>	Management of the product offer Consumer behaviour
<b>Bibliographie</b> <i>References</i>	Customer Relationship Management. Ed Peelen Prentice Hall Data Mining .Ian Witte & Elise Frank-Elsevier editions

<b>Digital Marketing and Customer Relationship Management</b>	
<b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b>	
<p>Assess customer value</p> <ul style="list-style-type: none"> <li>* The development of one-to-one marketing and behavioural databases</li> <li>* Customer value: definition and key indicators</li> <li>* Satisfaction and retention</li> <li>* The value of a customer relationship</li> <li>* Identify the criteria linked to customer loyalty: moments of truth, churn signals.</li> <li>* The economic valuation of the value of products and customers</li> </ul> <p>Construct an appropriate relational marketing plan</p> <ul style="list-style-type: none"> <li>* Strategic interest of customers and segmentation</li> <li>* Customer relationship management by means of different touch points: call centres, Internet, sales forces, points of sale, direct marketing.</li> <li>* Preferred techniques: sales promotions and direct marketing</li> </ul> <p>CRM and databases</p> <ul style="list-style-type: none"> <li>* Use databases to optimise the customer relationship.</li> <li>* Data warehouse and datamining tools.</li> <li>* A perspective of relationship marketing</li> <li>* Choosing the right performance indicators</li> </ul> <p>Building a relationship marketing plan tailored</p> <ul style="list-style-type: none"> <li>* Strategic interest of clients. and segmentation</li> <li>* Customer relationship management through the various touch points call center, Internet, sales force, retail outlets, direct marketing.</li> <li>* Technical focus: sales promotion and direct marketing</li> </ul>	

## Specialization : International Finance (F)

### *Management Control (F) FALL & SPRING*

<b>Target knowledge</b>	The management control course is designed to gain practical and academic knowledge and analytical skills.
<b>Target skills</b>	After this course students will be able to design and to analyze the Management Control Systems in an organization, to suggest changes in the system so as to produce more relevant information and to implement methods to build relevant indicators related to strategies.
<b>Prerequisites</b>	Financial Accounting
<b>References</b>	<p>ATKINSON A., KAPLAN R., MATSUMARA E., YOUNG S. (2012), Management Accounting, Pearson.</p> <p>BOUQUIN H. (2010), Le contrôle de gestion, Paris, Gestion PUF, 9ème édition.</p> <p>BOUQUIN H. (2011), Comptabilité de gestion, Paris, Economica, 6ème édition.</p> <p>BOUQUIN H. (2011), Les fondements du contrôle de gestion (4e édition, nouvelle rédaction, 14e mille), Paris, PUF, « Que sais-je ? » n°2892</p> <p>SIMONS R. (1995), Levers of control, Harvard Business School Press, Boston Massachusetts.</p>

<i><b>Management control</b></i>
<p><b>COURSE CONTENT</b></p> <p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>Concepts</li> <li>Financial conceptual framework for control (General Motors 1920 and Taylor)</li> <li>Recent Issues</li> </ul> <p><b>Chapter 1 - Financial Control</b></p> <ul style="list-style-type: none"> <li>I - Financial objectives and indicators</li> <li>II - Structure of responsibilities</li> <li>III – Budget Process : a financial approach</li> </ul> <p><b>Chapitre 2 - Strategic Management Control</b></p> <ul style="list-style-type: none"> <li>I - Strategies</li> <li>II – Cross-Functional responsibilities</li> <li>III – Budget Process : a strategic and human approach</li> </ul> <p><b>Chapitre 3 : Cost and Value Controls</b></p> <ul style="list-style-type: none"> <li>I - Costing</li> <li>II – Cost Management</li> </ul> <p><b>Conclusions</b></p>

**Portfolio and Bond Management (F) FALL & SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ This course is the basis of the management of a portfolio of shares and bonds. By combining theory and practise, it shows how the main explanatory variables for stock determine the choice of holding several categories of shares. It especially allows to understand the evolution of market prices.</li> <li>▪ Knowledge to be acquired:</li> <li>▪ Knowledge of the basic portfolio and bond management models.</li> <li>▪ Knowledge of the relationship between profitability and risk</li> <li>▪ Know how to assess the profitability and the risk of a share portfolio</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Be capable of building a portfolio of shares and bonds</li> <li>▪ Learn how to manage a portfolio depending on the wishes of the investor</li> <li>▪ Learn how to calculate the main determinants of a share</li> <li>▪ Know how to use EXCEL to manage a portfolio (financial functions, portfolio management specific calculations, construction of a portfolio)</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>▪ Fundamental concepts in finance and economics</li> <li>▪ Financial calculus</li> <li>▪ Statistics and probabilities</li> <li>▪ Financial products</li> <li>▪ Issuing shares on the primary market</li> <li>▪ Issuing shares on the secondary market</li> </ul>
<b>References</b>	<p>Finance d'Entreprise – J.BERCK &amp; P.DEMARZO – Pearson, 2011, 2<sup>ème</sup> édition</p> <p>Gestion de Portefeuille et Marchés Financiers PASCAL ALPHONSE , GERARD DESMULIERS , PASCAL GRANDIN , MICHEL LEVASSEUR · Published by: Pearson Education (23 July 2010) · Collection : FINANCE</p> <p>Financial markets: Gestion de portefeuille et des risques BERTRAND JACQUILLAT , BRUNO SOLNIK , CHRISTOPHE PERIGNON · Hardback: 433 pages · Published by: Dunod; Edition: 5th edition (8 July 2009) · Collection : Gestion sup</p> <p>Gestion de portefeuille CLAUDE BROQUET , ROBERT COBBAUT , ROLAND GILLET, ANDRE VAN DEN BERG · Published by: De Boeck; Edition: 4th edition (9 August 2004) · Collection : Comptabilite controle finance</p> <p>Applications financières sous Excel en Visual Basic FABRICE RIVA · Published by: Economica; Edition: 3rd edition (26 August 2008) · Collection : Techniques de Gestion</p>

<b><i>Portfolio and Bond Management</i></b>
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**COURSE CONTENT**

Portfolio management

Introduction

Stock valuation and risk

Measuring profitability and risk

The Markowitz and Sharpe model

The capital asset pricing model

The arbitrage pricing theory

Bond management

Return, duration and sensitivity of the bond market price

Interest rate structure

Determinants of the interest rate structure

Portfolio strategies

Conclusion : assessment of the performance of a portfolio

## Financial Risk Management (F) **FALL & SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ The nature of market risks</li> <li>▪ Measurement of the portfolio of market risks</li> <li>▪ Risk management principles and methods</li> <li>▪ The nature of derivative assets and their markets</li> <li>▪ Risk management methods using the derivative asset markets</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ forecast of the market risks run by the company</li> <li>▪ preparation of decisions in matters of exposure to risk</li> <li>▪ preparation of decisions in matters of market risk coverage and insurance</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>▪ Macroeconomics</li> <li>▪ Financial calculus</li> <li>▪ Company Finance</li> <li>▪ Market finance</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Hull J. (2011), <i>Options, futures and other derivatives</i>, 8<sup>th</sup> edition, Pearson Education</li> <li>▪ Hull J. (2011), <i>Options, futures et autres actifs dérivés</i>, 8<sup>th</sup> edition, Pearson Education</li> <li>▪ Hull J. (2010), <i>Gestion des risques et institutions financières</i>, 2<sup>ème</sup> édition, Pearson Education</li> <li>▪ Jacquillat B. et B. Solnik (2009), <i>Marchés financiers : gestion de portefeuille et des risques</i>, 5<sup>th</sup> edition, Dunod</li> <li>▪ Bodie Z. et R. Merton (2007), <i>Finance</i>, 2<sup>nd</sup> edition, Pearson Education</li> </ul>

<b>Financial Risk Management</b>
<p><b>COURSE CONTENT</b></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>

2.1.1	Organised markets
2.1.1	Over the counter markets
2.2	<i>Plain vanilla</i> products
2.2.1	Forward contracts
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 : International People Management (E)**

### **Corporate Social Responsibility (E) FALL& SPRING**

<b>Target knowledge</b>	<p>To implement and develop Corporate Social Responsibility within small and large companies:</p> <ul style="list-style-type: none"> <li>- Understanding the concept of CSR</li> <li>- Linking corporate culture &amp; CSR</li> <li>- Linking CSR and Competitive Advantage</li> <li>- CRS as an element of strategy</li> <li>- Stakeholder theory</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- to implement CSR in a company</li> <li>- to create and promote corporate culture through CSR</li> <li>- to using CSR as a competitive advantage</li> <li>- to developing a CSR strategy</li> <li>- to promote CSR trough a participative process</li> </ul>
<b>Prerequisites</b>	<p>Successful completion of the following courses:</p> <ul style="list-style-type: none"> <li>- Ethics</li> <li>- Principles of People Management</li> <li>- Law</li> <li>- Organizational Management</li> <li>- Strategic Analysis</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>- Corporate Social Responsibility: Readings and Cases in Global Context. (2007). Eds. Crane, A., Matten, D. &amp; L. Spence. Routledge.</li> <li>- Harvard Business Review on Corporate Social Responsibility. (2003). Harvard Business School Press.</li> <li>- The Corporate Social Responsibility Reader. (2008). Ed. Burchell, J. Routledge.</li> <li>- The Oxford Handbook of Corporate Social Responsibility. (2009). Eds. Crane, A., McWilliams, A., Matten, D., Moon, J. &amp; D. Siegel. OUP Oxford.</li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

1. Introducing CSR (Corporate Social Responsibility)
  - a) Origins and framework of CSR
  - b) 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) FALL & SPRING**

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

**CONTENU PEDAGOGIQUE / 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) **FALL& SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>- Analyze personnel requirements and describe recruitment and selection procedures and measuring performance</li> <li>- Describe the role and process of employee development</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- Recruitment and selection processes and procedures determining requirements, job analysis, description and specification, recruitment planning, interviewing and selection.</li> <li>- Training and development staff appraisal, assessing competence, learning and skills development.</li> <li>- Work organization teams and team-based work organization, objective setting, defining and allocating authority and responsibility, direction, supervision and delegation, resource allocation, project planning (CONTENT only), establishing work standards, performance measurement.</li> <li>- Motivation basic concepts and models of motivation, individual and group behavior, effective leadership and supervision.</li> <li>- Working with people effective interpersonal relationships, informing and consulting, counseling approaches and techniques, handling disagreement and conflict, grievance and disciplinary procedures.</li> <li>- Evaluate the reliability of personnel measures in multiple contexts (performance measures, personnel selection, psychosocial risk management, etc.)</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>- IOB (International Organizational Behavior)</li> <li>- Organizational Management</li> <li>- Business Strategy</li> <li>- Labour Law</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>- Influence Without Authority, by Cohen, Allan R. and Bradford, David L., 2nd Edition (Wiley 2005).</li> <li>- HBP: "Why Should Anyone Be Led By You?" by Robert Goffee and Gareth Jones, Harvard Business Review, September-October 2000</li> <li>- HBP: "The Manager's Job: Folklore and Fact," by Henry Mintzberg, Harvard Business Review, March-April 1990</li> <li>- HBP: "Managing Oneself," by Peter F. Drucker, Harvard Business Review, January 2005</li> <li>- HBP: "Manage Your Energy, Not Your Time," by Tony Schwartz and Catherine McCarthy, Harvard Business Review, October 2007</li> <li>- Fundamentals of Human Resource Management, by Noe, Hollenbeck, Gerhart and Wright, McGraw Hill Higher Education; 3rd Revised edition (October 1, 2008)</li> <li>- Nunnally, J. C. (1967). Psychometric theory. McGraw-Hill.</li> <li>- Schmidt, F. L., Hunter, J. E., McKenzie, R. C., &amp; Muldrow, T. W. (1979). Impact of valid selection procedures on work-force productivity. Journal of Applied Psychology, 64(6)</li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

1. Selecting employees and placing them in jobs
  - a. Selection Process
  - b. Job Applications and Resumes
  - c. Employment Tests and Work Samples
  - d. Selection Decisions
2. Managing direct reports performance
  - a. The Process of Performance Management
  - b. Purposes of Performance Management
  - c. Criteria for Effective Performance Management
  - d. Methods for Measuring Performance
  - e. Sources of Performance Information
  - f. Errors in Performance Measurement
  - g. Giving Performance Feedback
  - h. Finding Solutions to Performance Problems
  - i. Legal and Ethical Issues in Performance Management
3. Developing direct reports for future success
  - a. Training, Development, and Career Management
  - b. Approaches to Employee Development
  - c. Systems for Career Management
  - d. Development-Related Challenges
4. Separating and retaining
  - a. Employee Separation
  - b. Job Withdrawal
  - c. Job Satisfaction
5. Providing employee benefits
  - a. The Role of Employee Benefits
  - b. Benefits Required by Law
  - c. Optional Benefits Programs
  - d. Selecting Employee Benefits
  - e. Communicating Benefits to Employees

## Specialization : Supply Chain Management (E)

### *Stocks and Flows Management (E) FALL & SPRING*

<b>Target knowledge</b>	<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. 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"> <li>* Understanding the connections between the design of the distribution network (warehousing), stock management and flow management (transport) in an international context.</li> <li>* Identifying the performance criteria linked to each part of the downstream distribution network: (costs vs service)</li> <li>* Putting the international transport and warehousing strategies into perspective in the production and logistics processes of the business</li> <li>* Analysing the interfaces between physical flows and financial flows at an international level</li> </ul>
<b>Target skills</b>	<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"> <li>• Logistics and/or Transport Manager;</li> <li>• Purchasing/Supplies Manager;</li> <li>• Warehouse Manager;</li> <li>• Supply Chain Manager;</li> <li>• Category or Project Purchaser;</li> <li>• Purchaser;</li> <li>• Logistics or Purchasing Consultant;</li> <li>• Logistics Studies Manager.</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>* Forecasting</li> <li>* Incoterms</li> <li>* Documentary credits and international legal aspects</li> <li>* Business strategy</li> <li>* Customs techniques and taxation</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>* Exporter , Foucher 20<sup>ème</sup> Edition</li> <li>* Transport &amp; Logistique, J.PONS, 2005</li> <li>* Management des opérations du commerce international, LEGRAND et MARTINI, DUNOD, 8<sup>ème</sup> Edition</li> <li>* Gestion des procédures douanières DECHAUME et VENTURELLI, * Le Génie des Glaciers Editeur, 8<sup>ème</sup> Edition</li> </ul>

**CONTENU PEDAGOGIQUE / 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) **FALL & SPRING**

<b>Target knowledge</b>	<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"> <li>* Apprehend and identify all aspects of operations management related issues</li> <li>* Build students skills to realistically prioritize operational issues within a complex and global environment</li> <li>* 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</li> <li>* Build students ability to work on operations issues within a collaborative and multicultural team approach</li> </ul>
<b>Target skills</b>	<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"> <li>• Logistics and/or Transport Manager;</li> <li>• Warehouse Manager;</li> <li>• Supply Chain Manager;</li> <li>• Planning Manager;</li> <li>• Quality and Sustainable Development Manager;</li> <li>• Logistics or Purchasing Consultant;</li> <li>• Logistics Studies Manager;</li> <li>• Logistics Organisation Manager.</li> <li>• Industrial Management Supervision Manager;</li> <li>• Planning Manager.</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>* Basic elements of Business strategy</li> <li>* 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.</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>* Nigel SLACK, Stuart CHAMBERS &amp; Robert JOHNSTON, Operations Management, Prentice Hall, 6<sup>th</sup> edition, 2010.</li> </ul>

<b>Operations Management</b>
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p><b>1 - Introduction to the operation and service management</b></p> <ul style="list-style-type: none"> <li>• The students must be capable of:</li> <li>• Describing the interdependency of operations related issues, through analysis and tools application</li> <li>• Understanding the strategic impact of Operations</li> <li>• Knowing how to adapt Operations strategy to the general strategy of the business and to the product characteristics</li> <li>• Identifying the main determining factors in the design of a process (variety and volume)</li> </ul>

- 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) FALL & SPRING**

<b>Target knowledge</b>	<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"> <li>- formulating an analysis of the purchasing function</li> <li>- Offering strategic directions allowing the optimisation of the contribution of purchasing to business performance</li> </ul>
<b>Target skills</b>	<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"> <li>• Purchasing/Supplies Manager;</li> <li>• Category or Project Purchaser</li> <li>• Purchaser;</li> <li>• Logistics or Purchasing Consultant;</li> <li>• Logistics Studies Manager.</li> </ul>
<b>Prerequisites</b>	No Prerequisites
<b>References</b>	<ul style="list-style-type: none"> <li>* Lysons Kenneth et Farrington Brian, Purchasing and Supply Chain Management, Pearson Education, 8th Edition, 2006</li> <li>* Exporter , Foucher 20<sup>ème</sup> Edition</li> <li>* Management des operations du commerce international, LEGRAND et MARTINI, DUNOD, 8<sup>ème</sup> Edition</li> <li>Purchasing Performance through world-Class Companies: Mc Kinsey 2006</li> </ul>

<b>Purchasing Management</b>
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p><b>1 – Introduction to the strategic role of Purchasing</b></p> <p>The students must be capable of:</p> <ul style="list-style-type: none"> <li>• Understanding the challenges involved in a worldwide purchasing activity.</li> <li>• Describing the global purchasing process: the key steps, making the Supply Team Work, Purchasing for Bottom-Line Impact, Improving the Organization through Strategic Procurement.</li> <li>• Differentiating the role of the different players in the purchasing process</li> <li>• Analysing the different maturity levels of purchases</li> <li>• Understanding the importance of a clearly established purchasing policy ( reduction cost policy)</li> </ul> <p><b>2 – The analysis of the purchasing portfolio</b></p> <p>The students must be capable of:</p> <ul style="list-style-type: none"> <li>• Evaluating the current list of the suppliers and optimize a short list for continuous improvement</li> <li>• Using the different analysis methodologies for purchasing portfolios and proposing optimisation opportunities with a TCO (Total Cost Ownership) context</li> </ul>

- 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 : Entrepreneurship (E/F)

### *Managing legal Risks (F)SPRING*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Master the main rules required to create a company and operate it. Understand the transverse nature of the law in order to understand the interactions of law with the different disciplines in management and trade.</li> <li>▪ Develop a skill making it possible to identify "risk areas".</li> <li>▪ Master legal risk management tools in the company.</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Capacité à appréhender les liens entre le droit et les autres discipline managériales et commerciales.</li> <li>▪ Capacité à anticiper et identifier les solutions opportunes et pertinentes</li> <li>▪ Capacité à utiliser le droit comme un outil de gestion et de la performance</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ V. Rebeyrol, E. Schönberg, Managers, maîtrisez vos risques juridiques! Et dépassez vos idées reçues sur le droit..., Pearson education, 2011.</li> <li>▪ C. Champaud, D. Danet, Stratégies judiciaires des entreprises, Dalloz, 2006.</li> <li>▪ F. Verdun, la gestion des risques juridiques, éd. d'organisation, 2006.</li> <li>▪ B. Amann, L. Lethielleux, Le droit outil de gestion, Pearson education, 2005.</li> </ul>

<i><b>Managing legal Risks</b></i>
<p><b>COURSE CONTENT</b></p> <p><b>I. RISK MANAGEMENT STRUCTURAL AND FUNCTIONAL RISKS</b>  The law: a management tool  The optimisation of structural choices  The development risk  Asset protection and cyber crime</p> <p><b>II. THE LEGAL INSTRUMENTS THAT PROTECT THE PRIVATE PERSON, THE COMPANY AND ITS ASSETS</b>  Asset protection and marketing  The responsibilities of the decider  Humanity in the company  Economic and financial crime</p> <p><b>III. LEGAL RISK MANAGEMENT TECHNIQUES</b>  Contractual risk management techniques  Litigation management and the risk to the image  Criminal risk management  - corporate responsibility, the environment</p>

## Entrepreneurship (E) **SPRING**

<b>Target knowledge</b>	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
<b>Target skills</b>	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
<b>Prerequisites</b>	Understanding Financial Statements Understanding principles of Marketing Knowing Corporate Law
<b>References</b>	<b>Text Book:</b>  Entrepreneurship: Successfully Launching New Ventures, 1/E, Bruce Barringer, Duane Ireland Publisher: Prentice Hall, 2006 [2/E, 2008]  Websites:  - <a href="http://www.inc.com">www.inc.com</a>  - <a href="http://www.businessweek.com/smallbiz/">www.businessweek.com/smallbiz/</a>  - <a href="http://www.entrepreneur.com/">www.entrepreneur.com/</a>

<b>Entrepreneurship</b>
<p><b>CONTENU PEDAGOGIQUE / COURSE CONTENT</b></p> <p><b>I. Opportunity</b> Getting Practical – Income statement Feasibility Analysis</p> <p><b>II. Competitive Analysis</b> Getting Practical – Balance Sheet</p> <p><b>III. Writing a Business Plan</b> Getting Practical – Elevator Pitch Effective Business Model Proper Legal Foundation Assessing Financial Strength Getting Practical - Ratios</p> <p><b>IV. Financing or Funding</b> Getting Practical – Cash Flow statement Group Elevator Pitch - presentations Interactive Workshop – Venture Capital Business Plan presentations</p>

## Developing creative and managerial skills (F) **SPRING**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Master the techniques for creativity, opportunity detection and problem resolution</li> <li>▪ 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</li> <li>▪ Know the main schools of thought on leadership</li> <li>▪ Operationally master the basic principles of project and team management</li> <li>▪ Know how to create a management report</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Make the participants aware and capable of situating themselves within leadership types and their materialisation</li> <li>▪ Develop the company spirit, the management dimension, the strategic and operational management of the future entrepreneur</li> <li>▪ Know how to manage a team (recruitment and staff management, decision-making, conflict management, negotiation, etc.)</li> <li>▪ Learn how to face difficulties, know how to solve them, how to decide</li> <li>▪ 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)</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<p><b>Creativity:</b></p> <ul style="list-style-type: none"> <li>▪ Robinson, Stern (2000), L'entreprise créative, éditions d'Organisations</li> <li>▪ De Bono (2004), La boîte à outils de la créativité, éditions d'Organisation</li> <li>▪ Fustier (2001), Exercices de créativité à l'usage du formateur, éditions d'organisations</li> <li>▪ Bellenger (2005), Libérer votre créativité, ESF publisher</li> <li>▪ Csikszentmihalyi (2004), La créativité : psychologie de la découverte et de l'invention, Robert Laffont</li> <li>▪ Deladrière et al. (2007), Organisez vos idées avec le Mind Mapping, Dunod</li> <li>▪ Getz (2002), Créativité organisationnelle, Vuibert</li> <li>▪ Bardin (2006), Management de la créativité en entreprise, Economica</li> <li>▪ Asselin et al (2007), La créativité ne s'invente pas, elle se manage !, Demos</li> <li>▪ Massol (2007), Trouver une idée de création d'entreprise, éditions Eyrolles</li> <li>▪ Isaken et al (2003), Résoudre les problèmes par la créativité, éditions d'Organisation</li> <li>▪ Benoit-Cervantes (2008), La boîte à outils de l'innovation, éditions Dunod</li> </ul>

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

#### **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

## Specialization : Audit and Consulting (F)

### *Audit Methodology 4 (F)***SPRING**

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

### ***Audit Methodology 4 - KPMG***

#### **COURSE CONTENT**

##### **Introduction:**

Audit interventions within companies, and more generally, the controlling bodies and the different stakeholders who are interested in the reliability of financial documents.

##### **1<sup>st</sup> part: risk management and internal control**

Chapter 1: risk management approaches

Chapter 2: internal control systems

##### **2<sup>nd</sup> 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

## Management Control (F) **SPRING**

<b>Target knowledge</b>	The management control course is designed to gain practical and academic knowledge and analytical skills.
<b>Target skills</b>	After this course students will be able to design and to analyze the Management Control Systems in an organization, to suggest changes in the system so as to produce more relevant information and to implement methods to build relevant indicators related to strategies.
<b>Prerequisites</b>	Financial Accounting
<b>References</b>	<p>ATKINSON A., KAPLAN R., MATSUMARA E., YOUNG S. (2012), Management Accounting, Pearson.</p> <p>BOUQUIN H. (2010), Le contrôle de gestion, Paris, Gestion PUF, 9ème édition.</p> <p>BOUQUIN H. (2011), Comptabilité de gestion, Paris, Economica, 6ème édition.</p> <p>BOUQUIN H. (2011), Les fondements du contrôle de gestion (4e édition, nouvelle rédaction, 14e mille), Paris, PUF, « Que sais-je ? » n° 2892</p> <p>SIMONS R. (1995), Levers of control, Harvard Business School Press, Boston Massachusetts.</p>

<b>Management control</b>
<p><b>COURSE CONTENT</b></p> <p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>Concepts</li> <li>Financial conceptual framework for control (General Motors 1920 and Taylor)</li> <li>Recent Issues</li> </ul> <p><b>Chapter 1 - Financial Control</b></p> <ul style="list-style-type: none"> <li>I - Financial objectives and indicators</li> <li>II - Structure of responsibilities</li> <li>III – Budget Process : a financial approach</li> </ul> <p><b>Chapitre 2 - Strategic Management Control</b></p> <ul style="list-style-type: none"> <li>I - Strategies</li> <li>II – Cross-Functional responsibilities</li> <li>III – Budget Process : a strategic and human approach</li> </ul> <p><b>Chapitre 3 : Cost and Value Controls</b></p> <ul style="list-style-type: none"> <li>I - Costing</li> <li>II – Cost Management</li> </ul> <p><b>Conclusions</b></p>

## **Advanced Accounting (F) *SPRING***

<b>Target knowledge</b>	<ul style="list-style-type: none"><li>▪ Know how to use the main accounts</li><li>▪ Know how to interpret the main accounting and tax documents</li><li>▪ - Understand the means of detecting accounting errors</li></ul>
<b>Target skills</b>	<ul style="list-style-type: none"><li>▪ Be capable of reading and interpreting a tax return</li><li>▪ Understand operations related to accounting and financial documents</li></ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"><li>▪ General accounting, company law and tax education</li></ul>
<b>References</b>	<ul style="list-style-type: none"><li>▪ DCG 10 Comptabilité approfondie Burlaud et Friedrich Sup'Foucher 2011</li><li>▪ DCG 10 Comptabilité approfondie Mairesse et Obert 3<sup>ième</sup> édition Dunod Expert sup 2011</li></ul>

### ***Advanced Accounting***

#### **COURSE CONTENT**

Accounting technical organisation (ledger, general ledger, balance, summary documents)  
The VAT return  
The evolution of stocks  
Commercial bills  
Accounting and tax depreciation  
The transfer of fixed assets  
Depreciation  
Cost and income adjustments  
Currency receivables and payables

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Know the main differences between the French standards and the IFRS standards</li> <li>▪ Master consolidation techniques</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Master the accounting process for mergers and acquisitions (using French and IFRS standards)</li> <li>▪ Know how to check grouping operations</li> <li>▪ Understand the socio-political stakes underlying the application of the IAS/FRS standards</li> </ul>
<b>Prerequisites</b>	Advanced accounting.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ BARNETO P., (2006), Normes IAS/IFRS – Application aux états financiers, 2<sup>nd</sup> edition, Dunod</li> <li>▪ OBERT R., (2009), Pratique des normes IAS/IFRS, 3<sup>rd</sup> edition, Dunod</li> </ul>

<b>IFRS Standards</b>
<p><b>COURSE CONTENT</b></p> <p>Introduction</p> <p>Chapter 1 Which companies should "consolidate" and how?</p> <ol style="list-style-type: none"> <li>1. Which companies should deposit their accounting using IFRS standards?</li> <li>2. When must a mother company deposit consolidated accounts?</li> <li>3. The different consolidation techniques <ol style="list-style-type: none"> <li>3.1. Global integration</li> <li>3.2. Proportional integration</li> <li>3.3. Equity method</li> </ol> </li> </ol> <p>Chapter 2 How to present IFRS financial documents</p> <ol style="list-style-type: none"> <li>1. The balance sheet</li> <li>2. The profit and loss statement</li> <li>3. Cashflow statements</li> <li>4. Equity variation statements</li> <li>5. Appendix notes</li> </ol> <p>Chapter 3 When and how can an element be placed as an asset on the balance sheet?</p> <ol style="list-style-type: none"> <li>1. The definition of an asset</li> <li>2. General principles on the entry cost of an asset <ol style="list-style-type: none"> <li>2.1. Processing loan costs</li> <li>2.2. Processing deferred payments</li> </ol> </li> </ol> <p>Chapter 4 Tangible fixed assets</p> <ol style="list-style-type: none"> <li>1. Initial evaluation</li> </ol>

- 1.1. The cost of acquisition
  - 1.2. The production cost
- 2. Amortizing tangible assets
  - 2.1. Definitions
  - 2.2. Amortization modes
- 3. The component approach
  - 3.1. Definitions
  - 3.2. The approach
- 4. Posterior evaluation
- 5. Depreciation
  - 5.1. Definitions
  - 5.2. In which cases should a depreciation test be carried out?
  - 5.3. When should a depreciation be notified?
  - 5.4. How to calculate the use value
  - 5.5. Entering loss in value into the accounts
- 6. Cash generating units

#### Chapter 5 Lease contracts

- 1. Definitions
- 2. "Financing lease" criteria
- 3. Financing lease contract accounting

#### General conclusion

## 5<sup>th</sup> Year courses

5th year courses	ECTS	Hours	Course ID
<b>Core Courses</b>			
International Market Entry and Development Strategies	4.5	39	1085
Developing Business and Sales Internationally	4.5	39	1086
Management of the export operation (E)	4.5	39 <i>e-learning</i>	1670
Managing International development (E)	4.5	39 <i>e-learning</i>	1671
<b>Specialization : Supply Chain Management (E/F)</b>			
International Purchasing Strategies and Practices (E)	4.5	39	1093
Forecasting and Information Systems (F)	4.5	39	1094
Quality Management Improvements Approach (E)	4.5	39	1092
Supply Chain Management (E)	4.5	39	1091
<b>Specialization : International Marketing (E or F)</b>			
Product Management (E or F)	4.5	39	1322/1090
Advanced Communication Strategies (E or F)	4.5	39	1319/1087
Sectorial Marketing (E or F)	4.5	39	1320/1088
Advanced Market research and marketing plan (E or F)	4.5	39	1321/1089
<b>Specialization : Internationales Finance (F)</b>			
Cash Management (F)	4.5	39	1097
Business Valuation (F)	4.5	39	1095
Mergers and Acquisitions (F)	4.5	39	1096
Banking and Finance Law (F)	4.5	39	1098
Visual Basic sur Excel (F)	/	39	1480
<b>Specialization : Audit and Consulting (F)</b>			
Audit Methodology 5 (F)	4.5	39	1452
Advanced Management Control (F)	4.5	39	1453
Business Valuation (F)	4.5	39	1446
<b>Specialization : International People Management (E)</b>			
Developing Potential (E)	4.5	39	1448
Managing Diversity (E)	4.5	39	1449
Navigating Change (E)	4.5	39	1450
Managing Information systems (E)	4.5	39	1451
<b>Specialization : Entrepreneurship (F)</b>			
Financial Management and Dashboards (F)	4.5	39	1315
Taking over a Business: Change and Innovation Management (F)	4.5	39	1317
Entrepreneurial marketing (E)	4.5	39	1457
New Business Creation (F)	4.5	39	1318

**Courses taught in:**  
**E= English**  
**F= French**

## Core Courses

### *Developing Business and Sales Internationally* **FALL**

<b>Connaissances visées</b> <i>Aimed knowledge</i>	<ul style="list-style-type: none"> <li>* Export driving tools</li> <li>* Large account methodology</li> <li>* Customer portfolio methodology</li> <li>* Partner joint planning</li> <li>* Opportunity plan</li> </ul>
<b>Compétences visées</b> <i>Aimed skills</i>	* Enable future international sales managers to anticipate, manage, reorient and control the international sales development based upon proven "Business Development" methodologies
<b>Pré-requis</b> <i>Required knowledge</i>	<ul style="list-style-type: none"> <li>* The difference between direct and indirect sales</li> <li>* The profile of a export large account (or a "global account")</li> <li>* Basic knowledge of trade planning (the elements of a sales plan, of a marketing plan, of a business plan)</li> <li>* Customer or partner segmentation</li> <li>* Competitive strategies</li> </ul>
<b>Bibliographie</b> <i>Bibliography</i>	<ul style="list-style-type: none"> <li>* Le Vade Mecum de la vente opérationnelle aux grands comptes, E. PLATNIC-COHEN – Ed. EMS Management &amp; Société</li> <li>* Business Plan – Concevoir un business plan efficace, R. STUTELY – Ed. Les Echos Editions</li> <li>* The Channel Advantage, L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann</li> <li>* The Art of War for Executives, D. G. KRAUSE – Ed. Perigee Bouks – Berkley Publishing group</li> </ul> <p><b><u>Complementary books:</u></b></p> <ul style="list-style-type: none"> <li>* CRM Customer Relationship Management, La gestion de la relation client, S. BROWN – Pricewaterhouse Coopers – Ed. Village Mondial Pearson Education France</li> <li>* Concevoir un tableau de bord facile – Outil de contrôle, de pilotage et d'aide à la décision – C. SELMER – Ed. Dunod</li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

Introduction to the course: How to optimise the international sales development?

**1. Methodology and export driving toolbox**

Introduction to the export activity driving concept

Export driving methodology

Strategy

Export trade action: the results

Export trade action: the operations

Export control: performance control and audit

**2. The international development of large accounts**

The large account: the minimum to master

Profile

Implications

The other actors around a large account

Competition within the account

Partners

The company large account team

Account management

Planning

The large account plan: working out, updating, validating

**3. The international development of (territory) customer portfolios**

The customer portfolio: the minimum to master

Profile

Quantitative analysis

Implications

Customer portfolio management or Territory planning

Planning (A B C D segmentation)

Portfolio/territory plan: working out, updating, validating

**4. The sales development of an international strategic partnership**

The partner: the minimum to master

Profile

Business model

Implications

Partnership planning or joint planning

Planning

The partnership plan: working out, updating, validating

**5. How to win a significant international opportunity**

The opportunity: the minimum to master

Qualifying the opportunity

Opportunity plan

Critical issues: the strategic decisions

The opportunity plan: working out, updating, validating

Conclusion

**International Market Entry and Development Strategies FALL**

<b>Connaissances visées</b> <i>Aimed knowledge</i>	<ul style="list-style-type: none"> <li>* Channel management</li> <li>* Potential export partnerships</li> <li>* Business plan/budget</li> <li>* Network management techniques</li> <li>* Export control tools</li> </ul>
<b>Compétences visées</b> <i>Aimed skills</i>	* Enable future international managers to select the right sales channels and manage the FDIs and partnerships abroad in view of optimal international growth
<b>Pré-requis</b> <i>Required knowledge</i>	<ul style="list-style-type: none"> <li>* Marketing fundamentals (particularly mix distribution)</li> <li>* Basic export techniques</li> <li>* International growth strategy fundamentals</li> <li>* Presentation techniques: strategy and action plan</li> </ul>
<b>Bibliographie</b> <i>Bibliography</i>	<ul style="list-style-type: none"> <li>* Exporter, Ubifrance – Ed. Les Editions Foucher</li> <li>* Manager dans la diversité culturelle, B. THERY – Ed. Les Editions d'Organisation</li> <li>* Animer et dynamiser ses équipes commerciales, P. RAMOND – Ed. Maxima – Laurent du Mesnil Editeur</li> <li>* The Channel Advantage, L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann</li> </ul> <p><u>Complementary books:</u></p> <ul style="list-style-type: none"> <li>* La prospection, JM. SARHAN, B. BARRAINE, G. TERLIER, JM. GUEIT – Ed. Les Editions Foucher</li> <li>* Développement et animation d'une force de vente à l'étranger – Chambre de Commerce et d'industrie du Mans et de la Sarthe – Publication manager: F. LANDIE</li> </ul>

**CONTENU PEDAGOGIQUE / COURSE CONTENT**

Introduction to the course: How to manage international FDIs and partnerships?

**1. Choosing the best solution as for FDIs**

The strategic questions and the selection criteria

The strategic questions

Selection criteria

Industrial set-up

Industrial subsidiary

Implementation

New development forms

Sales set-up

The sales subsidiary

Other forms of totally controlled sales FDIs

Joint sales FDIs

**2. Choosing the best solution for sales without a local presence ("direct sales and partnership")**

The strategic questions and the selection criteria

The strategic questions

Selection criteria

Alternatives

Total control?

Association

Intermediaries: a wider choice!

**3. "Recruit" and manage?**

How to recruit a business partner abroad

How to manage a business partnership abroad

Conclusion

## Managing export operations (E) **FALL**

<b>Connaissances visées</b> <i>Aimed knowledge</i>	<ul style="list-style-type: none"> <li>* Framework for negotiation to international trade (sales, partnerships, service contracts, plans...)</li> <li>* Institutional, legal and cultural Knowledge</li> <li>* Information process and funding search</li> <li>* Risk Management</li> <li>* Addressing a call for proposal</li> <li>* Project Management</li> </ul>
<b>Compétences visées</b> <i>Aimed skills</i>	<ul style="list-style-type: none"> <li>* Ability to negotiate and dealing with risks and opportunities</li> <li>* International project management for potential international sales managers</li> <li>* Addressing a call for proposal and controlling the operations process</li> </ul>
<b>Pré-requis</b> <i>Required knowledge</i>	<ul style="list-style-type: none"> <li>* Defining an international selling price</li> <li>* Incoterms</li> <li>* Payment tools, warranties</li> <li>* Control of international business operations (Sales direct control,...)</li> <li>* BtoC and BtoB operational concepts in sale and marketing</li> <li>* Export techniques</li> <li>* Intercultural negotiation</li> <li>* Decision-making process for sales operations</li> </ul>
<b>Bibliographie</b> <i>Bibliography</i>	<ul style="list-style-type: none"> <li>* Gérer les appels d'offres internationaux, I. PARIENTE – Ed. Dunod</li> <li>* Profession ingénieur d'affaires, J-J. PLUCHART – Ed. Les Editions d'Organisation</li> <li>* Le manuel de l'ingénieur d'affaires, H. FRAISSE – Ed. Dunod</li> <li>* Pratiquer la conduite de projet, H-P Maders, E. CLET, – Ed. Les Editions d'Organisation</li> <li>* L'anglais des contrats internationaux, E. BOYE, LITEC</li> <li>* Modèles de contrats en anglais, O. D'AUZON, EDITIONS D'ORGANISATION</li> <li>* Le contrat international, J-M Jacquet, DALLOZ</li> <li>* Négocier et rédiger un contrat international, D. BLANCO, DUNOD</li> <li>* Contrats d'affaires internationaux, A. BESSONNET - P-E LAMY, VILLAGE MONDIAL</li> <li>* International Commercial transactions, prof. Jan RAMBERG – Ed. ICC Publishing SA (N°624)</li> <li>* Les moyens de paiement des importations dans 132 pays, MEMO-GUIDE MOCI, MEMO-GUIDE MOCI</li> <li>* Règles et usances uniformes de la CCI relatives aux crédits documentaires, CCI n°600, ICC PUBLISHING SA</li> <li>* La pratique des garanties bancaires dans les contrats internationaux, J. KLEIN-CORNEDE, REVUE BANQUE EDITION</li> </ul> <p>Webography  <a href="http://www.icclaw.com">www.icclaw.com</a> - <a href="http://www.lexmercatoria.com">www.lexmercatoria.com</a> -  <a href="http://www.geoscopie.com">www.geoscopie.com</a> - <a href="http://www.isdc.unil.ch">www.isdc.unil.ch</a> -  <a href="http://www.globelaw.com">www.globelaw.com</a></p>

## Managing International development (E) **FALL**

<b>Connaissances visées</b> <b>Aimed knowledge</b>	<ul style="list-style-type: none"> <li>* Planification tools, budget, management</li> <li>* Methods of key accounts and customer portfolio management</li> <li>* Management of collaborations</li> <li>* Management of distribution networks</li> </ul>
<b>Compétences visées</b> <b>Aimed skills</b>	<ul style="list-style-type: none"> <li>* Enable future managers to manage <ul style="list-style-type: none"> <li>- development of international trade</li> <li>- selected sales channels</li> <li>- international partnership and foreign investment</li> </ul> </li> </ul> <p>In order to obtain an optimal international growth</p>
<b>Pré-requis</b> <b>Required knowledge</b>	<ul style="list-style-type: none"> <li>* Differences between direct and indirect sales</li> <li>* Profile of a key account for export (or a “global account”)</li> <li>* Basics of marketing (in particular “mix distribution”)</li> <li>* Basics of export technics</li> <li>* Basics of strategy (strategy, business plan...)</li> </ul>
<b>Bibliographie</b> <b>Bibliography</b>	<ul style="list-style-type: none"> <li>* Le Vade Mecum de la vente opérationnelle aux grands comptes, E. PLATNIC-COHEN – Ed. EMS Management &amp; Société</li> <li>* Business Plan – Concevoir un business plan efficace, R. STUTELY – Ed. Les Echos Editions</li> <li>* The Channel Advantage, L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann</li> <li>* The Art of War for Executives, D. G. KRAUSE – Ed. Perigee Bouks – Berkley Publishing group</li> </ul> <p><b><u>Additional references:</u></b></p> <ul style="list-style-type: none"> <li>* CRM Customer Relationship Management, La gestion de la relation client, S. BROWN – Pricewaterhouse Coopers – Ed. Village Mondial Pearson Education France</li> <li>* Concevoir un tableau de bord facile – Outil de contrôle, de pilotage et d’aide à la décision – C. SELMER – Ed. Dunod</li> <li>* Exporter, Ubifrance – Ed. Les Editions Foucher</li> <li>* Manager dans la diversité culturelle, B. THERY – Ed. Les Editions d’Organisation</li> <li>* Animer et dynamiser ses équipes commerciales, P. RAMOND – Ed. Maxima – Laurent du Mesnil Editeur</li> <li>* The Channel Advantage, L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann</li> <li>* La prospection, JM. SARHAN, B. BARRAINE, G. TERLIER, JM. GUEIT – Ed. Les Editions Foucher</li> <li>* Développement et animation d’une force de vente à l’étranger – Chambre de Commerce et d’industrie du Mans et de la Sarthe – Publication manager: F. LANDIE</li> </ul>

## Specialization : International Marketing (E or F)

### *Product Management (E or F) FALL*

<b>Target knowledge</b>	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
<b>Target skills</b>	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
<b>Prerequisites</b>	Strategic brand management Fundamentals of Distribution International Negotiation
<b>References</b>	Marketing Management: Global edition (14 <sup>th</sup> ed), Kotler, Keller, Pearson (2012)

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

## Advanced Communication Strategies (E or F) **FALL**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>• Master the main stages of the communication strategy</li> <li>• Be in a position to create a communication campaign briefing</li> <li>• Understand the organisation of the communication market</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>* The process of a communication strategy</li> <li>* The motivations for advertising-based persuasion</li> <li>* The new means of communication</li> <li>* The quantitative tools for assessing a campaign plan</li> <li>* Measuring communication effectiveness</li> </ul>
<b>Prerequisites</b>	* Master the process and the stages of an advertising communication strategy and know how to handle communication techniques
<b>References</b>	Integrated Marketing Communications- David Pickton, Amanda Broderick, FT Prentice Hall.2005

<b>Advanced Communication Strategies</b>	
<p><b>COURSE CONTENT</b></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>	

## Sectorial Marketing (E or F) **FALL**

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>- Deep knowledge of industrial and service sectors (luxury, entertainment, culture, third sector, sport) with specific marketing practices</li> <li>- Knowledge of marketing concepts and practices of these sectors</li> <li>- Integration of corporate social responsibility and sustainability in the marketing practices of various sectors</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- Ability to use traditional marketing tools in various sectors (industry, services, nonprofits)</li> <li>- Ability to deal with/integrate organizations with specific marketing cultures (luxury, entertainment, culture, sport and third sectors)</li> <li>- Ability to integrate sustainable development and corporate responsibility into marketing strategies</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>- Basic marketing knowledge (marketing research, strategic and operational marketing)</li> <li>- Branding and promotion concepts</li> </ul>
<b>References</b>	/

<b>Sectorial Marketing</b>
<p><b>COURSE CONTENT</b></p> <p>Part 1 Luxury Marketing</p> <ul style="list-style-type: none"> <li>- History and codes of luxury</li> <li>- Luxury market</li> <li>- Luxury marketing and communication strategies</li> <li>- Dior case study</li> <li>- Louis Vuitton case study</li> </ul> <p>Part 2 Culture and Entertainment Marketing</p> <ul style="list-style-type: none"> <li>- Entertainment market</li> <li>- Entertainment communication</li> <li>- Music marketing</li> <li>- Museums and marketing</li> </ul> <p>Part 3 Sustainable Marketing</p> <ul style="list-style-type: none"> <li>- Social and solidarity market</li> <li>- Social marketing for companies</li> <li>- Nonprofits' marketing</li> <li>- Sustainable communication</li> <li>- Greenwashing issues</li> </ul>

## Advanced Market research and marketing plan (E or F) FALL

<b>Target knowledge</b>	<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"> <li>• the knowledge of a market or a product</li> <li>• the anticipation of the obstacles and the identification of opportunities.</li> </ul> <p>* In-depth knowledge of the research market including panels</p>
<b>Target skills</b>	<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>
<b>Prerequisites</b>	<p>*Mastery of traditional research</p> <p>*Understanding of the marketing information system</p>
<b>References</b>	<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, Trinquecoste, Barbat, Passebois</p>

<b>Advanced Market research and marketing plan</b>
<p><b>COURSE CONTENT</b></p> <p>Advanced research</p> <ul style="list-style-type: none"> <li>The research market</li> <li>Different types of market research</li> <li>Research and innovation</li> </ul> <p>Applied research : the panels</p> <ul style="list-style-type: none"> <li>Definitions</li> <li>Distributor panels – theory and exercises</li> </ul>

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

## Specialization : Internationales Finances(F)

### *Cash Management (F) FALL*

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

**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;  $WC - WCN = \text{cashflow}$
  - 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

**Business Valuation (F) FALL**

<b>Target knowledge</b>	<p>To be capable of valuing a company under different hypotheses: sales, inheritance, floatation ... Understand the adjustments required to the supplied accounting and financial statements before any valuation. Know the main valuation methods and their differences in order to be able to give a price range.</p> <p>Knowledge to be acquired:</p> <ul style="list-style-type: none"> <li>- The use of capitalisation and present value</li> <li>- Know how to reason in an uncertain future environment</li> <li>- Include tax issues in valuation procedures</li> <li>- Know the main theoretical valuation models</li> <li>- Understand graphic valuation techniques</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- Relate accounting and financial skills</li> <li>- Use all the accounting and financial documents of a company</li> <li>- Assess a company's dividend policy</li> <li>- Be able to participate in company transfer studies or discussions</li> <li>- Provide the basis of company notation</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Company Finance</li> <li>- Market finance</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>- T. COPELAND, T. KOLLER and J. MURRIN Valuation, Measuring and Managing the Value of Companies, Wiley, 2000</li> <li>- P. DE LA CHAPELLE L'évaluation des entreprises, Economica 2004</li> <li>- M.K. LANGFORD L'analyse technique, SEFI 1988</li> <li>- D. PENE Evaluation et prise de contrôle de l'entreprise, Economica 1990</li> <li>- E. TCHEMENI L'évaluation des entreprises, Economica 2003</li> </ul> <p>Complementary works:</p> <ul style="list-style-type: none"> <li>- J. BRILMAN, C. MAIRE Manuel d'évaluation des entreprises, Editions d'Organisation 1992</li> <li>- G. HIRIGOYEN, J.G. DEGOS Evaluation des sociétés et de leurs titres, Vuibert 1989</li> <li>- H. MAUGUIERE L'évaluation des entreprises non cotées et des risques, Dunod 1990</li> <li>- J.C. TOURNIER L'évaluation d'entreprise – Que vaut une entreprise ? Editions d'Organisation 2002</li> <li>- P. VIZZAVONA Evaluation des entreprises, Atol Editions, 1995</li> </ul>

**COURSE CONTENT**

**PART 1: Accounting valuation methods**

**Chapter 1: Valuation by stock**

- 1.1 The preliminaries to valuation
  - 1.1.1 The company diagnosis
  - 1.1.2 The choice of the present value rate
- 1.2 The stocks retained
  - 1.2.1 The accounting values
  - 1.2.2 The functional values

**Chapter 2: Valuation by flow**

- 2.1 The principles
  - 2.1.1 Capitalisation and present value methods
  - 2.2.2 Empirical methods
- 2.2 Goodwill assessment
  - 2.2.1 The principles
  - 2.2.2 The methods

**PART 2: Non-accounting valuation methods**

**Chapter 1: Valuation by market value**

- 1.1 Context and conditions
  - 1.1.1 What is an efficient market?
  - 1.1.2 Adjustments to market price
- 1.2 Technical analysis
  - 1.2.1 Basic concepts and "traditional" technical analysis
  - 1.2.2 Quantitative technical analysis

**Chapter 2: Actuarial valuation methods**

- 2.1 The discounted dividend model
  - 2.1.1 Price, profitability and investment horizon
  - 2.1.2 The discounted dividend model
  - 2.1.3 The supernormal discounted dividend model
- 2.2 The DCF model (discounted cash flows)
  - 2.2.1 The market value of the economic assets
  - 2.2.2 Implementation of the model

**Chapter 3: Valuation using the comparables method**

- 3.1 Multiples
  - 3.1.1 The principle
  - 3.1.2 The PER

3.1.3 The multiples of the economic assets

3.1.4 The other multiples

3.2 The limits of multiples

3.2.1 Limits

3.2.2 Comparison with the actuarial methods

## **Mergers and Acquisitions (F) FALL**

<b>Target knowledge</b>	<p>At the end of the course the student will be able to identify company purchase opportunities and the valuation criteria of a target company. The student must be able to understand the strategic reasons that lead to setting up these operations. The student will be able to measure the consequences of these operations and their articulation. The student must master the different supports and channels of merger and acquisition operations, the financing modes and capital operations.</p> <p>The student must be able to fix the equity value of the target company and establish the exchange rate between the acquiring company and the acquired company. The student must be able to measure the consequences on the market price of the shares, their stock market value and the changes to the associated rights.</p>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Know how to value a company with a view to its acquisition</li> <li>▪ Be able to join a merger and acquisition team</li> <li>▪ Be able to imagine the different possible capital operations depending on the strategy announced by the initiating company</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>▪ Mastery and understanding of the summary documents both French and Anglo-Saxon</li> <li>▪ A sufficient knowledge of flow statements</li> <li>▪ A minimum knowledge of company tax principles</li> <li>▪ The basic tools of financial calculus must be mastered in order to be able to set up traditional and hybrid financing operations</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Fusions Acquisitions F Ceddaha Economica 2010</li> <li>▪ Fusions Acquisitions O Meier &amp; G Schier Dunod 2009</li> <li>▪ Fusion Consolidation R Obert Dunod 2011</li> <li>▪ Finance d'entreprise J Berk &amp; P De Marzo Pearson 2011 chap 28</li> <li>▪ DSCG II Finance Manuel et Applications P Barneto &amp; G Gregoriou Dunod 2011</li> <li>▪ Webography</li> </ul> <hr/> <ul style="list-style-type: none"> <li>▪ John Hull's site</li> <li>▪ <a href="http://www.rotman.utoronto.ca/~hull/software/">http://www.rotman.utoronto.ca/~hull/software/</a></li> </ul>

### ***Mergers and Acquisitions***

#### **COURSE CONTENT**

##### **PART 1 - RULES AND PRINCIPLES OF MERGER ACQUISITION OPERATIONS**

1. A few historical landmarks

2. The market reaction

The motivations behind the acquisition of a company

3. How to acquire a public company?

4. How to defend a company from a hostile tender offer

5. Who benefits from the value created by a merger?

6. LBO operations

## PART 2 -VALUATION AND THE CONSTRUCTION OF MERGER ACQUISITION OPERATIONS

1. determine a discount rate, the weighted average cost of capital
2. case studies: valuation of a target, synergy valuation Schier Acqueror
3. real options theory
- 4 . the owner buy out principle
5. case studies: Leverage Buy Out groupe Panolat
6. case studies: The acquisition of Guyenne Gascogne
7. case studies: the merging of Meetic.com with Match.com 2011

## **Banking and Finance Law (F) FALL**

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

<b><i>Banking and Finance Law</i></b>
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**COURSE CONTENT**

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

## Visual Basic sur Excel (F) FALL

<b>Target knowledge</b>	<b>Experiencing the development environment of Microsoft Visual basic (VBA)</b>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Explain the features of the different software layers inside the computer.</li> <li>▪ Explain the role and characteristics of computer languages.</li> <li>▪ Use the Excel macro-recorder.</li> <li>▪ Add comments inside an Excel macro.</li> <li>▪ Run an Excel macro.</li> <li>▪ Master the different steps to run a macro.</li> <li>▪ Associate a macro with a button control.</li> <li>▪ Explain the object-oriented programming concept using an everyday life object.</li> <li>▪ Make the distinction between properties and objects' methods.</li> <li>▪ Make the distinction between settings and method arguments</li> <li>▪ Identify objects, their properties and their methods in an Excel-based macro.</li> <li>▪ Identify basic methods and methods using settings by pointing out the method arguments.</li> <li>▪ Modify an Excel-based macro.</li> <li>▪ Create complex macros through the aggregation of basic macros.</li> <li>▪ Explain the concept of variables in computer science.</li> <li>▪ Explain the importance of having different types of variables.</li> <li>▪ Check the content of the variables displayed on the Excel window for local variables.</li> <li>▪ Draft processes to write the content of variables into spreadsheet' cells.</li> <li>▪ Clearly draft the "text" values to be written in the variables.</li> <li>▪ Clearly draft the "date" values to be written in the variables.</li> <li>▪ Check and modify the objects' properties both manually and using a process</li> <li>▪ Create interactions between processes and the user and vice-versa</li> </ul>
<b>Prerequisites</b>	Good overall Excel knowledge.
<b>References</b>	VB & VBA in a Nutshell: The Language, par Paul Lomax:

<b>Visual Basic on Excel</b>	
•	<b>COURSE CONTENT</b>  Computer works using the Windows operating system and Microsoft Office suite.
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## Specialization : International People Management (E)

### *Developing Potential (E) FALL*

<b>Target knowledge</b>	<p>To value leadership skills and career evolution in small and large companies.</p> <ul style="list-style-type: none"> <li>- Employee motivation</li> <li>- Recruitment methods</li> <li>- Leadership</li> <li>- Creativity</li> <li>- Psychosocial health</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- To implement effective leadership by empowering employees</li> <li>- To recruit high potential individuals</li> <li>- To unlock potential by promoting organizational well-being</li> <li>- To implement innovation in management practices</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>- CSR</li> <li>- Managing Across Borders</li> <li>- Managing People</li> <li>- Principles of People Management</li> </ul>
<b>References</b>	<p>Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. <i>Organizational Dynamics</i>, 18(3), 19–31.</p> <p>Bass, B. M., &amp; Riggio, R. E. (2006). <i>Transformation Leadership</i>. Psychology Press.</p> <p>Pfeffer, J., &amp; Sutton, R. I. (2006b). <i>Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management</i>. Harvard Business Press.</p>

**COURSE CONTENT**

- 1. Leadership Development**
  - a) Leadership as an Asset
  - b) Recognizing Leadership
  - c) Developing Leadership Qualities
  - d) Measuring Leadership
- 2. Career Transitions**
  - a) Job Design
  - b) Individual Performance Assessment
  - c) In-House Training & Career Development
  - d) Staff Turnover & Career Development
- 3. Talent Management Strategy**
  - a) Recognizing Talent
  - a) Assessment Centers
  - b) High Potential Development
  - c) High Potential Assessment
- 4. Tools for Implementing Management Effectiveness**
  - a) Time Management
  - b) Stress Management
  - c) Learning to Learn
  - d) Interpersonal Communication Skills
  - e) Self-Assessment
- 5. The Learning Organization**
  - a) Models of the Learning Organization
- 6. Knowledge Management**
  - a) Knowledge & Competitive Advantage
  - b) Knowledge & Information Systems
  - c) Measuring Knowledge Acquisition
- 7. Incentive Management & Motivation**
  - a) Developing Commitment, Trust & Engagement
  - b) Measuring Corporate Loyalty
  - c) Compensation Policy
- 8. Human Capital**
  - a) Developing Human Capital
  - b) On-the-job Training
  - c) Human Capital and Financial Performance (the link)
- 9. Developing Innovation**
  - a) Models of Innovation
  - b) Creativity & Imagination

## Managing Diversity (E) **FALL**

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

**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) **FALL**

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

**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) **FALL**

<b>Target knowledge</b>	<p>To provide a general overview of information systems with a strong emphasizes on current technological topics.</p> <p>In every instance, we will analyse the purpose of the technology, how it operates and question the technological determinism: how this technology affects us, the organization, and society.</p> <p>The assignments will be a mix of individual and teamwork. 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.</p>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- to understand information systems content and evolution</li> <li>- to quickly assimilate systems functions</li> <li>- presentation leading</li> <li>- to manage projects of transformation through technology</li> <li>- synthesis skills</li> </ul>
<b>Prerequisites</b>	<p>Students must be comfortable with basic IT knowledge, using PowerPoint, reading extensive web content, and leading structured presentations.</p>
<b>References</b>	<ul style="list-style-type: none"> <li>- IT Project Management: On Track from Start to Finish, 2010: Philips, Joseph. ISBN:9780071700436</li> <li>- Information Security Management Handbook, 2007: Tipton, Harold F. &amp; Krause, Micki. ISBN:9780849374951</li> <li>- The Future of Identity in the Information Society: Rannenber, Kai; Royer, Denis &amp; Deuker, André. ISBN : 9783540884804</li> <li>- The Usability Engineering Lifecycle: A Practitioner's Handbook for User Interface Design, 1999</li> <li>- Information Security and Ethics: Concepts, Methodologies, Tools, and Applications, 2008: Nemati, Hamid. ISBN:9781599049373</li> <li>- Gaming and Cognition: Theories and Practice from the Learning Sciences, 2010: Van Eck, Richard. ISBN:9781615207176</li> <li>- Writing for Multimedia and the Web, 2006: Garrand Timothy. ISBN: 9780240808222</li> <li>- Socialnomics: How Social Media Transforms the Way We Live and Do Business, 2010: Qualman, Erik. ISBN : 9780470638842</li> <li>- Digital Activism Decoded: The New Mechanics of Change, 2010: Joyce, Mary. ISBN : 9781932716603</li> </ul>

**COURSE CONTENT**

- 1. Introduction to Information System**
  - a. The information age
  - b. Science and management
- 2. Human identity influenced by mass communications : the future of storytelling**
  - a. The collapse of distance
  - b. Instant information
  - c. Privacy
  - d. Information retrieval
- 3. Mobile landscape**
  - a. New devices, new OS, marketplaces
  - b. How to design an app
- 4. Social data revolution**
  - a. Sharing personal data
  - b. Quantitative and qualitative data
  - c. Consumer data revolution
- 5. Effective project management**
  - a. Essentials of project management
  - b. Case study
- 6. Working with open data**
  - a. Theoretical of open data
  - b. Implementation in modern world
- 7. Cyberlaw**
  - a. New legal issues in cyberspace
  - b. The politics of piracy
- 8. 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
- 9. Digital activism**
  - a. Civic engagement and political activism in the information age
  - b. Internet mobilization
  - c. Case studies
- 10. Technology and poverty**
  - a. Technology answer to alleviate poverty
  - b. Case studies
- 11. Big data**
  - a. The explosion of unstructured data
  - b. Data manipulation, storage and analyses
- 12. Start-up strategies**
  - a. Intersection between business and information
  - b. Develop new ventures centred on emerging IT
  - c. Case studies

## Specialization : Supply Chain Management (E/F)

### *International Purchasing Strategies and Practices (E) FALL*

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

	<ul style="list-style-type: none"> <li>▪ Negotiation</li> </ul>
<b>References</b>	<p><b>Purchasing Management</b></p> <ul style="list-style-type: none"> <li>▪ Peter Kraljic « Purchasing must become supply management»</li> <li>▪ Michael Porter “Competitive advantage”</li> <li>▪ Roger Perrotin “Le Marketing Achats”</li> <li>▪ S. Canonne &amp; Ph. Petit « La boîte à outils de l’acheteur »</li> <li>▪ R. Fisher &amp; W. Ury « Getting to yes »</li> </ul> <p><b>Sustainable Procurement</b></p> <ul style="list-style-type: none"> <li>▪ Neef Dale, The supply chain imperative, how to ensure ethical behaviour in your global suppliers, AMACON 2004.</li> <li>▪ 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</li> <li>▪ Lysons Kenneth and Farrington Brian, Purchasing and Supply Chain Management,</li> <li>▪ 7<sup>th</sup> edition 2006</li> </ul> <p><b>Diagnosis of the Purchasing Function</b> Category Management in Purchasing – Jonathan O’Brien (Kogan Page Ltd – 2009</p>

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

## 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

## Forecasting and Information Systems (F) **FALL**

<b>Target knowledge</b>	<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"> <li>▪ Describe the importance and the role of forecasts and know the main methods of making forecasts in different contexts</li> <li>▪ Make the connection between forecasts and the driving of physical flows</li> <li>▪ Understand the systemic dimension of the just-in-time approach</li> <li>▪ Know the functions of the main Supply Chain tools</li> <li>▪ Integrate different improvement parameters into a Supply Chain</li> </ul>
<b>Target skills</b>	<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"> <li>▪ Supply Chain Manager;</li> <li>▪ Planning manager;</li> <li>▪ Logistics, procurement, operational management consultant;</li> <li>▪ Logistics study manager;</li> <li>▪ Logistics organisation manager</li> <li>▪ Industrial management control manager</li> <li>▪ Planning manager;</li> </ul>
<b>Prerequisites</b>	<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>
<b>References</b>	<p>Nigel SLACK, Stuart CHAMBERS &amp; Robert JOHNSTON, Operations Management, Prentice Hall, 5th edition, 2009 including an e-learning platform MyOMLab</p>

<b>Forecasting and Information Systems</b>	
<p><b>COURSE CONTENT</b></p> <p>1 - The role of forecasts and the main demand analysis methods The students must be capable of:</p> <ul style="list-style-type: none"> <li>• Knowing the main methods of making forecasts</li> <li>• Identifying the method most adapted to a given context</li> </ul> <p>2 - The role of the different functions of an industrial tool</p> <ul style="list-style-type: none"> <li>• The students must be capable of identifying the missions and activities of different functions and their interactions</li> </ul> <p>3 - Sales forecasts from delivery, to procurement and production: driving physical flows and data flows</p> <ul style="list-style-type: none"> <li>• The students will discover the different production system driving models using the "kanban"</li> <li>• Especially, in the KANBAN they will understand operating modes in an industrial workshop, following a PUSH type management compared to a PULL type management</li> <li>• The students will be capable of: <ul style="list-style-type: none"> <li>- Describing a planning approach (Forecast, calculation of needs, load-capacity assessment) using an MRP model (Manufacturing Resource Planning)</li> <li>- Understand synchronisation and communications problems and the rigidity of</li> </ul> </li> </ul>	

- 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) **FALL**

<b>Target knowledge</b>	<p>This course gives the participants the ability to:</p> <ul style="list-style-type: none"> <li>• Understand the importance of Quality for operations and supply chain</li> <li>• Review usual norms, according to Quality</li> <li>• Identify methods to implement TQM</li> <li>• Understand what means value for client and other stakeholders</li> <li>• Understand how to identify value in the organization</li> <li>• Learn the basics tools for Quality and continuous improvement</li> </ul> <p>Knows how to manage a change management</p>
<b>Target skills</b>	<p>The goal is to train managers in order to allow them roles as:</p> <ul style="list-style-type: none"> <li>• Quality Manager</li> <li>• Purchase and Logistics Consultant</li> <li>• Responsible of design in Logistics</li> <li>• Responsible of Finance and Control</li> </ul>
<b>Prerequisites</b>	<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>
<b>References</b>	<ul style="list-style-type: none"> <li>• Given during the first session</li> <li>• Nigel SLACK, Stuart CHAMBERS &amp; Robert JOHNSTON, Operations Management, Prentice Hall, 6<sup>th</sup> edition, 2010.</li> </ul>

## ***Quality Management Improvements Approach***

### ***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) **FALL**

<b>Target knowledge</b>	<p>At the end of this course the students must:</p> <ul style="list-style-type: none"> <li>▪ Understand the relationship between global strategy and operational strategy</li> <li>▪ Understand the concept of value for the customer and identify the levers for the creation of value inside a company</li> <li>▪ Understand the Collaborative Supply Chain: the risks and stakes</li> <li>▪ Be able to take a position on the new Sustainable Supply Chain paradigm</li> </ul>
<b>Target skills</b>	/
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	<ul style="list-style-type: none"> <li>▪ The Goal, a process of ongoing improvement (Gower edition, second edition, 1993): English original version.</li> <li>▪ Le But, un processus de progrès permanent (editions AFNOR, 2<sup>nd</sup> ed., 1999) : French version</li> </ul> <p>Caroline Mondon, Hervé Novelli, Le chaînon manquant: Management de la chaîne logistique en PMI (editions 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>

<b>Supply Chain Management</b>
<p><b>COURSE CONTENT</b></p> <p><b>1- The main principles of Supply Chain Management</b></p> <p>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><b>2 - Supply Chain Management and sustainable development</b></p> <p>Eco-design, Sustainable Sourcing &amp; Manufacturing , Green Logistics, Urban Logistics  Risk reduction: the resilient Supply Chain</p> <p><b>3 - Supply Chain Management and Performance</b></p> <p>The evolution of company practise  The impact on performance  Driving and its tools</p>

#### **4 - Research in Supply Chain Management**

The directions for research

#### **5 - Collaborative Supply Chain Management**

The loader-service provider relationship

#### **6 - The logistics chain and standards**

The efficient management of logistics processes

Traceability tools

## Specialization : entrepreneurship (F)

### *Financial Management and Dashboards (F) FALL*

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Master the fundamentals of the economic and financial management of a project</li> <li>▪ Understand the stakes of financial modelling</li> <li>▪ Understand the principles of cashflow management</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Know how to draw up a financial business plan</li> <li>▪ Know how to design the project model using Excel</li> <li>▪ Know how to manage the cashflow of a VSME/SME</li> </ul>
<b>Prerequisites</b>	No prerequisites.
<b>References</b>	/

### *Financial Management and Dashboards*

#### **COURSE CONTENT**

##### **Module N°1 : Introduction to the financial business plan**

- The key points for the success and the presentation of a BP
- The stakes around the BP financial file

##### **Module N°2 : Finance for the Business Plan**

###### **1- The financial preparation of the project**

- Evaluate the "investments" required to start the project (Asset part of the opening balance sheet)
  - Propose a coherent financing project (Debt part of the opening balance sheet)
- Synthesis: the opening balance sheet

###### **2- The forecast activity**

- Measure the activity and operations forecasts
  - The associated parameters: settlement and payment terms, required levels of stock
- Synthesis: the multi-year profit and loss forecast account (3 or 5 years)
- Conclusion: the forecast economic profitability

###### **3- the forecast evolution of cashflow**

- Measure the cash flow relative to the key financial management functions (investment, financing, operations)
- Synthesis: The provisional cashflow statements

###### **4- The financing plan**

- Adjust the sources of financing to the needs and "securing" of the project

###### **5- drafting the cashflow budget**

Conclusion: the financial feasibility

###### **6- the finalisation of the financial part of the project**

- Using the model with a view to optimising
  - Listing the weaknesses
  - Re-examine the initial hypotheses and the alternative scenarios
  - Arbitration
- Synthesis: the financial file

##### **Module N°3 : Cash management for VSMEs/SMEs**

**1- Cashflow, the company's liquidity**

- Definition
- Everyday cashflow management
- The fundamental accounting equation
- The financial flow statement: annual or monthly?
- Working capital need management
- Cashflow forecasts
- The cashflow budget and the cashflow plan
- Flow management related to investments
- Tools to improve cashflow
- Cashflow problems, origins and solutions
- Practical advice to improve cashflow management

**2- The relationship between VSMEs/SMEs and banks**

- Understanding the double profession of the banker
- The organisation of the banking relationship
- What to ask your banker for
- Bank accounts, bank charges, prices
- The daily balance
- Bank communication and cashflow software
- Excess cash management - investments
- Means of payment management.
- Financing, the conditions

**3- Equity for SMEs**

- The importance of equity
- The stakes of equity
- The decision to adjust equity to the right level

Solutions

## Taking over a Business: Change and Innovation Management (F) FALL

<b>Target knowledge</b>	<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"> <li>▪ Be able to master the "non accounting" methods (strategic valuation, market valuation...)               <p>Know how to assess the strategy, the growth potential, the structural organisation...</p> </li> <li>▪ Assess the required transformation factors (new markets, reorganisation of processes and structures...)               <p>NB: These approaches will also be useful for future directors to measure the efficiency and the value of their own structure.</p> </li> <li>▪ Facilitate the acceptance of change within the company (structural reorganisation, new products, adaptation of processes and IT tools, merger/acquisition...), reduce rejection factors               <p>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:</p> <ul style="list-style-type: none"> <li>○ Develop creative leadership</li> <li>○ Use the creativity techniques (opportunity detection and problem resolution)</li> <li>○ Conduct an organisational change approach</li> <li>○ Manage and drive innovation and intrapreneurial activity</li> </ul> </li> </ul> <p>Create an innovating and teaching organisation</p>
<b>Target skills</b>	<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>
<b>Prerequisites</b>	<p>No prerequisites.</p>
<b>References</b>	<p><b>Innovation:</b></p> <ul style="list-style-type: none"> <li>▪ Corbel, Pascal, Technologie, Innovation, Stratégie : De l'innovation technologique à l'innovation stratégique, Gualino, 2009</li> <li>▪ Fernex-Walch, Sandrine and Romon, François, Management de l'innovation – De la stratégie aux projets, Vuibert, 2006</li> <li>▪ Le Loarne, Séverine and Blanco, Sylvie (dir.), Management de l'innovation, Pearson Education, 2009</li> <li>▪ Le Masson, Pascal ; Weil, Benoît and Hatchuel, Armand, Les processus d'innovation – conception innovante et croissance des entreprises, Hermès, Lavoisier, 2006</li> <li>▪ Tidd, Joe ; Bessant, John and Pavitt, Keith, Management de l'innovation : intégration du changement technologique, commercial et organisationnel, De Boeck Université, 2006</li> <li>▪ Alter, Norbert, L'innovation ordinaire, Presses Universitaires de France, 2000</li> <li>▪ Balogun, Julia ; Hope Hailey, Veronica and Viardot, Eric,</li> </ul>

	<p>Stratégies du changement, Pearson Education France, 2005</p> <ul style="list-style-type: none"> <li>▪ Corbel, Pascal, Management stratégique des droits de la propriété intellectuelle, Gualino, 2007</li> <li>▪ Gotteland, David and Haon, Christophe, Développer un nouveau produit – méthodes et outils, Pearson Education, 2005</li> <li>▪ Millier, Paul, Stratégie et marketing de l'innovation technologique, Dunod, 1997</li> <li>▪ Nonaka, Ikujiro and Takeuchi, Hirotaka, La connaissance créatrice, DeBoeck Université, 1997</li> <li>▪ Chesbrough, Henry, Open Innovation, Harvard Business School Press, 2003</li> <li>▪ Rogers, Everett M., Diffusion of innovations, Free Press, 2003</li> <li>▪ Broustail, Frery, Le management stratégique de l'innovation, Dalloz, 1993</li> <li>▪ Bloch A. and Manceau D., De l'idée au marché, Innovation et lancement de produits, Vuibert, collection Entreprendre , 2000-</li> </ul> <p><b>Intrapreneurship:</b></p> <ul style="list-style-type: none"> <li>▪ Bouchard (2009), Intrapreneuriat : Innovation et croissance, éditions Dunod</li> <li>▪ Viala (2009), Mise en oeuvre de la Dynamique d'Innovation Intrapreneuriale, Phd. thesis</li> <li>▪ Zahra (2005), Corporate entrepreneurship and growth, Edward Elgar Publishing</li> <li>▪ Elfring (2005), Corporate entrepreneurship and venturing, ISEN</li> <li>▪ Katz et al (2005), Corporate entrepreneurship, Elsevier</li> <li>▪ King(2002), Corporate venturing,, Express exc.com</li> <li>▪ Burns (2005), Corporate entrepreneurship: building the entrepreneurial organization, Palgrave</li> <li>▪ Morris et al. (2008), Corporate entrepreneurship &amp; innovation, Thomson</li> <li>▪ Bolck et al. (1993), Corporate venturing: creating new businesses within the firm, HBS Press</li> <li>▪ Sathe (2003), Corporate entrepreneurship: top managers and new business creation, Cambridge University Press</li> </ul> <p><b>Change management:</b></p> <ul style="list-style-type: none"> <li>▪ Tushman, M., Anderson, P. Managing strategic innovation and change, Oxford UP 2d Ed, 2004</li> <li>▪ Colletette,P. et al. Le changement organisationnel : théorie et pratique, Québec, PUQ, 2003</li> <li>▪ Luecke, R., Change Management, Harvard Business Essentials – Harvard Business review Press, 2003</li> <li>▪ Kotter, J., Leading Change Harvard Business Review Press, 1995</li> <li>▪ Bridges, W., Managing Transitions, NB, 2nd edition, 2003</li> </ul>
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## ***Taking over a Business: Change and Innovation Management***

### **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

## **Entrepreneurial marketing (E) FALL**

<b>Target knowledge</b>	<p>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.</p> <p>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.</p>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>○ Customer identification</li> <li>○ Positioning , product and pricing strategies</li> <li>○ Lead generation and building customer traffic</li> <li>○ Effective use of marketing and sales tools</li> <li>○ Creating a useful marketing plan</li> <li>○ Enhance presentation skills – written and oral</li> </ul>
<b>Prerequisites</b>	Entrepreneurship
<b>References</b>	/

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

## **New Business Creation (F/E) *FALL***

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>• Identify the potential of the idea</li> <li>• Take on the creation</li> <li>• Putting together the business plan</li> <li>• Choice of a type of organization</li> <li>• Choice of type of financing</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>• Evaluating its feasibility</li> <li>• A critical vision of the potential market</li> <li>• A critical vision of the means</li> <li>• Defending a creation dossier</li> <li>• Attracting investors</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>• Know how to read basic accounting and financial statements</li> <li>• Know how to use PowerPoint and Excel</li> <li>• Understand the notion of working capital needs</li> <li>• Understand the vocabulary of the business plan</li> <li>• Understand basic financial and accounting vocabulary</li> </ul>
<b>References</b>	<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>

## ***New business creation***

### **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

## Specialization : Audit and Consulting (F)

### *Audit Methodology 5 (F) **NOT AVAILABLE***

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Have a global view of how a financial audit mission is run</li> <li>▪ Know all the best practises for controlling the main accounting cycles,</li> </ul> <p>Know how to adapt the approach to different sectors of activity</p>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Know how to use audit techniques,</li> <li>▪ Be able to select and apply a CAR approach (Computer Assisted Review)</li> <li>▪ Know the specifics of auditing in a consolidated group environment.</li> </ul>
<b>Prerequisites</b>	Audit methodology I
<b>References</b>	<p>All the documentation and information can be downloaded from the web sites of the following organisations:</p> <ul style="list-style-type: none"> <li>▪ IFACI,</li> <li>▪ CNCC, H3C,</li> <li>▪ CSOEC,</li> <li>▪ DFCG,</li> <li>▪ IFA, APIA,</li> <li>▪ Académie des sciences et techniques comptables et financières,</li> <li>▪ ANC (Autorité des Normes Comptables).</li> </ul>

<i><b>Audit Methodology 5</b></i>
<p><b>COURSE CONTENT</b></p> <p><b>1<sup>st</sup> part: the audit of accounting and financial cycles (continued)</b>  Chapter 1: Personnel and contributions  Chapter 2: Taxes  Chapter 3: Equity  Chapter 4: Contingency and loss provision  Chapter 5: CAR techniques</p> <p><b>2<sup>nd</sup> part: the synthesis of the mission</b>  Chapter 1: Presentation of the files and working papers  Chapter 2: Synthesis and audited points  Chapter 3: Follow-up of the recommendations</p> <p><b>3<sup>rd</sup> part: The incidences in the group environment</b>  Chapter 1: Reminders of the rules governing the notion of a group  Chapter 2: The audit of consolidated accounts</p>

## **Advanced Management Control (F) *NOT AVAILABLE***

<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Master the tools for assessing and monitoring performance</li> <li>▪ Understand the internal and external stakes of such tools</li> <li>▪ Know how to fix an internal transfer price which is compliant with the common interest of the company</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>▪ Be capable of setting up performance assessment and monitoring tools that are suited to the economic model and the company strategy</li> <li>▪ Master the operational driving of an activity</li> <li>▪ Be capable of making sure of the contribution of a unit to the common objectives of the organisation</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>▪ Advanced accounting</li> <li>▪ Introduction to management control</li> <li>▪ Strategy and organisation</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ ALAZARD C., SEPARI S., (2010), Contrôle de gestion, Manuel et Applications DCG 11, 2<sup>nd</sup> édition, collection Expert Sup., Dunod</li> <li>▪ BOUQUIN H., (2010), Le Contrôle de gestion, édition N°9, PUF</li> <li>▪ BOUQUIN H., (2011), Les fondements du contrôle de gestion, collection "Que sais-je ? ", 4<sup>th</sup> édition, PUF</li> <li>▪ GIRAUD F. et Al., (2008), Contrôle de gestion et pilotage de la performance, 3<sup>rd</sup> édition Gualino Editeur</li> </ul>

### ***Advanced Management Control***

#### **COURSE CONTENT**

##### PART ONE: BUDGETS

CHAPTER 1: GENERALITIES ON BUDGETS  
 CHAPTER 2: THE BUDGET TREE STRUCTURE  
 CHAPTER 3: SALES BUDGETS AND SALES DEPARTMENT COSTS  
 CHAPTER 4: THE PRODUCTION BUDGET  
 CHAPTER 5: THE BUDGET OF A FUNCTIONAL DEPARTMENT  
 CHAPTER 6: THE CASHFLOW BUDGET  
 CHAPTER 7: THE BALANCE SHEET AND FORECAST PROFIT AND LOSS STATEMENT

##### PART TWO: PERFORMANCE OPTIMISATION TOOLS

CHAPTER 8: THE OPTIMISATION OF RESULTS UNDER CONSTRAINT  
 CHAPTER 9: MANAGING STAFF COSTS  
 CHAPTER 10: ANALYSING VARIATIONS IN DIRECT COSTS  
 CHAPTER 11: VARIATION OF THE RESULT  
 CHAPTER 12: SURPLUS PRODUCTIVITY  
 CHAPTER 13: PRE-DEFINED COSTS

**Business Valuation (F) NOT AVAILABLE**

<b>Target knowledge</b>	<p>To be capable of valuing a company under different hypotheses: sales, inheritance, floatation ... Understand the adjustments required to the supplied accounting and financial statements before any valuation. Know the main valuation methods and their differences in order to be able to give a price range.</p> <p>Knowledge to be acquired:</p> <ul style="list-style-type: none"> <li>- The use of capitalisation and present value</li> <li>- Know how to reason in an uncertain future environment</li> <li>- Include tax issues in valuation procedures</li> <li>- Know the main theoretical valuation models</li> <li>- Understand graphic valuation techniques</li> </ul>
<b>Target skills</b>	<ul style="list-style-type: none"> <li>- Relate accounting and financial skills</li> <li>- Use all the accounting and financial documents of a company</li> <li>- Assess a company's dividend policy</li> <li>- Be able to participate in company transfer studies or discussions</li> <li>- Provide the basis of company notation</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Company Finance</li> <li>- Market finance</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>- T. COPELAND, T. KOLLER and J. MURRIN Valuation, Measuring and Managing the Value of Companies, Wiley, 2000</li> <li>- P. DE LA CHAPELLE L'évaluation des entreprises, Economica 2004</li> <li>- M.K. LANGFORD L'analyse technique, SEFI 1988</li> <li>- D. PENE Evaluation et prise de contrôle de l'entreprise, Economica 1990</li> <li>- E. TCHEMENI L'évaluation des entreprises, Economica 2003</li> </ul> <p>Complementary works:</p> <ul style="list-style-type: none"> <li>- J. BRILMAN, C. MAIRE Manuel d'évaluation des entreprises, Editions d'Organisation 1992</li> <li>- G. HIRIGOYEN, J.G. DEGOS Evaluation des sociétés et de leurs titres, Vuibert 1989</li> <li>- H. MAUGUIERE L'évaluation des entreprises non cotées et des risques, Dunod 1990</li> <li>- J.C. TOURNIER L'évaluation d'entreprise – Que vaut une entreprise ? Editions d'Organisation 2002</li> <li>- P. VIZZAVONA Evaluation des entreprises, Atol Editions, 1995</li> </ul>

**COURSE CONTENT**

**PART 1: Accounting valuation methods**

**Chapter 1: Valuation by stock**

- 1.1 The preliminaries to valuation
  - 1.1.1 The company diagnosis
  - 1.1.2 The choice of the present value rate
- 1.2 The stocks retained
  - 1.2.1 The accounting values
  - 1.2.2 The functional values

**Chapter 2: Valuation by flow**

- 2.1 The principles
  - 2.1.1 Capitalisation and present value methods
  - 2.2.2 Empirical methods
- 2.2 Goodwill assessment
  - 2.2.1 The principles
  - 2.2.2 The methods

**PART 2: Non-accounting valuation methods**

**Chapter 1: Valuation by market value**

- 1.1 Context and conditions
  - 1.1.1 What is an efficient market?
  - 1.1.2 Adjustments to market price
- 1.2 Technical analysis
  - 1.2.1 Basic concepts and "traditional" technical analysis
  - 1.2.2 Quantitative technical analysis

**Chapter 2: Actuarial valuation methods**

- 2.1 The discounted dividend model
  - 2.1.1 Price, profitability and investment horizon
  - 2.1.2 The discounted dividend model
  - 2.1.3 The supernormal discounted dividend model
- 2.2 The DCF model (discounted cash flows)
  - 2.2.1 The market value of the economic assets
  - 2.2.2 Implementation of the model

**Chapter 3: Valuation using the comparables method**

- 3.1 Multiples
  - 3.1.1 The principle
  - 3.1.2 The PER
  - 3.1.3 The multiples of the economic assets
  - 3.1.4 The other multiples
- 3.2 The limits of multiples
  - 3.2.1 Limits
  - 3.2.2 Comparison with the actuarial methods

## Additional lectures for international students

<b><u>Additional lectures for international students</u></b>	<b><i>ECTS</i></b>	<b><i>Hours</i></b>	<b>Course ID</b>
EE_International Business Practices (E)*	<b>4</b>	<b>39</b>	1227
EE_International Financial Markets (E)	<b>4</b>	<b>39</b>	1466
EE_International Risk Management (E)*	<b>4</b>	<b>39</b>	1458
EE_International Corporate Finance (E) *	<b>4</b>	<b>39</b>	1275
EE_Business Communication (E)	<b>4</b>	<b>39</b>	1164
EE_European Lobbying (E) *	<b>4</b>	<b>39</b>	1217
EE_Liberal perspectives in world politics	<b>4</b>	<b>39</b>	1624
EE_Inter-Cultural Persuasive Communication (E)	<b>4</b>	<b>39</b>	1484
EE_French Civilization (E or F) *	<b>4</b>	<b>39</b>	1218/1276
EE_French_FRA0	<b>4</b>	<b>39</b>	1481
EE_French_FRA1	<b>4</b>	<b>39</b>	1219
EE_French_FRA2	<b>4</b>	<b>39</b>	1220
EE_French_FRA2+	<b>4</b>	<b>39</b>	1221
EE_French_FRB1	<b>4</b>	<b>39</b>	1222
EE_French_FRB2	<b>4</b>	<b>39</b>	1223
EE_French_FRC1	<b>4</b>	<b>39</b>	1224
EE_French_FRC2	<b>4</b>	<b>39</b>	1672

***EE\_International Business Practices (E) FALL & SPRING***

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

***EE\_International Business Practices***

**COURSE CONTENT**

1. The export sources of information
2. Export jobs
3. The export documentary chain
4. Incoterms and export sales price calculation
5. International means of payment
6. International growth strategy
7. International entry modes
8. Technology transfer
9. International invitation to tender
10. International sale contract

## **EE\_ International Financial Markets (E) *SPRING***

<b>Target knowledge</b>	<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"><li>▪ what are the different classes of securities</li><li>▪ how to evaluate the risk of an asset and the risk of a portfolio</li><li>▪ how to allocate risky assets in a joint portfolio</li><li>▪ how to derive the optimum mix of a risk-free and a risky portfolio.</li></ul>
<b>Target skills</b>	<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>
<b>Prerequisites</b>	<p>Introductory course in finance.</p>
<b>References</b>	<p>Main textbook:</p> <ul style="list-style-type: none"><li>▪ Zvi Bodie, Alex Kane, Alan J. Marcus, Investments, McGraw-Hill.</li></ul> <p>Further reading:</p> <ul style="list-style-type: none"><li>▪ Brealey, Myers, Allen, Principle of Corporate Finance, McGraw-Hill.</li></ul>

<b>EE_ International Financial Markets</b>	
<ul style="list-style-type: none"><li>• <b>COURSE CONTENT</b></li></ul>	
Introduction	
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)
Summary	

## **EE\_International Risk Management (E) FALL**

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

<b>EE_International Risk Management</b>	
<p>• <b>COURSE CONTENT</b></p> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Risk             <ol style="list-style-type: none"> <li>i) Classification of risk</li> <li>ii) Measuring risk</li> <li>iii) Risk, return and the opportunity cost of capital</li> <li>iv) Risk and diversification</li> <li>v) Foreign exchange risk: translation, transaction and economic exposure</li> <li>vi) Interest rate risks</li> </ol> </li> <li>3. Futures             <ol style="list-style-type: none"> <li>i) Mechanics of futures markets</li> <li>ii) Hedging strategies using futures</li> <li>iii) Interest rates</li> <li>iv) Determination of forward and futures prices</li> <li>v) Interest rates futures</li> <li>vi) Foreign exchange futures</li> </ol> </li> <li>4. Swaps             <ol style="list-style-type: none"> <li>i) Mechanics of swap markets</li> <li>ii) Interest rate swaps</li> </ol> </li> </ol>	

- iii) Currency swaps
- iv) Foreign exchange swaps
- 5. Options
  - i) Mechanics of options markets
  - ii) Stock options
  - iii) Foreign exchange options
  - iv) The Black-Scholes-Merton model
  - v) Options on stock indices, futures and exotic options
- 6. Debt Instruments
  - i) Credit risk
  - ii) Credit derivatives
  - iii) Credit insurance contracts
- 7. Summary

## **EE International Corporate Finance (E) FALL**

<b>Target knowledge</b>	<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"><li>▪ how to evaluate the market risk, the risk of investment, and the cost of capital.</li><li>▪ the different possibilities of corporate financing.</li><li>▪ the theorems of Modigliani and Miller.</li></ul>
<b>Target skills</b>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"><li>▪ calculate the value of a bond.</li><li>▪ decide what is the optimum combination of debt and equity for a corporation.</li></ul> <p>Use financial derivatives to reduce the risk.</p>
<b>Prerequisites</b>	Introductory course in finance
<b>References</b>	<p>Main textbook:</p> <ul style="list-style-type: none"><li>▪ Brealey, Myers, Allen, Principle of Corporate Finance, 8th Edition, McGraw-Hill</li></ul> <p>Further reading:</p> <ul style="list-style-type: none"><li>▪ Burton G. Malkiel: The Efficient Market Hypothesis and its Critics, Journal of Economic Perspectives 17, 2003, 59-82.</li><li>▪ 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.</li><li>▪ Robert J. Shiller, From Efficient Markets Theory to Behavioural Finance, Journal of Economic Perspectives 17, 2003, 83-104.</li></ul>

### **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\_Business Communication (E) FALL & SPRING

<b>Target knowledge</b>	<p>Students will be expected</p> <ul style="list-style-type: none"> <li>• to describe the structure and organization process of a case study analysis</li> <li>• to evaluate and critique international management practices</li> </ul> <p>to enhance critical thinking skills through analytical and problem solving aspects of a case study in international management</p>
<b>Target skills</b>	<p>Students will be expected</p> <ul style="list-style-type: none"> <li>• to improve oral presentation skills through the organization and presentation of a case study</li> <li>• to evaluate and critique international management practices</li> </ul> <p>to organize, present, and animate discussion while presenting an analysis of a international case study situation</p>
<b>Prerequisites</b>	<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>
<b>References</b>	<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\_Business Communication

#### COURSE CONTENT

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

## **EE\_European Lobbying (E) FALL & SPRING**

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

<b>EE_European Lobbying</b>
<b>COURSE CONTENT</b>  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) FALL & SPRING

<b>Inter-Cultural Persuasive Communication (ANG 421)</b> 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.				
<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>• Describe the structure and organization process of a persuasive sales presentation based on appropriate rhetorical principles and practices</li> <li>• Discuss and demonstrate various analytical and persuasive aspects of an oral presentation using the basic principles of persuasive communication</li> <li>• Discuss Intercultural stereotypes and International cultural differences</li> </ul>			
<b>Target skills</b>	<ul style="list-style-type: none"> <li>• Demonstrate oral persuasive skills through the individual organization and presentation of a sales pitch</li> <li>• Write a coherent, complete business plan for a start up company</li> <li>• Demonstrate oral persuasive skills through the group organization and presentation of a business plan</li> </ul>			
<b>Prerequisites</b>	B1 level CERL or above. Preferred score of 800+ on the TOEIC Test.			
<b>References</b>	<b>Print References</b>			
	Title	Author	Publisher	LdV Infoth
	<i>Age of Propaganda</i>	Anthony PRATKANIS	W H Freeman 1992	
	<i>Basic Business Communication</i>	Raymond LESIKAR Marie FLATLEY	McGraw Hill	GRH 32 L
	<i>Cross-Cultural Business Negotiations</i>	Donald HENDON	Quorum Books 1996	
	<i>Influence: Science and Practice 5<sup>th</sup> 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 4<sup>th</sup> e</i>	L. THOMPSON	Pearson-Prentice Hall 2009	
	<i>Presenting To Win</i>	Jerry WEISSMAN	Pearson FT Press	GRH 321
	<i>Principles of Speech Communication</i>	Bruce GRONBECK, etc	Harper Collins	GRH 321
	<i>Soft Sell</i>	Tim CONNER	Sourcebooks 1998	
	<i>Speak Like a CEO</i>	Suzanne BATES	McGraw Hill	GRH 321
	<i>Visual Persuasion</i>	Paul MESSARIS	Sage Publications 1996	
	<b>Internet References</b>			

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

### ***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\_French Civilization (E or F) FALL & SPRING**

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

<b>EE_French Civilization</b>	
<b>Session 1</b>	<p>Introduction</p> <p>Geography and basic Notions : Metropolitan France / Overseas France</p> <p>Diversity of landscapes, administrative divisions</p> <p>Symbols of France</p>
<b>Session 2</b>	<p>Regional Characteristics (1)</p> <p>île-de-France, North, West</p>
<b>Session 3</b>	<p>Regional Characteristics (2)</p> <p>East, South-West, South</p>
<b>Session 4</b>	<p>Political System and Historic Notions (1)</p> <p>From Ancient Times to the Renaissance</p>
<b>Session 5</b>	<p>Historic Notions (2)</p> <p>From Louis XIV to the Belle Epoque</p>
<b>Session 6</b>	<p>Historic Notions (3)</p> <p>First and Second World Wars</p> <p>Architectural Masterpieces (1)</p> <p>Ancient roman monuments, the Mont Saint-Michel, Romanesque buildings</p>
<b>Session 7</b>	<p>Midterm exam - Quiz</p>

<b>Session 8</b>	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
<b>Session 9</b>	French Cuisine Traditional dishes, varieties of cheese, great chefs, the Michelin and the Gault & Millau Guides
<b>Session 10</b>	Great Masters of the World of Fine Arts and Literature (1) Poussin, Le Nôtre, Molière, David
<b>Session 11</b>	Great Masters of the World of Fine Arts and Literature (2) Rodin, the Impressionist painters, Balzac, Victor Hugo, Proust
<b>Session 12</b>	French Cinema The Lumière brothers, the New Wave – La Nouvelle Vague, some famous movies, actors and directors
<b>Session 13</b>	Final Exam

**EE\_French \_FRA0 FALL & SPRING**

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

<b><i>French_FRA0</i></b>	
<b>Session 1</b>	Alphabet, present tense (to be, to talk), how to introduce oneself (first and family name, age, nationality), numbers
<b>Session 2</b>	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
<b>Session 3</b>	Plural, present tense (24 verbs), run through an itinerary Food products and shops (do groceries)
<b>Session 4</b>	Negation ( <i>ne pas, ne plus</i> ) Body lexical, physical appearance How to locate objects in space (1)
<b>Session 5</b>	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)
<b>Session 6</b>	Revisions Test
<b>Session 7</b>	Future tense, family ties Complex negation
<b>Session 8</b>	Revision of the present tense Possessive and demonstrative adjectives Geography of France
<b>Session 9</b>	Conditional tense Dialogues to introduce oneself and express desire
<b>Session 10</b>	Revisions Continuous assessment test 2
<b>Session 11</b>	Introduction to French media Production of a TV news program by students.

**EE\_French\_FRA1 FALL & SPRING**

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

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

**EE\_French\_FRA2 FALL & SPRING**

<b>Target knowledge</b>	<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"> <li>▪ Master basic French grammar</li> <li>▪ Get a large vocabulary list</li> <li>▪ Get comfortable with basic oral and written communication</li> </ul>
<b>Target skills</b>	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>▪ Get along with everyday life</li> <li>▪ Identify specific information in written documents (common topics)</li> <li>▪ Write short and simple messages on everyday life</li> <li>▪ Make a description (family, environment, school experience, current and previous work experience)</li> <li>▪ Give a command/ express something forbidden</li> <li>▪ Compare</li> </ul>
<b>Prerequisites</b>	<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>
<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Alter Ego, Niveau A2, Hachette, 2008</li> <li>▪ Grammaire progressive, Niveau débutant, Clé International, 2008</li> <li>▪ La Grammaire des premiers Temps Vol. I D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999</li> </ul>

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

<b>Target knowledge</b>	<p>Designed for international exchange students knowing French grammar basics, 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"> <li>▪ Master basic French grammar</li> <li>▪ Get a large vocabulary list</li> <li>▪ Get comfortable with basic oral and written communication</li> </ul>
<b>Target skills</b>	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>▪ Get along with everyday life</li> <li>▪ Identify specific information in written documents (various topics)</li> <li>▪ Write short and simple messages on everyday life/ school life</li> <li>▪ Make a description (family, environment, school experience, current and previous work experience)</li> <li>▪ Give a command/ express something forbidden</li> <li>▪ (tell one's location one's destination, tell someone the way)</li> <li>▪ Tell time/ location in space</li> <li>▪ Compare</li> </ul>
<b>Prerequisites</b>	<p>Students have already studied French for 100/150 hours minimum. Students know how to express basic needs/ understand short statements.</p> <p>A2+ course is designed for students who already started the A2 level in their home country.</p> <p>French test: 50 points requested (at the minimum)</p>
<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>▪ Alter Ego, Niveau A2, Hachette, 2008</li> <li>▪ Grammaire progressive, Niveau débutant, Clé International, 2008</li> <li>▪ La Grammaire des premiers Temps Vol. I D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999</li> </ul>

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

**EE\_French\_FRB1 FALL & SPRING**

<b>Target knowledge</b>	<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>
<b>Target skills</b>	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>▪ Make an oral presentation in French</li> <li>▪ Take part in a discussion on current issues</li> <li>▪ Clearly explain one's point of view and give oral arguments</li> <li>▪ Comment graphics and tables</li> <li>▪ Talk about previous work experience during a job interview</li> <li>▪ Create a functional resume/ CV</li> <li>▪ Write a business letter</li> </ul>
<b>Prerequisites</b>	<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>
<b>Target knowledge</b>	<ul style="list-style-type: none"> <li>- Alter Ego, Niveau B1, Hachette, 2008</li> <li>- Grammaire progressive, Niveau Intermédiaire, Clé International, 2008</li> <li>- La Grammaire des premiers Temps Vol. I et II D.Abry ; M-L Chalaron – PUG, Grenoble,- 1999</li> </ul>

<b><i>French_FRB1</i></b>	
<b>Session 1</b>	Students introduce themselves Introduction to Paris and what to do around Paris Introduction to ESCE environment
<b>Session 2</b>	Topic: Issues around the interrogative form Creation of a survey about a French product
<b>Session 3</b>	Topic: how to correctly form the present tense Getting habits through specific games and exercise
<b>Session 4</b>	Topic: make an oral presentation Study of an oral presentation/ identification of key statements Advice on note-taking
<b>Session 5</b>	Topic : Pronouns Getting habits through specific games and exercise
<b>Session 6</b>	Revisions Test
<b>Session 7</b>	Topic: how to relate a story Issues about the past tense (passé compose) / grammatical rules
<b>Session 8</b>	Topic: how to relate an event (2) Using past tenses / activities related to cases on the news and film extracts
<b>Session 9</b>	Topic: give a point of view Subjunctive form to give a command/ advice
<b>Session 10</b>	Topic: give a point of view (2) Subjunctive form to give a point of view / oral debate
<b>Session 11</b>	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
<b>Session 12</b>	Topic: job interview How to introduce oneself (professional approach)/ talk about previous work experiences, hobbies Interview simulations
<b>Session 13</b>	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\_French\_FRB2 FALL & SPRING

<b>Target knowledge</b>	<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>
<b>Target skills</b>	<p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>▪ Understand long speeches/ oral presentations/ complex arguments</li> <li>▪ Read articles and reports on contemporary questions expression the authors' opinion</li> <li>▪ Communicate and take part actively in a conversation (various topics) and stand for one's convictions</li> <li>▪ Write an essay/a report giving some information or arguments to stand for an opinion</li> <li>▪ Make an oral presentation, speak up in public/ during a meeting</li> <li>▪ Create a functional resume/ cover letter</li> <li>▪ Write a business letter</li> </ul>
<b>Prerequisites</b>	<p>Students have already studied French for 200 hours minimum. 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>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Alter Ego, Niveau B2, Hachette, 2008</li> <li>▪ Edito, Niveau B2, Elodie Heu, Jean-Jacques Mabillat, Didier, 2006</li> <li>▪ La grammaire progressive du français, Niveau perfectionnement, Clé International, 2012</li> </ul>

<b><i>French_FRB2</i></b>	
<b>Session 1</b>	Students introduce themselves Beginning activities
<b>Session 2</b>	Topic: Opinions Understand a debate, take part in a discussion Expression of certainty and doubt : indicative or subjunctive form
<b>Session 3</b>	Topic: Medias Understand a radio show Express cause and consequence / passive form
<b>Session 4</b>	Topic: Travels Understand information about regions/cities, express tastes related to travels and holidays Comparison/ comment of numerical data
<b>Session 5</b>	Topic: History Understand an autobiography and relate someone's life Past tense, participles, paint a picture/ create a survey

<b>Session 6</b>	Revisions Test
<b>Session 7</b>	Topic: Arts Understand a discussion about arts and express tastes related to arts Art assessment Creation of a poster/ an invitation/ an event
<b>Session 8</b>	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
<b>Session 9</b>	Topic: Nature Understand a discussion about the environment and give a point of view
<b>Session 10</b>	Topic: the Company Introduction to the environment/activity of a company Redaction of a resume, a business letter, an application letter
<b>Session 11</b>	Topic: Job interview How to introduce oneself (professional approach)/ talk about previous work experiences, hobbies Interview simulations
<b>Session 12</b>	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
<b>Session 13</b>	Topic: in society Understand a discussion about problems facing society and give a point of view Concession, opposition, condition and hypothesis

**EE\_French\_FRC1 FALL & SPRING**

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

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