



Exchange Students

Bachelor of International Business Administration 2019/2020

Programme overall structure

Year of studies	Academic code	
Year 1 Semester 1 Semester 2	L1	Academics MBS regular students
Year 2 Semester 1 Semester 2	L2	Academics MBS regular students
Year 3 Semester 1 Semester 2	Professional Year	MBS regular student
Year 4 Semester 1 Semester 2	L3	Academics MBS regular students + Exchange students (see program below)

Programme of the Year 4 – L3

Option 1 : Credit transfer : students who have achieved, in their home university, 2 years (eq. 120 ECTS credits) in a Bachelor program will take some or all the courses of the year 3 (final year) of our BIBA program. Some courses have pre-requisites.

Option 2 : Double degree : Students who have achieved, in their home university, min. 2 years (eq. 120 ECTS credits) in one of the Bachelor programs indicated in the cooperation agreement signed with their home university, will follow the **whole course plan of the year 3** of our Bachelor of International Business Administration (BIBA) program – Titre RNCP niveau II “Chargé de projets marketing et commerciaux à l’international”.

Bachelor 3 – normal path – last year

Course	Semester	Hour nb	ECTS credits
International Economics	1	30	4
Corporate Finance	1	30	4
Organisational Behaviour & International HRM	1	30	4
International Marketing	1	30	4
Information Systems	1	30	4
Business Model and value proposition	1	30	4
French Culture and Society	1	15	3
Bachelor thesis (for double degree students only)	1	20	3
French as Foreign Language	1	53,5	3
Semester 1 total		200	30
Semester 1 total for double degree students		200	33
Managing otherwise	2	30	4
Strategic Management	2	30	4
Digital Business	2	30	4
Digital Marketing	2	30	4
Elective 1 - Corporate reputation*	2	30*	4*
Elective 1 - International Financial Markets*	2	30*	4*
Elective 1 - Supply chain*	2	30*	4*
Elective 2 - French Luxury & Excellence*	2	30*	4*
Elective 2 - International Entrepreneurship*	2	30*	4*
Elective 2 - Creativity Development*	2	30*	4*
French Culture and Society (for students who will only attend the Semester 2)	2	15	3
French as Foreign Language	2	53,5	3
Bachelor Thesis (for double degree students only)	2	30	6
Total semester 2 for exchange students who will only attend the Semester 2		249	30
Total semester 2 for exchange students who will attend the Semester 1 + 2		264	33

* Students have to choose only one of the three elective courses for each group (1 and 2)

Course syllabus

Semester 1

1.1. International Economics

Number of hours:	30	ECTS:	4
Education language:	English or French		

Objectives

The main objective of this International Economics (IE) course is to introduce the main concepts of IE and the impact of these concepts in the International Business. In today's business world, International Economy impact our daily life in ways that sometimes we don't even realize. So, one key takeover for this course is to raise the concern that the International Economy is wide integrated into the International business concepts and in our life. Understanding international economic integration requires us to define what we mean by the term. Economists usually point to four criteria or measures for judging the degree of integration, which are trade flows, capital flows, people flows, and the similarity of prices in separate markets. The course emphasizes both, the basic concepts of IE and a critical analysis from the currents perspective. For achieving these goals, some thematic will be addressed

Specific skills

The overall objective of this course is to familiarize students with International Economy concepts, the main concepts and the challenge that IE faces in this time. Through this course, students will:

1. Know, Understand and Apply the basic concepts and definitions related to International Economy
2. Know and Understand I.E. Integration into International Business
3. Know, Understand concepts such Trade Flows, Capital flows and People Flows.
4. Know and Understand the importance of the similarity of prices in separate markets.

Prerequisites

None.

Course content and timetable

Session	Topic	Length (h)
1	Introduction, presentation. Background of International Economy	3h
2	Elements of International Economic Integration and the main themes in International Economics I	3h
3	Elements of International Economic Integration and the main themes in International Economics II	3h
4	International Economic Institutions	3h
5	International Trade I & II	3h
6	International Finance	3h
7	Regional Issues	3h
8	Case Study I Trade war US vs China	3h
9	Case study II NAFTA	3h
10	Final Exam	3h
	Total	30h

Corporate Finance

Number of hours:	30	ECTS	4
Education language:	English or French		

Objectives

The corporate finance course aims to provide the students with operational knowledge (“know-how”) of techniques related to investment decision: time value of money, valuing common stocks and bonds, the risk return relationship, weighted average cost of capital and the cost of resources, investment decision criteria, estimating cash flows for investment decision purposes.

Specific skills

- a. Calculate the firm's overall cost of resources
 - Expected outcome: master methods and techniques to measure the cost of debt and equity and evaluate their relative weight in the WACC
 - Pedagogical activity used: online tests, exercises, problems
 - Evaluation: restitution of pre-course homework, continuous assessment, final exam
- b. Estimate the expected net present value of an investment project
 - Expected outcome: rigorous and accurate use of underlying methods : cash flow estimation and discounting
 - Pedagogical activity used: online tests, exercises, problems
 - Evaluation: restitution of pre-course homework, final exam
- c. Analyse the potential conflicts between the concept of value maximization in finance, and personal or corporate values
 - Expected outcome: acknowledge and discuss potential ethical conflicts in finance decision taking
 - Pedagogical activity used: search, read and synthesize various documents
 - Evaluation: online

Pre-requisites

Students are supposed to have a basic knowledge of:

- reading and understanding financial statements
- doing calculations with a spreadsheet and an electronic calculator

To review these concepts and techniques, some supplementary handouts will be provided on the course space on the e-learning platform.

Course content and timetable

Session	Topic	Length (h)
1	Finance: value and values An introduction to ethical and global responsibility problems in finance	1h30
2	Time value of money: concepts review	1h30
3	Time value of money: exercises	1h30
4	Valuing financial securities	1h30
5	Valuing financial securities: exercises	1h30
6	Risk and return in finance, CAPM	1h30
7	Risk and return, CAPM: exercises	1h30

8	WACC, adjusting beta for financial leverage	1h30
9	WACC: exercises	1h30
10	WACC: exercises	1h30
11	Midterm (CC)	1h30
12	Investment decision techniques	1h30
13	Investment decision: exercises	1h30
14	Investment decision: exercises	1h30
15	Problem 1 (Investment decision)	1h30
16	Problem 2 (Investment decision)	1h30
17	Problem 3 (Investment decision)	1h30
18	Final exam preparation	1h30
19	Final exam	3h00
	Total	30h

Organisational behaviour and international HRM

Number of hours:	30	ECTS	4
		:	
Education language:	English		

Objectives

One of the primary objectives of management is to build working, positive relations with those around you – this includes making contact with others, adapting to the person who is speaking, and adapting to your audience. -Knowledge and understanding of main HRM activities. At the end of the course, students will be able to describe the main HRM activities (recruitment, training, appraisal...) and to be critical regarding the implementation of various HRM tools.

At the end of the course, students will be able to:

- explain the main concepts and theories associated with OB (motivation, conflict, resistance to change, leadership...).
- understand the evolution of HRM in terms of both its contribution to business strategy and to corporate social responsibility. Specific topics including managing a diverse workforce and international human resource management (IHRM) will provide students with new insight into HRM.
- understand human behavior in the workplace from an individual, group and organizational perspective and to describe the links between HRM activities and management practices.

Specific Skills

This course is an introduction to behaviour in organizations. As an introductory course, it aims to foster an awareness and understanding of behavioral phenomena occurring at the individual, interpersonal, group, and organizational level. Topics covered include personality, attitudes, decision making, motivation, diversity, cross-cultural issues, communication, leadership, power, group dynamics, conflict, ethics, organizational structure and design, organizational culture and managing change.

In the class, you will: 1) gain an awareness of the opportunities and challenges of workplace, 2) gain familiarity with theories and concepts relevant to understanding human element at work, 3) develop an understanding regarding their application in managing day to day life in the organization, 4) improve management-related skills, including reading business cases, writing, oral presentation, planning and organizing tasks for groups, and 5) understand and improve your own experience and behavior as a member

of the class and of a work group. This knowledge and experience will be gained through a combination of in-class exercises, group work and project management tasks.

Prerequisites

None.

Course content and timetable

Session	Topic	Length (h)
1	History of HRM Introduction to managerial innovation	2h
2	Course objectives and modalities Introduction to HRMOB	1h30
3	Recruitment	1h30
4	Selection	1h30
5	Performance	1h30
6	Compensation	1h30
7	Training	1h30
8	Role Play Exercise	1h30
9	Strategic HRM New Developments	2h
10	Intro to OB, Attitudes and Job Satisfaction	2h
11	Personality and Values	1h30
12	Motivation	1h30
13	Motivation Tools	2h
14	Leadership	1h30
15	Groups and Teams	1h30
16	Final Exam Review	1h30
17	Group Presentations	1h30
18	Group Presentations	1h30
	Final Exam	(3h)
	Total length	30h

International Marketing

Number of hours:	30	ECTS	4
		:	
Education language:	English or French		

Objectives

In today's world, companies often operate in overseas markets and seek to grow by entering foreign markets. Hence, marketing is often practiced on an international or global scale. International/global marketing offers unique opportunities and poses unique challenges, which marketers must be able to appreciate, exploit, and address. Marketers need, for instance, to understand differences and similarities among international customers and markets, to tailor products and services to diverse needs of different markets, and to design market entry strategies to operate successfully in foreign markets.

This course is designed to serve as an introduction to the theory and practice of international/ global marketing. It is designed for students interested in marketing, communication, branding, strategy, and business administration. It is also designed for students who want to start their own company since, in today's world, entrepreneurial ventures are often involved in international business dealings and form relationships with international partners.

Specific skills

To be able to understand, analyze, evaluate, and select international markets

- Expected results: Students should be able to employ frameworks, tools, concepts, theories, and techniques to understand, analyze, evaluate, and select international markets

To develop an understanding of the various market-entry modes

- Expected results: Students should be able to formulate, evaluate, and critically analyze various market-entry modes

To develop an understanding of international market entry strategies and of the levers marketers can use to influence international consumers

- Expected results: Students should be able to formulate, evaluate, and critically analyze an international marketing strategy and international marketing mix

Prerequisites

None

Course content and timetable

Session	Topic	Length (h)
1	Introduction to the Course	1h30
2	The Foundations of Global/International Marketing, Culture, & Culture Dynamics	2h
3	The Global/International Environment	2h
4	<i>Decisions to Internationalize (or not) - Theory</i>	1h30
5	Understanding, Analyzing, Evaluating, & Selecting International Markets - Theory	1h30
6	Understanding, Analyzing, Evaluating, & Selecting International Markets - Practice	3h
7	<i>International Market Entry Strategies -Theory</i>	1h30
8	International Market Entry Strategies -Practice	1h30
9	<i>Ethics & Social Responsibility in</i>	2h

	<i>International Marketing</i>	
10	International Marketing Mix - Theory	3h
11	International Marketing Mix - Practice	1h30
12	<i>Presentation of Group Project</i>	3h
13	Wrap-up & Review Session	1h30
EXAM	Final Exam	3h
	Total length	30h

Information Systems

Number of hours:	30	ECTS	4
		:	
Education language:	English		

Objectives

The main objective of this information systems course is to raise your awareness about the major benefits, but also the major pitfalls related to information management. Information Systems are part of management disciplines, their purpose is to enhance organizational performance through better information management. Companies increasingly need to monitor their environment (competitors, consumers and their needs, etc.) and their activities, in order to react as quickly as possible to external evolution and strategic threats or opportunities, by adapting themselves and responding through innovative strategies and internal changes.

After introducing the main concepts, this course states (1) the strategic aspects of I.S., (2) I.S. projects with their expected benefits, estimated costs and potential risks, mainly stemming from human issues and thus requiring a careful change management. It also (3) introduces the digital world and how to improve the management of strategic information. Other alternatives for companies are also explored such as (4) outsourcing and (5) specific enterprise applications to increase the organizational performance.

Specific skills

The overall objective of this course is to familiarize students with business and organizational challenges involved by Information Systems (I.S.). Through this course, students will:

1. *Know, Understand and Apply* the basic concepts and definitions related to information systems (MCQ & course questions, case studies);
2. *Know and Understand* **I.S. Operational and Strategic Aspects** (MCQ & course questions);
3. *Know, Understand and Apply* the “**5-steps**” **framework** in order to *Analyze* and *Evaluate* the various issues existing in the case studies and then *Formulate* and propose solutions addressing these issues (case-studies during class or the final exam);
4. *Know and Understand* important **Enterprise Solutions** such as CRM, SCM, ERP, Outsourcing & Cloud Computing (MCQ & course questions);
5. *Know and Understand* important strategic concepts such as **Digital disruptive strategies** and the **digital transformation of business** (Big Data & Analytics), knowledge management & sharing, business intelligence and aid to decision-making (MCQ, course questions, case studies);
6. *Know, Understand, Apply and Analyze* the potential **Benefits, Risks and Consequences** of I.S. projects on management: organizations, business activities and people, and the absolute **necessity to ensure Information Security** (MCQ, course questions, case studies);
7. *Know and Understand* **Organizational and Management issues** related to the implementation of I.S. projects (commitment, fit with corporate culture, change management, executive support) and *Apply* the given framework to case studies in order to *Analyze* and then *Formulate* and propose

solutions
(case studies during class or in the final exam);

Pre-requisites

No specific pre-requisite is necessary, but a previous training period or apprenticeship would be helpful to better understand I.S.-specific issues.

Course content and timetable

Session	Topic	(h)
1	History and main Definitions Introduction to Information Systems projects	2h00
2	Introduction Information Systems projects (1)	1h30
3	Information Systems projects (2) Strategic aspects of I.S.	1h30
4	Step I: I.S. Projects Case study	1h30
5	Step I: Opportunity analysis Digital World: Knowledge & Decision	1h30
6	Step I: Opportunity analysis. Digital World & Business Transformation	1h30
7	Step I: Opportunity analysis Case study: Digital transformation	1h30
8	Step II: Specifications – contracts Outsourcing & Cloud Computing	1h30
9	Step II: Specifications – contracts Case study	1h30
10	Mid-Term Exam	1h30
11	Step III: Contract Execution Applications: SCM, CRM, ERP	2h00
12	Step III-IV: towards implementation Case study	1h30
13	Step III-IV: towards implementation Case study	1h30
14	Step IV-V: Implementation & Maintenance Change management and Final Assessment	2h00
15	Step V: Information Security	1h30
16	Final case study (all steps) An I.S. project, from step 1 to step 5	1h30
17	Final case study (all steps) An I.S. project, from step 1 to step 5	1h30
18-19	Final Exam	3h00
	Total	30h

Business Model and value proposition

Number of hours:	30	ECTS	4
		:	
Education language:	English or French		

Objectives

The term “business model” has been widely used by managers, entrepreneurs, students, academics, politicians, journalists, organizations. It hence refers to different realities depending on the context of usage and the point of view of the observer:

- How a firm delivers value to customers and converts payments into profits (Teece);
- A system of interdependent activities (Zott and Amit);
- A mechanism for turning ideas into revenue at a reasonable cost (Gambardella & McGahan);
- A profit model, a business delivery system and a learning system (Itami & Noshino);
- A value system plus a value constellation (Yunus, Moingeon & Lehmann-Ortega);
- The logic of the firm, the way it operates and how it creates value for its stakeholder (Casadesus & Ricart);
- The way activities and resources are used to ensure sustainability and growth (Demil & Lecoq).

Simply put, a business model is a plan that details the way a firm intends to make profits. In this sense, a business model is one of the main expressions of a firm’s strategy. It translates a strategy into a set of actions and activities used by a firm to conduct its business with its main stakeholders: buyers, suppliers, partners, distributors, etc. The choice of a particular business model or the creation of a new business model is of crucial importance since it can give the firm a competitive advantage over its competitors. Understanding the concept and usage of business model is therefore strategically important for future managers.

The main goal of this course is to explore the concept of business model and the tools of analysis to describe, understand, evaluate and create them. The intent of the course is not to propose an academic approach to the concept but rather a practical approach relying essentially on the work of Pigneur and Osterwalder.

Specific skills

Upon completion of this course students will be able to:

- Understand the concept of business model: definition, typology, variations of the model
- Learn and understand the tools of analysis of business models
- Learn and understand how to present a business models to a vast audience
- Understand the dynamic nature of business model
- Apply the tools and concepts to describe a business model
- Apply the tools and concept to evaluate a business model
- Understand the consequences of the use of a particular business model
- Understand the consequences and implications of a change in a business model
- Understand and explore the limits of the tools

Course content and timetable

Session	Topic	Length (h)
1	Introductory class	3h
2	The business model canvas: presentation and in-class cases	3h
3	In-class full case discussion: Connected Health Technology	3h
4	Assignment #1: Nation Wide Healthcare	1h30
5	The long tail and multi-sided platform	1h30
6	Assignment #2: Fasten	1h30

7	Pricing and revenue models	3h
8	Assignment #3: Ferns N Petal	1h30
9	Open Business Model	1h30
10	Business Model in their environment	1h30
11	Assignment #4: ATB	1h30
12	Evaluating a business model	1h30
13	Final Assignment	3h
14	Wrap-up and evaluation	3h
	Total length	30h

French culture and society (for exchange students only)

Number of hours:	15	ECTS	3
Education language:	English		

Objectives

This course has been designed as a tool to help international students integrate French society and culture. The idea is to make it as easy as possible to understand, therefore accept and tolerate the cultural differences that students will encounter not only in France, but also in the cross-cultural work force later on. This course will help students gain “Cultural Intelligence” (known as CQ). The 4 concepts of CQ (drive, knowledge, strategy and action) will transform students into pertinent cultural observers, enabling them to fully understand and develop the notions of international openness, multiculturalism and diversity.

Students will be required to channel their energy and generate shared commitment by obtaining common objectives in various “Learning by Doing Activities”. These activities will enhance cultural understanding and the notion of cultural diversity while allowing students to establish relationships as well as develop their listening and team motivation skills. At the same time, students will also improve their analytical and problem solving skills. As a result, students will adapt to multiculturalism on different levels and be more open to the norms of another culture while maintaining their own values and identity.

Course specific skills

The goal of this course is not limited to helping students adjust to French culture and society. It is also a way to give students a competitive advantage for the cross-cultural job field. The main source of Cultural Intelligence is exposure to other cultures, but the other way to gain Cultural Intelligence (that will be used in this course) is to use focus training to enhance cultural competencies. Focus training makes it possible for students to attain all of the learning objectives cited above using the 4 areas of the CQ wheel.

The 4 parts of the wheel constitute the principal competences that will be reinforced in this course: finding motivation, preparing each encounter, reflecting on every experience and adjusting behavior in an appropriate manner in different cultural contexts.

In addition, given the globalization of business and increasing diversity of workforces, a cross-cultural component in management education is critical to the success of today’s students. The number of managers required to work effectively across cultural borders is constantly on the rise. Therefore, cross-cultural awareness through CQ will give students a practical, hands-on approach to cross-cultural management.

The ultimate goal of this course is also to prepare students to manage teams in a cross-cultural context. French culture and society will be used for practical implementation and will encourage students to discover new approaches to problem solving as well as to acquire practical knowledge about French behavior.

Prerequisites

This course does not require students to have previous experience in any particular area, but they should have a proper high school reading level in English. No books will be required. All necessary documents will be posted on Moodle. We will try to avoid using paper in class (with the exception of one team-bonding

activity) since the school MUST be sustainable, so students need bring their computers to access the documents posted on Moodle for each session.

Course content and timetable

Session	Topic	Length
1	From stereotypes to Frenchifying yourself!	1h30
2 & 3	Does “Terroir” Taste Better?	3h00
4 & 5	Did you say luxury?	3h00
6 & 7	French “Dans grève il y a rêve” (The word “dream” is in the word “strike”)	3h00
8 & 9	French Cinema : Is there a French touch?	3h00
10	Best video Pitch viewing session & Award Ceremony	1h30
	Total length	15h00

Bachelor Thesis

Number of hours:	20	ECTS:	1 or 3
Education language:	English of French		

Objectives

Through this dissertation, the student will have to prove his ability to identify a problematic of academic nature and not only operational through the literature review.

He will then have to demonstrate his ability to appropriate and understand the different theories related to his research question, to analyze them and to mobilize their conceptual and operational scope in order to build a rudimentary theoretical framework.

He will then have to demonstrate the implementation of a quantitative or qualitative research method to process his data collected and useful for the production of his results.

Finally, the student will have to demonstrate his or her analytical capacity to provide constructed and well-argued answers to his or her problematic. This work will have added value both from a professional point of view as well as for its own personal and academic development.

The overall objective and specific objectives are mainly aimed at introducing Bachelor students to the rudiments of academic research. To make them aware of the usefulness of the scientific process to produce a result from a theoretical questioning.

At the end of this course and the completion of the bachelor's dissertation, the student will be able to refer effectively and usefully to the literature in order to obtain the relevant sources necessary for the construction of a problem. He will be able to mobilize a method of academic research to produce results and finally to highlight these results by formulating theoretical or managerial implications.

French as Foreign Language (for exchange students only)

Number of hours:	53,5	ECTS	3
Education language:	French		

Semester 2

Managing otherwise

Number of hours:	30	ECTS	4
		:	
Education language:	English		

Objectives

This course is built to help students to think « out of the box” and to discover and imagine new management practices, especially those that foster the principles of responsible management. Students will have to solve a complex and transdisciplinary project by developing an alternative organization with economic, social and environmental goals at the very heart of its mission. Following a creative methodology and a pedagogy “on-demand”, they will have to demonstrate their capacities to innovate and to create meaningful and citizenship organizations. They will discover new keys and tools, through managerial innovation, for achieving an overall performance and develop a broader vision of organizational activities not only embedded within a market but also within society.”

Specific skills

First, the course will help students to get the knowledge and understanding of organizational contexts: economic, social, historical and political. Indeed, the course has been designed to give to the students an overview of: what is an organization/a company? What is a corporate or organizational mission? What do they stand for? The objective is to question the role and mission of organizations/companies within societies. Doing so, students will have the capacity to imagine innovative ways to build alternative organizations in specific contexts. The analysis of the context is there of tremendous important as an alternative cannot be defined and developed without roots. In their final project (final exam – collective assessment), students will have to describe the context in which the organization they create is embedded in. To do so, they will have to engage in an extensive collection of qualitative and quantitative data to describe the context of their project and to assess its relevancy. The data analysis will be based on the use of tools inspired from strategy, marketing or communication practices.

Students will also get a better understanding of ethical challenges for managers. In this regard, the course describes the different dilemma that manage can face with regards to economic, social and/or environmental responsibilities. They will discover some ways to resolve some them and sometimes acknowledge that some tensions that cross organizations cannot be addressed with traditional management tools and solutions. The course will be helpful to enhance students’ creativity and will increase their universe of possible through the imagination of managerial alternatives. This professional skill is at the very heart of their final project (final exam – collective assessment) where students will have to discuss ethical dilemma faced by managers when developing alternative organizations.

Last, students will learn how to integrate sustainable development/CSR at all levels of an organization. A transversal approach of sustainable development/CSR implementation will be proposed to identify how it could impact practices in strategy, marketing, governance, and communication within an alternative organization. Students are expected to be able to describe the stakes of sustainable development/CSR for the diverse corporate functions, to develop recommendations for its implementation and to adopt a transversal vision to evaluate functional complementarities for building a global coherent sustainable/CSR orientation. This skill will be evaluated during the restitution of the students’ group project (final exam – collective assessment).

Prerequisites

None.

Course content and timetable

Session	Topic	Length (h)
1	Presentation of the course: topics and evaluation	1h30
2	History and stakes of sustainable development worldwide	1h30
3	Transposing the stakes of sustainable development to companies: corporate social responsibility (CSR)	1h30
4	Managing stakeholders and corporate governance for corporate social responsibility (CSR)	1h30
5	Communicating a corporate social responsibility (CSR) strategy	1h30
6	Assessment of the knowledge proposed in the e-learning sessions	1h30
7	Imagining alternatives: definition and managerial tools	3h
8	Preparation of the final exam (1): Values, mission & objectives	3h
9	Preparation of the final exam (2): Strategy & Governance	3h
10	Preparation of the final exam (3): Products & Services	3h
11	Preparation of the final exam (4): Communication	3h
11	<i>Finalization in groups of the final exam</i>	<i>3h</i>
12	FINAL EXAM -Restitution	3h
	Total length	30h

Strategic Management

Number of hours:	30	ECTS:	4
Education language:	English or French		

Objectives

Strategy is a vital tool for corporate managers. Therefore, the primary objective of this course is that students understand the factors that affect the overall performance of a company. This course will thus begin with a presentation and an explanation of the main models, concepts, and theories of the field making it possible for students to understand the complexity of the business world and the need for using the intellectual tools necessary to apprehend it. These theoretical elements will be studied and discussed in class, around real examples drawn from the professional literature, or the personal experience of the teacher and the students. Such an approach will encourage students to evaluate the contributions and the limits of these theoretical tools, through critical thinking. Hence, students will not only be able to identify the factors which affect the overall performance of an organization but will also be able to evaluate them; allowing them the later use of those concepts as well as a deep understanding of how strategy helps companies to be successful. Understanding industry and global dynamics inducing change will prepare them for the challenges they have to face in their life as managers.

Specific skills

After having completed the course, students will be able to:

- Take in charge a sectoral survey, leading a documentary research, identifying the key information, leading a strategic analysis of the sector and summarizing the findings of their survey.

- Implement a strategic diagnosis of a company, having a strategic and transversal thinking approach, identifying where to find the relevant internal information, and having a prospective view of the company in its evolving environment.
- Get prepared to strategic choices for a company understanding possible consequences for the company stakeholders.

Apply management models and concepts to organizations

The expected result: description of an observable and measurable result: - Students are able to apply at least three (3) of the theoretical concepts or models discussed in class in order to propose and defend a solution to a given problem in the continuous assessment case study.

Propose new solutions to address organizational and management issues

The expected result: description of an observable and measurable result: - Students are able to propose and defend at least one (1) new solution to a given problem in the continuous assessment case study.

Prerequisites

None.

Course content and timetable

Session	Topic	Length (h)
1°	Introduction to course specifics Introduction to Strategic Management External Environment	1h30
2	In-class Case Study no. 1: Analysis in groups	1h30
3	E-learning: Question set no. 1	1h
4	Internal Environment	1h30
5	In-class Case Study no. 1: Discussion	1h30
6	E-learning: Question set no. 2	1h
7	Business Level Strategies	1h30
8	In-class Case Study no. 2: Analysis in groups	1h30
9	E-learning: Question set no. 3	1h
10	Corporate Level Strategies	1h30
11	In-class Case Study no. 2: Discussion	1h30
12	E-learning: Question set no. 4	1h
13	Acquisition and Restructuring Strategies	1h30
14	In-class Case Study no. 3: Analysis in groups	1h30
15	E-learning: Question set no. 5	1h
16	Corporate Governance	1h30
17	In-class Case Study no. 3: Discussion	1h30
18	E-learning: Question set no. 6	1h

19	Revision	3h
20	Exam	3h
	Total length	45h00

Digital Business

Number of hours:	30	ECTS:	4
Education language:	English		

Objectives

Digital business is disrupting the economy. This course will explore the design principles and practices of disruptors such as Amazon, E-Bay, Facebook and Google. The class mainly uses case-based approach to convey to most important aspects of digital business today.

Specific skills

- Outline the ongoing business challenges of managing digital business in an organization
- Evaluate the effectiveness of business and revenue models for online business; particularly online start-up businesses
- Review the management actions needed to maintain service quality for users of digital platforms
- Assess the impact of legal, privacy, and ethical constraints or opportunities on a company

Prerequisites

None.

Course content and timetable

Session	Topic	Length (h)
1	Introduction	1h30
2	Digital business infrastructure components	1h30
3	Internet of Things	1h30
4	Monitoring electronic communications	1h30
5	Tools and techniques for collecting metrics	1h30
6	Digital Data	2h
7	Online Platforms	1h30
8	C2C market places	1h30
9	B2B market places	1h30
10	Market place analysis	1h30
11	Digital Innovation	2h
12	Task analysis and task decomposition	3h
13	Outsourcing	1h30
14	Knowledge Management	1h30
15	Standards Management	1h30

16	Digital Ethics	2h
17	Conclusion	1h30
	Final Exam	3h
	Total length	30 h

Digital Marketing

Number of hours:	30	ECTS	4
		:	
Education language:	English		

Objectives

The objective of this course is to prepare students to interpret information in order to formulate recommendations to solve a digital marketing problem (learning objective B2.2). By the end of this course, students will be able to adopt an analytical and critical approach of the current digital marketplace in order to understand the stakes and draw conclusions regarding which solutions companies may implement to respond to this new environment. Students will be exposed to numerous examples of real digital strategies to help them effectively understand consumer behavior and marketing solutions in a digital environment. Assessments are designed to test the learning objective LG B2.2 in a digital environment.

Specific skills

By the end of this course, students will have had the opportunity to:

- know and understand the basics in digital marketing management,
- develop operational digital marketing actions.

Class sessions will consist in a presentation and discussion of concepts, frameworks and examples of digital marketing solutions. This is a highly interactive course.

Pre-requisites

None.

Course content and timetable

Session	Topic	Length (h)
1	Introduction to the Course	1.5h
2	The Digital Environment	2h
3	Consumer Behavior in a Digital Environment	3h
4	Digital Marketing Strategy and Planning	3h
5	Social Media Marketing Part 1	2h
6	Workshop	1.5h
7	Social Media Marketing Part 2	3h
8	Marketing Communications using Digital Media Channels	3h
9	Workshop	1.5h
10	Ethics in Digital Marketing	2h

11	Presentation of Group Project	3h
12	Review and Wrap-up	1.5h
13	Final Exam	3h
	Total Length	30h

Elective course - Corporate reputation (for normal path only)

Number of hours:	30	ECTS	4
		:	
Education language:	English or French		

Objectives

Students will be able to present orally communications recommendation in building, promoting and defending corporate identity and reputation. Students will have to build recommendations in the management of a crisis, use the theory in crisis communication and build recommendations to restore the reputation of a brand. Through a business game, students will be in the situation of a crisis management.

The course aims to contribute to ethics and responsibility awareness. Global and local corporate social responsibility (CSR) initiatives in today's environment will be studied. Students will be encouraged to challenge those initiatives as "marketing" objectives.

Specific skills

Students will be able to:

- Understand the nature, role and scope of corporate communication and consider the relationship between corporate identity and corporate **reputation**. Outline the difference between shareholders and stakeholders. Explore the reasons why organizations use corporate communication.
- Capture the differences between product brands and corporate brands.
- Acquire skills in building a **corporate identity**: message framing, corporate ad, public relations, sponsorship activities.
- Examine the **corporate identity mix** and consider the different methods of corporate communication to influence specific stakeholders especially for:
 - o internal communication
 - o media relations
 - o issues management
 - o crisis communication.
- Students will analyze what went wrong and right in a real crisis communication case.
- Make the link between corporate **branding and reputation**
- Students will have to illustrate the Vision-Culture-Image Gap through examples.
- Explore the way stakeholders perceive an organization today with ever more **skeptical mindset**. Discuss ways in which organizations address ethical, corporate social responsibility (CSR) and sustainability issues through their communications.

Prerequisites

Marketing. Fundamentals.

Course content and timetable

Session	Topic	Length (h)
1	Useful information for the course. Scope and introduction. Role and tasks of corporate communication	1h30
2	Corporate Reputation: the rise	1h30
3	Corporate Reputation: the scope	1h30

4	Corporate reputation: crisis communication (part 1)	1h30
5	Corporate reputation: crisis communication (part 2)	1h30
6	CSR	1h30
7	Elearning session N°1	2h00
8	Tutorials N°1	1h30
9	Elearning session N°2	2h00
10	Tutorials N°2	1h30
11	ONLINE MID TERM EXAM Nov 14 from 8.30 to 9.00 am	
12	Elearning session N°3	2h00
13	Tutorials N°3	2h00
14	Elearning session N° 4	1h30
15	Tutorials N°4	2h30
16	Communication plan	1h30
17	Final exam review	1h30
18	Final exam	3h00
	Total length	30h

Elective course – International Financial Markets (for normal path only)

Number of hours:	30	ECTS	4
		:	
Education language:	English		

Objectives

The main objective of this course is to provide a broad overview of the international financial market by wide range of topics related to the theory and practice of the global financial markets. Its purpose is not to produce “experts”, but to give to the students a rich financial culture education and solid understanding of what modern managers need to know in financial landscape. Beyond the transmission of “pure” financial knowledge, this course aims at helping the beginners in finance.

First, the course attempts to improve the *Analytical and problem solving skills* (LG B2.1): the strategic thinking of the business judgment is critical for a successful career. The students in this course are encouraged to select, analyze, discuss relevant information in a given context and then interpret their key assumptions as well as business decision. The participants will develop the ability to think strategically about the proposed topics and to analyze the impact of them over a variety of countries and economic areas. These skills will be assessed in form of team project and written exam.

Second, the course targets at the development of the *Interpersonal and communication skills* (LG B1.1): all participants of this course are required to prepare an oral presentation on various topics in global international market. They are expected to provide develop rational and convincing argumentation for their ideas. Furthermore, students will frequently work in group for discussions and debates in classes. This goal will be improve students’ communication skills and their relation skills to works with different colleagues from different education backgrounds. These skills will be assessed in form of team work and the oral presentation.

Third, one feature of this course is the *Multiculturalism and diversity* (LG B3.2). Future managers need understand the importance of being open minded and have the basic skills to work with people from different cultural background. The students of this course are from all over the world and they are encouraged to build working team with classmates form different culture backgrounds. During the group presentation, topic discussions or debates, they are encouraged to show their own culture and also to open themselves to that of their classmates. These skills will be assessed in form of case study and discussion.

Specific skills

By learning this course, students should be able to meet a series of specific goals:

- Understand the mechanism and function of global banking, monetary and stock markets and be able to explain it in a clear and effective manner;
- Explain the reasons and impacts of several selected global financial crisis such as subprime or EU sovereign.
- Understand certain financial innovation products such as option and Islamic bank.
- Explain the recent trends in global market and the financial systems features in emerging and growth-leading economies.
- Understand the importance of corporate social responsibility.

These skills will be first assessed in form of the oral presentations that all students are required to participate at least once during the course. The quality of the oral presentation reflects the preparation of the course before coming to the classroom and students' communication skills. Second, the middle exam in form of written case study will assess student's analytical skills. Third, the final exam in form of a professional presentation of a country report will demonstrate students' openness to diversity and multiculturalism and team spirit.

Pre-requisites

Because of the diversity of all students' educational and culture background, no financial or mathematical quantitative analyses skills are expected from the participants before coming to the course. Furthermore, all participants are encouraged to communicate clearly and efficiently in English during the course. However, students' English language level will not be taken into account in the notation.

Course content and timetable

Session	Topic	Length (h)
1	Introduction to International Financial Markets	1h30
2-4	International stock exchange <ul style="list-style-type: none"> • Introduction of stock • Stock valuation • Major stock markets indices • Stock valuation exercises • Earning release and market reaction • Investor sentiment 	4h30
5-6	Global bond markets-Part <ul style="list-style-type: none"> • Introduction of bonds • Bond valuation and exercises • Development of international bond market • Credit rating agency • Different types of bonds • Euro zone sovereign debt crisis 	3h00
7-8	Foreign Exchange and Introduction to foreign exchange market <ul style="list-style-type: none"> • Exchange rate • Anchoring and Psychological Barriers in Foreign Exchange Markets • Globalization and the Economy 	3h00
9-10	Middle Exam	3h00
11-12	Global financial crisis-Part I <ul style="list-style-type: none"> • Subprime crisis • Asian Crisis • Regulatory response to the financial crisis • Subprime crisis 	3h00
13	Global financial crisis-Part II <ul style="list-style-type: none"> • Bretton Woods system • Financial Globalization: Gain and Pain for Developing countries • Too big to fail 	3h00
14	Supervised work	6h00
15	Derivative product: Option <ul style="list-style-type: none"> • Introduction of option • Case study • Dangerous derivatives: controlling and creating risks in international money 	3h
	Total length	30h

Elective course – Supply Chain (for normal path only)

Number of hours:	30	ECTS	4
Education language:	English		

Objectives

Supply chain management course aims to equip students with knowledge on decisions that firms should consider operating successfully within supply chains. The course addresses the structure and business processes of a supply chain and the design and implementation of strategic decisions within global supply chains, involving environmental and social implications and the use of digital technologies to firms' competitiveness.

Specific skills

The students are expected to demonstrate learning on:

SG1: The fundamental concepts of supply chain management

SG2: The critical importance of supply chain decisions to the firms' competitiveness

SG3: Selection and application of appropriate tools and techniques to manage the supply chain to achieve overall efficiency and effectiveness.

SG4: Analyses of environmental and social issues in supply chain decision-making

Pre-requisites

Students should have a basic knowledge about marketing and marketing research techniques

Course content and timetable

Session	Topic	Length (h)
1	Introduction to supply chain management	3h
2	Structure and business processes of a supply chain	3h
3	Strategic decisions within global supply chains	3h
4	Systems of information and supply chain	3h
5	Production issues for supply chain	3h
6	Procurement and logistics issues related to supply chain design	3h
7	Digital technologies applied to supply chain decisions	3h
8	E-commerce implications for supply chain decisions	3h
9	Sustainability and supply chains	3h
10	Final exam	3h
	Total length	30h

Elective course - French luxury and excellence (for normal path)

Number of hours:	30	ECTS	4
Education language:	English		

Objectives

“Luxury is fashionable, fashion is luxury”

If the term luxury is used everywhere and all the time and that concepts never cease to appear in order to always differentiate one's luxury; no one seems to be able to give a clear definition of this sector.

Some speak of "hyper luxury", "mass stem" of "trading up", "ultrapremium" "opuluxe Leading to a term that no one can come up with in a precise definition

Luxury is not only a product, a know-how, it is above all a different and global way to understand the customers, to manage the brand and the company which makes it its success.

The aim of this course is to clarify the different elements contributing to the success of this sector and the implications that can be extended to other sectors in order to improve their operation through the establishment of a luxury strategy (Example: Apple.

The purpose of this course is to allow the student to:

- benefit from an increased general culture because of the social, societal and economic implications of such an industry

- be an informed consumer

- better understand an economically and symbolically powerful industry around the world

These learning outcomes are based on learning through:

-courses and debates

-Putting it into practice: theoretical case study

Specific skills

At the end of the course, students will:

Understanding of the international economic, cultural and geopolitical environment

Mastering the concepts of luxury (definition, etc ...) and techniques of strategic development as well as marketing and communication techniques.

Master presentation techniques in order to be an ambassador. Mastering commercial, negotiation and argumentation techniques

Proficiency in one or more foreign languages (spoken and written)

Pre-requisites

Students should have a basic knowledge about marketing and marketing research techniques

Course content and timetable

Session	Topic	Length (h)
1	Introduction & history of luxury	3h
2	History of luxury	3h
3	History of luxury & fashion + Student presentation	3h
4	Overview of luxury & excellence + Student presentation	3h
5 – 6	Marketing of luxury + Student presentation	6h
7	Marketing of luxury + Conclusion	3h

8	General Overview of luxury	6h
	Final Exam: Case Study	3h
	Total length	30h

Elective course – International Entrepreneurship (for normal path only)

Number of hours:	30	ECTS	4
		:	
Education language:	English		

Objectives

The primary objective of this course is to expose the students to issues involved in entrepreneurship. The world crisis has reduced the possibilities of finding employments in big enterprises. Thus, creating or overtaking a small or medium sized enterprise (SME) may be an interesting alternative. Also, this topic has become important, both as an academic discipline and as a professional specialization.

Mainly based on practical case studies, this course will present and discuss concepts and methods, in order to familiarize the students with a variety of situations that can be encountered when creating/overtaking a firm. By providing the framework and in-depth examples, students should be able to apply this knowledge to the specific situations examples that may come up in their future careers

Specific skills

A purpose of this course is to **sensitize students to entrepreneurial theory**, and **introduce students to the framework of organizations and practices** that affect enterprise strategies and operations. In fact, students should be able to list and discuss the main theories of entrepreneurship, they will meet in class.

Another purpose of this course is to develop student's **abilities to describe and interpret business reality**. In fact, after this course students should be able to understand real business environment? What is important, what are the main stakeholders, what do I have to take into account? Thus, they should also be capable to scheme a business project in their environmental comprehension. To learn that, they will have to undertake a real business project. This project will be undertaken under real market situations.

This course also fosters to develop student skills **in gathering information, drawing conclusions** from it, and presenting the material adequately. In fact, understanding business reality is not enough; often there is a need to search pertinent information. That's why, through their case studies, students will have to see how to get on this information. Once they have it, they then must draw conclusions, knowing, that on markets, information is never complete. This means that they will have to act or decide under uncertainty. Thus, decision making includes a part of risk. This lesson they will learn during the preparation of their case.

Finally, student will understand that creating a business is not only a question of uncertainty and risk taking. There is also a lot of technical know-how behind. That fore, to succeed in their project, they will have to know **how to work on a business plan and how to create business development studies**. They will understand that for entrepreneurship, often the tools have to be adapted. That fore, they have to know, understand and master the existing tools. In this course, the teacher will work with each student on the adaptation of the tools they have to use in their specific situation.

Pre-requisites

The students will specially have to use their knowledge on Business Plan building. Some of them will also have to use marketing tools, organizational and financial know-how. As entrepreneurship is a transdisciplinary approach, every business tool is welcome.

Course content and timetable

Session	Subject	Length(h)
1	Organizational elements and course presentation History of the field (part 1)+ (part 2) Contemporary Approaches	3h00

2	The creation process and the following stages Enterprise Transmission	3h00
3	<i>Tutoring</i>	1h30
4	<i>Tutoring</i>	1h30
5	Course presentation	1h30
6	Case study	1h30
7	<i>Tutoring</i>	1h30
8	<i>Tutoring</i>	1h30
9	Case study	1h30
10	<i>Tutoring</i>	1h30
11	<i>Tutoring</i>	1h30
12	Case study	1h30
13	<i>Tutoring</i>	1h30
14	<i>Tutoring</i>	1h30
15	<i>Tutoring</i>	1h30
16	<i>Tutoring</i>	1h30
17	Presentations	1h30
18	Presentations	1h30
	Total length	30h

Elective course – Creativity development (for normal path only)

Number of hours:	30	ECTS	4
Education language:	English		

Objectives

This course will contribute to developing the students' innovation and entrepreneurial spirit (LG B4): they will have to show and develop their capacity of initiative and adaptation, as well as the ability to come up with new ideas and encourage others to produce them. They will also have to be able to get mobilised around a common goal within their team. The objectives to reach are thus B4.1 (innovate) et B4.2 (be entrepreneurs).

In particular, we shall work on the students' abilities of self-organisation and adaptation, as well as that of taking initiative in the team and coordinating one's personal and team efforts. The students will have to put themselves into creative spirit and successfully interact with others while working on a common creative challenge. The presentation of the results of their teamwork will allow evaluating these acquired skills.

Specific skills

The growing need to quickly adapt to new situations, the necessity for a company to innovate, and the constant research for innovative solutions: all these reasons have put the importance of developing the creative thought on the foreground.

Therefore, the specific skills to develop within the course are the following:

First of all, the course will allow the students to analyse their own personality according to the model of the two brain hemispheres, the qualities associated with creative people, etc. Such self-exploration and self-

marketing will help the students see themselves and others under an unusual angle. This will motivate them to perceive, communicate or interact with others in a different way. By the end of the course, the students should be able to describe the main stages of the collective creative process. Group discussions and exercises will help them master this specific theoretical knowledge.

Further on, during the course, the students will hone their personal creative skills while learning to present themselves in a creative way, to explore their own inner creativity by making an object “in live”, and to overcome their inner inhibitions and allow their imagination to thrive.

Finally, the students will learn to use their own creativity for the common goals of their team by contributing to a stimulating and motivating atmosphere and a fruitful creative process in their team, doing their best to be open and original, and demonstrating the outcome of creative teamwork in their presentations. At the end of the course, the students should be able to outline the main characteristics of the collective creative work process. Discussions in class will help them master this specific theoretical knowledge.

Pre-requisites

Students should have a basic knowledge about marketing and marketing research techniques

Course content and timetable

Session	Topic	Length (h)
1	Lecture 1. Defining creativity and the creative process; the origins of creativity and (hi)stories of inventions; motivation & creativity; intrinsic vs extrinsic motivation.	1h30
2	Seminar 1. Exercising in defining creativity and the creative process; discussing the origins of creativity and (hi)stories of inventions; defining the terms such as “divergent thinking”, “insight” and “serendipity”.	3h
3	E-learning sessions	3h
4	Seminar 2. The internal sources of creativity: from interpreting fairytales to experimenting with drawing. Exercising in looking differently at everyday objects.	3h
5	Seminar 3. Free association techniques: the “pinnacle/pillory”, the catastrophe scenario, and alteration.	3h
6	Lecture 2. Personality in creativity: brain influences and social personality traits of creative people. Creativity and environment. Creativity as a collective process and its stage.	1h30
7	Seminar 4. Stages of creative teamwork. Beyond brainstorming: brainwriting, mental map, and affinity map. Working in teams on an imaginary challenge. Creative presentation of the resulting projects.	3h
8	Seminar 5. Methods from art and theatre used in the company world: mood board and role play. Learning to be in the other’s place and selecting the best ideas: the “six hats” of Edward de Bono.	3h
9	Seminar 6. Building and sculpturing a common project and then analysing the team members’ roles.	3h
10	E-learning sessions	6h
	Total length	30h

French culture and society (for exchange students only)

Number of hours:	15	ECTS	3
Education language:	English		

Objectives

This course has been designed as a tool to help international students integrate French society and culture. The idea is to make it as easy as possible to understand, therefore accept and tolerate the cultural differences that students will encounter not only in France, but also in the cross-cultural work force later on. This course will help students gain “Cultural Intelligence” (known as CQ). The 4 concepts of CQ (drive, knowledge, strategy and action) will transform students into pertinent cultural observers, enabling them to fully understand and develop the notions of international openness, multiculturalism and diversity.

Students will be required to channel their energy and generate shared commitment by obtaining common objectives in various “Learning by Doing Activities”. These activities will enhance cultural understanding and the notion of cultural diversity while allowing students to establish relationships as well as develop their listening and team motivation skills. At the same time, students will also improve their analytical and problem solving skills. As a result, students will adapt to multiculturalism on different levels and be more open to the norms of another culture while maintaining their own values and identity.

Course specific skills

The goal of this course is not limited to helping students adjust to French culture and society. It is also a way to give students a competitive advantage for the cross-cultural job field. The main source of Cultural Intelligence is exposure to other cultures, but the other way to gain Cultural Intelligence (that will be used in this course) is to use focus training to enhance cultural competencies. Focus training makes it possible for students to attain all of the learning objectives cited above using the 4 areas of the CQ wheel.

The 4 parts of the wheel constitute the principal competences that will be reinforced in this course: finding motivation, preparing each encounter, reflecting on every experience and adjusting behavior in an appropriate manner in different cultural contexts.

In addition, given the globalization of business and increasing diversity of workforces, a cross-cultural component in management education is critical to the success of today’s students. The number of managers required to work effectively across cultural borders is constantly on the rise. Therefore, cross-cultural awareness through CQ will give students a practical, hands-on approach to cross-cultural management.

The ultimate goal of this course is also to prepare students to manage teams in a cross-cultural context. French culture and society will be used for practical implementation and will encourage students to discover new approaches to problem solving as well as to acquire practical knowledge about French behavior.

Prerequisites

This course does not require students to have previous experience in any particular area, but they should have a proper high school reading level in English. No books will be required. All necessary documents will be posted on Moodle. We will try to avoid using paper in class (with the exception of one team-bonding activity) since the school MUST be sustainable, so students need bring their computers to access the documents posted on Moodle for each session.

Course content and timetable

Session	Topic	Length
1	From stereotypes to Frenchifying yourself!	1h30
2 & 3	Does “Terroir” Taste Better?	3h00
4 & 5	Did you say luxury?	3h00
6 & 7	French “Dans grève il y a rêve” (The word “dream” is in the word “strike”)	3h00
8 & 9	French Cinema : Is there a French touch?	3h00
10	Best video Pitch viewing session & Award Ceremony	1h30
	Total length	15h00

French as Foreign Language (for exchange students only)

Number of hours:	53,5	ECTS	3
Education language:	French		

Bachelor Thesis

Number of hours:	30	ECTS:	4 or 6
Education language:	English or French		

Objectives

Through this dissertation, the student will have to prove his ability to identify a problematic of academic nature and not only operational through the literature review.

He will then have to demonstrate his ability to appropriate and understand the different theories related to his research question, to analyze them and to mobilize their conceptual and operational scope in order to build a rudimentary theoretical framework.

He will then have to demonstrate the implementation of a quantitative or qualitative research method to process his data collected and useful for the production of his results.

Finally, the student will have to demonstrate his or her analytical capacity to provide constructed and well-argued answers to his or her problematic. This work will have added value both from a professional point of view as well as for its own personal and academic development.

The overall objective and specific objectives are mainly aimed at introducing Bachelor students to the rudiments of academic research. To make them aware of the usefulness of the scientific process to produce a result from a theoretical questioning.

At the end of this course and the completion of the bachelor's dissertation, the student will be able to refer effectively and usefully to the literature in order to obtain the relevant sources necessary for the construction of a problem. He will be able to mobilize a method of academic research to produce results and finally to highlight these results by formulating theoretical or managerial implications.