



MASTER'S CURRICULUM OVERVIEW COURSE DESCRIPTIONS 2012-2013

PARIS - LYON
école supérieure du commerce extérieur
www.esce.fr



**LIST OF COURSES FOR 2012/2013
ESCE**

FALL SEMESTER 2012

Courses ****SUGGESTED TO INTERNATIONAL STUDENTS	Language of Instruction	Year of study	ECTS	ID Code	Page
International Trade Techniques and Sales	French	2	4	1022	29
Transport Strategy	French	2	4	1021	32
Financial Analysis	French	2	4	1024	34
Consumer Behavior & Marketing research	English	2	4	1020	36
International Risks	French	2	2	1023	31
European Business Culture****	English	4	4	1226	63
Current Economic Issues****	English	4	4	1442	65
Corporate Governance	English	4	4	1310	66
International Contract Negotiation****	English	4	4	1056	68
Set up and Management of International projects****	French	4	4	1057	70
Strategic Brand management**	English	4	4	1380	74
Communication****	English & French	4	4	1064	75
Customer Relationship Management****	English and French	4	4	1456	76
Management Control	French	4	4	1076	77
Financial Risk Management	Fench	4	4	1077	81
Portfolio and Bond Management	French	4	4	1075	79
Corporate Social Responsibility	English	4	4	1313	83
Managing Across Borders- Managing Teams in organizational cultures	English	4	4	1312	85
Managing People	English	4	4	1311	87
Stocks and Flows Operations	English	4	4	1069	89
Operations Management	English	4	4	1068	91
Purchasing Management	English	4	4	1070	93
International Business Practices****	English		4	1227	157
International Risk Management****	English		4	1458	159
International Corporate Finance****	English		4	1275	161

European Lobbying****	English		4	1217	162
Strategic Management****	English		5	1051	60
Business Communication	English		4	1164	163
French Civilization****	French/English		4	1218 1276	167
French(Level A0, A1,A2,B1,B2,C1,C2 According to your test)	Mandatory		4	1218- 1224:1 481	169- 181
Foreign Language on request and level test to take upon arrival	No beginner		4		Extra list
+ one or two electives (list available upon arrival)	French/English		2		Extra list
ONLY FOR STUDENTS WITH MASTER LEVEL:					
International Market and Entry Development Strategies & Developing Business and Sales internationally****	English	5	9	1085 And 1086	108
Advanced Communication Strategies	English and French	5	4,5	1319	113
Advanced Market Research and Marketing Plan	English and French	5	4,5	1321	115
Sectorial Marketing	English and French	5	4,5	1320	114
Products Management	English and French	5	4,5	1322	112
Banking and Finance Law	French	5	4,5	1098	124
Business Valuation	French	5	4,5	1095	120
Cash Management	French	5	4,5	1097	117
Fusions and Acquisitions	French	5	4,5	1096	122
Developing Potential	English	5	4,5	1448	127
Parity and Diversity	English	5	4,5	1449	129
Navigating Change	English	5	4,5	1450	131
Strategic People Management	English	5	4,5	1451	133
Supply Chain Management	English	5	4,5	1091	142
Forecasting and Information Systems	English	5	4,5	1094	138
Quality Management Improvement Approach	English	5	4,5	1092	140
International Purchasing Strategies and Practices	English	5	4,5	1093	135
Financial Management and Dashboards	French	5	4,5	1315	144
Entrepreneurial Marketing	English	5	4,5	1457	149
Taking over a Business: Change & Innovation Management	French	5	4,5	1317	146
New Business Creation	French	5	4,5	1318	150

January Inter-session

International Trade: Market Approach-example Brazil	French	3	3	1407	48
Introduction to Supply Chain Management	French	3	2	1047	49
Corporate Ethics	French	3	2	1365	55
Cost Analysis	French	3	2	1042	52
French course(Seminar)			0		
+ one or two electives (list available upon arrival)	French/English		2		Extra list

Spring semester 2013 (February-June)

Intercultural Negotiation	French	2	4	1032	45
International Trade Techniques and Sales	French	2	4	1022	29
Transport Strategy	French	2	4	1021	32
Financial Analysis	French	2	4	1024	34
Consumer Behavior & Marketing Research	English	2	4	1020	36
Managerial Economics	French	2	4	1029	41
Management of Organizations	French	2	2	1031	42
Corporate Finance	French	3	4	1043	50
Market Finance	French	3	4	1044	53
Advanced Marketing	French	3	2	1048	54
Company Tax and law	French	3	4	1045	57
Principles of people Management	English	3	2	1050	58
Strategic Management	English	3	4	1051	60
European Business Culture	English	4	4	1226	63
Current Economic Issues	English	4	4	1442	65
Corporate Governance	English	4	4	1310	66
International Contract Negotiation	English	4	4	1056	68
Set up and Management of International projects	French	4	4	1057	70
Strategic Brand management	English	4	4	1380	74
Communication	English &	4	4	1064	75

	French				
Customer Relationship Management	English and French	4	4	1456	76
Management Control	French	4	4	1076	77
Financial Risk Management	French	4	4	1077	81
Portfolio and Bond Management	French	4	4	1075	79
Corporate Social Responsibility	English	4	4	1313	83
Managing Across Borders-Managing Teams in organizational cultures	English	4	4	1313	85
Managing People	English	4	4	1311	87
Stocks and Flows Operations	English	4	4	1069	89
Operations Management	English	4	4	1068	91
Purchasing Management	English	4	4	1070	93
Managing Legal Risks	French	4	4	1061	95
Entrepreneurship	English	4	4	1060	96
Developing creative and managerial skills	French	4	4	1455	97
Advanced Accounting	French	4	4	1079	103
International Business Practices	English		4	1227	157
International Financial Markets	English		4	1466	158
International Risk Management	English		4	1458	159
European Lobbying	English		4	1217	162
Business Communication	English		4	1164	163
French Civilization	French /English		4	1218	167
French (Level A0, A1,A2,B1,B2,C1,C2 According to the result of your test)	Mandatory		4	1218-1224:1481	169-181
Foreign Language on request and level test to take upon arrival	No beginner level		4		Extra list
+ one or two electives (list available upon arrival)	French/English		2		Extra list

SPECIALIZATIONS

INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	
FINANCE,AUDIT AND CONTROL	
MARKETING AND COMMUNICATION	
STRATEGIE,MANAGEMENT AND CORPORATE ENVIRONMENT	
LANGUAGES AND HUMANITIES	
INTERNATIONAL PEOPLE MANAGEMENT	
SUPPLY CHAIN MANAGEMENT	
ENTREPRENEURSHIP	
AUDIT AND CONSULTING	

TABLE OF CONTENTS

1ST YEAR COURSES	5
DEPARTMENT OF INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	6
<i>INTERNATIONAL TRADE TECHNIQUES (F)</i>	6
DEPARTMENT OF FINANCE, AUDIT AND CONTROL	8
<i>GENERAL ACCOUNTING (F)</i>	8
<i>FINANCIAL MATHEMATICS (F)</i>	9
<i>STATISTICS (F)</i>	11
<i>IT SYSTEMS (F)</i>	14
DEPARTMENT OF MARKETING AND COMMUNICATION	15
<i>SALES TECHNIQUES (F)</i>	15
<i>INTRODUCTION TO MARKETING (F)</i>	17
DEPARTMENT OF STRATEGY, MANAGEMENT AND CORPORATE ENVIRONMENT	19
<i>BUSINESS LEGAL MANAGEMENT (F)</i>	19
<i>CONTEMPORARY INTERNATIONAL RELATIONS 1 (F)</i>	20
<i>MACROECONOMICS (F)</i>	23
DEPARTMENT OF LANGUAGES AND HUMANITIES	25
<i>GENERAL KNOWLEDGE (F)</i>	25
<i>METHODOLOGY (F)</i>	27
2ND YEAR COURSES	28
DEPARTMENT OF INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	29
<i>INTERNATIONAL TRADE TECHNIQUES AND PRACTICES (F)</i>	29
<i>INTERNATIONAL RISKS (F)</i>	31
<i>TRANSPORT STRATEGY (F)</i>	32
DEPARTMENT OF FINANCE, AUDIT AND CONTROL	34
<i>FINANCIAL ANALYSIS (F)</i>	34
DEPARTMENT OF MARKETING AND COMMUNICATION	36
<i>CONSUMER BEHAVIOR & MARKETING RESEARCH (E)</i>	36
DEPARTMENT OF STRATEGY, MANAGEMENT AND CORPORATE ENVIRONMENT	38
<i>CONTEMPORARY INTERNATIONAL RELATIONS 2 (E)</i>	38
<i>MANAGERIAL ECONOMICS (F)</i>	41
<i>MANAGEMENT OF ORGANIZATIONS (F)</i>	42
<i>INTERCULTURAL NEGOTIATION (F)</i>	45
DEPARTMENT OF LANGUAGES AND HUMANITIES	46
<i>SOCIOLOGY (F)</i>	46
3RD YEAR COURSES	47
DEPARTMENT OF INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	48
<i>INTERNATIONAL TRADE: THE MARKET APPROACH – EXAMPLE: BRAZIL (F)</i>	48
<i>INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (F)</i>	49
DEPARTMENT OF FINANCE, AUDIT AND CONTROL	50
<i>CORPORATE FINANCE (F)</i>	50

<i>COST ANALYSIS (F)</i>	52
<i>MARKET FINANCE (F)</i>	53
DEPARTMENT OF MARKETING AND COMMUNICATION	54
<i>ADVANCED MARKETING (F)</i>	54
DEPARTMENT OF STRATEGY, MANAGEMENT AND CORPORATE ENVIRONMENT	55
<i>CORPORATE ETHICS (F)</i>	55
<i>COMPANY TAX AN LAW (F)</i>	57
<i>PRINCIPLES OF PEOPLE MANAGEMENT (E)</i>	58
<i>STRATEGIC MANAGEMENT (E)</i>	60

4TH YEAR COURSES **61**

CORE COURSES	63
<i>EUROPEAN BUSINESS CULTURE (E)</i>	63
<i>CURRENT ECONOMIC ISSUES (E)</i>	65
<i>CORPORATE GOVERNANCE (E)</i>	66
<i>INTERNATIONAL CONTRACT NEGOTIATION (E)</i>	68
<i>SET-UP AND MANAGEMENT OF INTERNATIONAL PROJECTS (F)</i>	70
<i>BUSINESS SIMULATION "GLOBAL CHALLENGE" (F)</i>	72
<i>BUSINESS SIMULATION "SIMFIRM" (F)</i>	73
SPECIALIZATION : INTERNATIONAL MARKETING (E OR F)	74
<i>STRATEGIC BRAND MANAGEMENT (E OR F)</i>	74
<i>COMMUNICATION (E OR F)</i>	75
<i>CUSTOMER RELATIONSHIP MANAGEMENT (E OR F)</i>	76
SPECIALIZATION : INTERNATIONAL FINANCE (F)	77
<i>MANAGEMENT CONTROL (F)</i>	77
<i>PORTFOLIO AND BOND MANAGEMENT (F)</i>	79
<i>FINANCIAL RISK MANAGEMENT (F)</i>	81
SPECIALISATION : INTERNATIONAL PEOPLE MANAGEMENT (E)	83
<i>CORPORATE SOCIAL RESPONSIBILITY (E)</i>	83
<i>MANAGING ACROSS BORDERS (E)</i>	85
<i>MANAGING PEOPLE (E)</i>	87
SPECIALIZATION : SUPPLY CHAIN MANAGEMENT (E)	89
<i>STOCKS AND FLOWS MANAGEMENT (E)</i>	89
<i>OPERATIONS MANAGEMENT (E)</i>	91
<i>PURCHASING MANAGEMENT (E)</i>	93
SPECIALIZATION : ENTREPRENEURSHIP (E/F)	95
<i>MANAGING LEGAL RISKS (F)</i>	95
<i>ENTREPRENEURSHIP (E)</i>	96
<i>DEVELOPING CREATIVE AND MANAGERIAL SKILLS (F)</i>	97
SPECIALISATION : AUDIT AND CONSULTING (F)	100
<i>AUDIT METHODOLOY 4 (F)</i>	100
<i>MANAGEMENT CONTROL (F)</i>	101
<i>ADVANCED ACCOUNTING (F)</i>	103
<i>IFRS STANDARDS (F)</i>	104

5TH YEAR COURSES **106**

CORE COURSES	108
<i>INTERNATIONAL MARKET ENTRY AND DEVELOPMENT STRATEGIES (E)</i>	108
<i>DEVELOPING BUSINESS AND SALES INTERNATIONALLY (E)</i>	110
SPECIALISATION : INTERNATIONAL MARKETING (E OR F)	112
<i>PRODUCT MANAGEMENT (E OR F)</i>	112

<i>ADVANCED COMMUNICATION STRATEGIES (E OR F)</i>	113
<i>SECTORIAL MARKETING (E OR F)</i>	114
<i>ADVANCED MARKET RESEARCH AND MARKETING PLAN (E OR F)</i>	115
SPECIALISATION : FINANCES INTERNATIONALES (F)	117
<i>CASH MANAGEMENT (F)</i>	117
<i>BUSINESS VALUATION (F)</i>	120
<i>FUSIONS ET ACQUISITIONS (F)</i>	122
<i>BANKING AND FINANCE LAW (F)</i>	124
<i>VISUAL BASIC SUR EXCEL (F)</i>	126
SPECIALISATION : INTERNATIONAL PEOPLE MANAGEMENT (E)	127
<i>DEVELOPING POTENTIAL (E)</i>	127
<i>PARITY AND DIVERSITY (E)</i>	129
<i>NAVIGATING CHANGE (E)</i>	131
<i>STRATEGIC PEOPLE MANAGEMENT (E)</i>	133
SPECIALISATION : SUPPLY CHAIN MANAGEMENT (E/F)	135
<i>INTERNATIONAL PURCHASING STRATEGIES AND PRACTICES (E)</i>	135
<i>FORECASTING AND INFORMATION SYSTEMS (F)</i>	138
<i>QUALITY MANAGEMENT IMPROVEMENTS APPROACH (E)</i>	140
<i>SUPPLY CHAIN MANAGEMENT (E)</i>	142
SPECIALISATION : ENTREPRENDRE (F)	144
<i>FINANCIAL MANAGEMENT AND DASBOARDS (F)</i>	144
<i>TAKING OVER A BUSINESS: CHANGE AND INNOVATION MANAGEMENT (F)</i>	146
<i>ENTREPRENEURIAL MARKETING (E)</i>	149
<i>NEW BUSINESS CREATION (F/E)</i>	150
SPECIALISATION : AUDIT AND CONSULTING (F)	152
<i>AUDIT METHODOLOGY 5 (F)</i>	152
<i>ADVANCED MANAGEMENT CONTROL (F)</i>	153
<i>BUSINESS VALUATION (F)</i>	154

ADDITIONAL LECTURES FOR INTERNATIONAL STUDENTS 156

<i>EE_INTERNATIONAL BUSINESS PRACTICE (E)</i>	157
<i>EE_INTERNATIONAL FINANCIAL MARKETS (E)</i>	158
<i>EE_INTERNATIONAL RISK MANAGEMENT (E)</i>	159
<i>EE_INTERNATIONAL CORPORATE FINANCE (E)</i>	161
<i>EE_EUROPEAN LOBBYING (E)</i>	162
<i>EE_INTER-CULTURAL PERSUASIVE COMMUNICATION (E)</i>	163
<i>R2_INTEGRATION ENGLISH</i>	165
<i>EE_FRENCH CIVILIZATION (E OR F)</i>	167
<i>FRENCH_FRA0</i>	169
<i>FRENCH_FRA1</i>	171
<i>FRENCH_FRA2</i>	173
<i>FRENCH_FRA2+</i>	175
<i>FRENCH_FRB1</i>	177
<i>FRENCH_FRB2</i>	179
<i>FRENCH_FRC1</i>	181

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

1st Year Courses

COURSE NOT AVAILABLE

DEPARTMENT	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	1009	International Trade Techniques	4	<i>French (F)</i>	39
FINANCE, AUDIT AND CONTROL	1007	General Accounting	4	<i>French (F)</i>	39
	1005	Financial Mathematics	4	<i>French (F)</i>	39
	1006	Statistics	4	<i>French (F)</i>	39
	1008	IT Systems	4	<i>French (F)</i>	39
MARKETING AND COMMUNICATION	1012	Sales Techniques	2	<i>French (F)</i>	19,5
	1001	Introduction to Marketing	4	<i>French (F)</i>	33
STRATEGIE/, MANAGEMENT AND CORPORATE ENVIRONMENT	1011	Business Legal Management	4	<i>French (F)</i>	39
	1010	Contemporary international Relations 1	4	<i>French (F)</i>	39
	1003	Macroeconomics	4	<i>French (F)</i>	39
LANGUAGES AND HUMANITIES	1002	General Knowledge	4	<i>French (F)</i>	39
	1004	Methodology	2	<i>French (F)</i>	19,5

Department of International Affairs and Supply Chain Management

International Trade techniques (F)

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

International Trade techniques

COURSE OUTLINE

1. The functions in an export company
 - The general company functions
 - The export functions
2. The organisation charts
 - The purpose of an organisation chart
 - The different options
 - The missions and tasks of the different export department actors
3. The sources of information
 - Internal sources
 - External sources
4. The documentary chain
 - The general seller / purchaser relationship diagram from the proposal to the payment
 - The main documents
5. Incoterms
 - Transport notions
 - 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)

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

General Accounting

COURSE OUTLINE

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 (F)

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

Financial Mathematics

COURSE OUTLINE

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 (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Make the students discover the fundamental principles behind the company by showing the many interdependencies between functions and processes. ▪ 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. ▪ 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: <ul style="list-style-type: none"> ▪ 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. ▪ 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.
Aimed skills	<p>Making decisions and assessing risk</p> <p>1- Check the validity of the decision to be made</p> <p>2- Define and analyse the risks during and after making the decision.</p> <p>3- How to improve the validity and life span of the decision.</p>
Required knowledge	This course is practise-oriented and the only mathematical tool required is knowledge of algebra.
Bibliography	<ul style="list-style-type: none"> ▪ Statistiques pour l'économie et la gestion ▪ Anderson – Sweeney - Williams ▪ Statistiques descriptives by Bernard PY- Edition Economica. ▪ - Statistiques descriptives by Bernard GRAIS- Edition Duno

Statistics

COURSE OUTLINE/

CHAPTER I: DESCRIPTIVE STATISTICS

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

CHAPTER II: II-1 STATISTICAL METHODS

- II-1-1.** The graphic method
 - II-1-1-1** Case of a qualitative variable
 - II-1-1-2** Case of a quantitative variable
- II-1-2.** The calculation method: calculation of parameters
 - II-1-2-1** 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-1-2-2** 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
 - 1 Definition
 - 2 Table of point data with 2 non weighted variables X and Y
 - 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

A - Definitions: Randomness tests - Results - Random sample - Random variable - Random model -

B- 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

A). The Bernoulli diagram

B). 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 (F)

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

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

Department of Marketing and Communication

Sales Techniques (F)

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

Sales Techniques

COURSE OUTLINE

Part 1: Customer relationships and communication

Adopting a partnership approach

- Controlling the stakes in customer relationships
- Who are the customers and what do they expect?
- Strengthening commercial impact using advisory selling
- Giving the company image value in all customer contacts
- The 4 steps in the commercial relationship

Adopting efficient communications

- The fundamental principles of interpersonal communication
- The importance of the voice and the choice of words
- Non verbal impact and communication
- Mastering the attitudes to adopt with customers
- Personalising contact to create a climate of trust
- How to listen to the customer and make him feel safe

Have more impact in the first few minutes

- The interview opening plan
- Introducing oneself
- Knowing how to present the company
- The first question

Part 2: The steps in a negotiation

Discovering the customer's expectations

- Having an exchange logic with the customer
- Analysing malfunctions and needs
- Understanding the psychological expectations of the customer
- Mastering how to ask questions and establishing a survey strategy

Bringing a solution

- Thinking Solution and not Problem
- Proposing concrete solutions
- Knowing how to argue 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

Introduction to Marketing (F)

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

Introduction to marketing

COURSE OUTLINE

General introduction

The definition of marketing

The evolution of marketing

The ethics and corporate responsibility of marketing

Product classification

The marketing approach: successes and failures

Marketing diagnosis

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

The marketing thought process: strategic marketing and the STP approach

Segmenting

Targeting

Positioning

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)

Aimed knowledge	<ul style="list-style-type: none"> ▪ To acquire the legal culture required to exercise managerial and commercial responsibilities. ▪ Articulate the problems of the company with the principal rules of law. ▪ Master the basic techniques to manage legal risks in the company
Aimed skills	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.
Required knowledge	No prerequisites.
Bibliography	<ul style="list-style-type: none"> ▪ Jean-François Bocquillon, Martine Mariage, Introduction au droit, Dunod, 2011. ▪ J.-M. Do carmo Silva, L. Grosclaude, Gestion juridique, fiscale et sociale, 2010-2011. ▪ J. Aubert, L'essentiel de l'introduction au droit; fiches de cours & cas pratiques corrigés, Ellipses 2010. ▪ L. Lethielleux, introduction au droit, Gualino 2010. ▪ S. Druffin, Brica, L'essentiel de l'introduction au droit, Gualino 2009. ▪ G. Guéry, E. Schonberg, E. Laforet, Droit des affaires pour managers, ellipses, 2009. ▪ E. Laforet, F. Moulin, introduction au droit, dunod 2009. ▪ Nicole Ferry-Maccario, Jan Kleinheisterkamp, François Lenglard, Karim Medjad, Nicole Stolowy ,Gestion juridique de l'entreprise, pearson, 2006.

Business Legal Management

COURSE OUTLINE

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)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Analysing the balance of power between the different actors in international relations: States, international economic organisations (IMF, WB, WTO), intergovernmental organisations (UNO), multinationals, NGOs and other non state actors ▪ Study of the power factors (economic, political, cultural, diplomatic, technological) of the "major powers", especially the United States, the European Union, Russia and China ▪ Study of certain conflicts and tensions in the world using selected case studies
Aimed skills	<ul style="list-style-type: none"> ▪ Have a better understanding of the current international environment, especially of the relationships between states, international organisations and multinationals ▪ Know and apply the basic principles of international relations to the analysis of an international news event <ul style="list-style-type: none"> - Understand the power factors and be able to apply them to a geopolitical analysis of the foreign and commercial policy of a state. - Be capable of researching and analysing data on a given theme - Be able to synthesis and cross reference collected data - Be capable to speak in public on an international new subject
Required knowledge	General knowledge
Bibliography	<ul style="list-style-type: none"> ▪ BEAUCHESNE Bénédicte, Relations internationales 2011-2012, Actu Concours, Ellipses, 2010 ▪ CHAUPRADE, Aymeric, Géopolitique : constantes et changements dans l’histoire, Ellipses, 2008 ▪ DRAIN, Michel, Relations internationales 2010-2011, Collection Manuel, Paradigme, 2010 ▪ LACOSTE Yves, Atlas géopolitique, Larousse, 2007

Contemporary international Relations 1

COURSE OUTLINE

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

I. The main actors in IR

1. States: the elements composing a state (population, territory, government, sovereignty); forms of state ("quasi-states", "Failed states"); power factors
2. International organisations (IO)
 - the role of the UNO: origin, purpose, fields of action, debate on the reform of the UNO
 - international economic organisations - the main characteristics and criticisms of the IMF, the WB and the WTO
 - regional economic integration - ALENA, MERCOSUR, APEC, ASEAN etc.
3. 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 of American power: ("hard power", "soft power", "smart power")
 - The foundations of American foreign policy
 - The major doctrines of the foreign policy of the United States
 - The priorities of American foreign policy under the administrations of G.W. Bush and Barack Obama
 - Towards a "post-american world"?
2. The European Union
 - the power factors of the EU: "the strange superpower"
 - the objectives of European construction; membership criteria for the EU (the debate on the frontiers of Europe)
 - the EU institutions: the institutional triangle
 - The Lisbon Treaty and its institutional, political and economic contribution
 - the EU in international trade: single market, competition, Euro zone, the role of the Eurogroup, common trade policy
 - EU foreign policy
3. Russia
 - the factors of Russian power
 - the Russian policy for the close environment
 - Russia in international trade
 - the energy stakes in central Asia and the Russian oil strategy
 - Russo-American relations
 - relations between the EU and Russia
4. China
 - Chinese power factors: the Middle Empire: a regional or a global power?
 - Chinese trade policy
 - Chinese energy policy
 - Chinese foreign policy
5. Other powers

- Japan: power factors; trade policy; foreign policy; the consequences of the nuclear disaster
- India: power factors; trade policy; foreign policy
- Brazil: power factors; trade policy; oil strategy

III. Conflicts and tensions in the world

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

Macroeconomics (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ The main aggregates of domestic and international economic relations: measurement and statistical data ▪ The fundamental concepts of macroeconomics in a closed and an open economy ▪ Macroeconomics analysis tools ▪ The stakes of macroeconomic policies ▪ An economic vocabulary and culture
Aimed skills	<ul style="list-style-type: none"> ▪ The capacity for analysis in macroeconomics ▪ Understanding macroeconomic risks and the stakes of globalisation ▪ Managing and processing macroeconomic data strictly and ethically ▪ A critical mind and the capacity to adopt a detached attitude.
Required knowledge	None
Bibliography	<ul style="list-style-type: none"> ▪ Samuelson P.A. et Nordhaus W.D (2005), ▪ Economie, Economica, 18th edition, Paris, 782p.Mishkin F. (2007) ▪ Monnaie, banque et marchés financiers, Pearson Education, 8th edition, 894 p. [for chapter 3 of the course]

Macroeconomics

COURSE OUTLINE

Preliminary chapter: Concepts and basic tools for economic analysis

1.1 Efficiency

1.1.1 The economy 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 global supply - Global demand model

1.1 The GS-GD model and macroeconomic aggregates

1.1.1 The GS-GD model and the activity cycle

1.1.2 Measuring Gross Domestic Product

1.1.3 Measuring the general level of prices

1.2 The determinants of Global Demand and Global Supply

1.2.1 The determinants of Global Demand

1.2.2 The determinants of Global Supply

Chapter 2: Multiplier, budget policy and global demand

2.1 Product, total expenditure and multiplier

2.1.1 Product 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 global 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: Global supply, the relationship between inflation and unemployment, and international macroeconomics

- 4.1 Global supply and the relationship between inflation and unemployment
 - 4.1.1 Short term and Long term global supply
 - 4.1.2 The arbitration between inflation and unemployment
- 4.2 Elements of international macroeconomics
 - 4.2.1 The Balance of Payments and exchange rates
 - 4.2.2 Macroeconomic balance in an open economy

Department of Languages and Humanities

General Knowledge (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ 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 ▪ More general opening to the major lost civilisations ("antiquity", "pantheist"), but also to the current development of the ancient traditions (monotheist or Asiatic)
Aimed skills	<ul style="list-style-type: none"> ▪ Learn to handle certain concepts and methodologies proposed by ethnography, aesthetics and linguistics ▪ Apprenticeships of the resources and techniques proposed by history and archaeology (religion, arts), the ▪ major theological and philosophical systems
Required knowledge	No prerequisites
Bibliography	<ul style="list-style-type: none"> ▪ Mohen, Malherbe, Hagège, publications Quai Branly and Unesco ▪ Eliade, Histoire des croyances et des idées religieuses (Payot, 3 vol.), ▪ Narbonne, Cours d'histoire des religions (Vuibert) ▪ Narbonne, Rodrigo, Cours d'histoire des arts (Vuibert) ▪ Monographies (Citadelle et Mazenod)...

General Knowledge

COURSE OUTLINE

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)

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

Methodology

COURSE OUTLINE

- Writing workshop
- Research methodology
- Research techniques using Internet
- Spoken expression techniques

2nd Year Courses

DEPARTMENT	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	1022	International Trade Techniques and Practices	4	<i>French (F)</i>	39
	1023	International Risks	2	<i>French (F)</i>	19,5
	1021	Transport Strategy	4	<i>French (F)</i>	39
FINANCE, AUDIT AND CONTROL	1024	Financial Analysis	4	<i>French (F)</i>	39
MARKETING AND COMMUNICATION	1020	Consumer Behavior and Marketing Research	4	<i>English (E)</i>	39
STRATEGIE/, MANAGEMENT AND CORPORATE ENVIRONMENT	1033	Contemporary international Relations 2	2	<i>English (E)</i>	19,5
	1029	Managerial Economics	4	<i>French (F)</i>	39
	1031	Management of Organizations	2	<i>French (F)</i>	19,5
	1032	Intercultural Negotiation	4	<i>French (F)</i>	39
LANGUAGES AND HUMANITIES	1030	Sociology	2	<i>French (F)</i>	19,5

Department of International Affairs and Supply Chain Management

International Trade Techniques and Practices (F)

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

International Trade Techniques and Practices

COURSE OUTLINE

Introduction

1. Export strategy
 - Export diagnosis
 - Market selection and study of the target market
 - Elaboration of the strategy
 - Major group strategies and classification of the different strategies
2. International procurement
 - Procurement motivation, habits and behaviour
 - Basic data
 - Procurement organisation
3. Processing a request for proposals
 - General information on proposal drafting techniques
 - The pre-qualification file
 - Processing the request for proposals and setting up the proposal
4. Organising the distribution network
 - Selecting the network - research method
 - Assistance - integration
 - Motivation
 - Management and control
5. The sales contract
 - General definitions
 - Contract architecture
 - The main types of contract
 - Study of the general and specific terms
 - Contract types
 - The sales contract

6. Methods of international distribution and set up

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

7. Know how

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

8. Compensation

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

International Risks (F)

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

International Risks

COURSE OUTLINE

Introduction: export credit and financing risk management

- Current stakes - Future stakes

1. Mastering the risk of non payment

Risks related to the international environment

Chronology of risks and international trade operations

Prospecting related risks

Credit risk management

- The impacts of credit risk
- The types of risk
- The coverage of credit risks by internal company tools
- The coverage of non payment risks by credit insurance
- The currency risk

2. Financing international trade operations

Common trade operations

- Factoring
- Forfaiting - securitization

Medium/long term operations - major capital goods, public works contracts (3 to 10 years and more)

- Risk chronology
- The different types of financing
- Public credit assurance
- First demand guarantees

Transport Strategy (F)

<p>Aimed knowledge</p>	<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"> ▪ Understanding the role and the importance of transport in economic systems ▪ Understanding the role of transport in the organisation of international chains ▪ Understand the different means of transport and their advantages ▪ Knowing the difference between the professions and functions of the different actors in the transport system and analysing their characteristics ▪ Understanding the logic behind transport contracts and management ▪ Analysing transport network strategies
<p>Aimed skills</p>	<p>The purpose of these objectives is to provide the students with the fundamentals required to continue their management training syllabus. Students who choose to take the SCM option will be able, in the long term, have the following jobs:</p> <ul style="list-style-type: none"> ▪ Logistics and/or Transport manager; ▪ Warehouse Manager ▪ Supply Chain Manager; ▪ Logistics or procurement Consultant ▪ Logistics study manager
<p>Required knowledge</p>	<p>No prerequisites.</p>
<p>Bibliography</p>	<ul style="list-style-type: none"> ▪ Savy M. (2007), Le transport de marchandises, Ed Eyrolles ▪ Damien MM. (2005), Dictionnaire du transport et de la logistique, Ed Dunod ▪ Collectif (2007), Économie et gestion du fret, Ed Techniques de l'ingénieur CELSE ▪ Belotti J. (2002), Transport International de Marchandises, Ed. Vuibert ▪ Pons J. (2005), Transports et Logistique, HERMES

COURSE OUTLINE

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)

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

Financial Analysis

COURSE OUTLINE

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)

Aimed knowledge	<ul style="list-style-type: none"> ▪ <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 ▪ <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.
Aimed skills	<ol style="list-style-type: none"> 1. Consumer Behavior 2. Define the consumer market and construct a simple model of consumer buyer behavior 3. Identify the four factors that influence consumer buyer behavior 4. List and define the major types of buying decision behavior and the stages in the buyer decision process 5. Describe the adoption and diffusion process for new products <p>Marketing Research:</p> <ol style="list-style-type: none"> 6. Be able to translate a marketing problem into a research question 7. Understand the different research designs and methods 8. Be aware of the various sources of marketing information 9. Have a basic understanding of statistical analysis techniques 10. Be able to analyze marketing research results <p>Be able to present marketing research results</p>
Required knowledge	No prerequisites.
Bibliography	<p>Kotler, Armstrong <u>Principles of Marketing (Global edition) 14th ed.</u> Pearson (2012) ISBN 9780273752509</p> <p>Schiffman, Kanuk <u>Consumer Behavior (Global edition) 5th ed.</u> Pearson (2010) ISBN 978-0-13-700670-0</p> <p>McDaniel, Gates <u>Marketing Research with SPSS (international edition) 8th ed.</u> Wiley (2010) ISBN 978-0-470-41436-1</p>

Consumer Behavior & Marketing Research

COURSE OUTLINE

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

Contemporary International Relations 2 (E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ to analyse current geopolitical and geo-economic events to help future managers to better know and deal with the complex international economic, political and business environment ▪ to study more precisely the socio-economic, geopolitical and environmental risks shaping international relations (IR) today, such as the risk of global governance failure, economic disparities, state fragility, proliferation of weapons of mass destruction, terrorism, escalation of armed conflicts, resource security, climate change, etc. ▪ to provide students with some essential analytical tools (HDI, Gini coefficient, Global competitiveness index, Globalization 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
Aimed skills	<ul style="list-style-type: none"> ▪ 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 ▪ to comprehend the concept of "global risks" and the impact these risks have on countries' economic competitiveness and political stability, and consequently on their business environment ▪ to apply the acquired concepts and knowledge on geopolitics and geo-economics to some case studies related to international business and affairs ▪ 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
Required knowledge	"Relations Internationales Contemporaines 1" (1 st year course)
Bibliography	<ul style="list-style-type: none"> ▪ BAYLIS John, SMITH Steve & Patricia OWENS, The Globalization of World Politics: an Introduction to International Relations, 5th edition, Oxford University Press, 2010 ▪ GOLDSTEIN Joshua & Jon PEVEHOUSE, International Relations, 9th edition, Pearson Longman, 2010-2011 update ▪ JOHNSON Debra & Colin TURNER, International Business: Themes and Issues in the Modern Global Economy, Routledge, 2010

COURSE OUTLINE

1. Current global risks influencing world politics and business

- The World Economic Forum (WEF) Global Risks Report
- Classification and analysis of the risks impacting the business environment: economic, geopolitical, societal, technological and environmental
- Focus on two major risks : economic disparity & global governance failure

2. Globalization and the context of international relations and business

- Drivers of globalization
- Divergent views of globalization: sceptics, globalizers and transformalists
- Measuring globalization: the Globalization index
- Relative economic power of states and multinational corporations

3. Globalization and the “shift of wealth” in an integrating global economy

- Demographic trends and challenges
- Economic development and disparity: ranking of countries in terms of poverty, HDI and the Gini index
- The role of emerging markets (BRICs, Next 11, CIVETS) in the global economy
- Business and emerging economies: the BRICs as drivers of global consumption

4. Governance issues in world politics: the risk of global governance failure

- Globalization and governance: defining “global governance”
- The critics of international economic organisations (WTO, IMF, WB Group)
- The role of non-formal groups of states (G7, G8, G20)
- The UN system: the role of the UN Security Council and the debates on its reforms

5. State fragility, crime, corruption and illicit trade

- Measuring state failure – “failed states” and the Failed state index (FSI)
- Challenges and risks of state failure – corruption (Global corruption barometer, Corruption perceptions index), terrorism, piracy
- Fiscal paradises and the role of the Financial Action Task Force (FATF)
- Strategies and policies of the international organisations for fighting corruption

6. Arms control and management

- Arms production and trade: trends in countries’ military expenditures and sales
- The nuclear non-proliferation regime: the Non-proliferation Treaty (NPT)
- Iran's and North Korea's nuclear crises
- Is a “zero nuclear world” possible?: analysis of some countries’ nuclear strategies: USA Nuclear Posture Review (NPR 2010), EU security and defence strategy

7. Energy security management: geopolitics of the oil industry

- Analysis of the oil 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
- Scenarios on the evolution of oil consumption and production
- Towards “green energy”?

8. Current geopolitical conflicts and international crisis management

- Types of conflicts : the International Crisis Group (ICG) reports, ICG Crisis Watch Barometer, HIIK Conflict Barometer

- The role of the IO in conflict management: UN, NATO, AU, EU missions
- The concept of “humanitarian interference”

9. Climate change and resource security

- The IPCC report
- The Kyoto protocol and the post-Kyoto process
- Debates about sustainable development
- Consequences of climate change: food crisis, water supply and quality, natural catastrophes and climate refugees

Managerial Economics (F)

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

Managerial Economics

COURSE OUTLINE

I: What is economics?

- Scarcity, choice, cost
- Social order (Anarchy, Planning, Markets)
- The economic way of thinking

II: The Market

- Supply, Demand, and the Price Mechanism
- International Trade
- Market Failures and Public Policy

III: Modelling Firms

- Production Functions
- Cost Functions (ATC, AVC, AFC, MC)
- Shutdown condition

IV. Market structures

- Perfect competition
- Imperfect competition: the monopoly
- Monopolistic competition

V. Firm strategies

- The oligopoly theory
- Oligopoly and collusion

Management of Organizations (F)

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

	<p>Richard Farson (Editions Maxima, republished 2008).</p> <ul style="list-style-type: none"> ▪ 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). ▪ Le livre collectif, Le Mal Être au travail directed by Nicolas Combalbert and Catherine Riquelme-Sénéguou (Presses de la Renaissance, 2006). ▪ Le Stress au travail by Patrick Légeron (Odile Jacob, republished 2003) covers the psychological aspects ▪ causes and means of reacting - to stress Le Journal d'un médecin du travail by Dorothée Ramaut (Le Cherche-Midi, 2006). ▪ Cliniques du travail by Dominique Lhuillier (Érès, 2006).
--	--

Management of Organizations
<p>COURSE OUTLINE</p> <p>INTRODUCTION</p> <p>Definition of organisations</p> <ul style="list-style-type: none"> - The functionalist and organisation paradigm - Paradigm of the "socially built" and organisation <p>The scientific organisation of work</p> <ul style="list-style-type: none"> - Taylor - Mass production - Restriction of output - The economic man theory <p>The current of human relations</p> <ul style="list-style-type: none"> - Production established according to social standards and not depending on physical capacities - Non-economic > economic rewards - Workers do not act or react as individuals but as part of a group <p>Strategic analysis</p> <ul style="list-style-type: none"> - Crozier - Rationality defined according to the context and the opportunity it offers <p>The activity system model</p> <ul style="list-style-type: none"> - The analysis of transitional situations (unemployment, training) - Organisational phenomena <p>1. THE DIFFERENT FUNCTIONS WITHIN AN ORGANISATION</p> <p>1.1. Structures, configurations and social systems</p> <ul style="list-style-type: none"> Case study: The governance of banks and internal organisations Case study: Organisation metaphors <p>1.2. Quality management and the human factor</p> <ul style="list-style-type: none"> Case study: "Lean" management: lean in France (IBIS) <p>2. HUMAN BEHAVIOUR WITHIN THE ORGANISATION</p> <p>2.1. The meaning of work</p> <ul style="list-style-type: none"> The professional activity clinic <ul style="list-style-type: none"> ● Filmed observations of underground drivers, crane operators, assemblers (2009) ● A study of the teaching profession <p>2.2. Organisational socialisation</p> <ul style="list-style-type: none"> 2.2.1. Career steps 2.2.2. Integration (the case of the ME generation)

2.2.3.	Managing expatriation	
2.2.4.	Women and the glass ceiling	
2.3.		The emotional experience
2.3.1	Identity, recognition and satisfaction	
2.3.2	Stress and its management.	
3.	DECISION, DIRECTION AND ORGANISATION	
3.1.	The decision process	
3.1.1.	Risk analysis	
3.1.2.	The game theory	
3.2.	Organisation, a coordination and leadership mode	
3.2.1.	Work teams	
3.2.1.1.	Role and status: the drama triangle	
3.2.1.2.	The steps in the life of a group.	
3.2.1.3.	Group performance: Social laziness	
3.2.2.	Leadership	
3.2.2.1.		Charisma or professional skills?
3.2.2.2.		The behaviour of a good leader, a Study
	of 5000 managers	
3.2.2.3.		Can we succeed without "followers"?

Intercultural Negotiation (F)

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

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

Department of Languages and Humanities

Sociology (F)

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

Sociology

COURSE OUTLINE

Part one - The sociologist's profession

- General introduction: What is sociology?
- The birth of sociology
- The rules of the sociological method

Part two - the main currents in sociology

- Durkheim: moral sociology?
- Weber and the disenchantment with the world
- The overcoming of the opposition between holism/individualism: constructivist sociology (Elias, Bourdieu)
- Interactionist sociology

3rd Year Courses

DEPARTMENT	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
INTERNATIONAL AFFAIRS AND SUPPLY CHAIN MANAGEMENT	1407	International Trade : the Market Approach - example: Brazil	3	<i>French (F)</i>	15
	1047	Introduction to Supply Chain Management	2	<i>French (F)</i>	14
FINANCE, AUDIT AND CONTROL	1043	Corporate Finance	4	<i>French (F)</i>	39
	1042	Cost Analysis	2	<i>French (F)</i>	15
	1044	Market Finance	4	<i>French (F)</i>	39
MARKETING AND COMMUNICATION	1048	Advanced Marketing	2	<i>French (F)</i>	39
STRATEGIE/, MANAGEMENT AND CORPORATE ENVIRONMENT	1365	Corporate Ethics	2	<i>French (F)</i>	15
	1045	Company Tax and Law	4	<i>French (F)</i>	39
	1050	Principles of People Management	2	<i>English (E)</i>	19,5
	1051	Strategic Management	4	<i>English (E)</i>	39

Department of International Affairs and Supply Chain Management

International Trade: the Market Approach – example: Brazil (F)

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

International Trade: the Market Approach - example: Brazil

COURSE OUTLINE

- 1 - Knowing Brazil: politics, society, foreign trade, geo-strategic situation, MERCOSUL
- 2- Trade strategy
- 3 - The French presence in Brazil
- 4 - Business opportunities
- 5- Doing business with Brazil and in Brazil
- 6 - Cultural differences
- 7 - Logistics in Brazil
- 8 - Customs procedures in Brazil
- 9 - Exchange in Brazil
- 10 - Investing in Brazil
- 11 - Sustainable international trade

Introduction to Supply Chain Management (F)

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

Introduction to Supply Chain Management

COURSE OUTLINE

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.

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.

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.

Introduction to Supply Chain and to the Reactik game

- Introduction to the game
- Flow tracking
- Performance criteria
- Identifying *bottlenecks*/ Suggesting *favorable flows*

Continuous improvement process and “world conquest”

- Correcting *bottlenecks* and *favorable flows* – “world conquest”

Theory-based feedback on the process management

- Group presentation on AF and GF
- Debriefing /MCQ

Department of Finance, Audit and Control

Corporate Finance (F)

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

Corporate Finance

COURSE OUTLINE

Chapter 1: Financial planning

1.1 Rules and objectives

- 1.1.1 Definitions and context
- 1.1.2 The financial elements of the project
- 1.1.3 Dealing with time
- 1.1.4 The positioning of the analysis

1.2 Investment expenditure and invested capital

- 1.2.1 Fixed asset investment expenditure
- 1.2.2 Working capital investment expenditure
- 1.2.3 Project launch costs

1.3 Operating cashflow

- 1.3.1 The flow recording principle
- 1.3.2 Forecasting revenue and expenditure
- 1.3.3 The tax impact of the project
- 1.3.4 Additional problems

1.4 Cashflow calculations

- 1.4.1 Cashflow: inflows and outflows
- 1.4.2 The cashflow statement: an application

Chapter 2: Assessment of the investment

2.1 The Invested capital payback period

- 2.1.1 Definition and calculation
- 2.1.2 Advantages and disadvantages

2.2 Net present value

- 2.2.1 The present value principle
- 2.2.2 The present value rate and capital opportunity cost
- 2.2.3 Reminders on financial calculus

- 2.2.4 NPV calculation
- 2.3 The Internal Rate of Return
 - 2.3.1 Definition and calculation
 - 2.3.2 IRR variants
 - 2.3.3 Problems posed by IRR
- 2.4 The Equivalent Annual Cost
 - 2.4.1 Principle and calculation
 - 2.4.2 EAC and tax
 - 2.4.3 EAC and economic lifespan
- 2.5 Project analysis
 - 2.5.1 Break-even analysis
 - 2.5.2 Sensitivity analysis
 - 2.5.3 Scenario analysis

- Chapter 3: Equity financing**
- 3.1 Financing from cashflow
 - 3.1.1 Do companies rely too much on financing from cashflow?
 - 3.1.2 Dividend policy
- 3.2. Floatations
 - 3.2.1 The floatation process
 - 3.2.2 The advantages and disadvantages of floatation
- 3.3 New equity issues
 - 3.3.1 Equity issues without rights issues
 - 3.3.2 Equity issues with rights issues
 - 3.3.3 The impact of operations on capital on the market price
- 3.4 The assessment of the cost of equity
 - 3.4.1 The Gordon-Shapiro model
 - 3.4.2 The CAPM

- Chapter 4: Debt financing**
- 4.1 Bank loans
 - 4.1.1 The specificities of bank loans
 - 4.1.2 The term structure of interest rates
- 4.2 Bond loans
 - 4.2.2 Private bonds
 - 4.2.3 Sovereign bonds
 - 4.2.3 Taking into account bond risks
 - 4.2.4 Hybrids
- 4.3 Leasing
 - 4.3.1 What is leasing
 - 4.3.2 Why leasing
 - 4.3.3 The assessment of leasing contracts

- Chapter 5: The constraints of the choice of financing**
- 5.1 Leverage
- 5.2 The financing plan

Cost Analysis (F)

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

Cost Analysis

COURSE OUTLINE

Introduction to management accounting

- The types of cost
 - Fixed and variable costs
 - Direct and indirect costs

A partial cost method

- The variable cost method: the break-even point

Towards full costs:

- Different cost stages
- Stock valuation

A complete cost method

- The homogeneous cost pools method

Market Finance (F)

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

Market Finance

COURSE OUTLINE

General introduction: market types

- Capital markets: monetary markets / financial markets
- Primary market / secondary market
- Spot markets / derivatives markets
- Forward markets / options markets

Part I - Monetary markets: operating rules and actors

- Euro zone monetary policy
- The interbank market
- Short term securities (government bonds, commercial paper)

Part II - The financial markets

- Bond markets
- Stock markets

Part III - The foreign exchange market

Department of Marketing and Communication

Advanced Marketing (F)

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

Advanced Marketing

COURSE OUTLINE

Approaches to consumption

1 The main evolutions in consumption in Europe since 1945

- 1945-1979: Let's consume!
- 1979-1991: Overconsumption or the show-off years
- 1991-2012 : frenzy and reassurance, the paradox years

2 Towards hyper - modern times?

- Modernity and post-modernity
- The rise of individualism and the tribal phenomenon
- Modern and post-modern values
- The concept of hyper modernity

The consumer today

1 Consumer profiles

- An unpredictable and paradoxical consumer
- Priority targets

2 Trends and currents

- Mainstream trends
- Spot trends

Consequence on the practise of Marketing

- 1 From the production view to experiential marketing
- 2 The marketing system revisited, or farewell to the 4 Ps
- 3 Consequences on the components of mix marketing

Department of Strategy, Management and Corporate Environment

Corporate Ethics (F)

Aimed knowledge	Understand the economic models and schools of thought in international trade in the context of sustainable development, Corporate responsibility and ethics to understand the practises and behaviour imposed on the management of organisations.
Aimed skills	<ul style="list-style-type: none"> ▪ Acquisition of an ethical behaviour and know-how ▪ Participate in the control of ethical risks through their assessment and prevention ▪ Acquisition of professional ethics and the avoidance of all forms of breaches and frauds especially affecting international trade.
Required knowledge	Understanding of economic models and schools of thought
Bibliography	<ul style="list-style-type: none"> ▪ Ballet J. et F. de Bry (2001), <i>L'entreprise et l'éthique</i>, Le Seuil ▪ Chanlat, A. et R. Bédard (1990), <i>La gestion, une affaire de parole</i>, dans J.F. Chanlat et al. (dir.), <i>L'individu dans l'organisation, les dimensions oubliées</i>, Eska, Presses de l'Université de Laval ▪ Claude J-F. (2002), <i>L'éthique au service du management</i>, <i>Entreprise et Carrières</i>, Editions liaisons. ▪ Etzioni, A. (1988), <i>The moral dimension</i>, New York: The Free Press. ▪ Gauthier L. (2000), <i>L'impact des chartes d'éthique</i>, <i>Revue Française de Gestion</i>, n°130, September- October 200 0, p. 77-87. ▪ Jackall, R. (1988). <i>Moral Mazes. The world of Corporate Managers</i>, New York, Oxford University Press. ▪ Kant (1994), <i>Métaphysique des moeurs I</i>, translated from the German by A. Renaut, Paris, GF-Flammarion. ▪ Lauriol J. and H. Mesure (coll.) (2003), <i>L'éthique d'entreprise à la croisée des chemins</i>, L'Harmattan. ▪ Mercier, S. (1999), <i>L'éthique dans les entreprises</i>, La découverte & Syros. ▪ Métayer, M. (2002), <i>La philosophie éthique, enjeux et débats actuels</i>, 2nd edition, Editions du Renouveau Pédagogique. ▪ Mousli, M., Mary Parker Follett (2002), <i>Diriger au-delà du conflit</i>, Village Mondial. ▪ Pasquero Jean (2002), « <i>Le défi de la gestion responsable</i> », dans <i>Les Défis du management</i>, coordinated by Michel KALIKA, Editions Liaisons ▪ Pasquero, J. (1997), « <i>L'éthique des affaires: fondements théoriques et implications</i> », Congrès de l'Institut Supérieur de Gestion, 6th May 1997. ▪ Toffler, B.L. (1991), <i>Managers Talk Ethics, Making Tough Choices in a Competitive Business World</i>, John Wiley & Sons.

COURSE OUTLINE/CONTENU PEDAGOGIQUE

1 / The philosophy and history of ethics

- "Prescriptive" ethics
- "Descriptive" Ethics
- "Diskurs ethics"

2/ Ethical security: ethical conduct and practise

- A look at the concept of ethical security
- The framework, the public and private order context
- Controlling ethical security: conduct and practises
- Quali-ethical labelling

3/ The defence against breaches, fraud, corruption and laundering

- Beyond ethics, the facts!
- Types of fraudulent set-ups
- Complex set-ups

Company Tax an Law (F)

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

Company Tax and Law

COURSE OUTLINE

I. UNDERSTANDING THE LEGAL OPERATION OF A COMPANY

- The existence of the company
- The different forms of company
- Transfer of rights and taxation
- The responsibility of the advisory professions: the example of the company auditor (approach to criminal accounting offences, interactions with torts)

II. MASTER THE FUNDAMENTALS OF TAXATION

- Income tax and company tax
- VAT
- Taxes on savings
- The relationship between the company and the state: state aids

III. MASTER THE LEGAL INSTRUMENTS FOR ECONOMIC REGULATION

- regulation of the relationships between companies: competition law
- Exchange regulation: intellectual property law (France, Europe, International)
- The commercial court: its role, alert procedure, liquidation and receivership

Principles of People Management (E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ A good knowledge of how to apply method to management ▪ A good understanding of the role of human resource management in the long-term strategy of the company ▪ A reasonable knowledge of the multicultural environment ▪ A strong focus on managing people, on organisational behaviour and on measuring human potential
Aimed skills	<ul style="list-style-type: none"> ▪ A desire to go further into international people management ▪ A preparation for junior managers who will manage multicultural teams ▪ An international approach will prevail
Required knowledge	<ul style="list-style-type: none"> ▪ Competence in written and spoken English ▪ Experience in a corporate environment ▪ A certain degree of curiosity and questioning of how people behave in an organisation
Bibliography	<p>Main Text Book:</p> <ul style="list-style-type: none"> ▪ Stephen P. R., & Timothy A. J., (2009) Essentials of Organizational Behavior: Global Edition, 10/E, Pearson. <p>Other:</p> <ul style="list-style-type: none"> ▪ Danton, J. (1998), Organisational learning and Effectiveness, London: Routledge ▪ Fincham, R. & Rhodes, P. (2003), Principles of OB, Oxford University Press ▪ Greenberg, J. & Baron, R.A. (2002), Behavior in Organizations, Prentice Hall ▪ Noe, R.A. (2006) Fundamentals of HRM, London: McGraw-Hill ▪ Osland, J.S., Kolb, D.A. & Rubin, I.M. (2000), The Organizational Behaviour Reader (7th ed.), Prentice Hall

COURSE OUTLINE

- 1. Course introduction**
- 2. Why psychology?**
 - a) Psychoanalysis and scientific psychology
 - b) Basing your decisions on scientific evidence
 - c) Scientific evidence : examples of experimental designs
- 3. Social influence**
 - a) Facilitation
 - b) Conformity
 - c) Authority
- 4. Social perception and diversity**
 - a) Group discrimination and stereotypes
 - b) Stereotype and implicit association measurement
 - c) Diversity
- 5. Individual characteristics assessment**
 - a) Contexts of use
 - b) Assessing individual characteristics : Basic Psychometrics
 - c) Intelligence and job performance
 - d) Personality and job performance
 - e) Cognitive-Emotional « Frontier » individual characteristics (Creativity, Emotional intelligence) and job performance
 - f) Predicting job performance: other methods (for better or for worse)
 - g) Maximizing job performance with individual assessment: personnel selection, individualized training, career management, team-building, psychosocial risk diagnosis, etc.
- 6. Creativity and innovation management**
 - a) Definitions of creativity
 - b) Measuring creativity and innovation
 - c) Promoting and developing creativity
- 7. Planning you career & discovering potential (psychometric test).**
- 8. Psychosocial Risk Management**
 - a) Impact on job performance and economic results
 - b) Preventing psychosocial risks
 - c) Assessing psychosocial risk
 - d) Reducing psychosocial risk
 - e) Stress reduction techniques
- 9. Judgment and decision making**
 - a) Mislead decision-making and cognitive biases
 - b) Information integration and Modeling judgment
- 10. Leadership**
 - a) Leadership : the situational approach
 - b) Leadership : the trait approach
 - c) Leadership styles
 - d) Adapting leadership to intercultural differences
- 11. Conclusion: Increasing job performance**

Strategic Management (E)

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

Strategic Management
<p>COURSE OUTLINE/CONTENU PEDAGOGIQUE</p> <p>Definition of strategic management - Designing a strategic plan - Vision, mission and objectives</p> <p>Position Macro / Environmental Analysis Industry Analysis Product Life Cycle</p> <p>Capabilities Internal Analysis (Resources/Competencies) Value Chain Analysis Competitive Advantage</p> <p>Strategic Choices Business Level Strategy Corporate Level Strategy and Direction Mergers and Acquisitions, Strategic Implementation</p> <p>Topics Blue Ocean Innovation International Strategy</p>

4th Year courses

SPECIALIZATION	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
CORE COURSES	1226	European Business Culture	4	English (E)	39
	1442	Current Economic Issues	4	English (E)	39
	1310	Corporate Governance	4	English (E)	39
	1056	International Contract Negotiation Set-up and	4	English (E)	39
	1057	Management of international projects	4	French (F)	39
	1294	Business Simulation - "Global Challenge"	2	French (F)	/
	915	Business Simulation - "SimFirm"	6	French (F)	/
INTERNATIONAL MARKETING 4	1380	Strategic Brand Management (IM)	4	English (E)/ French (F)	39
	1064	Communication (IM)	4	English (E)/ French (F)	39
	1456	Customer Relationship Management (IM)	4	English (E)/ French (F)	39
INTERNATIONAL FINANCE 4	1076	Management Contrôle (FI)	4	French (F)	39
	1077	Financial Risk Management	4	French (F)	39
	1075	Portfolio and Bond Management	4	French (F)	39
INTERNATIONAL PEOPLE MANAGEMENT 4	1313	Corporate Social Responsibility	4	English (E)	39
	1312	Managing Across Borders (Managing Teams in organizational Cultures)	4	English (E)	39
	1311	Managing People	4	English (E)	39
SUPPLY CHAIN MANAGEMENT 4	1069	Stocks and Flows Management	4	English (E)	39
	1068	Operations Management	4	English (E)	39
	1070	Purchasing Management	4	English (E)	39

SPECIALIZATION	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
ENTREPRENEURSHIP 4	1061	Managing legal Risks	4	<i>French (F)</i>	39
	1060	Entrepreneurship Developing creative and managerial skills	4	<i>English (E)</i>	39
	1455		4	<i>French (F)</i>	39
AUDIT AND CONSULTING 4	1079	Advanced Accounting	4	<i>French (F)</i>	39
	1080	Management Contrôle (KPMG)	4	<i>French (F)</i>	39
	1364	IFRS Standards	4	<i>French (F)</i>	39
	1362	Audit Methodology 4	4	<i>French (F)</i>	39

Core Courses

European Business Culture (E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ To understand the definition of a country's, a sector's and a company's culture mainly in Europe but also worldwide ▪ To review the methods, concepts and issues surrounding intercultural management, mainly based on researches of Hofstede, and T. Hall ▪ To understand European ▪ country's culture (France, UK, Italy, Central and North European countries ...) ▪ sector's culture (Automotive, IT, Luxury, Fashion, Consulting ...) - company's culture (FIAT, ZARA, Benetton, IKEA...)
Aimed skills	<ul style="list-style-type: none"> ▪ To learn the art of working and studying in a multi-cultural group where different value systems can effect communication, behavior and learning ▪ 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)
Required knowledge	No prerequisites.
Bibliography	<ul style="list-style-type: none"> ▪ Passeport du manager pour l'Europe et le monde, Orsolya Sadik-Rozsnyai, Arnaud Pinon, Village Mondial, Pearson, 2004 ▪ L'entreprise multiculturelle, Trompenaars, Hampden-Turner Maxima ▪ Intercultural Management: MBA Masterclass, Nina Jacob, 2003 ▪ Kiss, Bow, or Shake Hands, Terri Morrison, Wayne A. Conaway, 2006 <p>http://www.geert-hofstede.com/</p>

COURSE OUTLINE

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)

Aimed knowledge	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.
Aimed skills	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.
Required knowledge	An introduction to economics or economic thinking
Bibliography	<ul style="list-style-type: none"> ▪ Kindleberger, C.P. (2005) Manias, Panics, and Crashes: A History of Financial Crises ▪ Bordo, Taylor, & Williamson (2003) Globalization in Historical Perspective (2003) ▪ SCANDAL!: Amazing Tales of Scandals that Shocked the World and Shaped Modern Business (2009) by Editors of Fortune Magazine: Time Inc Home Entertainment ▪ Bernstein, Peter L., Against the Gods: The Remarkable Story of Risk (1998), Wiley ▪ Stiglitz, Joseph E. (2010) Freefall: America, Free Markets, and the Sinking of the World Economy

Current Economic Issues

COURSE OUTLINE

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

Airline Deregulations (U.S. and Europe)
 US vs. Microsoft (Antitrust case)
 The 1980's Savings & 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")

Corporate Governance (E)

Aimed knowledge	<p>After having passed the course, students are expected to be able to:</p> <ul style="list-style-type: none"> ▪ 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 evaluation of corporate governance rules and practices
Aimed skills	<p>After this course, students will master :</p> <ul style="list-style-type: none"> ▪ The implications of corporate governance ▪ The models of corporate governance
Required knowledge	No prerequisites.
Bibliography	<ul style="list-style-type: none"> ▪ Corporate Governance by Robert A. G. Monks and Nell Minow ,Wiley-Blackwell; 4 Édition (March 7, 2008) ▪ Corporate Governance (3rd Édition) by Kenneth Kim, John R Nofsinger, and Derek J Mohr, Prentice Hall; 3 Édition (November 11, 2009) ▪ International standardisation of good corporate governance: best practices for the board of directors by van den Berghe, L. Boston: Kluwer Academic Press (1999). ▪ Corporate governance in a globalising world: convergence or divergence? A European perspective by van den Berghe, L., Kluwer Academic Publishers (2002)

Corporate Governance

COURSE OUTLINE

- The corporation in society
- Why is corporate governance important?
- Separation of ownership and control
- The “basic model” of corporate governance
- Theoretical elements of corporate governance
- The evolution of the capital market:
- The emergence of shareholder capitalism
- Implications on corporate governance
- The fragmentation of capital and the emerging theory of New Institutional Economics
- The definition of principles of corporate governance:
- Ensuring the Basis for an Effective Corporate Governance Framework
- The Rights of Shareholders and Key Ownership Functions
- The Equitable Treatment of Shareholders
- The Role of Stakeholders in Corporate Governance
- Disclosure and Transparency
- The Responsibilities of the Board
- From shareholders to stakeholders: a new theoretical perspective

- Socially responsible investment
- Corporate social responsibility
- Business ethics

International Contract Negotiation (E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Negotiation methodology ▪ International legal knowledge ▪ Contract culture ▪ Negotiation of an international sale operation ▪ Negotiation of an international partnership ▪ Negotiation of an international service contract
Aimed skills	<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>
Required knowledge	<ul style="list-style-type: none"> ▪ Determination of the export sale price ▪ Mastering Incoterms ▪ Knowledge of international payment techniques and international financial and contractual guarantees ▪ Knowledge of the different modes of export trade (directly controlled sales, associate sales, intermediary sales) ▪ The differences between BtoC and BtoB operations
Bibliography	<p>1. The contractual dimension of negotiation</p> <ul style="list-style-type: none"> ▪ L'anglais des contrats internationaux, E. BOYE, LITEC ▪ Modèles de contrats en anglais, O. D'AUZON, EDITIONS D'ORGANISATION ▪ Le contrat international, J-M Jacquet, DALLOZ ▪ Négociier et rédiger un contrat international, D. BLANCO, DUNOD ▪ Contrats d'affaires internationaux, A. BESSONNET - P-E LAMY, VILLAGE MONDIAL ▪ International Commercial transactions, prof. Jan RAMBERG – Ed. ICC Publishing SA (N°624) ▪ Les moyens de paiement des importations dans 132 pays, MEMO-GUIDE MOCI, MEMO-GUIDE MOCI ▪ Règles et usances uniformes de la CCI relatives aux crédits documentaires, CCI n°600, ICC PUBLISHING SA ▪ La pratique des garanties bancaires dans les contrats internationaux, J. KLEIN-CORNEDE, REVUE BANQUE EDITION <p>Webography</p> <p>www.icclaw.com www.lexmercatoria.com www.geoscopie.com www.isdc.unil.ch www.globelaw.com</p>

International Contract Negotiation

COURSE OUTLINE

Introduction to the course: How to contractually secure international trade operations

1: Preparation, the concepts and tools to master

- How to prepare the negotiation of an international contract efficiently
 - The toolbox to master
 - The steps in preparing
 - Proposal of an international negotiation preparation file
- Understanding the international legal context
 - Diversity of contexts and responsibility during the negotiation
 - International law
 - The differences between different contractual agreements
 - Pre-contract tools
 - International sales contracts
 - Representation contracts
 - Complex contracts

2: Negotiating a goods sale contract, a distribution contract, a commissioned agent contract

- Prerequisites: The legal framework of international contracts
 - Applicable law
 - Contract formation
 - Contract execution
 - Contract termination
 - Dealing with disputes
- The negotiation of an international contract for the sale of goods
 - Export general sales terms
 - The export trade proposal: the starting point of the negotiation
 - The contract for the international sale of goods
- The negotiation of an international distribution contract
 - Main specificities and legal environment
 - Contract structure and sensitive clauses
- The negotiation of an international agent contract
 - Main specificities and legal environment
 - Contract structure and sensitive clauses
- The negotiation of an international service (maintenance) contract
 - Main specificities
 - Contract structure and sensitive clauses

Conclusion

Set-up and Management of International Projects (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Sources of information ▪ Sources of financing ▪ Risk assessment ▪ Drafting a proposal ▪ Execution in project mode
Aimed skills	<p>Make it possible for future international trade operations managers to be able to completely manage an international project from the identification of the request for proposals (open or restricted) up to the preparation, driving and control of its execution</p>
Required knowledge	<ul style="list-style-type: none"> ▪ Basic knowledge of export techniques ▪ Basic contract culture ▪ Notions of BtoC and BtoB marketing/sales ▪ Trade decision-making processes ▪ Basic notions of methodology
Bibliography	<ul style="list-style-type: none"> ▪ Gérer les appels d'offres internationaux, I. PARIENTE – Ed. Dunod ▪ Profession ingénieur d'affaires, J-J. PLUCHART – Ed. Les Editions d'Organisation ▪ Le manuel de l'ingénieur d'affaires, H. FRAISSE – Ed. Dunod ▪ Pratiquer la conduite de projet, H-P Maders, E. CLET, – Ed. Les Editions d'Organisation

Set-up and Management of International Projects

COURSE OUTLINE

Introduction to the course: How to manage an international project

1: Processing an international request for proposals

- *Understanding the consequences of using an international request for proposals*
 - International Request for Proposals?
 - Standard sequence of an IRFP
 - Deliberate or imposed choice
 - The rules
- *Detecting and selecting IRFPs*
 - Detecting IRFPs
 - Selecting IRFPs
- *Answering a request for proposals*
 - Assessing the advantages and the risks
 - Financial risk analysis
 - Project financing
 - The next steps
- *Negotiating the final agreement*
 - Questions
 - Anticipating

Part 2: International project management

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

Conclusion: Points to watch in international projects!

Business Simulation “Global Challenge” (F)

Aimed knowledge	Operations management, management control, marketing, international business
Aimed skills	Controlling a multinational company on three continents
Required knowledge	Management control, strategy, marketing.
Bibliography	Hill, Charles W.L.: International Business: Competing in the Global Marketplace, Irwin McGraw Hill, 2010

Business Simulation “Global Challenge”

COURSE OUTLINE

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)

Aimed knowledge Connaissances visées	Operations management, management control, marketing, international business
Aimed skills Compétences visées	Management of a "business unit" within a multinational company
Required knowledge Prérequis	Management control, strategy, marketing.
Bibliography Bibliographie	Hill, Charles W.L.: International Business: Competing in the Global Marketplace, Irwin McGraw Hill, 2010

Business Simulation « Simfirm »	
<p>COURSE OUTLINE</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)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Understand the activities related to the functions of product and/or brand management ▪ Access the different manners to develop and manage product portfolios ▪ Discover the fundamentals of distribution strategy
Aimed skills	<ul style="list-style-type: none"> ▪ Be able to analyze a brand (brand diagnosis) ▪ Understand the essential issues of distribution strategy
Required knowledge	<ul style="list-style-type: none"> ▪ Knowledge of the organization of corporate marketing functions ▪ Master the concepts of markets
Bibliography	<ul style="list-style-type: none"> ▪ <u>Strategic Brand Management: A European Perspective</u>, Keller, Apéria, Georgson, FT Prentice Hall (2008) ▪ <u>Managing Brands: A Contemporary Perspective</u> ,Laforet, McGraw-Hill (2010) ▪ <u>Strategic Marketing</u> ,Cravens, Piercy McGraw-Hill (2009) ▪ <u>Marketing Management</u>, Kotler, Keller, Brady, Goodman , Hansen Pearson, (2009)

Strategic Brand Management

COURSE OUTLINE

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 (plc, rebranding, brand revitalization)

Part III: Distribution strategy

- Fundamentals of distribution
- Functions of distribution
- Designing and managing supply networks

Communication (E or F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Understand the use of the different communication techniques available ▪ Understand the organisation of the communication market ▪ Discover the jobs in the communication sector
Aimed skills	<ul style="list-style-type: none"> ▪ Be capable of placing the communication strategy back within the marketing strategy ▪ Be in a position to draft a communication strategy using the diversity of communication techniques in the market ▪ Know how to analyse a communication campaign
Required knowledge	<ul style="list-style-type: none"> ▪ Good understanding of the marketing system Mastering the basics of marketing
Bibliography	Advertising and Promotion: An Integrated Marketing Communications Perspective .George Belch and Michael Belch.Paperback Advertising age

Communication

COURSE OUTLINE

The basics

What is communication?
 The models of persuasion
 The levels of communication
 Commercial communication
 Corporate communication

The communication market

The different players
 The different communication techniques
 Above-the-line advertising
 Marketing services (sales promotion and direct marketing)
 Public Relations (press relations)
 Event-driven (sponsoring, patronage, exhibitions and trade shows)
 New techniques (Buzz Marketing, Street-Marketing, tactical media)

The different stages of an advertising communication strategy

The customer briefing
 The objectives
 The targets
 The preparatory steps for creation (copy-strategy, disruption)
 Advertising art
 The media strategy
 The advertising programme
 Advertising effectiveness

Corporate communication

International communication

Customer Relationship Management (E or F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Understand the notion of customer life cycle ▪ Learn to develop the value of a customer
Aimed skills	Differentiate between product-oriented marketing and customer-oriented marketing
Required knowledge	<ul style="list-style-type: none"> ▪ Management of the product offer ▪ Consumer behaviour
Bibliography	<ul style="list-style-type: none"> ▪ Customer Relationship Management. Ed Peelen Prentice Hall ▪ Data Mining .Jan Witte & Elibe Frank-Elsevier editions

Customer Relationship Management

COURSE OUTLINE

Assess customer value

- * The development of one-to-one marketing and behavioural databases
- * Customer value: definition and key indicators
- * Satisfaction and retention
- * The value of a customer relationship
- * Identify the criteria linked to customer loyalty: moments of truth, churn signals.
- * The economic valuation of the value of products and customers

Construct an appropriate relational marketing plan

- * Strategic interest of customers and segmentation
- * Customer relationship management by means of different touch points: call centres, Internet, sales forces, points of sale, direct marketing.
- * Preferred techniques: sales promotions and direct marketing

CRM and databases

- * Use databases to optimise the customer relationship.
- * Data warehouse and datamining tools.
- * A perspective of relationship marketing
- * Choosing the right performance indicators

Building a relationship marketing plan tailored

- * Strategic interest of clients. and segmentation
- * Customer relationship management through the various touch points call center, Internet, sales force, retail outlets, direct marketing.
- * Technical focus: sales promotion and direct marketing

Specialization : International Finance (F)

Management Control (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Determine the relevant method depending on the context of the decision ▪ Understand the notions of profitability and operating risk ▪ Master the tools for assessment and driving performance
Aimed skills	<ul style="list-style-type: none"> ▪ Know how to adapt the cost calculation method to the decision ▪ Make forecasts in terms of cost and activity ▪ Be capable of making suggestions to improve profitability and reduce operating risk ▪ Know how to describe the company economic model at all levels of the organisation
Required knowledge	<ul style="list-style-type: none"> ▪ General accounting ▪ Management accounting ▪ Strategy and organisation
Bibliography	<ul style="list-style-type: none"> ▪ POTTIER F., (2005), Analyse des coûts – clé des choix de l'entreprise, collection « Connaissance de la gestion », Economica ▪ BOUQUIN H., (2010), Le Contrôle de gestion, Edition N°9, PUF ▪ BOUQUIN H., (2011), Les fondements du contrôle de gestion, collection « Que sais-je ? », PUF 4th edition

Management control

COURSE OUTLINE

Part One: better using costs to make decisions

- Carry out or sub-contract? :
 - o the variable cost method
 - o Integration vs. Outsourcing
 - o Taking into account the risk factor
- How to adapt a price differentiated strategy?
 - o The marginal cost method
 - o Opportunity costs
 - o Price setting
- How to manage seasonality?
 - o The interest of rational imputation
 - o The treatment of under activity and over activity
- Abandoning or developing a line of products
 - o The specific costs method
 - o The break-even point on specific costs
- Fixing the sales price of a new product:
 - o Marketing approach vs. Financial approach
 - o The coefficient method
 - o The equivalent production method

- The homogeneous sections method
- How to define a cost objective?
 - the target-costing method
- Better assigning indirect costs to products
 - The principle of the ABC method
 - From ABC to ABM

Part two: assess and drive performance

- Responsibility centres
 - Organisational structure
 - Delegation
 - Performance criteria
- The internal transfer cost
 - The market price
 - The cost based approach
 - The mixed approach
- Management reports
 - The management report
 - The forecast management report

Portfolio and Bond Management (F)

<p>Aimed knowledge</p>	<ul style="list-style-type: none"> ▪ 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. ▪ Knowledge to be acquired: ▪ Knowledge of the basic portfolio and bond management models. ▪ Knowledge of the relationship between profitability and risk ▪ Know how to assess the profitability and the risk of a share portfolio ▪ Forecast the structure and evolution of interest rates
<p>Aimed skills</p>	<ul style="list-style-type: none"> ▪ Be capable of building a portfolio of shares and bonds ▪ Learn how to manage a portfolio depending on the wishes of the investor ▪ Learn how to calculate the main determinants of a share ▪ Know how to use EXCEL to manage a portfolio (financial functions, portfolio management specific calculations, construction of a portfolio from a live database.)
<p>Required knowledge</p>	<ul style="list-style-type: none"> ▪ Fundamental concepts in finance and economics ▪ Financial calculus ▪ Statistics and probabilities ▪ Financial products ▪ Issuing shares on the primary market ▪ Issuing shares on the secondary market
<p>Bibliography</p>	<p>The reference book for the course is</p> <p>Gestion de Portefeuille et Marchés Financiers PASCAL ALPHONSE , GÉRARD DESMULIERS , PASCAL GRANDIN , MICHEL LEVASSEUR · Published by: Pearson Education (23 July 2010) · Collection : FINANCE</p> <p>Complementary list:</p> <p>Financial markets: Gestion de portefeuille et des risques BERTRAND JACQUILLAT , BRUNO SOLNIK , CHRISTOPHE PÉRIGNON · Hardback: 433 pages · Published by: Dunod; Edition: 5th edition (8 July 2009) · Collection : Gestion sup</p> <p>Bourse et Gestion de Portefeuille, 3rd ed. HAMON/JACQUES · Published by: Economica; Edition: 3 rd edition (1 October 2008) · Collection: Finance</p> <p>Gestion de portefeuille CLAUDE BROQUET , ROBERT COBBAUT , ROLAND GILLET, ANDRÉ VAN DEN BERG · Published by: De Boeck; Edition: 4th edition (9 August 2004) · Collection : Comptabilite controle finance</p>

	<p>Finance de marché PATRICE PONCET, ROLAND PORTAIT · Published by: Dalloz-Sirey; Edition : 2nd edition (26 August 2009) · Collection : DZ.GESTION</p> <p>A useful work on IT aspects:</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>
--	--

<i>Portfolio and Bond Management</i>
<p>COURSE OUTLINE</p> <p>PORTFOLIO MANAGEMENT</p> <p><u>MODELS OF PORTFOLIO SELECTION</u></p> <ul style="list-style-type: none"> - MEASURING PROFITABILITY AND RISK - THE MARKOWITZ MODEL - BEYOND THE MARKOWITZ MODEL <p><u>BALANCED MODELS</u></p> <ul style="list-style-type: none"> - THE MARKET MODEL - THE CAPITAL ASSET PRICING MODEL (CAPM) - BEYOND THE CAPM <p><u>THE MULTIFACTOR MODELS AND THE ARBITRATION PRICING THEORY (APT)</u></p> <ul style="list-style-type: none"> - THE MULTIFACTOR MODELS - THE ARBITRATION PRICING THEORY (APT) - THE ASSESSMENT MODELS <p>BOND MANAGEMENT</p> <p><u>FLUCTUATIONS IN BOND RATES AND MARKET PRICES</u></p> <ul style="list-style-type: none"> - BOND MARKET PRICE AND INTEREST RATE LEVELS - DETERMINANTS OF THE SENSITIVITY OF THE BOND MARKET PRICE - ASSESSMENT OF THE INTEREST RATE RISK <p><u>DEFINITION AND CONSTRUCTION OF THE RATE STRUCTURE</u></p> <ul style="list-style-type: none"> - THE THEORY OF INTEREST RATE STRUCTURE - INTEREST RATE STRUCTURE IN PRACTISE - STRUCTURE PER ISSUER OF INTEREST RATES <p><u>ELEMENTS IN THE CALCULATION AND FORECAST OF INTEREST RATE STRUCTURES</u></p> <ul style="list-style-type: none"> - CONSTRUCTION OF A RATE STRUCTURE - FORECASTING INTEREST RATES - USING THE INTEREST RATE STRUCTURE CURVE <p><u>CONCLUSION: ASSESSMENT OF THE PERFORMANCE OF A PORTFOLIO</u></p>

Financial Risk Management (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ The nature of market risks ▪ Measurement of the portfolio of market risks ▪ Risk management principles and methods ▪ The nature of derivative assets and their markets ▪ Risk management methods using the derivative asset markets
Aimed skills	<ul style="list-style-type: none"> ▪ forecast of the market risks run by the company ▪ preparation of decisions in matters of exposure to risk ▪ preparation of decisions in matters of market risk coverage and insurance
Required knowledge	<ul style="list-style-type: none"> ▪ Macroeconomics ▪ Financial calculus ▪ Company Finance ▪ Market finance
Bibliography	<ul style="list-style-type: none"> ▪ Hull J. (2009), <i>Options, futures and other derivatives</i>, 7th edition, Pearson Education ▪ Hull J. (2007), <i>Options, futures et autres actifs dérivés</i>, 6th edition, Pearson Education ▪ Hull J. (2007), <i>Gestion des risques et institutions financières</i>, Pearson Education ▪ Jacquillat B. et B. Solnik (2009), <i>Marchés financiers : gestion de portefeuille et des risques</i>, 5th edition, Dunod ▪ Bodie Z. et R. Merton (2007), <i>Finance</i>, 2nd edition, Pearson Education

Financial Risk Management
<p>COURSE OUTLINE</p> <p>Chapter 1: The principles of risk management</p> <p>1.1 Financial risks</p> <p style="padding-left: 20px;">1.1.1 Understanding the risk</p> <p style="padding-left: 20px;">1.1.2 The market risk</p> <p style="padding-left: 20px;">1.1.3 The credit risk</p> <p>1.2 Measuring the risk</p> <p style="padding-left: 20px;">1.2.1 Risk measurement principles</p> <p style="padding-left: 20px;">1.2.2 Risk measurement and probability density</p> <p style="padding-left: 20px;">1.2.3 Risk measurement and history data</p> <p>1.3 Aversion and exposure to risk</p> <p style="padding-left: 20px;">1.3.1 Aversion to risk</p> <p style="padding-left: 20px;">1.3.2 Exposure to risk</p> <p>1.4 The risk management process</p> <p style="padding-left: 20px;">1.4.1 The principle</p> <p style="padding-left: 20px;">1.4.2 The steps in the process</p> <p>1.5 Risk transfer</p> <p style="padding-left: 20px;">1.5.1 The principle</p> <p style="padding-left: 20px;">1.5.2 Coverage</p> <p style="padding-left: 20px;">1.5.3 Insurance</p> <p style="padding-left: 20px;">1.5.4 Diversification</p> <p>Chapter 2: Financial products and financial risk management</p> <p>2.1 The markets</p> <p style="padding-left: 20px;">2.1.1 The organised markets</p>

2.1.1 OTC, 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 Coverage and financial products
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 Goods contracts
3.1.2 Currency contracts
3.1.3 Interest rate contracts
3.1.4 Share index contracts
3.2 Coverage strategies
3.2.1 The principle
3.2.2 The risks of bad coverage
3.2.3 The coverage ratio
3.3 Assessment principles
3.3.1 Basis and arbitration
3.3.2 Applications for the valuing 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

Spécialisation : International People Management (E)

Corporate Social Responsibility (E)

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

Corporate Social Responsibility

COURSE OUTLINE

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 trough 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)

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

Managing Across Borders

COURSE OUTLINE

1. The organizational and human Boundaries a brief definition
 - a. National boundaries
 - b. Psychological boundaries
 - c. Organizational and structural boundaries
2. Group and individual behaviours 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)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Analyse personnel requirements and describe recruitment and selection procedures and measuring performance ▪ Describe the role and process of employee development
Aimed skills	<ul style="list-style-type: none"> ▪ Recruitment and selection processes and procedures determining requirements, job analysis, description and specification, recruitment planning, interviewing and selection. ▪ Training and development staff appraisal, assessing competence, learning and skills development. ▪ Work organisation teams and team-based work organisation, objective setting, defining and allocating authority and responsibility, direction, supervision and delegation, resource allocation, project planning (outline only), establishing work standards, performance measurement. ▪ Motivation basic concepts and models of motivation, individual and group behaviour, effective leadership and supervision. ▪ Working with people effective interpersonal relationships, informing and consulting, counselling approaches and techniques, handling disagreement and conflict, grievance and disciplinary procedures.
Required knowledge	<ul style="list-style-type: none"> ▪ IOB (International Organizational Behaviour) ▪ Organizational Management ▪ Business Strategy ▪ Labour Law
Bibliography	<ul style="list-style-type: none"> ▪ Influence Without Authority, by Cohen, Allan R. and Bradford, David L., 2nd Edition (Wiley 2005). ▪ HBP: "Why Should Anyone Be Led By You?" by Robert Goffee and Gareth Jones, Harvard Business Review, September-October 2000 ▪ HBP: "The Manager's Job: Folklore and Fact," by Henry Mintzberg, Harvard Business Review, March-April 1990 ▪ HBP: "Managing Oneself," by Peter F. Drucker, Harvard Business Review, January 2005 ▪ HBP: "Manage Your Energy, Not Your Time," by Tony Schwartz and Catherine McCarthy, Harvard Business Review, October 2007 ▪ Fundamentals of Human Resource Management, by Noe, Hollenbeck, Gerhart and Wright, McGraw Hill Higher Education; 3rd Revised edition edition (October 1, 2008)

Managing People

COURSE OUTLINE

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)

<p>Aimed knowledge</p>	<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"> ▪ Understanding the connections between the design of the distribution network (warehousing), stock management and flow management (transport) in an international context. ▪ Identifying the performance criteria linked to each part of the downstream distribution network: (costs vs service) ▪ Putting the international transport and warehousing strategies into perspective in the production and logistics processes of the business ▪ Analysing the interfaces between physical flows and financial flows at an international level
<p>Aimed skills</p>	<p>The aim of these objectives is to train managers capable of occupying the following positions, among others:</p> <ul style="list-style-type: none"> ▪ Logistics and/or Transport Manager; ▪ Purchasing/Supplies Manager; ▪ Warehouse Manager; ▪ Supply Chain Manager; ▪ Category or Project Purchaser; ▪ Purchaser; ▪ Logistics or Purchasing Consultant; ▪ Logistics Studies Manager.
<p>Required knowledge</p>	<ul style="list-style-type: none"> ▪ Forecasting ▪ Incoterms ▪ Documentary credits and international legal aspects ▪ Business strategy ▪ Customs techniques and taxation
<p>Bibliography</p>	<ul style="list-style-type: none"> ▪ Exporter , Foucher 20^{ème} Edition ▪ Transport & Logistique, J.PONS, 2005 ▪ Management des opérations du commerce international, LEGRAND et MARTINI, DUNOD, 8^{ème} Edition ▪ Gestion des procédures douanières DECHAUME et VENTURELLI, ▪ Le Génie des Glaciers Editeur, 8^{ème} Edition

COURSE OUTLINE

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)

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

Operations Management
<p>COURSE OUTLINE</p> <p>1 - Introduction to the operation and service management</p> <ul style="list-style-type: none"> • The students must be capable of: • Describing the interdependency of operations related issues, through analysis and tools application • Understanding the strategic impact of Operations • Knowing how to adapt Operations strategy to the general strategy of the business and to the product characteristics • Identifying the main determining factors in the design of a process (variety and volume) • Understanding the different forms of work organisation, in a historical perspective (job design and work organisation) <p>2 – Project management and design of products and services</p>

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)

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

COURSE OUTLINE

1 – Introduction to the strategic role of Purchasing

The students must be capable of:

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

2 – The analysis of the purchasing portfolio

The students must be capable of:

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

3 – Management of supplier relationships

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

The students must be capable of:

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

4 – Purchasing Performance Measurements

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

The students must be capable of:

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

5 – Purchasing negotiations

The students must be capable of:

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

Specialization : Entrepreneurship (E/F)

Managing legal Risks (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ 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. ▪ Develop a skill making it possible to identify "risk areas". ▪ Master legal risk management tools in the company.
Aimed skills	<ul style="list-style-type: none"> ▪ Capacité à appréhender les liens entre le droit et les autres discipline managériales et commerciales. ▪ Capacité à anticiper et identifier les solutions opportunes et pertinentes ▪ Capacité à utiliser le droit comme un outil de gestion et de la performance
Required knowledge	No prerequisites.
Bibliography	<ul style="list-style-type: none"> ▪ V. Rebeyrol, E. Schönberg, Managers, maîtrisez vos risques juridiques! Et dépassez vos idées reçues sur le droit..., Pearson education, 2011. ▪ C. Champaud, D. Danet, Stratégies judiciaires des entreprises, Dalloz, 2006. ▪ F. Verdun, la gestion des risques juridiques, éd. d'organisation, 2006. ▪ B. Amann, L. Lethielleux, Le droit outil de gestion, Pearson education, 2005.

Managing legal Risks

COURSE OUTLINE

I. RISK MANAGEMENT STRUCTURAL AND FUNCTIONAL RISKS

The law: a management tool

The optimisation of structural choices

The development risk

Asset protection and cyber crime

II. THE LEGAL INSTRUMENTS THAT PROTECT THE PRIVATE PERSON, THE COMPANY AND ITS ASSETS

Asset protection and marketing

The responsibilities of the decider

Humanity in the company

Economic and financial crime

III. LEGAL RISK MANAGEMENT TECHNIQUES

Contractual risk management techniques

Litigation management and the risk to the image

Criminal risk management

- corporate responsibility, the environment

Entrepreneurship (E)

Aimed knowledge	The objective of this course is to develop the theoretical business knowledge, strategic framework and practical skills needed by an independent business person wanting to start a new company. Formal lectures covering the “basics” will be complemented by case studies, mini-cases and exercises. The course will take a practical, managerial approach to entrepreneurship
Aimed skills	<ul style="list-style-type: none"> ▪ 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
Required knowledge	<ul style="list-style-type: none"> ▪ Understanding Financial Statements ▪ Understanding principles of Marketing ▪ Knowing Corporate Law
Bibliography	<p>Text Book: Entrepreneurship: Successfully Launching New Ventures, 1/E, Bruce Barringer, Duane Ireland Publisher: Prentice Hall, 2006 [2/E, 2008]</p> <p>Websites: - www.inc.com - www.businessweek.com/smallbiz/ - www.entrepreneur.com/</p>

Entrepreneurship

COURSE OUTLINE/

I. Opportunity

Getting Practical – Income statement
 Feasibility Analysis

II. Competitive Analysis

Getting Practical – Balance Sheet

III. Writing a Business Plan

Getting Practical – Elevator Pitch
 Effective Business Model
 Proper Legal Foundation
 Assessing Financial Strength
 Getting Practical - Ratios

IV. Financing or Funding

Getting Practical – Cash Flow statement
 Group Elevator Pitch - presentations
 Interactive Workshop – Venture Capital
 Business Plan presentations

Developing creative and managerial skills (F)

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

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

<i>Developping creative and managerial Skills</i>	
COURSE OUTLINE	
Module N°1: Creativity techniques	
Individual creativeness and the creative approach	
<ul style="list-style-type: none"> ○ 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	
<ul style="list-style-type: none"> ○ 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 N2 = entrepreneurial leadership	
<ul style="list-style-type: none"> ○ 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

Spécialisation : Audit and Consulting (F)

Audit Methodology 4 (F)

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

Audit Methodology 4 - KPMG

COURSE OUTLINE

Introduction:

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

1st part: risk management and internal control

Chapter 1: risk management approaches

Chapter 2: internal control systems

2nd part: the audit of accounting and financial cycles

Chapter 1: Fixed assets and depreciation

Chapter 2: Accounts payable

Chapter 3: Stocks

Chapter 4: Accounts receivable

Chapter 5: Cash flow

Management Control (F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Determine the relevant method depending on the context of the decision ▪ Understand the notions of profitability and operating risk ▪ Master the tools for assessment and driving performance
Aimed skills	<ul style="list-style-type: none"> ▪ Know how to adapt the cost calculation method to the decision ▪ Make forecasts in terms of cost and activity ▪ Be capable of making suggestions to improve profitability and reduce operating risk ▪ Know how to describe the company economic model at all levels of the organisation
Required knowledge	<ul style="list-style-type: none"> ▪ General accounting ▪ Management accounting ▪ Strategy and organisation
Bibliography	<ul style="list-style-type: none"> ▪ POTTIER F., (2005), Analyse des coûts – clé des choix de l'entreprise, collection « Connaissance de la gestion », Economica ▪ BOUQUIN H., (2010), Le Contrôle de gestion, Edition N°9, PUF ▪ BOUQUIN H., (2011), Les fondements du contrôle de gestion, collection « Que sais-je ? », PUF 4th edition Un ouvrage utile sur les aspects informatiques : Applications financières sous Excel en Visual Basic ▪ FABRICE RIVA <ul style="list-style-type: none"> · Published by: Economica; Edition: 3rd edition (26 August 2008) · Collection : Techniques de Gestion

Management Control (FI)

COURSE OUTLINE

Part One: better using costs to make decisions

- *Carry out or sub-contract? :*
 - *the variable cost method*
 - *Integration vs. Outsourcing*
 - *Taking into account the risk factor*
- *How to adapt a price differentiated strategy?*
 - *The marginal cost method*
 - *Opportunity costs*
 - *Price setting*
- *How to manage seasonality?*
 - *The interest of rational imputation*
 - *The treatment of under activity and over activity*
- *Abandoning or developing a line of products*
 - *The specific costs method*
 - *The break-even point on specific costs*
- *Fixing the sales price of a new product:*
 - *Marketing approach vs. Financial approach*
 - *The coefficient method*
 - *The equivalent production method*

- *The homogeneous sections method*
- *How to define a cost objective?*
 - *the target-costing method*
- *Better assigning indirect costs to products*
 - *The principle of the ABC method*
 - *From ABC to ABM*

Part two: assess and drive performance

- *Responsibility centres*
 - *Organisational structure*
 - *Delegation*
 - *Performance criteria*
- *The internal transfer cost*
 - *The market price*
 - *The cost based approach*
 - *The mixed approach*
- *Management reports*
 - *The management report*
 - *The forecast management report*

Advanced Accounting (F)

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

Advanced Accounting

COURSE OUTLINE

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

IFRS Standards (F)

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

IFRS Standards

COURSE OUTLINE

Introduction

Chapter 1 Which companies should "consolidate" and how?

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

Chapter 2 How to present IFRS financial documents

1. The balance sheet
2. The profit and loss statement
3. Cashflow statements
4. Equity variation statements
5. Appendix notes

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

1. The definition of an asset
2. General principles on the entry cost of an asset
 - 2.1. Processing loan costs
 - 2.2. Processing deferred payments

Chapter 4 Tangible fixed assets

1. Initial evaluation
 - 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

5th Year courses

SPECIALIZATION	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
CORE COURSES	1085	International Market Entry and Development Strategies	4,5	English (E)	36
	1086	Developing Business and Sales internationally	4,5	English (E)	36
INTERNATIONAL MARKETING 5	1319	Advanced Communication Strategies	4,5	English (E)/ French (F)	36
	1321	Advanced Market Research and Marketing Plan	4,5	English (E)/ French (F)	36
	1320	Sectorial Marketing	4,5	English (E)/ French (F)	36
	1322	Products Management	4,5	English (E)/ French (F)	36
INTERNATIONAL FINANCE 5	1098	Banking and Finance Law	4,5	French (F)	36
	1095	Business Valuation (FI)	4,5	French (F)	36
	1097	Cash Management	4,5	French (F)	36
	1096	Mergers and Acquisitions	4,5	French (F)	36
	1480	Visual Basic on Excel	/	French (F)	36
INTERNATIONAL PEOPLE MANAGEMENT 5	1448	Developing Potential	4,5	English (E)	36
	1449	Parity and Diversity	4,5	English (E)	36
	1450	Navigating Change	4,5	English (E)	36
	1451	Strategic People Management	4,5	English (E)	36
SUPPLY CHAIN MANAGEMENT 5	1091	Supply Chain Management	4,5	English (E)	36
	1094	Forecasting and Information Systems	4,5	English (E)	36
	1092	Quality Management Improvement Approach	4,5	English (E)	36
	1093	International Purchasing	4,5	English (E)	36

SPECIALIZATION	COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
		Strategies and Practices			
ENTREPRENEURSHIP 5	1315	Financial Management and Dashboards	4,5	<i>French (F)</i>	36
	1457	Entrepreneurial Marketing	4,5	<i>English (E)</i>	36
	1317	Taking over a Business : Change & Innovation Management	4,5	<i>French (F)</i>	36
	1318	New Business Creation	4,5	<i>French (F)</i>	36
AUDIT AND CONSULTING 5	1452	Audit Methodology 5	4,5	<i>French (F)</i>	36
	1446	Business Valuation (AC)	4,5	<i>French (F)</i>	36
	1453	Advanced Management Control	4,5	<i>French (F)</i>	36

Core Courses

International Market Entry and Development Strategies (E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Trading channels ▪ Possible export partnerships ▪ Business plan/budget ▪ Organisation techniques ▪ Export control tools
Aimed skills	<p>Make it possible for future international managers to select the right trade channels and manage the set-up and partnerships abroad for optimum international growth</p>
Required knowledge	<ul style="list-style-type: none"> ▪ Fundamental marketing (marketing, especially mix distribution) ▪ Basic export techniques ▪ Notions of international growth strategy ▪ Presentation techniques: strategy and plan of action
Bibliography	<ul style="list-style-type: none"> ▪ Exporter, Ubifrance – Ed. Les Editions Foucher ▪ Manager dans la diversité culturelle, B. THERY – Ed. Les Editions d'Organisation ▪ Animer et dynamiser ses équipes commerciales, P. RAMOND – Ed. Maxima – Laurent du Mesnil Editeur ▪ The Channel Advantage, L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann ▪ <u>Complementary works:</u> ▪ La prospection, JM. SARHAN, B. BARRAINE, G. TERLIER, JM. GUEIT – Ed. Les Editions Foucher ▪ 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

COURSE OUTLINE

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

1. Choosing the best solution to set up abroad

The strategic questions and the selection criteria

The strategic questions

Selection criteria

Industrial set-up

Classic industrial set-up

Implementation

Special development forms

Trading set-up

The trade channel

Other forms of totally controlled trade set-up

Associated trade set-ups

2. Choosing the best solution for sales without a local set-up ("direct sales partnership")

The strategic questions and the selection criteria

The strategic questions

Selection criteria

Alternatives

Total control?

Association

Intermediates: a wider choice!

3. "Recruit" and organise?

How to recruit a foreign partner

How to organise a foreign partner

Conclusion

Developing Business and sales Internationally (E)

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

COURSE OUTLINE

Introduction to the course: How to optimise international trade growth?

1. Methodology and export driving toolbox
 - Introduction to the notion of driving export activity
 - Export driving methodology
 - Strategy
 - Export trade action: the results
 - Export trade action: the operations
 - Export control: performance control and audit
 2. The international trade growth of major accounts
 - The major account: the minimum to master
 - Profile
 - Implications
 - The other actors around a major account
 - Competition within the account
 - Partners
 - The company major account team
 - Account management
 - Planning
 - The major account plan: construction, update, validation
 3. The international development of (territorial) 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: construction, update, validation
 4. Trade growth of an international strategic partnership
 - The partner: the minimum to master
 - Profile
 - Business model
 - Implications
 - Partnership planning or joint planning
 - Planning
 - The partnership plan: construction, update, validation
 5. How to win a significant international opportunity
 - The opportunity: the minimum to master
 - Qualifying the opportunity
 - Opportunity plan
 - Areas for vigilance: the critical decisions
 - The opportunity plan: construction, update, validation
- Conclusion

Spécialisation : International Marketing (E or F)

Product Management (E or F)

Aimed knowledge	<ul style="list-style-type: none"> ▪ 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
Aimed skills	<ul style="list-style-type: none"> ▪ 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
Required knowledge	<ul style="list-style-type: none"> ▪ Strategic brand management ▪ Fundamentals of Distribution ▪ International Negotiation
Bibliography	Marketing Management: Global edition (14 th ed), Kotler, Keller, Pearson (2012)

Product Management

COURSE OUTLINE

Develop an offer

- setting up a brand strategy
- brand management /brand extension

Build a pricing strategy

- critical pricing issues
- fixing price
- harmonization and control of price

Build a distribution strategy

- understand the shopper
- Services brand management and marketing
- B2B marketing

Revenue Management

Advanced Communication Strategies (E or F)

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

Advanced Communication Strategies

COURSE OUTLINE

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
 What the Sapin Law has changed
 Sector-based regulations
 Principles of design protection
 Intellectual property law

Communication strategies
 From the briefing to measuring effectiveness
 From the copy strategy to disruption
 Contribution of rhetoric and semiology

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

The implementation of the campaign
 The budget
 The campaign plan
 Control of advertising effectiveness

Application specific to web marketing

Sectorial Marketing (E or F)

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

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

Advanced Market research and marketing plan (E or F)

Aimed knowledge	<p>This summary course makes it possible to construct a marketing action plan and to measure its effects by means of:</p> <ul style="list-style-type: none"> ▪ knowledge of a market or a product ▪ anticipation of the obstacles and identification of the opportunities. ▪ calculating the value of a project and its financial management <p>This is done by putting in place and mastering the tools for measuring the different components of the plan and in particular by mastering the field of marketing studies.</p>
Aimed skills	<ul style="list-style-type: none"> ▪ Mastering the marketing information system ▪ In-depth knowledge of the studies market ▪ Creation and control of the marketing plan
Required knowledge	<ul style="list-style-type: none"> ▪ Mastering the classical studies ▪ Understanding the marketing information system
Bibliography	<ul style="list-style-type: none"> ▪ Conducting Research Surveys Via E-Mail and The Web. Marc N. Elliott, Ronald D. Fricker ▪ Strategic Market research Ann.E; Beall. IUniverse inc. ▪ Marketing Plans: How to Prepare Them, How to Use Them. Malcolm McDonald et Hugh Wilson; Wiley and sons.

Advanced Market research and marketing plan

COURSE OUTLINE

In-depth studies

1 the problems of studies

- the outline of studies
- the choice of a study institute
- the study report

2 from consumer behaviour to the choice of study: the factors which influence consumer behaviour: from motivation to semi-directive interviews // from design to product tests

Applied Studies

1 Sample groups

- Distribution sample groups
- Consumer sample groups

2 qualitative studies

- Interest and limitations
- Types of qualitative study and specialised institutes
- Semi-directive interviews and group meetings

3 The other types of study

- Audience studies
- Satisfaction studies

Creating a marketing plan

1 The role of the marketing plan

- Why use a management tool? (performance evaluation and reporting)
- Putting in place the marketing plan
- Controlling marketing activity (identification and analysis of variances)

2 Marketing Audit

- Strategic analysis
- The focuses of the strategy
- Definition of the methods of marketing action

3 The Marketing Plan, a management tool

- The different sections of the marketing plan
- The operation action plan
- The trading account

Spécialisation : Finances internationales (F)

Cash Management (F)

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

Cash Management

COURSE OUTLINE

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

- c. The types of market, OTC and organised,
- d. The currency 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)

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

COURSE OUTLINE

PART 1: Accounting valuation methods

I. VALUATION BY STOCK

- THE PRELIMINARIES TO VALUATION
- THE COMPANY DIAGNOSIS
- THE CHOICE OF THE PRESENT VALUE RATE
- THE STOCKS RETAINED
- THE ACCOUNTING VALUES
- THE FUNCTIONAL VALUES

II. VALUATION BY FLOW

- THE PRINCIPLES
 - CAPITALISATION AND PRESENT VALUE METHODS
 - EMPIRICAL METHODS
- GOODWILL VALUATION
 - THE PRINCIPLES
 - 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 Technical quantitative 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

Fusions et Acquisitions (F)

Aimed knowledge	<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>
Aimed skills	<ul style="list-style-type: none"> ▪ Know how to value a company with a view to its acquisition ▪ Be able to join a merger and acquisition team ▪ Be able to imagine the different possible capital operations depending on the strategy announced by the initiating company
Required knowledge	<ul style="list-style-type: none"> ▪ Mastery and understanding of the summary documents both French and Anglo-Saxon ▪ A sufficient knowledge of flow statements ▪ A minimum knowledge of company tax principles ▪ The basic tools of financial calculus must be mastered in order to be able to set up traditional and hybrid financing operations
Bibliography	<ul style="list-style-type: none"> ▪ Fusions Acquisitions F Ceddaha Economica 2010 ▪ Fusions Acquisitions O Meier & G Schier Dunod 2009 ▪ Fusion Consolidation R Obert Dunod 2011 ▪ Finance d'entreprise J Berk & P De Marzo Pearson 2011 chap 28 ▪ DSCG II Finance Manuel et Applications P Barneto & G Gregoriou Dunod 2011 ▪ Webography <hr/> <ul style="list-style-type: none"> ▪ John Hull's site ▪ http://www.rotman.utoronto.ca/~hull/software/

Mergers and Acquisitions

COURSE OUTLINE/

PART 1 - RULES AND PRINCIPLES OF MERGER ACQUISITION OPERATIONS

1. A few historical landmarks
2. The market reaction
3. The motivations behind the acquisition of a company
4. How to acquire a public company?
5. How to defend a company from a hostile tender offer
6. Who benefits from the value created by a merger?
7. LBO operations

PART 2 -VALUATION AND THE CONSTRUCTION OF MERGER ACQUISITION OPERATIONS

1. determine a present value rate, the weighted average cost of capital
2. case studies: valuation of a target, synergy valuation
3. case studies: valuation and equity exchange rate
4. case studies: acquisition and merger
5. case studies: LBO operations

Banking and Finance Law (F)

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

Banking and Finance Law

COURSE OUTLINE

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)

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

Visual Basic on Excel

COURSE OUTLINE

Computer works using the Windows operating system and Microsoft Office suite.

Spécialisation : International People Management (E)

Developing Potential (E)

Aimed knowledge	<p>To value leadership skills and career evolution in small and large companies.</p> <ul style="list-style-type: none">▪ Career development and transition▪ Human Capital▪ Incentives and promotion▪ Leadership▪ Learning Organizations
Aimed skills	<ul style="list-style-type: none">▪ To implement career planning and job transition▪ To implement innovation in management practices▪ To implement job design techniques▪ To manage high potential individuals▪ To manage in in-house training▪ To measure job satisfaction
Required knowledge	<ul style="list-style-type: none">▪ CSR▪ Managing Across Borders▪ Managing People▪ Organizational Management▪ Principles of People Management
Bibliography	<ul style="list-style-type: none">▪ Applied Human Resource Management: Strategic Issues and Experiential Exercises, 2009 by Kenneth M. York .▪ HR Magazine Guide to Managing People, by HR Magazine, 2006.▪ Exploring Employee Relations, Second Edition, by Mike Leat, 2007.▪ Getting to Yes: Negotiating Agreement Without Giving In, by Ury, Fisher and Patton, 1991.

COURSE OUTLINE

- 1. Leadership Development**
 - a) Leadership as an Asset
 - b) Recognising 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) Recognising Talent
 - a) Assessment Centres
 - 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 Organisation**
 - a) Models of the Learning Organisation
- 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

Parity and Diversity (E)

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

COURSE OUTLINE

- 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 labour 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 organisations
 - e) The welfare systems: an international comparison

Navigating Change (E)

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

COURSE OUTLINE

- 1. Mergers & Acquisitions in Organisational Change**
 - a) Integrating Corporate Culture in M & As
 - b) Measuring Success in Organisational Change through M & As
- 2. Accounting & Financial Metrics for OB (Organizational Behaviour) Interventions**
 - a) Organisational Diagnosis
 - b) External Auditing
- 3. Strategic Change Initiatives**
 - a) Work Restructuring (high performance work practices)
 - b) Organisational Complexity
- 4. Driving Change through the Quality System**
 - a) International Standards (ISO, etc. norms)
 - b) Facing Change through Quality Improvement
 - c) European Standards
- 5. Organisational Models of Change**
 - a) Management Process
 - b) Optimising 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) Organisational Resistance
 - c) Power & Politics in Organisational Change
 - d) Technological Challenges
 - e) Challenges in Global Organisations
 - f) Integrating a World-wide Vision
- 7. Best practices in Organisational Change**
 - a) Case studies

Strategic People Management (E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ To acquire an understanding of the link between corporate strategy and employees' development and to integrate the HR dimension into the Global business Strategy. ▪ Human Resources in Organisational Development Strategy ▪ Linking HR and Competitive Advantage ▪ Managing HR in a Global Company
Aimed skills	<ul style="list-style-type: none"> ▪ To implement social auditing ▪ To measure and develop competences
Required knowledge	<ul style="list-style-type: none"> ▪ CSR ▪ Managerial Economics ▪ Managing Across Borders ▪ Managing People ▪ Organizational Management ▪ Principles of People Management ▪ Statistics
Bibliography	<ul style="list-style-type: none"> ▪ Aligning Internal Process and Learning and Growth Strategies: Integrated Strategic Themes, Robert S. Kaplan, David P. Norton, 2006. ▪ Beyond the Firm: Business Groups in International and Historical Perspective, Oxford university Press, Shiba T., Shimotani M., 1997. ▪ Strategic Human Resources: Frameworks for General Managers James N. Baron and David M. Kreps, John Wiley & Sons Publisher, 2000. ▪ Strategic Human Resources Management: How to Maximize the Potential of Your Workforce, 2005

COURSE OUTLINE

- 1. Integration of Human Resources into Organisational Development Strategy**
 - a. Internal Labour Markets
 - b. Recruitment and Diversity
 - c. Retention and job satisfaction
- 2. Managing Competences**
 - a. Measuring competences (skills and abilities)
 - b. Anticipating future competences needs (GPEC)
- 3. Social Auditing**
 - a. Pyramid of ages
 - b. Retirement and renewal
 - c. Demographic issues and impacts in business
- 4. Strategic HR as Sustainable Competitive Advantage**
 - a. Human Resource planning
 - b. Strategies, policies and practices of HR managers
 - c. Different approaches
- 5. Internal & External Alignment with Strategy Implementation**
 - a. Grading and compensation Internal scales
 - b. Grading and compensation External scales
 - c. Establishing alignment of strategies implemented
- 6. Employment Security & Downsizing**
 - a. The job for life Vs. The constant change: evolution of mentalities
 - b. Job rotation
 - c. The generational gap and its outcomes
 - d. Shareholder satisfaction
- 7. Managing HR in a Global Company**
 - a. Global integration of HR management
 - b. Global Vs. Local
 - c. Management of foreign subsidiaries
- 8. People, Profits & Perspectives**
 - a. Sharing the Benefits

Spécialisation : Supply Chain Management (E/F)

International Purchasing Strategies and Practices (E)

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

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

International Purchasing Strategies and Practices

COURSE OUTLINE

Purchasing Management

- Purchasing jobs, missions, trends, normalization, characters.
- Purchasing process, interfaces, tools.
- TCO
- Purchasing marketing (from Porter to Kraljic) and operational aspects
- Purchasing Strategic Plan
- Sourcing and « sustainable purchasing »
- RFQ and e-purchasing
- Offer analysis and supplier selection

Sustainable Procurement

1. The concept of sustainable procurement and implementation of Sustainable procurement strategy

- How sustainable procurement supports sustainable development?
- Trends, indicators, facts and figures
- Drivers and barriers in sustainable procurement
- International and National Regulatory Framework
- External factors influencing sustainable procurement
- Development of sustainable procurement strategy based upon ISO 26000 standard
- Guidelines and corporate strategy alignment
- Products/services prioritisation strategies at the organisational level
- Analysis of the needs in procurement
- Study of environmental and social impacts of current purchases

2. The operational approach of Sustainable Procurement

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

Diagnosis of the Purchasing Function

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

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

2 – Building a best in sector Purchasing organisation

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

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

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

Forecasting and Information Systems (F)

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

Forecasting and Information Systems

COURSE OUTLINE

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

The students must be capable of:

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

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

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

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

- The students will discover the different production system driving models using the "kanban"
- Especially, in the KANBAN they will understand operating modes in an industrial workshop, following a PUSH type management compared to a PULL type management
- The students will be capable of:
 - Describing a planning approach (Forecast, calculation of needs, load-capacity assessment) using an MRP model (Manufacturing Resource Planning)
 - Understand synchronisation and communications problems and the rigidity of

manufacturing programmes driven in push mode

- Understand the different role of stocks in sales variations, the unknowns, batch sizes and synchronisation
- Understand the principles of pull mode operation

4 - The improvement of a Supply Chain

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

Quality Management Improvements Approach (E)

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

Quality Management Improvements Approach

COURSE OUTLINE

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)

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

Supply Chain Management

COURSE OUTLINE

1- The main principles of Supply Chain Management

The strategic position of logistics in the company
 Historical evolution: from industrial logistics to collaborative chain management
 The response of logistics to the Customer's need
 The interrelationship with traditional management functions
 Practical case: a visit to the Port of Le Havre

2 - Supply Chain Management and sustainable development

Eco-design, Sustainable Sourcing & Manufacturing , Green Logistics, Urban Logistics
 Risk reduction: the resilient Supply Chain

3 - Supply Chain Management and Performance

The evolution of company practise

The impact on performance
Driving and its tools

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

Spécialisation : Entreprendre (F)

Financial Management and Dashboards (F)

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

Financial Management and Dashboards

COURSE OUTLINE

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)

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

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

Taking over a Business: Change and Innovation Management

COURSE OUTLINE

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 intrapreneurs hip

- 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)

Aimed knowledge	<ul style="list-style-type: none"> ▪ The objective of this course is to further develop the theoretical and practical skills needed by the young entrepreneur to market and sell their goods and services. ▪ Formal lectures covering the “concepts” will be complemented by case studies, mini-cases and exercises. Emphasis will be placed on applying innovative, practical marketing and sales solutions to ensure successful launch and sales development.
Aimed skills	<ul style="list-style-type: none"> ▪ Customer identification ▪ Positioning , product and pricing strategies ▪ Lead generation and building customer traffic ▪ Effective use of marketing and sales tools ▪ Creating a useful marketing plan ▪ Enhance presentation skills – written and oral
Required knowledge	Entrepreneurship.
Bibliography	/

Entrepreneurial marketing

COURSE OUTLINE

- Customer Identification /Positioning and Product strategy / Pricing strategies
- Developing prospects – lead generation: seminars, direct mail, telemarketing, email, partners
- Advertising – Traditional
- Advertising – online [e-marketing]
- Developing the right marketing mix and plan
- PR – Public Relations / Creating a Marketing Plan
- E-CRM
- Marketing Plan Simulation [Live Action]
- Principles of Selling
- Direct Selling
- Indirect Selling

New Business Creation (F/E)

Aimed knowledge	<ul style="list-style-type: none"> ▪ Identify the potential of the idea ▪ Take on the creation ▪ Putting together the business plan ▪ Choice of a type of organization ▪ Choice of type of financing
Aimed skills	<ul style="list-style-type: none"> ▪ Evaluating its feasibility ▪ A critical vision of the potential market ▪ A critical vision of the means ▪ Defending a creation dossier ▪ Attracting investors
Required knowledge	<ul style="list-style-type: none"> ▪ Know how to read basic accounting and financial statements ▪ Know how to use PowerPoint and Excel ▪ Understand the notion of working capital needs ▪ Understand the vocabulary of the business plan ▪ Understand basic financial and accounting vocabulary
Bibliography	<ul style="list-style-type: none"> ▪ Harvard Business Review on Entrepreneurship, Bildt A., et al, Harvard Business Review Paperbacks, 2000. ▪ 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. ▪ 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. <ul style="list-style-type: none"> - 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: - Créer son entreprise: du projet à la réalité, Ydé V., Vuibert, 2004. - Business Plan, Bessis J. et all, 1993, Nathan. Additional works: - Comment créer son entreprise, Andréani C., L'étudiant pratique, 2004. - Cent conseils pour créer son entreprise, Helyette T., Lartigue M., and Fosseux S., Jeunes Editions, 2004. - Le Guide complet de la création d'entreprise, Pialot D., and Roquette G., L'Express Editions, 2005. - Company creation strategy: Création, Reprise, et développement, Papin R., Dunod, 2005. - Quel Statut pour mon entreprise ? APCE, 2004.

New Business Creation

COURSE OUTLINE

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

Spécialisation : Audit and Consulting (F)

Audit Methodology 5 (F)

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

Audit Methodology 5

COURSE OUTLINE

1st part: the audit of accounting and financial cycles (continued)

Chapter 1: Personnel and contributions

Chapter 2: Taxes

Chapter 3: Equity

Chapter 4: Contingency and loss provision

Chapter 5: CAR techniques

2nd part: the synthesis of the mission

Chapter 1: Presentation of the files and working papers

Chapter 2: Synthesis and audited points

Chapter 3: Follow-up of the recommendations

3rd part: The incidences in the group environment

Chapter 1: Reminders of the rules governing the notion of a group

Chapter 2: The audit of consolidated accounts

Advanced Management Control (F)

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

Advanced Management Control

COURSE OUTLINE

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)

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

COURSE OUTLINE/ CONTENU PEDAGOGIQUE

PART 1: Accounting valuation methods

VALUATION BY STOCK

- THE PRELIMINARIES TO VALUATION
- THE COMPANY DIAGNOSIS
- THE CHOICE OF THE PRESENT VALUE RATE
- THE STOCKS RETAINED
- THE ACCOUNTING VALUES
- THE FUNCTIONAL VALUES

II. VALUATION BY FLOW

- THE PRINCIPLES
 - CAPITALISATION AND PRESENT VALUE METHODS
 - EMPIRICAL METHODS
- GOODWILL ASSESSMENT
 - THE PRINCIPLES
 - 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

COURSE CODE	COURSE TITLE	ECTS CREDITS	COURSE LANGUAGE	HOURS
1227	EE_International Business Practices	4	<i>English (E)</i>	39
1466	EE_International Financial Markets	4	<i>English (E)</i>	39
1458	EE_International Risk Management	4	<i>English (E)</i>	39
1275	EE_International Corporate Finance	4	<i>English (E)</i>	39
1217	EE_European Lobbying	4	<i>English (E)</i>	39
1164	EE_Inter-Cultural Persuasive Communication	4	<i>English (E)</i>	39
1436	R2_Integration English_AN4S7	2	<i>English (E)</i>	39
1218	EE_French Civilization	4	<i>English (E) or French (F)</i>	39
1481	EE_French_FRA0	4	<i>French (F)</i>	39
1219	EE_French_FRA1	4	<i>French (F)</i>	39
1220	EE_French_FRA2	4	<i>French (F)</i>	39
1221	EE_French_FRA2+	4	<i>French (F)</i>	39
1222	EE_French_FRB1	4	<i>French (F)</i>	39
1223	EE_French_FRB2	4	<i>French (F)</i>	39
1224	EE_French_FRC1	4	<i>French (F)</i>	39

EE_ International Business Practice (E)

Aimed knowledge	The basic tools in international trade: <ul style="list-style-type: none">▪ Discovery▪ operational use
Aimed skills	At the end of the course the student will be able to: <ul style="list-style-type: none">▪ Understand the essentials of the PTCI 1st and 2nd year programme▪ Master the export toolbox▪ Efficiently follow the 4th year International Trade syllabus
Required knowledge	No prerequisites.
Bibliography	<ul style="list-style-type: none">▪ Exporter, Editions Foucher▪ A Basic Guide to Exporting – US Department of Commerce

EE_ International Business Practice

COURSE OUTLINE

- 1- The sources of export information
- 2 - Export professions
- 3- The export document chain
- 4- Incoterms and export sales price calculation
- 5- International means of payment
- 6- International growth strategy
- 7- Modes of setting up abroad
- 8- Technology transfer
- 9 -International Request for Proposals
- 10 - International request for proposal International trade contract

EE_International Financial Markets (E)

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

EE_International Financial Markets

COURSE OUTLINE

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)

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

EE_International Risk Management

COURSE OUTLINE

1. Introduction
2. Risk
 - i) Classification of risk
 - ii) Measuring risk
 - iii) Risk, return and the opportunity cost of capital
 - iv) Risk and diversification
 - v) Foreign exchange risk: translation, transaction and economic exposure
 - vi) Interest rate risks
3. Futures
 - i) Mechanics of futures markets
 - ii) Hedging strategies using futures
 - iii) Interest rates
 - iv) Determination of forward and futures prices
 - v) Interest rates futures
 - vi) Foreign exchange futures
4. Swaps
 - i) Mechanics of swap markets
 - ii) Interest rate swaps

- 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)

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

EE_ International Corporate Finance

COURSE OUTLINE

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_European Lobbying (E)

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

EE_European Lobbying

COURSE OUTLINE

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)

<p>This course 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.</p>				
Aimed knowledge	<ul style="list-style-type: none"> • Describe the structure and organization process of a persuasive sales presentation based on appropriate rhetorical principles and practices • Discuss and demonstrate various analytical and persuasive aspects of an oral presentation using the basic principles of persuasive communication • Discuss Intercultural stereotypes and International cultural differences 			
Aimed skills	<ul style="list-style-type: none"> • Demonstrate oral persuasive skills through the individual organization and presentation of a sales pitch • Write a coherent, complete business plan for a start up company • Demonstrate oral persuasive skills through the group organization and presentation of a business plan 			
Required knowledge	B1 level CERL or above. Preferred score of 800+ on the TOEIC Test.			
Bibliography	Print References			
		Title	Author	Publisher
		<i>Age of Propaganda</i>	Anthony PRATKANIS	W H Freeman 1992
		<i>Basic Business Communication</i>	Raymond LESIKAR Marie FLATLEY	McGraw Hill
		<i>Cross-Cultural Business Negotiations</i>	Donald HENDON	Quorum Books 1996
		<i>Influence: Science and Practice 5th ed</i>	Robert B. CIALDINI	Prentice Hall 2009
		<i>International Business Negotiations</i>	Pervez GHAURI	Elsevier Science 2001
		<i>The Mind and Heart of the Negotiator 4th e</i>	L. THOMPSON	Pearson-Prentice Hall 2009
		<i>Presenting To Win</i>	Jerry WEISSMAN	Pearson FT Press
		<i>Principles of Speech Communication</i>	Bruce GRONBECK, etc	Harper Collins
		<i>Soft Sell</i>	Tim CONNER	Sourcebooks 1998
		<i>Speak Like a CEO</i>	Suzanne BATES	McGraw Hill
		<i>Visual Persuasion</i>	Paul MESSARIS	Sage Publications 1996
	Internet References			
	Slides	http://www.bnet.com/2422-13724_23-		

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

EE_Inter-Cultural Persuasive Communication

COURSE OUTLINE

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

R2_Integration English

<p>Réussite2 Integration (ANG 411) is a three hour 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 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 selling of a business plan.</p>				
Aimed knowledge	<ul style="list-style-type: none"> • Describe the structure and organization process of a persuasive sales presentation based on appropriate rhetorical principles and practices • Demonstrate oral persuasive skills through the individual organization and presentation of a sales pitch • Discuss and demonstrate various analytical and persuasive aspects of an oral presentation using the basic principles of persuasive communication 			
Aimed skills	<ul style="list-style-type: none"> • Describe the structure and organization process of a persuasive sales presentation based on appropriate rhetorical principles and practices • Demonstrate oral persuasive skills through the individual organization and presentation of a sales pitch • Discuss and demonstrate various analytical and persuasive aspects of an oral presentation using the basic principles of persuasive communication • Formulate vision and mission statements for a company • Evaluate and critique vision and mission statements and strategic objectives • Write a coherent, complete business plan for a start up company • Demonstrate oral persuasive skills through the group organization and presentation of a business plan 			
Required knowledge	B2 level CERL or above. Preferred score of 800+ on the TOEIC Test.			
Bibliography	Title	Author	Publisher	LdV Infothèque
	<i>Age of Propaganda</i>	Anthony PRATKANIS	W H Freeman 1992	
	<i>Basic Business Communication</i>	Raymond LESIKAR Marie FLATLEY	McGraw Hill	GRH 32 LESI
	<i>Cross-Cultural Business Negotiations</i>	Donald HENDON	Quorum Books 1996	
	<i>Influence: Science and Practice 5th ed</i>	Robert B. CIALDINI	Prentice Hall 2009	
	<i>International Business Negotiations</i>	Pervez GHOURI	Elsevier Science 2001	
	<i>The Mind and Heart of the Negotiator 4th e</i>	L. THOMPSON	Pearson-Prentice Hall 2009	
	<i>Presenting To Win</i>	Jerry WEISSMAN	Pearson FT Press	GRH 321 WEIS
	<i>Principles of Speech Communication</i>	Bruce GRONBECK,	Harper Collins	GRH 321 GRON
	<i>Soft Sell</i>	Tim CONNER	Sourcebooks 1998	
	<i>Speak Like a CEO</i>	Suzanne BATES	McGraw Hill	GRH 321

				BATE
	<i>Visual Persuasion</i>	Paul MESSARIS	Sage Publications 1996	
Internet References				
	Slides	http://www.bnet.com/2422-13724_23-241933.html?promo=808&tag=nl.e808		
	Non-verbal Comm.	http://www.bnet.com/2422-13724_23-204509.html		
	Visual thinking	http://www.bnet.com/2422-13724_23-204509.html		
	Maslov's needs	http://www.bnet.com/2422-13724_23-182940.html		
	Vision statements	http://www.bnet.com/2422-13724_23-181094.html		

R2_Integration English

COURSE OUTLINE

1. Completion of a group activity for the production of an oral business presentation of five minutes
2. Evaluation and criticism of the individual presentations according to specific criteria in organization, content, and verbal and nonverbal communication
3. Participation in discussions of communication theory and presentation evaluation
4. creation and revision of a professional CV
5. Participation in the employment interview simulations both in the role of employer and employee
6. Participation in the employment interview debriefing

EE_French Civilization (E or F)

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

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

Session 8	Architectural Masterpieces (2) Gothic buildings, château de Vincennes, château de Chambord, the Renovation of Paris by Baron Haussmann, the Great Arch of La Défense, the Millau Viaduct
Session 9	French Cuisine Traditional dishes, varieties of cheese, great chefs, the Michelin and the Gault & Millau Guides
Session 10	Great Masters of the World of Fine Arts and Literature (1) Poussin, Le Nôtre, Molière, David
Session 11	Great Masters of the World of Fine Arts and Literature (2) Rodin, the Impressionist painters, Balzac, Victor Hugo, Proust
Session 12	French Cinema The Lumière brothers, the New Wave – La Nouvelle Vague, some famous movies, actors and directors
Session 13	Final Exam

French_FRA0

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

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

French_FRA1

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

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

French_FRA2

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

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

French_FRA2+

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

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

French_FRB1

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

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

French_FRB2

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

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

Session 6	Revisions Test
Session 7	Topic: Arts Understand a discussion about arts and express tastes related to arts Art assessment Creation of a poster/ an invitation/ an event
Session 8	Topic: Gastronomy Understand a food-related discussion and health TV shows/ express tastes related to food and cooking Expression of quantity, relative pronouns, present participle, verb-related adjective
Session 9	Topic: Nature Understand a discussion about the environment and give a point of view
Session 10	Topic: the Company Introduction to the environment/activity of a company Redaction of a resume, a business letter, an application letter
Session 11	Topic: Job interview How to introduce oneself (professional approach)/ talk about previous work experiences, hobbies Interview simulations
Session 12	Topic: a meeting Speak up in a professional meeting, explain the agenda, conduct meetings, express a point of view, speak up/give the floor to other participants
Session 13	Topic: in society Understand a discussion about problems facing society and give a point of view Concession, opposition, condition and hypothesis

French_FRC1

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

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