



STUDY GUIDE

GRADUATE STUDENTS

Sophia Antipolis

2010-2011

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*** The course catalogue is subject to change.**

Welcome to SKEMA Business School

Dear Student,

On the following pages you will find an introduction to SKEMA Business School and all the courses offered to graduate exchange students for the first semester of the academic year 2010-2011.

This Study Guide will help you to make your course selection and to organise your academic program at SKEMA Business School.

We hope you will enjoy reading it. If you have further questions about the courses, do not hesitate to contact Maude Morissette, in charge of your course registration or Tracy Jones, our Academic Advisor.

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I. INSTITUTION INFORMATION

Location

SKEMA is located in the “Alpes-Maritimes”, one of the 100 French administrative Departments, on the Côte d'Azur, in the heart of Sophia Antipolis, the leading European technopole.

Served by France's largest international airport after Paris, it is the second most popular destination for business and congress travel in France.

Located in the heart of the Sophia Antipolis technopole, SKEMA benefits from the presence of 1300 companies - 160 of which have foreign capital - involved in a range of activities, in particular information technology, life sciences, finance, and the banking/insurance/asset and portfolio management sector (45% of jobs). 27 000 people work daily in this scientific park and alumni of SKEMA represent almost 1% of the work force and much more of the management force. Sophia Antipolis is also characterized by a high level of intellectual activity, with some 5,000 students there and 40% of the companies involved in research and development.

Programs

SKEMA comprises different types of programs, graduate and undergraduate programs and executive education:

Graduate programs:

- Grande Ecole (GE) - Ecole Supérieure de Commerce (ESC): “Bac+5” programme in the French Grande Ecole Conference system;
- Mastères Spécialisés (MS): “Bac+6” programs in the Grande Ecole Conference system;
- Masters of Science (MSc): “Bac+5” international programs in the European Bologna system.

Undergraduate Programs:

- Euro American Institute (EAI): “Bac+4” international program, in the American system.
- Academie Commerciale Internationale (ACI): a “Bac+3” international programme in partnership with Negocia

Executive education: training programs for companies and individuals, drawing on a network of professional experts and on the resource base constituted by the researchers and teachers at SKEMA.

Academic calendar

Regular Exchange Student

Fall Semester 2010	Dates	Winter Semester 2011	Dates
Orientation Day	September 9th	Orientation Day	January 4th
Courses start	September 20 th	Courses start	January 17 th
Holidays	October 25 th to 29 th	Holidays	February 21 st to 25 th
Courses end	December 16 th	Courses end	April 22 nd

II. EXAMINATION AND ASSESSMENT PROCESS

Attendance

Students are obliged to attend all classes for which they are enrolled. Attendance is checked by professors according to the type of course: role call in small groups, spot check role call in lecture theatres, attendance at tests such as quizzes or oral presentations, group work etc.

A student noted absent by the professor more than **two times** is not authorised to take the final exam (grade Fx) or may be suspended from the course (grade F). A student enrolled in a course must be present at that course and at the relevant course tests. A student not enrolled in a course may not take the test of that course.

Evaluation

Each course taken is graded by one mark which takes account of both continuous assessment and final exams. Details of the evaluation specific to each course are defined in the course plans. In general the proportion of continuous assessment/final exam is 50/50. This proportion is specified in the course description.

All courses have a single resit session which takes place during the same academic year of the course failed. A student who fails a resit (F) therefore fails to obtain the relevant credits. In a resit, only the mark obtained in the resit examination is taken into account and becomes the final grade for the course (the mark obtained for continuous assessment is not taken into consideration). If a student is unable to attend the final test sessions due to duly justified circumstances beyond his/her control, he/she will take the resit test. In case of failure (F), no further resit is possible.

Marks are considered valid 7 days after they have been posted on the notice board. No change is possible after this date.

Once the marks have been posted, students may request explanations from the course director, and may ask to see his/her copy.

In case of disagreement, the student can ask the program manager for a second correction within seven days of the marks being posted up. Depending on the

circumstances of each case, the program manager will either agree to the double correction or not.

- If the second correction is not authorised, the original mark is retained.
- If the second correction is authorised, the programme director nominates the professor most suited to carry it out. The correction is then carried out by this professor.
- If the mark obtained through the double correction is the same as the original, this mark is validated.
- If the mark obtained is different from the original, the program manager validates one of the marks after consultation with the professors concerned.

Grading system

SKEMA has adopted the European Credit Transfer and Accumulation System (ECTS) which aims to facilitate exchanges between European institutions through a grading system based on a broad scale which is clear to both professors and students. Thus each course is graded on a 7 degree scale.

** Courses and Credit Validated*

Grades are distributed most frequently according to the following scale

A the best 10%

B the following 25%

C the following 30%

D the following 25%

E the remainder

** Failed courses and non-validated credits*

The grades Fx and F are given to students who fail the course.

Fx: resit authorised (Fail – more effort is needed to pass)

F: Retake of whole course necessary (Fail – a considerable amount of work is needed)

The grade point average (GPA) is calculated by attributing a number of points to each grade (A: 5 points, B: 4 points etc. E: 1point, Fx and F: 0 pints). The average is weighted by the number of credits for each course.

Each mark equal to or above E validates the course credit. An F neither validates the credit nor authorises the student to resit the exam.

Fx authorises the student to resit the exam. After the resit, the student is evaluated on a scale A - F (no further Fx is possible). Any mark of E or above validates the credit. The resit mark is the only one to be taken into account, and the fact that it was obtained as the result of a resit is noted in the student's transcripts and affects the GPA (whatever mark is obtained at a resit, the maximum number of points is 1.)

Examination Rules

1 – Students must take the exam in the rooms and places assigned by the student office of the relevant programme.

2 – A minimum of one place is to be left free between students.

3 – In all exams where documents are not authorised students must leave bags, books etc. in the place indicated. They may keep only material strictly necessary for the exam (pen, eraser, etc.)

4 – Students must sign the register at the entrance to the exam room on presentation of their student card.

5 – For certain exams, simple calculators are permitted (4 basic operations). These are not lent or otherwise provided by the institution.

6 – Any student found in possession of an unauthorised document during an exam will be considered potentially guilty of cheating. Any student found cheating will have the document confiscated by the invigilator or other authorised personnel.

Any attempt to cheat results in the immediate exclusion of the student from the exam room. The student then risks punishment which may result in expulsion from the school.

7 – It is forbidden for students to communicate with each other during an exam.

8 – Students are not authorised to leave the examination room during the exam (except if this is unavoidable, but they must be accompanied by an invigilator). Students who wish to do so may leave the examination room one hour after the beginning of the exam after handing in their paper to the invigilator. Any case of a student leaving the examination room for any reason during the exam will be recorded in the invigilators' report.

9 – Any student arriving after the copies have been given out, will not be allowed to take the exam.

10 – All exam papers must be handed in when the examination is over. No extra time will be allotted. Any exam paper not handed in inside the examination room will not be corrected.

11 – Telephones and computers are not allowed in exam rooms. It is also forbidden to smoke, drink or eat.

12 – Any lack of respect towards the invigilators will result in the annulment of the student's paper. The student will be called before the disciplinary committee.

13 – On the exam paper: before handing in the paper, each student must write the name of his/her teacher, and make sure that his/her own name is clearly written on the fold-down corner of the paper before gumming this down. (Do NOT forget to number any loose pages). Any exam paper lacking the student's name will not be taken into account.

For Quizzes: students must mark their student code by colouring in the relevant circles. On the left, students must write their surname, forename and signature. The professor or invigilator will give the course code.

14 – It is strictly forbidden to leave the exam room to smoke.

15 – Any infringement of the above rules will result in immediate sanction by the school director (disciplinary committee).

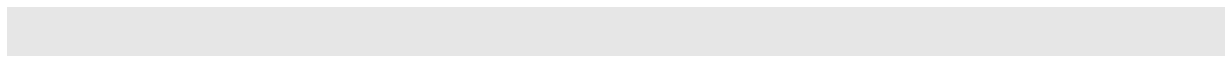
III. EXCHANGE COURSE CHOICE PROCEDURE

Exchange students admitted to SKEMA Business school can choose a maximum of 8 Management courses per semester (Grande Ecole / Master of Science programs), plus French and Sport if desired.

The course choices will be online from July 6th to August 26th.

Once the course choice is validated online, students must confirm it on the "[Learning Agreement](#)" form available on our website in order to get home institution validation.

For any further academic inquiries, advice will be available from our Student Academic Advisor.



COMPULSORY COURSES

GLOBALIZATION

September 13th to 17th **Group 1 9:00-12:15**
Group 2 15:45-19:00

To be defined – English – 3 credits – 15 hours

Learning Outcomes

This course will give students an overview of the following, enabling them to evaluate and analyse the effects of globalisation:

- Delocalisation and its impact on investment and employment,
- The role of globalization and its effect on the wealth gap both between and within countries,
- The role of the State and of international institutions in funding development and establishing regulations and norms of governance,
- The threats and opportunities of global markets for management and company strategy.
- Global Financial crises: Real sector Implications.

Course Contents

This seminar aims to analyze the dynamics of economic globalization and market integration. It deals with this process and its evolution and consequences on world economic structures. The course also includes theoretical approaches to globalization, and ends by looking at the role of governance for future competitiveness.

Prerequisites

No prerequisite is needed for this course.

Teaching Methods

5 sessions over 5 days (a.m. or p.m.)

The course is taught interactively, so students must be prepared to participate and read the necessary documents to prepare for the sessions. NB: course supports are in English.

STRATEGY

To be defined – English – 5 credits – 30 hours

=> Wednesday (exact timeslot to be defined)

The objective of this course is to analyse strategy development processes in relation to how companies develop and (sometimes) sustain their competitive advantage. We will try to understand how strategic choices are made and how strategies unfold in organizations taking into consideration the existence of both intentional and emergent processes. We will focus on the relationships between a strategy and how an organization functions both in terms of how people work together within formal and informal structures and also in relation to key resource areas of an organization.

SPECIALIZED COURSES PER MSc PROGRAM

MSc in CORPORATE FINANCE
Program Director: Devraj BASU

INTERNATIONAL ACCOUNTING

Devraj BASU - English - 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) TO BE DEFINED)

Learning Outcomes

Participants should:

- (1) understand how firms' operations translate into financial statements
- (2) understand how firms may organize financial information for the purpose of managing communication to stakeholders
- (3) gain insight into the strategy of a firm through its financial statements

Course Contents

N° Session	Duration	Theme / objectives / Concepts	Required readings
1	3h	An overview of Accounting : - Understand the logic of accounting. - Understand that financial statements need to be interpreted by managers. - Concepts learned: assets, liabilities, common stock, retained earnings, dividends, revenues, expenses, debit and credit procedures, trial balance, expenses/revenues matching principles, balance sheet, income statement, retained earnings statement.	Chapters 1 to 5 : - Accounting: the language of business - Introduction to financial statements - Financial statements presentation - The accounting cycle - Accounting principles and end of period adjustments
2	3h		
3	3h		
4	3h	Accounting for revenue recognition : - Understand the logic of the income statement. - Understand the concept of income.	Chapters 6 : - Revenue recognition issues
5	3h	Accounting for long term assets : - Understand why and how resources used in business operations should be computed – comparative accounting practices. - Concepts learned: tangible/intangible assets, depreciation methods, acquisition cost and depletion, R&D costs.	Chapter 7-8 : - Tangible fixed assets - Intangible fixed assets - Intangible assets
6	3h	Accounting for short term assets : - Understand the presentation and analysis of current assets in financial statements. - Concepts learned: internal control, working capital need management, cash cycle.	Chapter 9-10 : - Inventories - Current assets
7	3h	Accounting for funding : - Understand the concepts of capital and liability. - Understand the distinction between equity and liability.	Chapter 11-12 : - Shareholder's equity - Liabilities and provisions
8	3h	Consolidation : - Understand the need for consolidated financial statements.	Chapter 13 : - Financial fixed assets and business

		- Understand the consolidation process.	combination
9	3h	Financial analysis : - Be able to analyze a statement of cash-flows.	Chapters 14-15 : - Cash flow statement - Financial statement analysis
10	3h	- Understand the concepts and limitations of financial statement analysis. - Understand the link between financial structure and strategy.	

Prerequisites

There are no prerequisites for this course.

Readings

ISBN	Author	Date of Edition	Title	Publisher
1-86152-753-5	H. Stolowy, M. Lebas	2002	Corporate Financial Reporting	Thomson

Assessment methods

Participants will be graded on quizzes, participation and a final exam according to the following weighting:

Quizzes:	30%
Participation:	20%
Exam:	50%

Teaching methods

There will be 9 three hour lectures for this course. Problems will be assigned at the end of each session and discussed in the following session.

MANAGEMENT ACCOUNTING AND CONTROL

Mark PILKINGTON – English – 5 credits – 30 hours

**=> Friday Group 1 8:30-11:45
 Group 2 13:45-17:00**

Learning Outcomes

This course examines the management accounting and control systems that help operational managers make decisions, achieve their objectives, and contribute to the overall performance of the company. Specifically, it provides participants with the necessary understanding, methodology and tools to be able to:

- 1 - Measure, analyze, and control costs and profitability.
- 2 - Manage the planning process and prepare operating budgets.
- 3 - Measure and monitor performance.

Course Contents

The course is divided into 3 parts:

"**Cost Accounting**" (sessions 1-3) provides the technical framework which allows students to calculate costs of products / services / activities (or any other chosen "cost object").

1. Introduction to management and cost accounting - Cost terms and concepts
2. Relevant costs and revenues for decision making

3. Cost assignment

"Cost & Revenue Analysis for Decision-Making" (sessions 4-6) explains the managerial purpose of each cost accounting technique. At this stage, it is very important that students are able to identify the relevant strategic/managerial issues before choosing the appropriate accounting method which will address the questions raised in real-life cases.

1. Cost-Volume-Profit analysis (for short term decision making).
2. Activity-based costing and management (for strategic decision making).

"Performance Measurement" (sessions 7-9) explains how management accounting sustains business and managerial practices in budgeting activities, measuring achievements in terms of productivity, efficiency and profitability. It describes the methods used by top/middle managers to implement strategic choices within the organization, and to evaluate them.

1. Budgeting and responsibility accounting
2. Flexible budgets and variance analysis
3. Divisional performance measures and transfer prices
4. The Balanced Scorecard

Prerequisites

Students are expected to have completed an undergraduate course in financial accounting.

Readings

Required textbook: MANAGEMENT AND COST ACCOUNTING, Colin Drury, Cengage, 7th edition.

Assessment Methods

Group work presentation of cases in class: **40%**

Individual, time limited, exam: **60%**

Teaching Methods

This course of 30 contact hours will alternate lectures, in class exercises and case discussions. It is extremely important that students prepare readings and cases in advance according to the lecturer's instructions.

MERGERS AND ACQUISITIONS

Devraj BASU - English – 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) TO BE DEFINED)

Learning Outcomes

This course is dedicated to the understanding and the valuation of M&A transactions. It provides the students with a background for understanding mergers and acquisitions and corporate restructuring and addresses crucial questions including: What can we learn from theories on M&A? What are the empirical evidences? How does one value companies acquiring, or being acquired? When do leveraged buy-outs make sense, and how can they be financed?

Course Contents

A. Session 1

- Takeover Process
- Readings: Chapter 1

B. Session 2

- Theories on Mergers
- Readings: Chapter 6

C. Session 3

- Timing of Merger Activity
- Readings: Chapter 7

D. Session 4

- Empirical Tests
- Readings: Chapter 8
- Quiz N°1
- Sessions 1,2 and 3

E. Session 5

- Alternative Approaches to Valuation
- Readings: Chapter 9

F. Session 6

- Increasing the Value of the Organization
- Readings: Chapter 10

G. Session 7

- Going Private and Leveraged Buyouts
- Readings: Chapter 16
- Quiz N°2 Sessions 4,5 and 6

Prerequisites

Financial Policy or Corporate Finance

Readings

Takeovers, Restructuring and Corporate Governance, 4th Edition, 2004, By J.Fred Weston, Mark L. Mitchell and J. Harold Mulherin, Pearson/Prentice Hall.

Assessment methods

- Quiz 1: It will cover sessions 1,2 and 3 and will count 20% of the total grade;
- Quiz 2: It will cover sessions 4,5 and 6 and will count 30% of the total grade;
- Final Quiz: It will count 50 % of total grade.

Teaching Methods

This course uses an analytical framework to introduce the key principles and techniques of successful mergers, acquisitions and leveraged buyouts. Students will be asked to read the textbook chapters and be ready to discuss it in class. They will be provided with some additional materials useful for analysis and structuring of merger and LBO transactions, including applications, case studies, pertinent articles and sample documentation from actual deals.

VBA PROGRAMMING (limited to 25 students)

André MILLELIRI – English – 3 credits – 15 hours

=> Thursday 17:15-18:45

Learning Outcomes

After this course the students must be able to create a macro by recording or from scratch. They must be able to automate a process in Excel by creating a macro. They also must be able to read, understand and modify a given macro in order to adapt this macro to their needs.

Course Contents

- What is a Macro
- How can we create Macros
- Writing a macro from scratch
- The control structures (Variable and Assignments, Loops, Conditional statements)
- Use the Excel VBA Objects in order to access the data in the workbooks and sheets
- Debug a macro
- Build forms in order to improve the interaction between the user and the macro
- Add new functions to the set of built-in functions

Prerequisites

None

Readings

VBA programming using Excel 2007 for the dumbs

- **Broché:** 355 pages
- **Editeur :** Editions Générales First (3 janvier 2008)
- **Collection :** Pour les Nuls
- **Langue :** Français
- **ISBN-10:** 2754006710
- **ISBN-13:** 978-2754006712

Financial mathematics using Excel VBA / Mathématiques financières avec VBA Excel.

Build your own function library / Construisez votre bibliothèque de fonctions

- **Broché:** 246 pages
- **Editeur :** Editions ENI (10 septembre 2007)
- **Collection :** Objectif Solutions
- **Langue :** Français
- **ISBN-10:** 2746038994
- **ISBN-13:** 978-2746038998

VBA Excel 2003: Programming with Excel: Macros and VBA language

- **Broché:** 400 pages
- **Editeur :** ENI (3 décembre 2003)
- **Collection :** Ressources Informatiques
- **Langue :** Français
- **ISBN-10:** 2746021765
- **ISBN-13:** 978-2746021761

Assessment Methods

Two assignments with a coefficient of 20% each

A final Exam with a coefficient of 60 %

Teaching Methods

In this course we want to introduce the VBA programming language to non-computer science users. We will present the language and then work on exercise in order to show the students how powerful is Excel and how VBA can help the students to face professional needs. The exercise will be used to check if the concepts have been understood by the students.

***MSc in ENTREPRENEURSHIP AND INNOVATION FOR A
SUSTAINABLE WORLD
Program Director: Michel BERNASCONI***

ECO SYSTEM OF INNOVATION

Michel BERNASCONI –English – 5 credits – 30 hours

=> Tuesday 13:45-17:00

Student work load

- **Contact hours : 30 hours**
- **Personal &/or Team Work : 40 hours**

Learning Outcomes

The participants who will attend the course will develop:

- an in-depth understanding of the role of innovation in a knowledge economy,
- a methodology to appreciate the potential of a business opportunity,
- the capacity to act within the innovation ecosystem,
- the knowledge of the role of the key actors involved in the innovation process,
- the challenges and issues of existing companies to stay innovative,
- a systemic and effectual approach of business.

Course Contents

Innovation is like an iceberg and a tropical forest. It is like an iceberg because what you see above the surface is just a small part of the content. It is like a tropical forest because, like a biological ecosystem, a variety of elements is necessary for life to develop. The course is organized to discover what is under the surface of innovation and the multiplicity of actors necessary to develop rich innovation environments.

Part 1: Innovation and new business creation

- 1 - Introduction to innovation
- 2 - Innovation and new business opportunities

Part 2: The national ecosystem of innovation

- 3 – National systems of innovation
- 4 - National systems of innovation (2)

Part 3: The local ecosystems of innovation

- 5 – Local systems of innovation and clusters: The Sophia Antipolis case
- 6 - Incubators and accompaniment of innovators

Part 4: Innovation within existing companies

- 7 – Internal and open innovation
- 8 – Innovative and entrepreneurial organizations
- 9 – Valorisation of innovation

10- Projects presentation and synthesis

Prerequisites

No technical prerequisites are necessary for the course, but a good general business culture and an entrepreneurial attitude are essential.

Readings

Bernasconi M.; Harris S. and Monsted M., *High Tech Entrepreneurship, Managing innovation variety and uncertainty*, Routledge, 2006.

Henry Chesbrough (2006) "*Open Innovation, the New Imperative for Creating and Profiting from Technology*", Harvard Business School Press

Christensen, Clayton M. (2003), *The innovator's dilemma: the revolutionary book that will change the way you do business*, New York: HarperCollins,

Chong-Moon L, Miller W.F., Gong Hancock M., Rowen H. S., *The Silicon Valley Edge: A Habitat for Innovation and Entrepreneurship*, Stanford Business Books?, 2000.

Assessment Methods

The assessment will be based on three components:

- a collective work (40%). The students by group (of maximum 3) will make a study to settle a young innovative company into an unknown country (Japan, China, USA, UK, France, RFA, Spain, Finland, Italy, Danemark, Inde, Tunisia...). The analysis will stress the strengths and weaknesses of the specific ecosystem of innovation for the specific activity and will identify the best location to settle the company within the country.
- an individual work (40%). Each student will identify a young innovative company or an innovative project in an existing company. The focus of the survey will be on the ways the company used its national and local ecosystem of innovation to develop its business.
- a participation evaluation (20%).

Teaching Methods

The pedagogy is designed to balance academic lectures and professional testimonials from entrepreneurs and innovators. This complementary approach enables students to discover new knowledge and practices and simultaneously to understand the context of their implementation.

The course is divided in 10 weekly sessions of 3 hours.

ENTREPRENEURIAL FINANCE

Alexander WIEDMER, Juliana GARAIZAR, Arnaud HOFFSTETTER – English– 5 credits – 30 hours

=> Monday 8:30-11:45

Student work load

- Contact hours : 30 hours
- Personal &/or Team Work : 20 hours

Learning Outcomes

After the course, the participants will be able to:

- understand the specificities of funding depending of the stage of development of the project,
- understand the characteristics and expectations of the different actors of funding in innovation,
- evaluate a young innovative company using different valuation methods.

Course Contents

Entrepreneurial finance has two main characteristics if compared with traditional corporate finance. Because it deals with a new activity, there are no financial flows or assets to get funded and the entrepreneur has to raise significant amount of money to finance the activity until achieving the breakeven, which takes years. The second characteristic of entrepreneurial finance is that it is risky. For those two reasons the funding is mainly in capital and the actors of funding are not traditional banks but Business Angels, Venture Capitalists and the financial markets. Therefore the main expertise of finance expert is capital raising and valuation of the project.

The course proposes revision in finance as a first part. The second part is dedicated to the discovery of the financing landscape, presenting the relevant actors of funding at the different development stages of the company. The third part is about company valuation. The fourth part on the financial deal presents the fundraising process, the deal and its documents.

Finance Analysis - 3 lectures by Arnaud Hoffstetter

- A reminder of basic finance.
- The analysis of:
 - the PNL statement
 - the free cash flow generation
 - the balance sheet
- Understanding the investors' expectations:
 - the company's capacity to create value
 - the weighted average cost of capital
 - the dividend and share buy back policy
 - the cash management in the financial strategy
 - the debt leverage (return vs risk)

The Financing Landscape - 2 lectures by Juliana Garaizar

- The different development stages of a company
- Key Financing Players according to the different stages
 - o Key fundraising documents, what makes a good fundraising pitch
- The Business Plan
 - o The Business Plan purpose and structure
 - o What makes a good business plan

Company Valuation - 2 lectures by Alexander Wiedmer and 1 lecture by Juliana Garaizar

- Valuation Methods
 - o DCF, Multiples (sales and EBITDA), net asset value
- Differentiators
 - o Intellectual Property, sweat equity, quality of partners, previous valuation
- Impact of the valuation
 - o Valuation as a result of negotiation

- o Impact of valuation in the future of company vs. entrepreneur

The Financing Deal -1 lecture by Juliana Garaizar and 1 lecture by Alexander Wiedmer

- Different types of financing and risk levels
 - o Debt, capital, state subsidies
 - o Their different risk levels
 - o Different company stages access to different types of financing.
- The fundraising process and documents
 - o A parallel process to day to day operations: who should do it, resources & commitments
- The deal and its documents
 - o Term sheet, negotiation, draft documents: shareholders' agreement, R&W, escrow agreement, subscription agreement
- Governance and reporting

Conclusion and Key Takeaways 1 lecture by Alexander Wiedmer

- Does raising funds really mean success?
- Review of examples of success and failures
 - o What is the optimal fundraising?
 - o The role of milestones in fundraising.

Prerequisites

One course of finance minimum

Readings

Aside from the cases, students will be asked to refer to the following books:

DAMODARAN Aswath, Investment valuation : tools and techniques for determining the value of any asset, John Wiley & Sons , 2002, 992 p.

HAWAWINI Gabriel and VIALLET Claude, Finance for executives : managing for value creation, Thomson Learning , 2007, 606 p.

MULLINS John W , The new business road test : what entrepreneurs and executives should do before writing a business plan, Prentice-Hall , 2006, 305 p.

VERNIMMEN Pierre, QUIRY Pascal , DALLOCCHIO Maurizio, LE FUR Yann, SALVI Antonio, Corporate finance : theory and practice, John Wiley & Sons , 2009, 1036 p.

Teaching Methods

The teaching methods will rely on lectures and extensive use of business cases.

1 business case based on the pnl statement: making a financial analysis and just staying at the pnl analysis stage, is the company a good investment opportunity?

3 business cases will be proposed, composed of i) a short description of a company, ii) its profit & loss statement, and iii) its balance sheet.

The cases are companies at different stages of development: an early stage company called "Company A" (revenues just beginning, loss making), a late stage company called "Company B" (€5m in revenues, almost profitable), and a growth stage company called "Company C" (20m+ in revenues, 15% EBIT).

Assessment Methods

The course evaluation is made up of 3 parts:

1. A quiz: The quiz will cover the material in the background finance course. It is worth 35%.
 2. A take-home assignment: Students will be given a company profile (description of operations and financial plan) and will be asked: i) to provide a reasonably constructed valuation, and ii) explain which type of financing the company could have access to. They will do this using the finance analyses and valuation methods learned during the course. This is worth 45%.
 3. Participation. This is meant to be an interactive course. At the end of the course students are offered the possibility to practice an elevator pitch (description of business activity to potential investors). This pitch, plus interactivity during the course, make up the participation mark, worth 20%. The participation mark is usually computed as a bonus, meaning that it only counts if it raises the final mark which is otherwise, made up only of the quiz and take-home assignment.
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STRATEGIC MARKETING OF INNOVATION

Dominique VIAN – English – 5 credits – 30 hours

=> Tuesday 8:30-11:45

Student work load

- **Contact hours : 30 hours**
- **Personal &/or Team Work :30 hours**

Learning Outcomes

Proceeding innovations is a big issue particularly when our future is threatened. For instance, environmental needs foster new innovations needs. It is about preserving humanity from bad consequences. This perspective is enormous, complex but really existing. However, innovation process is neither understood nor really controlled / managed. One of the main issues when dealing with innovation is about marketing. Innovation always means social introduction (Shumpeter, 1942) and a market is a specific social milieu. We need to understand how to set up innovation into a market and how to design new solutions. How can a market be created? How to design an innovation which potentially creates a new market or changes existing markets. Are existing marketing concepts applicable when market doesn't exist?

This course aims at delivering the framework to understand and to deal with innovation marketing concepts. What kinds of differences exist between traditional marketing and marketing of innovation? At the end of the course, students will be familiar with the new concepts presented here and the way to deal with a design process.

Course Contents

Students will discover new concepts defining new theories. These theories have been developed since 2000. All these theories will be compared to olde marketing theories. Beyond concepts, students will practice on several true or fake business case innovations. Moreover, a real business case will provide opportunity to follow the thread from the beginning to the end of the course program. For that need, an entrepreneur developing an innovation through a new venture creation will attend our sessions and will receive advice from teacher and students. A real market survey will be provided to the entrepreneur using the ISMA360 method.

Session 1: Innovation, what does it mean? Differences between invention and innovation. How to characterize innovation? Protection of the invention, how to do it?

Session 2: Traditional marketing postures versus innovation postures: Risks versus uncertainty? Dealing with already satisfied needs or latent needs? Main questions to answer? Available concepts applicable to marketing of innovation (Moore, Christensen,...).

Session 3: Rationality to apply in Strategy when dealing with the innovator' posture. How to design a new phenomenon (innovation)? When an innovator has to deal with Effectuation or Causation?

Session 4: Systemic approach of marketing: Science of design, Near decomposability of the design.

Session 5: How to design innovative offers? Problematic: Specificities, Claimers versus customers, Users versus customers.

Session 6: How to deploy an innovative offer? Problematic: External value chain of the domain. Final markets of the innovation, what does it mean?

Session 7: Protagonists involved in the innovation phenomenon: Fighting enemies or to avoid one another. Modeling the environment and how to generate leverage effects with key influencers.

Session 8: How effectuation is compatible with markets size measurement and quantitative objectives (case of a non existant market)?

Session 9: Review of concepts studied during the course. What is ISMA360 method really?

Session 10: Assessment of the course and students' assessment

Prerequisites

None.

Readings

Paul Millier Stratégie et Marketing de l'Innovation Technologique, 2e Edition, Dunod, 07/2005.

Christensen, Clayton M., The Innovator's Dilemma (HarperBusiness 2003 / ISBN : 0060521996).

Bloch A. et Manceau D. (éditeurs), De l'idée au marché, Série Vital Roux, Vuibert 2000 – REF BA 228.

Moore, Geoffrey A. (1999 revision), Crossing the Chasm, Harper Business – REF BA 21.

Assessment Methods

The final grade is calculated due to active participation in the course (20 %), work done during the real entrepreneurial project supported (40%), final test (40%). In fact, in the last session, knowledge understanding about course content will be tested on an individual basis.

Teaching methods

The course duration is about 30 hours (10 sessions of 3 hours).

Business cases (real or fake), exercises are core to the pedagogy. Live coaching of an entrepreneur is also a unique chance for students to practice.

EFFECTIVE NEGOCIATION SKILLS (limited to 25 students)

David WARD PARKINS– English – 3 credits - 15 hours

=> Monday 12:00-13:30

Learning Outcomes

This elective course aims to provide a very hands-on approach to sales & negotiation. Negotiation comes into our personal and professional lives more than we often realise. It is a vital skill for selling products, services, ideas and projects but also for buying or exchanging with others. It is essential for working in groups. It is also a useful all-round life skill.

Students will be given: the opportunity to think about their individual approach to negotiation and conflict resolution; the chance to practice and develop their negotiation skills; some useful conceptual models which will help them think about the negotiation process.

Course Contents

The course will be made up of a sequence of short conceptual inputs interspersed with practical cases and exercises.

Starting with a brief introduction to negotiation, we will move on to look at a range of techniques adapted to different types of situation, from transactional to solution selling.

Thematic input will include methods of persuasion, managing conflict, hardball tactics...

Readings

A recommended reading list and a selection of articles will be provided. No mandatory course book.

Assessment Methods

Assessment will be through continuous assessment of participation, and a portfolio of work allowing students to reflect on their skills.

Teaching Methods

The course will be extremely hands-on, with some theoretical input, but above all practical role-play and negotiation exercises in which students will be expected to participate fully.

EXECUTIVE CONSULTING (highly recommended for future consultants)

Philippe CHEREAU – English - 3 credits – 15 hours

=> Monday 17:15-18:45

Learning Outcomes

- Transfer a set of methods and a dedicated approach for executive consulting in the field of strategic management and organization
- Provide students with a set of operational tools, ready to use, to conduct strategic analysis whatever fields of business and types of firms
- Provide future consultants with a practical guide to implement concepts into efficient operational analysis, decision-making, and change management when conducting strategic consulting missions.

Experience the approach and the use of tools via the resolution by students of 3 case studies (1 during course session, 1 group homework, 1 individual homework)

Course Contents

- Provide future consultants with a practical guide to implement strategic management concepts into efficient operational analysis, decision-making and change management, when conducting strategic consulting missions.

Experience the approach and the use of tools via the resolution by students of 3 case studies

Prerequisites

Good knowledge of generic strategies concepts

Readings

No mandatory readings but good knowledge of the basics of strategy

Suggested readings:

R.E. Miles, C. Snow – Organizational strategy, structure and Process – Stanford University Press, 2003

R.E. Miles, C. Snow – Fit, failure and the hall of fame – Free Press, 1994

M.E. Porter – Competitive strategy: techniques for analyzing industries and competitors – Free press, 1998

M.E. Porter – What is strategy? – Harvard Business Review, Vol. 74, 1996

Blue Ocean Strategy: W.Chan Kim - Harvard Business School Press, 2006

M. Coulter – Strategic management in action – Prentice Hall, 2008

Assessment Methods

50% group case study

50% individual case study

SUSTAINABLE DEVELOPMENT AND CORPORATE SOCIAL RESPONSIBILITY

Emma AVETISYAN – English –3 credits – 15 hours

=> Monday 12:00-13:30

Learning Outcomes

The graduates of this course will be able

- to understand the challenges of sustainable development
- to critically analyze companies sustainable development policies

Overall, the participants of this course will have the fundamental knowledge necessary to analyze sustainability issues from the corporate viewpoint.

Course Contents

Sustainable Development is now one of the key policy drivers in western societies. It aims at bringing companies to include social and environmental values in value creation. The concept of sustainable development is also strictly associated with companies' Corporate Social Responsibility (CSR). Nowadays, companies' competitive advantages are often linked to the adoption CSR policies.

Indeed, globalization has resulted in the liberalization and acceleration of transactions, as well as in a creation of a more competitive environment. In this context, a number of financial scandals have started to take place since the 1990s, and competitive pressure has increased the 'sin' practices. This is why companies have to take into account the expectations of their stakeholders, to pay more attention to their reputation, as well as to show a better transparency of their financial and economic activities. This course is designed to respond to this emerging agenda by approaching it from different perspectives.

Part 1

- Introduction to sustainable development (definition, challenges, key historical events, climate change)

- Sustainable development and companies (sustainable development and innovation, stakeholders and their expectations, SME's and sustainable development, sustainability ratings)

Part 2

- CSR Codes and Standards
- Sustainable Development Reporting
- CSR and Socially Responsible Investment
- Business Ethics and CSR

Prerequisites

No prior knowledge is required

Readings

Regular reading of the business press is recommended.

Teaching Methods

The teaching methods will rely on lectures, case analyses, active discussions and debates. The course duration is 15 hours (10 sessions of 90 minutes each)

Assessment Methods

- 30% for mid-term exam. Group Presentations (3 or 4 students) of companies' "Sustainable Development report" and their actions towards 10 principles of Global Compact. Grades will be based on students' capacities in critically analyzing Sustainable Development reports as well as their presentation skills.
 - 70% for final exam : QCM + open questions
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<p style="text-align: center;">MSc in EVENTS AND MEETINGS MANAGEMENT Program Director: Mady KEUP</p>
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FINANCIAL MANAGEMENT FOR EVENTS (limited registrations-selection)

Yves LEMARCHAND - English – 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) TO BE DEFINED)

Learning Outcomes

- Clarify the basic principles, operations and language of Accounting
- Understand the purpose and structure of the main Financial Statements in assessing and managing a Business
- Understand the financial angle of an event: role and functioning of event budgeting
- Be able to monitor budget performance
- Understand financial procedures and the role of procurement in events

Course Contents

The course aims to clarify basic principles, operations and language of accounting and reviews the purpose and structure of the financial statements as well as give students an insight into the role and importance of financial procedure for events. In order to enable them to make informed and timely decisions, effective managers in the events and meeting business need a practical knowledge of accounting techniques used to control costs and profits and an ability to draw up and /or understand profit and loss statements as well as operational budgets.

Assessment Methods

- Two progressive tests (25% each; 50% total)
- Final test (50%)

Teaching methods

The course (6 class sessions of 3 hours and a block seminar of 12 hours over 10 weeks) is based on a combination of presentations, exercises and on case-studies

THE MICE INDUSTRY (limited registrations- selection)

Rob DAVIDSON - English – 5 credits – 30 hours

=> Thursday October 21st 8:30-11:45 +13:45-17:00
Friday October 22nd 8:30-11:45 +13:45-17:00
Saturday October 23rd 9:00-12:15 + 13:45-17:00
Friday November 5th 8:30-11:45 +13:45-17:00
Saturday November 6th 9:00-12:15 + 13:45-17:00

Learning Outcomes

To increase your understanding of the functioning of the principal sectors and actors in the global business tourism industry.

To increase your level of understanding of the different needs and demands of the various business travel and tourism markets.

To improve your ability to identify strategic opportunities for collaborating, as tourism managers, with intermediaries and other sectors serving the business travel and tourism market.

To make you aware of the wider environment in which business tourism is developing, and the need to take that into account in effective decision-making.

Course Contents

This course examines the place of meetings and events in business, cultural and political life. Supply-side and demand side issues are explored, including the roles of buyers, intermediaries and suppliers in the meetings and events market; the buyers' decision-making process; venue-management issues; and the planning and managing of meetings and events services.

- The changing roles of the meetings/events planner.
- Risk and crisis management for meetings and events
- The financial and legal aspects of meetings and events
- Food and beverage operations for meetings and events
- Evaluation: measuring return on investment (ROI) from meetings and events
- Ethical issues

Prerequisites

None

Readings

Recommended course textbook:

Business Travel : Conferences, Incentive Travel, Exhibitions, Corporate Hospitality and Corporate Travel, by Rob Davidson and Beulah Cope. Pearson Education, 2003.

Recommended reading:

Davidson R EIBTM reports – download free from www.eibtm.com

McCabe V, Poole B & Leiper The Business and Management of Conventions John Wiley & Sons, 2000

Rogers T Conferences and Conventions: a global industry Butterworth Heinemann, 2008

Shone A The business of conferences Butterworth Heinemann, 1998

Seaton A V & Bennett M M (eds) Marketing tourism products International Thomson Business Press, 1996

Swarbrooke J and Horner S Business Travel and Tourism Butterworth-Heinemann, 2001

Assessment Methods

There are two elements of evaluation:

1 - A written report (75%)

Working in pairs, you will produce a report analysing the planning of the various elements of the event/meeting of your choice. In your report you will need to focus on all of the following aspects of meetings and events planning:

- site and venue selection
- financial and legal issues
- food and beverage
- risk assessment
- ethical issues
- programme design and content

- evaluation.

At each stage of the meeting/event planning process, you should review the opportunities, constraints and challenges faced by the planner(s) and explain the decisions that were taken. You must also propose alternative approaches at each stage, based on the examples of best-practice discussed in lectures and in the academic and professional literature. You also need to consider constraints which may prevent the implementation of best practice. Your recommendations and suggestions must therefore be as feasible and realistic as possible but it is also legitimate to reflect on what changes would have been possible if circumstances had been different.

Your choice of meeting/event must be submitted by e-mail to Rob Davidson for approval no later than 17.00 on Sunday 01 November

The report should be between 9 and 10 pages in length (typed/word-processed and 1.5 spaced), with Appendices and a fully-referenced Bibliography. The deadline for delivery to Rob Davidson of the final version of the report is **17.00 on Friday 04 December**.

2 - Presentation (25%)

On the last teaching day, each pair will make a 15-minute presentation analyzing the planning of their chosen event/meeting and their recommendations for improvement. After each presentation, there will be 5 minutes of questions. You may use Powerpoint, but your use of video, music, etc must be limited to a maximum of 3 minutes. All members of the group must be present during the entire session and must be prepared to answer questions on the meeting/event.

Teaching Methods

The course will consist of 5 days' lectures in all: 2 sessions of 0.5 days and 4 sessions of 1 day.

VISITOR BEHAVIOR (limited registrations- selection)

Frederic DIMANCHE – English– 5 credits- 30 hours

=> Thursday 13:45-17:00

Learning Outcomes

As a result of this course, you should be able:

- To describe the key consumer-related challenges that affect tourism management and marketing.
- To understand tourist motivation, satisfaction, and service quality issues
- To distinguish buying behavior differences between leisure and business travelers and to understand the role of organizational customers, particularly in business travel
- To provide analyzing and interpreting ability on social and psychological causes of tourism activities, tourist satisfaction, expectations, culture dimension of tourist behavior and tourism agencies.
- To apprehend tourist behavior in a cross cultural context
- To conduct a market analysis for specific tourism sectors

Course Contents

- Context – Introduction – Main concepts

- The purchase decision process
- Tourist motivations
- Typologies of tourist behavior
- Cross cultural issues
- Tourism demand and markets – segmentation
- Market profiles
- Consumer behavior and marketing research
- Special topics: The “green” or ecotourists; the business tourists; the seniors; health and spa tourism, etc.

Readings

1. No course book is required for this class. Reading materials will be handed out in class. Useful websites will be posted throughout the semester on webintec.

2. Several **websites** should be consulted on a regular basis. Please bookmark them. Current issues and news pertaining to tourist behavior will be discussed throughout the class:

- <http://www.veilleinfotourisme.fr/> Veille Info Tourisme; a selection of information in French and in English published by the French Government
- <http://www.tourmag.com/> A French tourism news page. It contains links to several international travel news sites
- <http://ertr.tamu.edu> e-Review of Tourism Research (eRTR); academic and professional short articles / commentaries
- <http://www.travelmole.com/> an online travel and tourism professional site from the UK. You can subscribe to their free newsletter
- <http://www.veilletourisme.ca/fr/accueil.aspx> A Canadian site dedicated to following tourism trends
- <http://www.breakingtravelnews.com/> a portal with access to numerous tourism news sites

3. Companion books can be found at the library

(<http://campusvirtuel.SKEMA.fr/content/Mediatheque/accueil.php>) or in my office

- Reysinger and Turner (2003). Cross cultural behavior in tourism: Concepts and analysis. Oxford: Butterworth Heinemann
- Pearce (2005). Tourist Behaviour: Themes and Conceptual Schemes. Clevedon: Channel View.

Assessment Methods

Tourist behavior case study: 20%

Final Exam: 40%

Group project: 40%

Papers and case studies are to be delivered electronically in webintec (*assignment* box). In addition, class presence and participation are required to pass the course

Teaching Methods

10 class sessions of 3 hours (30 contact hours)

Lectures, case studies, guest speakers, student presentations, and class discussions / debates

FUNDAMENTALS OF EVENT AND TOURISM MANAGEMENT (limited registrations- selection)

Mady Keup– English – 3 credits – 15 hours

**=> Thursday 8:30-11:45 on September 23rd
October 7th and 14th
November 4th and 18th**

Learning Outcomes

Students will become familiar with major concepts in event and tourism marketing and planning and with sources of information in the sector. They will also understand the fundamental characteristics the commercial reality of tourism. They will become familiar with major concepts in tourism and event marketing and planning and understand tourism management issues such as the changing face of distribution, economic measurement and visitor management.

Course Contents

The course will give an introduction to the principal stakeholders in tourism and events and to their business models. It also aims to outline a selection of major strategies and tactics used by supplier organisations and encourage an understanding of tourism management issues such as the changing face of distribution and visitor management

Prerequisites

Students will be expected to exhibit interest in the course concepts and an ability for analysis. In particular, students with previous experience in the event or tourism industry are encouraged to participate in class with their own knowledge.

Readings

Recommended book : The Business of Tourism, J. Christopher Holloway with Claire Humphreys and Rob Davidson, 8th edition , FT Prentice Hall 2009

Other suggested books: Tourism Principles, Practices, Philosophies, Ninth Edition C.R. Goeldner, J.R. Brent Ritchie, Wiley 2003; Holloway, J. Christopher, Marketing for Tourism (4th edition), Pearson Education Limited 2004

Tourism journals to consult regularly at the mediatheque library: Journal of Travel Research;

Espaces;The Cornell Hotel and Restaurant Quarterly; Tourism Management;L'Echo Touristique

Some useful websites: traveldailynews.com; eyefortravel.com; travelmole.com; tourmag.com; world-tourism.org

Assessment Methods

Assessment consists of a short individual presentation on a MICE news item and a group report on on-site familiarization visits to French Riviera event suppliers. The marks are allocated as follows:

60% Group report and 40% Individual assignment

Teaching Methods

5 sessions of 3 hours throughout the semester

Each session combines lectures with relevant readings, case study and group work and AV presentations (videos, websites)

MSc in HUMAN RESOURCES MANAGEMENT

Program Director: Florian SALA

HR MANAGEMENT IN MERGERS & ACQUISITIONS' DEALS

Isabelle PHAM– English – 5 credits – 30 hours

=> Tuesday 8:30-11:45

Learning Outcomes

Students will have a focus on a chapter of strategic human resources management. Besides the day-to-day issues to handle in HR management, they will understand, through “M&A” deals, how they can play a part as real “business partners”.

Students will be able to get a better overview of the competitive environment affecting business and, through an in-depth “M&A” case study, move on to intercultural management and change conduct, inherent to HR management of “M&A” deals. Finally, they will develop a systemic vision required by a future management position.

Course Contents

(I) theoretical part and (II) practical part

- (I) principal stages in “M&A” deals
- (I) HR department role in an “acquisition” deal:
 - determining factors of HR department role
 - HR management possible missions (process review from acquisition up to induction)
 - HR practices review.

- (II) HR management in a banking acquisition case
 - Strategic environment: banking industry and “M&A” context
 - determining factors of HR department role
 - **scope of HR management measures**

Prerequisites

Good identification of HR business lines and knowledge of main specialized fields of activities.

Readings

Mandatory readings: economical and financial press

Recommended readings: « Management interculturel » Meier O., Ed. Dunod ; « Pratiques de la conduite du changement » Autissier D., Ed. Dunod ;

« Competitive advantage » Porter M., Ed. InterEditions ;

« Stratégie, finance, management » Meier O., Ed. Dunod.

« The complete guide to mergers and acquisitions » Timothy J.Galpin,

Herndon M., Kazenbach J., Publisher: Jossey-Bass business and management series.

Assessment Methods

% continuous assessment and final exam: 50/50

% individual assessment and group assessment: 25% individual - 25% team work

SOCIAL LAW

Pascale GUICHARD– English – 5 credits – 30 hours

=> Monday 13:45-17:00 + one 3 hour session on one Monday 8:30-11:45 (to be defined)

No course on September 20th

Learning Outcomes

Students will acquire the specific information and knowledge in order to deal with daily issues related to labour and employment law. In class, the focus will be on legal analysis of the rules and their application in real-life cases.

At the conclusion of this course, students should therefore be able to:

- demonstrate an understanding of the core components of labour law including the contractual relationship between employer and individual worker,
- demonstrate an ability to critically examine the values and policy considerations involved in labour law,
- resolve problem-based questions on labour law topics which involves applying relevant labour law cases and statute to given sets of facts (analyse and solve practical legal issues that managers and employees are often confronted with).

The whole course is in English. French will exceptionally be used only to clear up any ambiguity that may occur between the two languages. Weekly homework, either collective or individual, will be provided (workgroup presentations and case studies). A good oral participation is expected.

Course Contents

Topics covered include:

- the history and development of French and European social law,
- labour law concept, functions and system,
- labour law sources,
- work contracts (pre-hiring obligations, work contract types, contents of work contracts),
- employees contrasted with other categories of workers,
- employers obligations (minimum wage, salary policy, working conditions, transfer of work contract),
- working hours, rest time and holidays,
- internal regulations and work discipline,
- employment contract suspension and modification,
- termination of employment (dismissal and other types of contract breach),
- social security and unemployment benefits,
- health, safety and security obligations.

Prerequisites

No prerequisites other than an intermediate level of English.

Readings

LAMY Social 2009 Editions LAMY – www.wkf.fr

Assessment Methods

Continuous evaluation :	50%
Group work :	25%
Individual case studies :	25%
Examination :	50%
Final test :	50%

Teaching methods

10 classes of 3 hours.

Direct contact :

- lectures,
 - exercise sessions (case studies).
-

TOTAL REWARD MANAGEMENT

Pierre DEHE – English – 5 credits – 30 hours

**=> Tuesday 13:45-17:00 + Monday 8:30-11:45 on October 11th and November 29th
No course on September 21st and 27th**

Learning Outcomes

At the end of the course, the students will be able to understand the relation between the main HR key processes and their applications through the total reward management concept. The students will be familiar with the key practices.

The students should be able to:

- demonstrate an accurate knowledge of the payroll administration activities,
- identify the financial efficiency of a pay system,
- understand the leverage of non-financial rewards,
- determine the added value of various financial schemes and their application according to the evolution of the company,
- understand the interest of any reward component for the company and for the employee,
- propose and define a reward package and policies.

Course Contents

The course will cover an in-depth description of the reward components used as Human Resource Management tools to support the evolution of the organization and the use of HR information systems.

It includes:

- Fundamentals of Reward management: Principles, concepts, definitions. trends & evolution.
- Main elements of total reward: remuneration, salary, benefits, pay for performance, pay for contribution, differed remuneration, variable pay, profit sharing, personnel development, career evolution ...
- Building a job worth hierarchy: Job Analysis. Job grading.
- Structuring a base pay : Salary Market survey. Salary policies. Salary review process, Salary mass control.

- Paying for Performance: Bonus schemes, Incentives schemes, Premium, Performance review process.
- Building differed remuneration plans: Profit Sharing, stock options, share distribution plan, Savings plan.
- Building protection programs: pension plan, Medical plan, Life disability plan.
- Non Financial rewards: Personal development, training & career evolution.
- International mobility package components.
- Definition and understanding of Human Resource Management roles related to Total reward management:
- Payroll Administration;
- Job Analysis & career development;
- Compensation & Benefits Administration;
- International mobility Administration.

Prerequisites

No specific HR matters knowledge required.

Advanced level of English in reading, speaking and writing absolutely necessary.

Readings

Mandatory:

- Tom Redman & Adrian Wilkinson, Contemporary Human resource Management, Text and cases, 3rd edition, 2009, Pearson Education.

Recommended:

- Michael Armstrong & Helen Murlis, Reward Management, revised 5th edition, Hay Group, Kogan Page, 2007.
- Gary Dessler, Human resource Management, 8th edition, Prentice Hall, 2005.
- John Bratton & Jeff Gold, Human Resource Management, theory and Practice, 4th edition, Palgrave Macmillan, 2007.
- Brian L. Davis, Carol J. Skube, Lowell W. Hellervik, Susan H. Gebelein, James L. Sheard, Successful manager's Handbook, Development Suggestions for today's Managers, 7th edition, Personnel Decisions International, 1996.
- Shimon I. Dolan, Tania Saba, Susan E. Jackson, Randall S. Schuler, La gestion des Ressources Humaines, Tendances, enjeux et pratiques actuelles, 3e Edition, Editions du Renouveau pedagogiques, Pearson education, 2002.
- Bénédicte Reynaud, Les Théories du salaire. Repères, edition la Découverte, 1994.

Assessment Methods

50% continuing assessment:

- 25% group work (presentations, participation to group case study),
- 25% individual tests or quizz.

50% exams (as follows):

- 25% mid-term individual case study,
- 25% final exam.

Teaching Methods

10 classes of 3 hours each

Part of classes will be composed of presentations.

ENGLISH FOR HUMAN RESOURCES

Jean-Paul POMMIER – English – 3 credits – 15 hours

=> Monday 12:00-13:30

Learning Outcomes

The students will brush up their English and acquire the specific vocabulary that they will need to tackle the daily issues in HR Management. The whole course is in English. French will exceptionally be used only to clear up any ambiguity that may occur between the two languages. Emphasis is laid on oral participation based on documents in order to reinforce their general knowledge of the language. Weekly homework in the form of written exercises will enhance their technical vocabulary.

Course Contents

Topic	Activity	Doc
<i>Different Places</i>	Introduction to course Lesson + Exercises	The World of Work (Chapter 1 from Bus. Voc. Advanced - BVA) People and Workplaces (Chapter 6 from Business Vocabulary - BV)
<i>Selecting Staff</i>	Dialogue on recruitment	- Dialogue - Phonetics
<i>Wages</i>	Discussion Topics Lesson on Pay	Pay and Benefits (Chapter 5 from Bus. Voc.)
<i>Mid course Test</i>	Text Comment: Are Female expatriates different?	Test: 20 Word definitions
<i>Wages</i>	More voc on Reward	Reward (from Key Terms in HR)
<i>Health and Safety</i>	Lesson	Health and Safety (from Key Terms in HR)
<i>Training Development and Appraisal</i>	Text Reading: Show and Tell	Exercises on Training
<i>Final Test</i>		20 Word definitions + Case Study + 3-5 exercises

Prerequisites

Upper Intermediate level of English

Readings

No course book will be used.

The following bibliography may be useful:

People Management (Monthly Magazine) - Visit their website: www.peoplemanagement.co.uk

International Human Resource Management - 4th Edition (2004) - by P. Dowling & D. Welch

Human Resource Management - A Critical Text - by John Storey - Thomson

Human Resource Management (US) - Seventh Edition - by Mondy, Noe and Premeaux - Prentice Hall

Reference Books:

Dictionnaire français/anglais des Ressources Humaines - 3ème Edition - Christopher James

Key Terms in People Management by Steve Flinders - York Associates

Assessment Methods

Oral participation accounts for 25 %.

The mid-course test accounts for 25 %.

The final test accounts for 50 %

Teaching Methods

It is a 30-hour course, namely ten lessons of three hours.

The vocabulary of the lesson is explained thoroughly at the beginning of each class in order that the students are able to debate on topics related to the explained vocabulary.

When necessary, some grammar points will be highlighted.

WORKSHOP OF METHODOLOGY: "TAKING UP YOUR IN-COMPANY AND IN-SERVICE POSITION"

Isabelle PHAM – English – 3 credits – 30 hours

=> Monday 8:30-11:45 on

September 20th

October 4th and 18th

November 8th and 22nd

Learning Outcomes

Students will be given guidance to, take-up their first in-company position with confidence and, create favorable working conditions when starting their mission. They will identify efficient behavior to develop towards their employer, in order to make profitable the crucial period of internship or probation likely to generate a contract of employment. At the end of the workshop, students will have an overview of the components of their future work environment and will be able to cope better with the expectations and realities of the firm, the Business unit and the team.

Course Contents

- learn how to make the right analysis of the recruiting company
- know how to organize yourself prior to carrying out your mission
- understand how important the relationship with the manager is
- adopt the right reactions to gain presence in a team
- learn how to manage and anticipate your career from the start

Prerequisites

Students should have carried on a reflection about their future career objectives.

Readings

Mandatory readings: None

Recommended readings: « Vivre des projets », Dauberville B., Ed. ESF; « Construire son projet professionnel » Korenblit P., Nicolas C., Ed. ESF.

Assessment Methods

% continuous assessment and final exam: 50/50

% individual assessment and group assessment: 25% individual - 25% teamwork.

Teaching Methods

Global duration: 15 hours

Number of classes: 10

Lectures, case studies

MSc in INTERNATIONAL BUSINESS
Program Director: Jean Claude TAGGER

INTERNATIONAL MARKETING

Jean-Claude TAGGER – English – 5 credits – 30 hours

=> Monday 8:30-11:45

Learning Outcomes

Marketing in international markets presents a range of particular problems in terms of adjustment to local differences and global coordination. The overall objective of this course is to enable students to take a marketing management approach to these issues.

Participants in this course will learn how to :

- understand the forces which shape different international markets;
- understand how culture impacts value, meaning and brands;
- assess the importance of country of origin issues;
- apply a marketing analysis and planning system to international marketing situations;
- examine possible country selection approaches;
- apply portfolio methods to various international marketing decisions.

Course Contents

Part	Module
<u>Introduction</u>	Generalities Why Internationalisation? Initiation Theory
<u>The environment</u>	Multiculture Political and economic International Marketing Research
<u>Decision Process</u>	Competitiveness International Market selection Choice of entry mode
<u>Entry Modes</u>	Export Intermediary Direct
<u>Marketing Plan</u>	Distribution , Logistics and Partnerships Product Pricing - T&C's Communication , Web Marketing
<u>Implementation</u>	Organisation , Control, Management

Prerequisites

This course requires a basic knowledge of marketing, both operational and strategic. Ideally, students will have done at least the M1 Marketing Management course or equivalent.

Students are expected to come to class having:

- (i) read the appropriate chapters from the required textbook;
- (ii) read the case studies for the day; and
- (iii) prepared the group case presentation (when assigned).

Readings

Required course book: Hollensen, *Global Marketing: a decision-making approach*, Pearson
recommended further reading:

Muhlbacher, Dahringer & Leih, *International Marketing: A Global Perspective*, Thompson Business Press.

Assessment Methods

The course consists of the following instructional elements:

- case study analysis and presentations by student groups with discussion by the full class,
- short lectures,
- mini-project with local exporting SME
- exercises on practical examples.

The evaluation will be as follows:

- Mid-Term exam : 20%
- Individual on-going:20%
- Group mini-project presentation :20%
- Final exam: 40%

Teaching Methods

This is a 5-credit course consisting of 10 sessions of 3 hours each.

Mini-Projects

Groups of 5 to 6 students (mixed between MIB & GEEC, french and non-french, Monday and Tuesday groups) will be assigned during session 3 a local company to interview and analyse. Between session 4 and 9, students will make a presentation detailing:

- overview of company
- SWOT analysis
- an 'export audit'
- set of recommendations to optimise international business

INTERNATIONAL FINANCE

To be defined – English – 5 credits – 30 hours

=> Tuesday 8:30-11:45

Learning Outcomes

This 10 week course covers theoretical concepts, practical techniques, institutions, and issues related to the management of financial aspects of international business. It includes topics such as globalization of trade and financial markets, exchange rates, parity conditions, currency exposures and hedging techniques and valuation of cross-border investments.

At the end of the quarter, the student should:

- Become familiar with the international financial environment.
- Understand exchange rate behaviour
- Be able to analyze the effect of exchange rate risk and other risks on multinational corporations.
- Be able to understand reasons for international diversification.

- Be able to evaluate the pro's and con's of different international financing strategies (from the perspective of a company conducting multinational operations).

Course Contents

1. Management, Markets and Linkages
2. Exchange Rate Determination and Forecasting
3. Hedging Tools: Forwards vs Futures vs Options
4. Measuring and Managing Risk
5. Managing Corporate Financial Structure
6. Swap-Linked Financing
7. Bank and Money Market Financing
8. Long Term Financing in Intl Capital Markets
9. Hybrids and Structured Finance

Prerequisites

Each student is expected to enter the course with a basic knowledge of economics and finance.

Readings

International Investments – by Bruno Solnik

International Financial Management – by Bekaert and Hodrick.

Foundations of Multinational Financial Management (4th Edition) by Alan C. Shapiro

Multinational Financial Management by Alan C. Shapiro

Copeland (Exchange rates and international finance)

Brealey & Meyers (Principles of Corporate Finance)

Corporate Finance – by Ross, Westerfield and Jaffe

Assessment Methods

There will be both a mid-term (20%) and final examination (80%).

Teaching methods

In addition to classroom lectures, the course will rely on current market knowledge as well as up to date knowledge of contemporary events occurring and how they affect the international financial management.

DOING BUSINESS IN EUROPE 1

Gabriele SUDER – English – 5 credits – 30 hours

=> Monday 13:45-17:00 + Tuesday November 30th 13:45-17:00

No course on Monday November 8th

Learning Outcomes

Students learn to manage teams and structures in the European business context, including diversity and economic integration phenomena, international business contexts, frameworks and visions, the European market, European enlargement: risks and benefits, EU regulations, and obtain knowledge and tools in the field of EU corporate lobbying and Europeanization.

Course Contents

The course will show how history and politics have shaped the EU business environment and offer a thorough understanding of the EU and its implications for doing business. It will cover

issues such as European integration and the present and future challenges for European business.

Prerequisites

A sound knowledge of the English language, both spoken and written, and the positive motivation to learn and evolve in an international and multicultural environment.

Readings

Doing Business in Europe, by G. Suder - Publisher: Sage Publications, 2008.

(You will find the weblink to the textbook publisher/distributor on this webintech page under the name 'Links').

Assessment Methods

25% continuous assessment: participation (quantitative and qualitative; individual); briefings that you provide to the class.

25% presentations/25% report (in teams - each team member is to state clearly which part he/she is responsible for. Also, team member evaluations are made by each student about all other team members).

25% exam.

Teaching Methods

Classes are divided into lectures and team-based 'learning by doing', with a clear focus on critical thinking and constructive participation.

MARKETING AND INNOVATION

Jonas HOFMANN - English – 5 credits – 30 hours

=> Monday 13:45-17:00

Learning Outcomes

- Understand the challenges that a company face in developing innovations;
- Understand the factors affecting the rate of diffusion and consumer adoption of innovations;
- Understand the main stages in developing innovations;
- Identify the data collection techniques relevant in every stage of innovation development;

Course Contents

- Introduction to Innovation and New Product Development
- Diffusion and Adoption of Innovations
- Stages in the Innovation Development Process

Session	Topic (subject to change)
1	Introduction to Innovation and New Product Development
2	Diffusion and Adoption of Innovations The client and his environment
3	Stages in the Innovation Development Process Innovation in Consumer Products New value curve – Positioning
4	Stages in the IDP Innovation in Consumer Products
5	Stages in the IDP

	Innovation in International Markets
6	Innovation in Services/High Tech
7	The role of design
8	Introduction to Conjoint Analysis
9	Coaching
10	Case Presentation

Prerequisites

Marketing Management or equivalent

The course is an advanced level course open to students who have already done intermediate courses in marketing.

Readings

- Midgley, D. (2009), The Innovation Manual, Wiley.
- Christensen, C. (2003), The innovator's dilemma, Harper Business.
- Crawford, C. et di Benedetto, A. (2003), New Products Management, 7th ed., Irwin / McGraw Hill.
- Trott, P. (2008), Innovation Management and New Product Development, 4th ed., Prentice Hall.
- Cooper, R. (2001), Winning at New Products: Accelerating the Process from Idea to Launch, Perseus.
- Mohr, J. Sengupta, S. et Slater; S. (2005), Marketing of High-Technology Products and Innovations, 2nd ed., Pearson Prentice Hall.

Assessment Methods

- 10% Continuous assessment based on attendance and effective participation in class
- 20% Case presentation
- 20% Case report (SWOT analysis)
- 50% Final case (presentation + report)

Teaching methods

10 lectures of 3 hours

EXECUTIVE CONSULTING (highly recommended for future consultants)

Philippe CHEREAU – English – 3 credits – 15 hours

=> Monday 17:15-18:45

Learning Outcomes

- Transfer a set of methods and a dedicated approach for executive consulting in the field of strategic management and organization
- Provide students with a set of operational tools, ready to use, to conduct strategic analysis whatever fields of business and types of firms
- Provide future consultants with a practical guide to implement concepts into efficient operational analysis, decision-making, and change management when conducting strategic consulting missions.
- Experience the approach and the use of tools via the solving by students of 3 case studies (1 during course session, 1 group homework, 1 individual homework)

Course Contents

- Provide future consultants with a practical guide to implement strategic management concepts into efficient operational analysis, decision-making and change management, when conducting strategic consulting missions.
- Experience the approach and the use of tools via the solving by students of 3 case studies

Prerequisites

Good knowledge of generic strategies concepts

Readings

No mandatory readings but good knowledge of the basics of strategy

Suggested readings:

R.E. Miles, C. Snow – Organizational strategy, structure and Process – Stanford University Press, 2003

R.E. Miles, C. Snow – Fit, failure and the hall of fame – Free Press, 1994

M.E. Porter – Competitive strategy: techniques for analyzing industries and competitors – Free press, 1998

M.E. Porter – What is strategy? – Harvard Business Review, Vol. 74, 1996

Blue Ocean Strategy: W.Chan Kim - Harvard Business School Press, 2006

M. Coulter – Strategic management in action – Prentice Hall, 2008

Assessment Methods

50% group case study

50% individual case study

INTRODUCTION TO FINANCIAL MARKETS

To be defined – English – 3 credits – 15 hours

=> To be defined

This course aims to help students gain a basic yet thorough knowledge of the major financial instruments and the way they are traded in financial markets as well as the functioning, strategies, influence and goals of the financial institutions that use these instruments in order to maximise their profits or carry out their mission (the FED). The class will also cover the variable economic elements (interest rates, inflation, money supply...) and situations that affect them both on a national and international level.

INTRODUCTION TO MERGERS, ACQUISITIONS AND ALLIANCES

Renata KAMINSKA-LABBE – English – 3 credits – 15 hours

=> Tuesday 17:15-18:45

Learning Outcomes

- Understand the nature and challenges of external growth.
- Reflect upon ways of handling difficulties linked to mergers and acquisitions (and other alliances)

Course Contents

In the process of strategic decision making, companies are more and more inclined to choose between three strategic manouvres: alliances, networks or mergers and acquisitions. This course aims to present these different concepts in detail and to explain the factors used to choose between them. The different concepts are defined both by their intrinsic characteristics and by a managerial approach (managing alliances, networks and mergers and acquisitions), and by approaching them from a managerial point of view (culture, change, information systems, marketing etc.). Special attention will be paid to financial issues involved in the choice between these concepts. The course will be mainly based on the presentation of real-life experiences and on case studies.

Prerequisites

None

Readings

A full list will be provided in class.

Assessment Methods

Project based individual assessment 50% of the final grade

Project based group assessment 50% of the final grade

Teaching Methods

The course runs over ten 1.5 hour sessions with lectures, case studies and class discussions.

INTRODUCTION TO PURCHASING

Catherine TAUPIAC – English – 3 credits – 15 hours

=> Friday 12:00-13:30

Learning Outcomes

On completing this course, students will be able to:

- Understand the importance of purchasing/supply,
- Use a specific methodology for strategic sourcing,
- Know the various career development path offered in the area of purchasing and supply.

Course Contents

Fundamentals of purchasing and supply

- *Importance and evolution of the purchasing and supply function,*
- *Career opportunities in the purchasing and supply area.*

Strategic sourcing through the 7 STEP METHODOLOGY

The methodology described in this course is a methodology currently being used by various multinational companies for strategic sourcing. The various steps, that will be described in the various sessions of this course, are as follows:

- 1) *Qualify Sourcing Groups/commodies*
- 2) *Develop sourcing strategy & tactics,*
- 3) *Generate a supplier portfolio (scanning and selecting)*
- 4) *Define possible techniques to implement the supply strategy*
- 5) *Negotiating and selecting suppliers,*

- 6) Switching to new suppliers/implementing new solutions
- 7) Continuous improvement & benchmarking supply markets

Prerequisites

None

Readings

Mandatory readings

None

Recommended readings

Purchasing & Supply Chain Management

Monczka, Handfield, Giunpero, Patterson, Waters

Publisher: South-Western CENGAGE Learning 2009

ISBN- 978-1-4080-1744-9

Assessment Methods

50% continuing Assessment (group presentation and participation) and 50% final exam

Teaching Methods

Global duration: 15 hours

Number of classes: 10 x 1.5 hour

LUXURY GOODS MARKETING 1

Ivan COSTE – English – 3 credits – 15 hours

=> To be defined

This course seeks to give students with financial or marketing backgrounds the opportunity to enhance their knowledge of the luxury world, maybe one of the fastest moving ones. The main aim of this course is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.

Students will learn to develop lateral thinking, complex vision and flexible managerial capacities. Luxury strategies need to be created around changes and kinetics.

The Luxury World is now spreading over unexpected segments or nations. This specific management involves many uncommon strategic decisions, and needs precise and multiple tools. From the history of luxury to the final sales, miscellaneous activities will be explained.

NGO MANAGEMENT

Laurence BERLIE – English – 3 credits – 15 hours

=> Monday 12:00-13:30

NGOs have become key players in today's world: they are central in developing and supporting alternative development models, and are on the front page when it comes to bringing aid to disaster torn areas. They influence ideas and policies, and have become important stakeholders for multinational companies.

Although we hear a lot about them, it is not always quite clear who they are and what they do.

This course will help students understand what NGOs are and how they have evolved in the past 50 years. It will look among other things at what their missions are, how they work, what methods they apply, how their management differs from that of companies and what their relationships have been with the latter.

STRATEGIC INNOVATION

Renata KAMINSKA-LABBE – English – 3 credits – 15 hours

=> Wednesday 12:00-13:30

Learning Outcomes

After this course, students will have a better perspective on processes by which innovation happens in firms. They will develop an understanding of the why certain business models are better able to create value than others.

Course Contents

It is widely recognized that innovative firms outperform their competitors. However, innovation is also known to be a complex and risky process. On the basis of multiple examples, we will try to understand why some firms are more innovative than others. To do this, we will focus on the different contexts in which innovation takes place, on ways to improve innovation capabilities of businesses and on new organisational forms for innovation. The latter include new forms of collaboration within diverse communities and networks, and include issues related to open innovation.

Prerequisites

None

Readings

The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley, Jonathan Littman, and Tom Peters (2001)

Innovation: The Five Disciplines for Creating What Customers Want by Curtis R. Carlson and William W. Wilmot (2006)

Innovation to the Core: A Blueprint for Transforming the Way Your Company Innovates by Peter Skarzynski and Rowan Gibson (2008)

The New Age of Innovation: Driving Co-created Value Through Global Networks by C.K. Prahalad and M.S. Krishnan (2008)

The Oxford Handbook of Innovation (Oxford Handbooks) by Jan Fagerberg, David C. Mowery, and Richard R. Nelson (2006)

Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns by Clayton Christensen, Curtis W. Johnson, and Michael B. Horn (2008)

Innovator's Guide to Growth: Putting Disruptive Innovation to Work (Harvard Business School Press) by Scott D. Anthony, Mark W. Johnson, Joseph V. Sinfield, and Elizabeth J. Altman (2008)

Innovation Nation: How America Is Losing Its Innovation Edge, Why It Matters, and What We Can Do to Get It Back by John Kao

Open Innovation: The New Imperative for Creating And Profiting from Technology by Henry William Chesbrough (2005)

Open Innovation: Researching a New Paradigm by Henry Chesbrough, Wim Vanhaverbeke, and Joel West (2008)

Strategic Management of Technology and Innovation by Robert Burgelman, Clayton Christensen, and Steven Wheelwright (2008)

Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath (2007)

Design Driven Innovation: Changing the Rules of Competition by Radically Innovating What Things Mean by Roberto Verganti (2009)

Managing Innovation: Integrating Technological, Market and Organizational Change by Joe Tidd and John Bessant (2009)

<p style="text-align: center;">MSc in INTERNATIONAL FINANCE Program Director: Tarek AMYUNI</p>
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FINANCIAL MARKETS (limited registrations - selection)

Augusto HASMAN – English – 5 credits – 30 hours

=> Tuesday 8:30-11:45

Learning Outcomes

This course is structured to provide student participants with technical, product knowledge, an understanding of the instruments and the workings of the international financial markets. This course will include developing knowledge of what the financial markets are all about, who are the players (providers/users/intermediaries) in the financial markets, what are the instruments and tools of the financial markets, what are the terms/vocabulary of the financial markets, how the financial markets operate and are monitored and regulated.

Course Contents

1. Financial Systems
 1. Why to study Money, Banking and Financial Markets
 2. An Overview of the Financial System
 3. What is money
2. Financial Markets
 1. Understanding interest rates
 2. The Money market
 3. The Stock Market and the OTC
 4. The Bond Market
3. Financial Institutions
 1. An Economic Analysis of Financial Structure
 2. Banking and the Management of financial Institutions
 3. The interbank Market
 4. Crises and Regulation
4. Central Banking and the Conduct of Monetary Policy
 1. Structure of Central Banks and the ECB
 2. Multiple deposit creation and the money supply process
 3. Determinants of Money Supply
 4. Tools of Monetary Policy
5. International Finance and Monetary Policy
 1. The FOREX Market
 2. The International Financial System
 3. Monetary Policy Strategy

Prerequisites

Each student is expected to enter the course with a basic knowledge of the differences between debt and equity, interest and dividends, the use and application of corporate balance sheets and income statements, understanding of the time value of money with the ability to calculate internal rate of return and yield to maturity.

Every student is expected to arrive with a financial calculator capable of calculating discounted cash flow, NPV, internal rate of return and yield to maturity.

Readings

- Daily access to FT, Wall Street Journal, Bloomberg/Reuters.

- The Economics of Money, Banking and Financial Markets - Mishkin

Other Books:

1. Contemporary Financial Intermediation – Greenbaum and Thakor
 2. Capital Markets-Institutions and Instruments – Fabozzi & Modigliani, Prentice Hall.
 3. Financial Markets and Institutions, 2nd Edition, 2004 Anthony Saunders & Marcia Millon Cornett, McGraw-Hill-Irwin
 4. Money, Banking & Financial Markets - Ritter, Silber and Udell
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FIXED INCOME (limited registrations - selection)

Tarek AMYUNI – English – 5 credits – 30 hours

=> Tuesday 13:45-17:15

Learning Outcomes

This class will first introduce students to the different existing debt instruments. They will learn about their pricing methods and how these are used in the financial markets. Students will also learn how to interpret the yield curve and its different shapes. They should acquire expertise in bond portfolio management. Students will also be able to understand the practical aspect of the fixed income markets.

Course Contents

The class will keep up with weekly financial reports from our investment bank partners on the global bond markets. Students will also undertake daily reading from the Financial Times and the Wall Street Journal as well as our direct access to Reuters 3000-Xtra terminals at school. Topics will include: the bonds market, Credit derivatives (mainly CDS, TRS and CDOs) Duration, convexity adjustment and interest rate futures.

Prerequisites

A background in financial mathematics and an introduction to financial markets is a pre requisite for this class.

Readings

- "Options Futures and Other Derivatives" 7th edition by John Hull
- "Bond Markets, Analysis and Strategies" 5th edition by Fabozzi.

Assessment Methods

The final grade will be broken down into 3 parts: Weekly quizzes: 30% Midterm: 30% Final Exam: 40%

MERGERS AND ACQUISITIONS (limited registrations - selection)

Rim ZAABAR – English – 5 credits – 30 hours

**=> Wednesday 8:30-11:45 + 13:45-17:15 on September 22nd
October 6th and 20th
November 10th and 24th**

Learning Outcomes

This course is dedicated to the valuation, structuring, financing and negotiating of M&A transactions. It provides the students with a background for understanding mergers and

acquisitions and corporate restructuring and addresses crucial questions including: What can we learn from theories on M&A? What are the empirical evidences? How does one value companies acquiring, or being acquired? How can a merger be funded in such a way as to retain the merged entity's flexibility? When do leveraged buy-outs make sense, and how can they be financed?

Course Contents

- A. Session 1
 - Takeover Process
 - Readings: Chapter 1
- B. Session 2
 - Theories on Mergers
 - Readings: Chapter 6
- C. Session 3
 - Timing of Merger Activity
 - Readings: Chapter 7
- D. Session 4
 - Empirical Tests
 - Readings: Chapter 8
 - Quizz N°1
 - Sessions 1,2 and 3
- E. Session 5
 - Alternative Approaches to Valuation
 - Readings: Chapter 9
- F. Session 6
 - Increasing the Value of the Organization
 - Readings: Chapter 10
- G. Session 7
 - Going Private and Leveraged Buyouts
 - Readings: Chapter 16
 - Quizz N°2 Sessions 4,5 and 6
- H. Session 8
 - Takeover Defenses
 - Readings: Chapter 18

Prerequisites

Financial Policy or Corporate Finance

Readings

Course textbook:

- Takeovers, Restructuring and Corporate Governance, 4th Edition, 2004, By J.Fred Weston, Mark L. Mitchell and J. Harold Mulherin, Pearson/Prentice Hall.

Additional resources:

- Valuation: The Art and Science of Corporate Investment Decisions, 2007, By Sheridan Titman and John D. Martin, Pearson/ Addison Wesley.
- Creating Value from Mergers and Acquisitions The challenges, 2003, By Sudi Sudarsanam, FT Prentice Hall.

- Valuation: Measuring and Managing the Value of Companies, 4th Revised edition 2005, By McKinsey & Company, Tim Koller, Marc Goedhart and David Wessels, John Wiley & Sons Inc.

Assessment Methods

The grading system will be:

- Quiz 1: It will cover sessions 1,2 and 3 and will count 20% of the total grade;
- Quiz 2: It will cover sessions 4,5 and 6 and will count 20% of the total grade;
- Real Case Study: this is a team work. You will be asked to submit a written report on a real case of a recent merger in US, EU or Asian Market by the end of the semester using all the tools learned in class. It will count 60 % of total grade.

Teaching Methods

This course uses an analytical framework and real-world applications to introduce the key principles and techniques of successful mergers, acquisitions and leveraged buyouts. Students will be asked to read the textbook chapters and be ready to discuss it in class. They will be provided with some additional materials useful for analysis and structuring of merger and LBO transactions, including applications, case studies, pertinent articles and sample documentation from actual deals done in North America, Europe, Asia and elsewhere. Each student will be given the opportunity to demonstrate their understanding of deals through individual and group work and plenary discussions.

OPTIONS FUTURES AND OTHERS DERIVATIVES (limited registrations - selection)

Tarek AMYUNI - English – 5 credits – 30 hours

=> Monday 13:45-17:15

Learning Outcomes

This course is an introduction to derivative security markets. The goal of the course is to develop a core set of principles that will help us make sense of the diverse ways derivatives are used in practice. These principles are developed through a series of real-world examples with an emphasis on simultaneously developing intuition and familiarity with a broad spectrum of markets and institutions. The valuation and use (e.g., hedging and speculation) of forwards, futures, swaps, and options will be a focal point of the course. Core concepts covered include valuation of forwards and futures, binomial pricing of options, the Black-Scholes option pricing formula, dynamic delta-hedging, and swap pricing. At the end of the course, we expect the student to be able to understand the concept of derivatives and know how to use the instruments as a part of their practical work.

Course Contents

Futures Markets - Forward and Futures Prices - Swaps - Stock Options and trading strategies - Introduction to binomial trees - The black&Scholes Model - Greek letters and Volatility Analysis - Exotic options - Credit risk , Default Risk - Volatility trading.

Prerequisites

It is strongly recommended to have had prior **market finance** classes as a pre requisite to follow this class. Mathematics knowledges and excel uses will be taught and used extensively throughout the semester.

Assessment Methods

Grading will be based on class participation, and a final examination.

Class participation: 30% Charts studies and analysis will represent the main part of class participation. Performance will be based on quality and quantity of your comments. .

Final examination: The final examination will total 70% of the final grade. The final will be a multiple choice exam.

Teaching Methods

5 classes of 3 hours

All classes will be held on Bloomberg Terminals.

TREASURY MANAGEMENT

Franck CIOSI – English – 3 credits – 15 hours

**=> 17:00-20:30 on Tuesday September 21st
 September 28th
 October 5th
 November 2nd
 Thursday November 4th**

Learning Outcomes

This course aims to provide students with Banking Treasury Management identifying liquidity needs and short-term interest rate risk hedging.

Course Contents

Cash Flows Analysis

- Real and virtual cash flows (BalanceSheet and Off-BalanceSheet)

Liquidity Management

- Liquidity Ratio

Interest Rate Risk Management

- Limits by products

Counterparty Risk Management

- Rating
- Credit Default Swap
- Limits

Value at Risk (VaR)

Money Market

- Domestic Market and Eurodollar Market
- Participants
- Transactions
- Calculations

Monetary Policy

- Central Banks
- Lender in Last Resort

Interest Rate Derivatives Instruments

- OTC
 - IRS
 - FRA
 - FxSwap
- Futures Markets
- Hedging
- IFRS Rules

Results Calculations

- Accruals
- Mark to Market

Readings

Mastering Financial Calculations - Bob Steiner - Prentice Hall

An introduction to Capital Markets - Andrew M. Chisholm - Wiley Finance

The Economics of Money, Banking and Financial Markets - Frderic S. Mishkin - Pearson

**MSc in INTERNATIONAL MARKETING
AND BUSINESS DEVELOPMENT**
Program Directors: Peter SPIER and Gabrielle PINCHAUD

INTERNATIONAL MARKETING RESEARCH

Gisèle DUDOGNON – English – 5 credits – 30 hours

**=> Monday Group 1 8:30-11:45
Group 2 13:45-17:15**

Learning Outcomes

- Be able to translate a marketing problem into a feasible research question;
- Have a thorough understanding of the strengths and weaknesses of alternative research designs;
- Be aware of the many sources of marketing information and be aware of the various means for gathering such information;
- Have a general understanding of univariate and multivariate data analysis techniques (i.e., should be able to decide when a technique is appropriate and understand the managerial implications of analytical results);
- Be able to design and execute a survey research project;
- Be able to use data analysis software SPSS.

Course Contents

- Introduction to Marketing Research (chap 1-2);
- Defining problem research and Research objectives (chap 4);
- Research Plan Design (chap 5-8-11);
- Searching for information (chap 3-6-7);
- Data collection methods (chap 9-10-12-13);
- Data Analysis (chap 14 to 19);
- Presentation of findings and report (chap 20);
- Class projects presentations;
- Review session;
- Final Exam.

Prerequisites

- Marketing 3 – Marketing Management or equivalent.
- Basic Statistics.

The course is an advanced level course open to students who have already done intermediate courses in marketing.

Readings

Burns A.C., Bush R.F. (2010), Marketing Research, 6th ed., Pearson, Prentice-Hall.

It will be assumed that students have access to a copy of this book and read the relevant chapters.

Students are also encouraged to read on a regular basis articles on marketing in newspapers such as The Financial Times, The Wall Street Journal and Les Echos, as well as magazines such as Business Week.

Additional links will be provided in webintec throughout the course.

Assessment Methods

- 10% Continuous assessment based on attendance and effective participation in class,
- 10% Quiz,
- 50% Students group project,
- 30% Final exam.

Teaching Methods

10 lectures of 3 hours

MANAGING PRODUCTS AND SERVICES

To be defined – English – 5 credits – 30 hours

**=> Group 1 Monday 13:45-17:00
Group 2 Tuesday 13:45-17:00**

Learning Outcomes

Discover the function of a product manager through the various subjects he/she has to deal. This course is as close as possible to “real marketing life” and is a training for people aiming at becoming a product manager.

Course contents

The aspects of both strategic and operational marketing are developed thanks to real cases, created thanks to various partnerships with leading companies in marketing both for mainly fast-moving-consumer goods and also services. The course starts with theory, including advanced theory such as research publications, and moves on with a simulation case study. The subjects that are developed are the following: the strategic business review, the analysis of your market, the marketing plan, the development and launch of a new product, the operational marketing and communication. During this course, you will be also given practical advices to fully understand the marketing's role in the firm and be able to work cross-functionally.

Prerequisites

Students must be highly motivated and must know the main tools of marketing already. They must be aware of qualitative and quantitative research; they also need to use properly the concepts of segmentation, targeting, positioning. Having had a marketing internship before this course is highly recommended.

Readings

Marketing, real people, real decisions

Solomon, Marshall, Stuart, Barnes, Mitchell (Pearson, first European edition)

Marketing Management

Kotler, Keller, Brady, Goodman, Hansen (Pearson, European edition)

Product strategy and management

Baker, Hart (Pearson, second edition).

Assessment methods

50%: cases prepared in groups and presented to the class.

50%: individual evaluation including a midterm and a final exam.

Teaching methods

Real cases presented by professionals such as Marketing Director, Product Manager, Sales Director of the following companies : Procter & Gamble, Philips, Coty, Monaco Telecom,

Nestlé, Blédina.. The partnerships are not exactly the same each year and may be different next year. But they will still include leading companies for fast-moving-consumer goods and services.

Preparation of the cases in groups, and presentation to the class.

STRATEGIC BRAND MANAGEMENT

Peter SPIER – English – 5 credits – 30 hours

=> Monday and/or Tuesday (To be defined)

Learning Outcomes

Students will learn how companies manage 'brand equity', clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. Why do brands matter? What are the key elements of a brand? What are the essential branding decisions? How does brand management fit in with other strategic management issues?

Although the most prominent brands are often in B2C and FMCG marketing, time will also be spent on looking at B2B and services branding.

Course Contents

Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight...) for almost three times its stock market value and 26 times its earnings. This value is created by the place occupied by the brands in the minds of customers – brand awareness, image, trust and reputation; all built up over many years are the best guarantee of future cash flows. As one commentator puts it: 'products are created in the factory. Brands are created in the mind.' Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection, 'Lovemarks', even. Buying a brand is an integral part of an individual's quest for identity and meaning.

The course will balance theory and practical application, with considerable use of case studies and student project work.

Prerequisites

This is an advanced level course that presupposes a sound knowledge of marketing. Students will be expected to contribute fully to the course through case study presentations and project work. There will be a wide range of reading and students will be expected to have access to the set course book.

Readings

Kevin Lane Keller's *Strategic Brand Management* (Pearson 2008) is a required text.

An additional reading list will be provided.

Assessment Methods

Assessment will be through a mixture of case study presentations, project work and exams.

Teaching Methods

The course will be very 'hands on' and interactive: students should come with a clear will to participate.

ADVERTISING STRATEGY

Ivan COSTE – English – 3 credits – 15 hours

=> Monday 12:00-13:30

Learning Outcomes

The aim of this course is to build on the knowledge outcomes of core Marketing, Advertising and Communication modules, and to provide a better and accurate understanding of contemporary advertising theory, strategies and practices.

A complete survey will be given, from the creative side of this activity to the most accurate and achieved contemporary tools and medias.

Course Contents

The concept and role of advertising within the communications mix especially focusing on the theories underpinning nowadays advertising and its applications in current practice and the impacts and implications of cultural and technological developments on advertising strategies and planning, running for affinity will be enhanced.

The processes and procedures of developing and implementing advertising strategies and plans will be explained in order to identify opportunities, issues and roles for advertising, and set appropriate advertising objectives.

Theoretical implications and practical applications will be explored in tutorial discussions using exercises and case studies to develop a skills base, using as much as possible intercultural approaches.

Prerequisites

None

CREATIVE MARKETING: SPECIALTY ADVERTISING

Yves LUCKY – English – 3 credits – 15 hours

=> To be defined

Specialty Advertising is a fast growing media: the second largest in the US after Television and the third largest in Europe after TV and Press advertising.

The students will be able to define this media, compare it with the others and learn how to build a successful and creative ad specialty campaign.

EFFECTIVE NEGOTIATION SKILLS

David WARD PARKINS– English – 3 credits – 15 hours

=> Monday 12:00-13:30

Learning Outcomes

This elective course aims to provide a very hands-on approach to sales & negotiation. Negotiation comes into our personal and professional lives more than we often realize. It is a vital skill for selling products, services, ideas and projects but also for buying or exchanging with others. It is essential for working in groups. It is also a useful all-round life skill.

Students will be given: the opportunity to think about their individual approach to negotiation and conflict resolution; the chance to practice and develop their negotiation skills; some useful conceptual models which will help them think about the negotiation process.

Course Contents

The course will be made up of a sequence of short conceptual inputs interspersed with practical cases and exercises.

Starting with a brief introduction to negotiation, we will move on to look at a range of techniques adapted to different types of situation, from transactional to solution selling.

Thematic input will include methods of persuasion, managing conflict, hardball tactics...

Readings

A recommended reading list and a selection of articles will be provided. No mandatory course book.

Assessment Methods

Assessment will be through continuous assessment of participation, and a portfolio of work allowing students to reflect on their skills.

Teaching Methods

The course will be extremely hands-on, with some theoretical input, but above all practical role-play and negotiation exercises in which students will be expected to participate fully.

INTERNATIONAL MARKETING AND SALES IN BUSINESS TO BUSINESS

Jean-Pierre DOLAIT – English – 3 credits – 15 hours

=> Monday 12:00-13:30

This course is an introduction to Marketing and Sales in a multinational environment when the customer is a company or a business organization. The objective of this course is to introduce participants to the main steps from the creation of a product or offer, through its implementation and pricing and ultimately the development of a long term partnership with a worldwide customer.

INTRODUCTION TO PURCHASING

Catherine TAUPIAC – English – 3 credits – 15 hours

=> Friday 12:00-13:30

Learning Outcomes

On completing this course, students will be able to:

- Understand the importance of purchasing/supply,
- Use a specific methodology for strategic sourcing,
- Know the various career development path offered in the area of purchasing and supply.

Course Contents

Fundamentals of purchasing and supply

- Importance and evolution of the purchasing and supply function,
- Career opportunities in the purchasing and supply area.

Strategic sourcing through the 7 STEP METHODOLOGY

The methodology described in this course is a methodology currently being used by various multinational companies for strategic sourcing. The various steps, that will be described in the various sessions of this course, are as follows:

- 1) Qualify Sourcing Groups/commodities
- 2) Develop sourcing strategy & tactics,
- 3) Generate a supplier portfolio (scanning and selecting)
- 4) Define possible techniques to implement the supply strategy
- 5) Negotiating and selecting suppliers,
- 6) Switching to new suppliers/implementing new solutions
- 7) Continuous improvement & benchmarking supply markets

Prerequisites

None

Readings

Mandatory readings

None

Recommended readings

Purchasing & Supply Chain Management

Monczka, Handfield, Giunpero, Patterson, Waters

Publisher: South-Western CENGAGE Learning 2009

ISBN- 978-1-4080-1744-9

Assessment Methods

50% continuing Assessment (group presentation and participation) and 50% final exam

Teaching Methods

Global duration: 15 hours

Number of classes: 10 x 1.5 hour

INTRODUCTION TO SERVICES MARKETING

Lyvie GUERET-TALON – English – 3 credits – 15 hours

=> Monday 17:15-18:45

Services Marketing is different. Traditional strategies developed for physical goods are inappropriate. The course's key objective is to provide students with a personalized academic environment to obtain a solid understanding of the Service Business characteristics and challenges. The target students might want to work in the quality department, the communication of promotion department, the CRM department and any other marketing department of a company, either private or public.

INTRODUCTION TO WEBMARKETING

Mady KEUP – English – 3 credits – 15 hours

=> Monday 12:00-13:30

Learning Outcomes

The course aims to give students an understanding of the basics of the design and functionality requirements driving corporate or organization websites and illustrate the use of the internet for information, promotion, distribution and sales purposes. Particular attention will be paid to e-commerce, Web 2.0 interactive tools and the web as a shop window on the brand.

Prerequisites

Students will need a good grasp of basic marketing techniques.

Readings

No compulsory textbook as such but readings will be posted on webintec.

LUXURY GOODS MARKETING 1

Inan COSTE – English – 3 credits – 15 hours

=> To be defined

This course seeks to give students with financial or marketing backgrounds the opportunity to enhance their knowledge of the luxury world, maybe one of the fastest moving ones. The main aim of this course is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.

Students will learn to develop lateral thinking, complex vision and flexible managerial capacities. Luxury strategies need to be created around changes and kinetics.

The Luxury World is now spreading over unexpected segments or nations. This specific management involves many uncommon strategic decisions, and needs precise and multiple tools. From the history of luxury to the final sales, miscellaneous activities will be explained.

NGO MANAGEMENT

Laurence Berlie – English – 3 credits – 15 hours

=> Monday 12:00-13:30

Learning Outcomes

NGOs have become key players in today's world: they are central in developing and supporting alternative development models, and are on the front page when it comes to bringing aid to disaster torn areas. They influence ideas and policies, and have become important stakeholders for multinational companies.

Although we hear a lot about them, it is not always quite clear who they are and what they do.

This course will help students understand what NGOs are and how they have evolved in the past 50 years. It will look among other things at what their missions are, how they work, what methods they apply, how their management differs from that of companies and what their relationships have been with the latter.

SOCIAL MEDIA

Guillaume ERETEO – English – 3 credits – 15 hours

=> Monday 17:15-18:45

Learning Outcomes

The goal of this course is to learn how to use social media in order to manage the online life cycle of a brand. The student will be able to manage the reputation and the identity of a brand online, to create and animate virtual communities about a brand and to perform a viral marketing campaign.

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MSc in LOGISTICS, SUPPLY CHAIN AND PROJECT MANAGEMENT

Program Director: Catherine TAUPIAC

SUPPLY CHAIN MANAGEMENT 1

Jean-Claude TAGGER and Catherine TAUPIAC– English – 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) to be defined)

Learning Outcomes

On successfully completing this course, you will be able to:

- produce a simplified representation of complex supply chains,
 - analyze how customer's needs impact the level of uncertainty associated with the supply of products and services and justify the link with supply chain strategy and the necessary fit with competitive strategy,
- explain the role of logistical drivers and cross-functional drivers and the trade-offs associated with a responsive (agile) or efficient (lean) strategy; understand the key performance metrics,
- understand the impact of lack of information sharing and coordination in the supply chain; analyze the way that demand management tools can impact a company's ability to ensure steady supply,
- Understand core concepts of the SCOR methodology:
 - Designing the SC and mapping
 - Measurement, continuous improvement, enabling tools and concepts
 - Business case, change management
- Recognize the importance of collaboration between supply chain partners, in a context of interdependent relationship or within network relationships.

At the end of the course, students should have the skills set to analyze an individual corporation's current supply chain practices, compare those with best industry practices and provide a road-map for improvement.

Course Contents

This course provides a framework for understanding the strategic design and management of supply chains.

Why is this important?

In the wake of intense global competition, customers are demanding more variety and speed, with better quality and service at lowest cost. This means that in order to be successful, firms need to develop supply chain strategies and logistical capabilities that serve the specific needs of their customers whilst maximizing overall profitability. The course reviews how firms manage their supply chains in order to gain a competitive advantage.

Prerequisites

None

Readings

Recommended reading (available in the library):

Chopra, S. and Meindl, P.,2010. Supply Chain Management: Strategy, planning and operation (Fourth edition). Pearson Prentice Hall: Pearson Education Limited. ISBN 0-13-609451-1.

Assessment Methods

The students will be evaluated as follows:

- Continuous assessment: 40% on individual work: Midterm, in-class participation and case preparation,
- Final assessment: 60% final project in group. (50% group presentation and 10% peer evaluation). The final project consists in a consulting report and analysis of a real company supply chain management practices. (based on the concepts presented during the course).

Teaching Methods

The course will total 30 hours that is 10 three-hour sessions. Classes will combine lectures and case discussions as well as students' presentations and project work.

LOGISTICS PLANNING

Florent IANNONE – English – 5 credits – 30 hours

=> Friday (exact dates/timeslot to be defined)

Learning Outcomes

As a result of this course, students will:

- Understand the relevance and the practice of various types of forecasting methods
- Learn the planning hierarchy and in particular the Sales and Operations planning process, objectives, strategies and methods as well as MRP
- Understand the role of inventory management and practice & various methods for optimizing service and costs
- Understand and practice Materials requirement planning and capacity planning
- Learn how to design a facility network
- Understand how to take into account uncertainty in business plan
- Understand and practice how to calculate forecasts
- Understand and practice how to match capacity and demand
- Understand and practice how to optimise the lot sizing
- Understand and practice how to calculate safety stock
- Learn how to select the best transportation mode

Course Contents

As a result of this course, students will gain an integrative view of logistics processes and the way that they are designed in a lean or agile supply chain context

Prerequisites

An advanced Excel level is necessary to follow this course

Readings

Chapman, S., 2006. The fundamentals of production planning and control. Pearson Prentice Hall: Pearson Education. ISBN 0-13-017615-X

Assessment Methods

The students will be evaluated as follows:

- MIDTERM and in-class work: 40%
- Final exam: 60%

Teaching Methods

The course will total 30 hours that is 10 three-hour sessions (exams included). Classes will combine lectures and practical exercises.

PROJECT MANAGEMENT 1

Jean Claude DRAVET – English – 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) TO BE DEFINED)

Learning Outcomes

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

- perform strategic analysis of a project,
- define a project and manage a project team,
- define project aims and:
 - design and draw an aims tree,
 - create SMART, breaks and motors dashboard, mappings and analysis (SWOT, PORTER).
- plan a project and:
 - draw a PERT, a GANTT,
 - write an individual and also team activities report,
 - elaborate an action plan
- use available formal plan such as project file and Project Master Plan,
- create and manage time, cost and resources project with MS PROJECT.

Course Contents

Today, all activities within companies are project-based (unless they are repetitive operations). These projects are time-driven with rigorous constraints in terms of functionalities, budget, planning and resources. Moreover, all enterprises activities – whether they are commercial, industrial, financial etc. rely on internet technologies. This project management course aims to prepare participants to this on-going revolution and teach them how to define, drive and deploy such projects.

This course will involve managing industrial projects within teams, coached by lecturers and enterprises in order to apply the project management theory in a real-life environment.

Prerequisites

Project Management (M1)

Readings

Obligatory reading:

Guide to the Project Management Body of Knowledge (PMBOK® Guide) - 4th Edition.

<http://www.pmi.org/Marketplace/Pages/ProductDetail.aspx?GMProduct=00101095501>

Recommended reading:

PMP® Exam Prep - 6th Edition Rita Mulcahy: <http://store.rmcproject.com/Detail.bok?no=162>

The Fast Forward MBA in Project Management (Portable Mba Series) (Paperback) by [Eric Verzuh](#) (Author).

Assessment Methods

10% participation,

20% individual test,

20% case study or article (group work).

Project evaluation (team project):

20% project review (formal presentation to coaches / teachers and to the company),

30% document content and form in link with project management. Book (PMP: Project Management Plan) and CD ROM to provide.

Teaching Methods

Course total duration: 30 hours.

Lectures: 10 lectures of 3 hours.

Students should bring paper and electronic course version at each course (flash disk, CDROM, PC).

INTRODUCTION TO PURCHASING

Catherine Taupiac – English – 3 credits – 30 hours

=> Friday 12:00-13:30

Learning Outcomes

On completing this course, students will be able to:

- Understand the importance of purchasing/supply,
- Use a specific methodology for strategic sourcing,
- Know the various career development path offered in the area of purchasing and supply.

Course Contents

Fundamentals of purchasing and supply

- *Importance and evolution of the purchasing and supply function,*
- *Career opportunities in the purchasing and supply area.*

Strategic sourcing through the 7 STEP METHODOLOGY

The methodology described in this course is a methodology currently being used by various multinational companies for strategic sourcing. The various steps, that will be described in the various sessions of this course, are as follows:

- 1) *Qualify Sourcing Groups/commodities*
- 2) *Develop sourcing strategy & tactics,*
- 3) *Generate a supplier portfolio (scanning and selecting)*
- 4) *Define possible techniques to implement the supply strategy*
- 5) *Negotiating and selecting suppliers,*
- 6) *Switching to new suppliers/implementing new solutions*
- 7) *Continuous improvement & benchmarking supply markets*

Prerequisites

None

Readings

Mandatory readings

None

Recommended readings

Purchasing & Supply Chain Management

Monczka, Handfield, Giunpero, Patterson, Waters

Publisher: South-Western CENGAGE Learning 2009

ISBN- 978-1-4080-1744-9

Assessment Methods

50% continuous assessment (group presentation and participation) and 50% final exam

Teaching Methods

Global duration: 15 hours

Number of classes: 10 x 1.5 hours

<p style="text-align: center;">MSc in LUXURY AND FASHION MANAGEMENT Program Director: Ivan COSTE</p>
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DESIGN AND INNOVATION

Christophe PRADERE – English – 5 credits – 30 hours

=> Friday 8:30-11:45 + 13:45-17:00 on **September 24th**
October 1st, 15th and 22nd
November 12th

Learning Outcomes

- Understand the challenges that a company face in developing innovations in the luxury and fashion industry;
- Understand the factors affecting the rate of diffusion and consumer adoption of innovations in the luxury and fashion industry;
- Understand the main stages in developing innovations in the luxury and fashion industry;
- Understand the role of design in the luxury and fashion industry.

Course Contents

- Introduction to Innovation and New Product Development in the luxury and fashion industry
- Diffusion and Adoption of Innovations in the luxury and fashion industry
- Stages in the Innovation Development Process in the luxury and fashion industry
- Design in the luxury and fashion industry

Prerequisites

Marketing Management

Readings

- Christensen, C. (2003), The innovator's dilemma, Harper Business, 2003.
- Crawford, C. et di Benedetto, A. (2003), New Products Management, 7th ed., Irwin / McGraw Hill.
- Trott, P. (2008), Innovation Management and New Product Development, 4th ed., Prentice Hall.
- Cooper, R. (2001), Winning at New Products: Accelerating the Process from Idea to Launch, Perseus.

Students are encouraged to read on a regular basis articles on marketing in newspapers such as The Financial Times, The Wall Street Journal and Les Echos, as well as magazines such as Business Week.

Additional links will be provided in webintec throughout the course.

Assessment Methods

- 30% Continuous assessment based on attendance and effective participation in class
- 70% Student Group Projects

Teaching Methods

10 lectures of 3 hours

This course is designed in order to clearly explain the different pathways from creativity to real innovation and the role of knowledge. It will also emphasize how to adapt technology to the products and services, and the products and services to the technology that produces them, how to work with technological processes, not against them. The vital roles of trend-spotting and coherency in a branded world will also be used as intrinsic guidelines, with further interactions with designers.

LUXURY AND FASHION PRODUCTS AND SERVICES MANAGEMENT

Jacques MOLAS– English – 5 credits – 30 hours

**=> Thursday/Friday October 7th 13:45-17:00 and 8th 8:30-11:45
October 21st 8:30-11:45 + 13:45-17:00
November 4th 13:45-17:00 and 5th 8:30-11:45
November 18th 13:45-17:00 and 19th 8:30-11:45
December 2nd 13:45-17:00 and 3rd 8:30-11:45**

Learning Outcomes

Inform the student of the different actors' roles as they evolve in the luxury products chain, and prepare him/her for the most effective approach to the process of putting new products on the market. At different moments during the course of the learning, the student will take on the role of project head with the task of furnishing an analysis of the decision-making process. Skills for the student to acquire: observation and analysis, choice of options and planning.

Course Contents

This course should allow students to deepen their knowledge of the professional sphere of luxury products and to ease the choice of function or service that they aspire to. Emphasis will be placed on different phases and services as well as their interactivity: Marketing/creation/fabrication/administration/communication/commercial/distribution/etc...

Prerequisites

This course is particularly recommended for students desiring to be quickly functional in the key posts of the process.

Assessment Methods

10 % attendance 30% class participation 60% group participation in Small groups of 5 or 6 For eight meetings, the students will be confronted by situations relating to the subject at hand. In small groups, they will have to handle one of the two proposed cases.

Teaching Methods

10 Sessions of 3 hours

INTEGRATED LUXURY AND FASHION COMMUNICATION

Ivan COSTE – English – 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) to be defined)

Learning Outcomes

Students will be clearly able to define the limits of mass driven communication (eg fashion world) vs. market driving communication (eg. Luxury world). They will understand the tremendous power of this strategic orientation and to feel and balance the specific budgets to be allocated while taking care of the brand images. From this point of view, Communication must be a driving force. The specific characteristics of luxury communication, where infrequency of promotion can enhance impact, will be highlighted. The different choices of medium for luxury communication: Guerilla Marketing, Big-budget PR and events will be analysed so that students will be able to organize a fashion and/or luxury communication campaign. They will be able to "refine the focus", use the snowball effect – giving away "goodies" to opinion leaders.

Contents

This course is dedicated to students attracted by Fashion and Luxury, PR, events, Marketing and Media.

It is also a nice way to increase their negotiation skills and to have an overview of some different cultural and legal approaches in specific areas and may be adapted to foreign students. As Communication is more and more becoming a driving force, and as fashion and luxury must be considered as strongly cultural, the numerous examples will be taken from all over the world.

Prerequisites

Advertising Strategies

Readings

Compulsory:

Disruption, Jean Marie Dru, Dunod, 2004

Communicator

To be given during lectures

Recommended:

Strategies, and others to be given during lectures.

Old magazines given by the Professor.

Assessment methods

Class attendance and participation: 20%

Participation in assignments: 40 %

Final Report: 40 % (after approval of the research field by lecturer)

Teaching methods

3 hours per week over 10 weeks.

The course will focus on practical applications. Sub group activities will be tailor made and set up at almost every session.

Each sub group is expected to present two assignments on related topics (eg. Regulation and use of inflight magazines, communicating in airports...), each assignment being divided into two parts : state of the art, creation.

LUXURY BRAND MANAGEMENT

Ivan COSTE – English – 3 credits- 15 hours

=> To be defined

Learning Outcomes

This course covers most of the different ways used today in order to create, establish, develop or consolidate a Luxury Brand. This major trend in today's business world is used to allow increased added value adapted to the needs of more and more clearly identified customers. Building a product or a service into a world-class or a niche brand follows different pathways which will be developed during the courses using old or brand-new luxury examples world-wide. From P.R. to advertising, from packaging or design choices, to distribution, from airline surveys to duty free shops and exchange risk, the regulatory frameworks of management will be clarified. Many professional tools will also be used from marketing approaches to accurate media planning, whether national or international. Students will learn to develop lateral thinking, complex vision and flexible managerial capacities. Luxury strategies need to be created around changes and kinetics.

Course Contents

The Luxury World is growing at a high speed. It is now spreading over unexpected segments or nations. This specific management involves many uncommon strategic decisions, and needs precise and multiple tools. From the Supply Chain Management to the final sales, this activity will be explained. This course has been designed in order to make students understand these multiple specificities and facettes by means of various cases and professional examples.

Prerequisites

None

Readings

Living It Up: Our Love Affair With Luxury (mars 2002) de James B. Twitchell -- Relié
Let Them Eat Cake: Marketing Luxury To The Masses -- As well As The Classes (janvier 2005) de Pamela N. Danziger
Louis Vuitton: The Birth of Modern Luxury (21 octobre 2005) de Paul-Gerard Pasols
Living It Up: America's Love Affair With Luxury (juillet 2003) de James B. Twitchell
Trading Up: Why Consumers Want New Luxury Goods...And How Companies Create Them (janvier 2005) de Michael Silverstein, et al relié
Luxury Fever: Money and Happiness in an Era of Excess (septembre 2000) de Robert H. Frank
Jean Castarede, Le Luxe, Edition Puf, Collection Que sais-je n°2687
Saphia Richou, Le Luxe dans tous ses états, Collection Economica 99
Valérie Haie, Donnez nous notre luxe quotidien, Edition Gualino

Assessment Methods

10 % participation; 40 % tutorials: group project; 60% final examination

Teaching Methods

15 hours (10 sessions 1.5 hours)

MARKETING AND SUSTAINABLE DEVELOPMENT

Christophe SEMPLÉS – English – 3 credits – 15 hours

=> Friday 12:00-13:30

Learning Outcomes

Deeply rooted in corporate and marketing strategy, this course aims to evaluate the relevance of integrating sustainable development (SD) into the strategic agenda of luxury

companies. Our main goal is to allow you to better understand why and how SD can contribute to the performance of luxury companies and to the value creation process.

Course Contents

During the course, we will address the following topics:

- Challenges of SD in the luxury industry
 - SD and the process of value creation
 - SD and consumers' expectations: how does it make sense?
 - Reconsidering the strategic agenda of luxury companies by integrating SD
 - Decoupling the company's growth from the consumption of resources and energy
 - Eco-efficiency and ecodesign of products, services and processes
 - Circular approach: when wastes are transformed into valuable resources
 - Shifting from products to services: the functional approach
 - Communicating the SD engagement
-

MSc in STRATEGIC TOURISM MANAGEMENT
Program Director: Mady KEUP

FINANCIAL MANAGEMENT IN TOURISM (limited registrations - selection)

Abel BETTACHE - English – 5 credits – 30 hours

=> Thursday and/or Friday (exact dates/timeslot(s) TO BE DEFINED)

Learning Outcomes

- Clarify the basic principles, operations and language of Accounting
- Understand the purpose and structure of the main Financial Statements in assessing and managing a Business
- Financial Control & Performance Measurement – internal & external, - in support of Business & Investment decisions
- Insist on the close integration of Finance within the overall Business Process
- Grasp the management of Working Capital and techniques for Long-Term Investment decision-making

Course Contents

- Understanding Financial Statements
- Analysis and Interpretation of Financial Statements
- Ratio Analysis
- Cost Management
- Cost-Volume-Profit
- The 'Bottom-Up' Approach to Pricing
- Forecasting
- Operations Budgeting

Prerequisites

None

Readings

Jagels, M. G. & Coltman, M. M. (2007), Hospitality Management Accounting, 9th Edition, Hoboken, NJ : John Wiley & Sons.

Jagels, M. G. & Coltman, M. M. (2007), Hospitality Management Accounting, Student Workbook, 9th Edition, Hoboken, NJ : John Wiley & Sons.

Assessment Methods

- Two progressive tests (25% each; 50% total)
- Final test (50%)

Teaching Methods

The course (10 class sessions of 3 hours over 10 weeks) is based on a combination of presentations, exercises and on case-studies.

TOURISM ECONOMICS (limited registrations - selection)

Lary DWYER - English – 5 credits – 30 hours

=> Thursday October 21st 8:30-11:45 +13:45-17:00
Friday October 22nd 8:30-11:45 +13:45-17:00
Saturday October 23rd 9:00-12:15 + 13:45-17:00
Friday November 12th 8:30-11:45 +13:45-17:00
Saturday November 13th 9:00-12:15 + 13:45-17:00

Learning Goals

The subject is based on recognition that an understanding of financial and economic considerations underpins sound managerial decision making in many areas of operation of a tourism firm or organisation. The course will develop the students' understanding of a variety of analytical techniques of financial and economical appraisal, their strengths and limitations. Specific topics to be addressed include tourism supply and techniques for appraising tourism investment, tourism demand and forecasting techniques, traditional and new approaches to economic impact analysis of tourism, costs and benefits of tourism development, evaluation of the environmental impacts of tourism, destination competitiveness, and frameworks for estimating the economic and social impacts of special interest tourism markets (eg. special events, conventions tourism and cruise shipping).

Learning Outcomes

At the completion of the subject, the student will be able to:

- Understand the economic significance of the world tourism industry and trade patterns in tourism services
- Understand the nature of the tourism industry and its industrial organization
- Demonstrate an understanding of financial considerations underlying sound managerial decision-making in tourism businesses
- Understand the factors underlying the demand for tourism services and techniques of demand forecasting
- Demonstrate an understanding of factors underlying the supply of tourism products and services by private and public sector stakeholders
- Demonstrate an understanding of alternative techniques of economic and financial assessment in tourism project evaluation.
- Describe and measure the contribution of tourism growth to National Product, foreign exchange earnings and employment.
- Measure the costs and benefits of tourism growth at national and regional levels.
- Demonstrate an understanding of techniques of evaluating tourism resources and measuring the environmental impacts of tourism development
- Demonstrate an understanding of the major elements and indicators of destination competitiveness, including price competitiveness
- Evaluate the financial, economic and social impacts of special tourism events and other special interest tourism markets.

Course Contents

1. The Economic Contribution of Tourism
2. The Economics of Tourism Demand
3. Tourism Supply and Costs
4. Market Structure and Pricing
5. Market Intervention
6. External Operating Environment
7. Tourism Investment

8. Economic Contribution of Tourism: Tourism Satellite Accounting
9. Economic Impacts of Tourism: Traditional Vs New Approaches
10. Destination Price Competitiveness and Tourism Yield
11. Globalisation
12. Environmental Impacts of Tourism; Evaluation and Policy
13. Economic Assessment of Special Events

Readings

Text: John Tribe The Economics of Recreation, Leisure and Tourism (third edition), Elsevier

References:

Adrian Bull, "The Economics of Travel & Tourism", 2nd Ed., Longman, 1995
 Dwyer, Larry and Peter Forsyth (eds) (2006), International Handbook on the Economics of Tourism, Cheltenham, UK and Northampton, MA, USA: Edward Elgar
 Sinclair, T., Stabler, M "The Economics of Tourism", Routledge, UK.1997
 Norbert Vanhove "The Economics of Tourism Destinations" Elsevier, 2005
 Relevant Websites to visit
 World Tourism Organisation: www.world-tourism.org
 World Travel and Tourism Council www.wttc.org
 Bureau of Tourism Research www.btr.gov.au
 European Association for Tourism and Leisure Education (ATLAS) www.atlas-euro.org
 Australian Tourist Commission www.atc.australia.com
 Asia Tourism www.geog.nau.edu/igust/asiatour
 University of Houston, Hospitality and Tourism Indexes, Abstracts, Bibliographies
<http://info.lib.uh.edu/indexes/hosp.htm>
 Tourism and Hospitality Bibliography
<http://omni.cc.purdue.edu/~alltson/books.htm>
<http://omni.cc.purdue.edu/~alltson/journals.htm>

Assessment Methods

Individual Project 35%
 Group Project 65%

1. Individual Project

Answer **ONE** of the following four Tasks (in Tribe Textbook)

- Task 5.1 Easyjet,
- Task 6.3 Go Ploy to Stop Competition?
- Task 10.1 The A380: superjumbo or white elephant?
- Task 17.1 Tourism: a taxing business

These papers will be made available to all students

The individual report is due December. Maximum length is to be 5 pages using 1.5 space, 12 point type. Send report to l.dwyer@unsw.edu.au

2. Group Project

The group project involves study of the economic contribution of tourism to a selected country. That is, an economic profile of that country's tourism industry. The group report must address two major issues:

- (1) What is the economic contribution of tourism to the country at present?
- (i) Distinguish between the economic contribution of domestic and international tourism

- (ii) Highlight tourism's contribution to: Gross Domestic Product, employment, foreign exchange earnings, investment, regional impacts, contribution to taxation, impact on other industry sectors, etc.
 - (iii) Distinguish the key markets that inject tourism expenditure into the destination (by visitor origin and by visitor purpose)
 - (iv) Discuss the extent of leakages from tourism expenditure due to import content of goods and services purchased by tourists.
 - (iv) Discuss the suitability of existing infrastructure to meet visitor needs
 - (v) other?
- (2) Discuss strategies for increasing the economic contribution of tourism to the country in the future.

Your discussion should address

- (i) current strengths of the tourism industry,
- (ii) weaknesses and barriers to tourism industry development,
- (iii) opportunities to enhance tourism's economic contribution,
- (iv) threats that may need to be overcome.
- (v) Implications for specific strategies of industry, government and the community (important)

Group report is due in December. Maximum length is 15 pages, including tables, diagrams, references (1.5 space, 12 point type).

VISITOR BEHAVIOR (limited registrations - selection)

Frederic DIMANCHE – English – 5 credits – 30 hours

=> Thursday 13:45-17:00

Learning Outcomes

As a result of this course, you should be able:

- To describe the key consumer-related challenges that affect tourism management and marketing
- To understand tourist motivation, satisfaction, and service quality issues
- To distinguish buying behavior differences between leisure and business travellers and to understand the role of organizational customers, particularly in business travel
- To provide analyzing and interpreting ability on social and psychological causes of tourism activities, tourist satisfaction, expectations, culture dimension of tourist behavior and tourism agencies
- To understand the visitors' needs for experiences
- To address the needs of the "C generation"
- To apprehend tourist behavior in a cross cultural context
- To conduct a market analysis for specific tourism sectors

Course Contents

- Context – Introduction – Main concepts
- The purchase decision process
- Tourist motivations
- Typologies of tourist behavior
- Cross cultural issues
- Visitor Experiences

- Tourism demand and markets – segmentation
- Market profiles – the “C generation”
- Consumer behavior and marketing research
- Special topics: The “green” or ecotourists; the business tourists; the seniors; health and spa tourism, etc.

Readings

1. No course book is required for this class. Reading materials will be handed out in class. Useful websites will be posted throughout the semester on webintec.

2. Several **websites** should be consulted on a regular basis. Please bookmark them. Current issues and news pertaining to tourist behavior will be discussed throughout the class:

- <http://www.veilleinfotourisme.fr/> Veille Info Tourisme; a selection of information in French and in English published by the French Government
- <http://www.tourmag.com/> A French tourism news page. It contains links to several international travel news sites
- <http://ertr.tamu.edu> e-Review of Tourism Research (eRTR); academic and professional short articles / commentaries
- <http://www.travelmole.com/> an online travel and tourism professional site from the UK. You can subscribe to their free newsletter
- <http://www.veilletourisme.ca/fr/accueil.aspx> A Canadian site dedicated to following tourism trends
- <http://www.breakingtravelnews.com/> a portal with access to numerous tourism news sites

3. Companion books can be found at the library

(<http://campusvirtuel.SKEMA.fr/content/Mediatheque/accueil.php>) or in my office

- Reysinger and Turner (2003). Cross cultural behavior in tourism: Concepts and analysis. Oxford: Butterworth Heinemann
- Pearce (2005). Tourist Behaviour: Themes and Conceptual Schemes. Clevedon: Channel View.

Assessment Methods

Tourist behavior case study: 20%

Final Exam: 40%

Group project: 40%

Papers and case studies are to be delivered electronically in webintec (*assignment* box). In addition, class presence and participation are required to pass the course

Teaching Methods

10 class sessions of 3 hours (30 contact hours)

Lectures, case studies, guest speakers, student presentations, and class discussions / debates

FUNDAMENTALS OF EVENT AND TOURISM MANAGEMENT (limited registrations - selection)

Mady Keup– English – 3 credits – 15 hours

=> To be defined

Learning Outcomes

Students will become familiar with major concepts in event and tourism marketing and planning and with sources of information in the sector. They will also understand the

fundamental characteristics the commercial reality of tourism. They will become familiar with major concepts in tourism and event marketing and planning and understand tourism management issues such as the changing face of distribution, economic measurement and visitor management.

Course Contents

The course will give an introduction to the principal stakeholders in tourism and events and to their business models. It also aims to outline a selection of major strategies and tactics used by supplier organisations.

Prerequisites

Students will be expected to exhibit interest in the course concepts and an ability for analysis. In particular, students with previous experience in the event or tourism industry are encouraged to participate in class with their own knowledge.

Readings

Recommended book: The Business of Tourism, J. Christopher Holloway with Claire Humphreys and Rob Davidson, 8th edition , FT Prentice Hall 2009

Other suggested books: Tourism Principles, Practices, Philosophies, Ninth Edition C.R. Goeldner, J.R. Brent Ritchie, Wiley 2003; Holloway, J. Christopher, Marketing for Tourism (4th edition), Pearson Education Limited 2004

Tourism journals to consult regularly at the mediatheque library: Journal of Travel Research; Espaces;The Cornell Hotel and Restaurant Quarterly; Tourism Management;L'Echo Touristique

Some useful websites: traveldailynews.com; eyefortravel.com; travelmole.com; tourmag.com; world-tourism.org

Assessment Methods

Assessment consists of a short individual presentation on a tourism news item and a group report on on-site familiarization visits to French Riviera tourism suppliers. The marks are allocated as follows:

60% Group report and 40% Individual assignment

Teaching Methods

5 sessions of 3 hours throughout the semester

Each session combines lectures with relevant readings, case study and group work and AV presentations (videos, websites)

ELECTIVES (NOT RELATED TO AN MSC PROGRAM)

IN ENGLISH

CONSUMER BEHAVIOR

Li HUA – English – 3 credits – 15 hours

=> To be defined

Understanding how consumers behave and make decisions is key to efficient marketing. In this course, students will

- Learn the key concepts and theories of consumer behaviour
 - Develop an ability to identify applications of these concepts and theories and to apply them in developing viable marketing strategies
 - Develop a set of skills that are important to successful performance in managerial positions. These include working in a group, and developing effective oral and written presentation skills
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CORPORATE COMMUNICATION

Virginie DROIT – English – 3 credits – 15 hours

=> Friday 12:00-13:30

Based on the daily professional experience of the Professor (Director of a Communication Agency, who graduated from Skema PGE 99) and Powerpoint presentations for structured contents, students should be able at the end of the semester:

- understand the key success factors of a communication project.
- imagine and write specifications to create and set up communication materials on- and off-line (brochures, flyers, videos, etc.), doing this from both company and agency viewpoints

The course contents include:

- Studying current communication supports: brochures, posters, campaigns, mailings, web, media relations etc.
 - Looking at the various issues involved in the client-agency relationship
 - Learning how to create various supports for company communication
 - Creative elements such as imagining a campaign, responding to criteria and client demands, etc.
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ETHICS

Evelyne HENRIET – English – 3 credits – 15 hours

=> Online Course

This course describes management practices currently used in companies. It enables the student to become the type of leader companies need - a decision maker whose personal vision encompasses a vision for collaborators and the company itself. A manager who is able to lead in an atmosphere of trust and good interpersonal relations.

INTERNATIONAL FINANCING RISK MANAGEMENT

Patrick LECOY – English – 3 credits – 15 hours

=> To be defined

Learning outcomes

The objective of this course is two-fold:

- To lead the students to capture and understand the main aspects of credit-risk when dealing in international markets.
- To educate the students on the different ways to cover part or all of the credit-risk under consideration.

Readings

The International Handbook of Credit Management, Third Edition, Edited by Brian Clarke, published by Gower (2001)

International Business (Strategy, Management and the New Realities), Cavusgil, Knight and Riesenberger, published by Person Prentice Hill (2008)

The Handbook of Country-Risk 2008, edited by Coface, published by GMB.

INTERNATIONAL STRATEGIES

Anne BARRAQUIER – English – 3 credits – 15 hours

=> Monday 12:00-13:30

When firms grow they tend to approach new markets, first using simple distribution mechanisms, and then intensifying their investment efforts on the markets to produce locally and increasing their market share. The course aims at considering basic exportation of products to complex globalization strategies. Students should be able to analyse any corporation to determine which internationalization mode is most appropriate. They will acquire the fundamental knowledge to implement, within an international team the various entry modes on international markets.

INTRODUCTION TO LOGISTICS AND PURCHASING

Catherine TAUPIAC – English – 3 credits – 15 hours

=> Monday 12:00-13:30

This course provides an introduction to purchasing. Today, whatever the sector, purchasing has become a strategic matter because of its impact on profitability. Students will be able to discover the broad and diverse range of responsibilities purchasing has in companies through real-life examples and presentations by experienced professionals.

INTRODUCTION TO MERGERS, ACQUISITIONS AND ALLIANCES

Renata KAMINSKA-LABBE – English – 3 credits – 15 hours

=> Tuesday 17:15-18:45

In this course we will focus on strategic development via mergers and acquisitions. The latter are often considered as a quick way of gaining market share, resources or competences. However, in reality most mergers and acquisitions destroy value rather than create it. We will therefore analyze the reasons for which value creation is so difficult and ways of dealing with this difficulty.

TOURISM MANAGEMENT

Frédéric DIMANCHE – English – 3 credits – 15 hours

=> To be defined

Students will acquire an introduction to the tourism industry from a business and management perspective. Students will become familiar with the tourism system as the leading global export industry and understand the fundamental characteristics of the tourism system and the commercial reality of tourism. Students will become familiar with major concepts in tourism marketing and planning.

TOURISM MARKETING

Mady KEUP – English – 3 credits – 15 hours

=> Monday 17:15-18:45

This course deals with the basic concepts of marketing (Pricing, promotion, product, distribution etc) in the specific sector of tourism. Students will learn to understand the special characteristics of this service industry, and apprehend the basics of tourism marketing at national, regional, and local levels. They will also be able to grasp the relationship between the private and the public sectors.

IN FRENCH

CONSEIL EN MANAGEMENT DES ENTREPRISES INNOVANTES

Dominique VIAN – French – 3 credits – 15 hours

=> Tuesday 17:00-18:30

Depuis la fin des années 90, l'importance du phénomène entrepreneurial n'a jamais été aussi forte en France et en Europe. Les institutions publiques et privées ont clairement exprimé le manque de professionnels dédiés à l'accompagnement de jeunes entreprises innovantes. Ce cours a pour objectif de former les étudiants au métier de consultant en management d'entreprises innovantes.

Utilisant la méthodologie de conseil développée par le SKEMA Expert, ce cours permet aux étudiants :

- d'acquérir les compétences fonctionnelles permettant de conseiller des entrepreneurs ou porteurs de projet: (valeur du modèle économique, gestion de l'innovation, décisions stratégiques et organisationnelles, positionnement de marché, choix de financement, valorisation d'une affaire, gestion des équipes, etc.);
 - d'apprendre les particularités du métier de consultant. A la fin des 10 séances, chaque étudiant saura identifier les points forts et points faibles d'un projet de création, analyser et évaluer son potentiel et recommander des actions de conseil pertinentes.
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EFFICACITE MANAGERIALE

Béatrice TOUSTOU – French – 3 credits – 15 hours

=> Monday 12:00-13:30

Développer la performance individuelle des futurs managers par l'apport d'outils d'efficacité personnelle.

Une première expérience en entreprise, dans la vie associative ou dans la gestion de projets, est bienvenue car ce cours est organisé sous forme d'ateliers basés sur le vécu : organisation personnelle, communication interpersonnelle, conduite de réunion, de négociation, gestion des conflits, connaissance de soi.

FISCALITE : L'ENTREPRISE

Maxime PELTIER – French – 3 credits – 15 hours

=> Tuesday 17:15-18:45

Ce cours fiscalité 2 étudiera principalement les éléments d'imposition du capital :

Taxe sur le capital

Taxe sur les salaires

Participation, intéressement, plans d'épargne

INTRODUCTION A LA CONSOLIDATION ET AUX NORMES IFRS

Maxime PELTIER – French – 3 credits – 15 hours

=> To be defined

Cours d'initiation et de sensibilisation aux nouvelles normes comptables internationales - IAS/IFRS :

- Les états financiers en IFRS
- L'actif et le passif
- Les spécificités des comptes consolidés

Ce cours nécessite d'avoir une connaissance des principes d'évaluation comptable

MANAGEMENT DES RISQUES PROJETS

Muriel WALAS – French – 3 credits – 15 hours

=> Online

Aujourd'hui, toutes les tâches non répétitives, soit, 70% à 90% du travail des managers représentent de la gestion de projets. La gestion de projet est donc au cœur des préoccupations des entreprises pour atteindre les objectifs fixés en respectant les contraintes de planning, budget et qualité. L'analyse, le contrôle et la maîtrise des risques sont devenus indispensables. Un nouveau métier est né « risk manager ». Sans pour autant assurer cette fonction, cette compétence est aujourd'hui nécessaire à tout manager. Il gère en effet au quotidien des risques de tout ordre et de tout degré de gravité. Ce cours présente des techniques et une méthodologie pour maîtriser cette problématique et dont l'appropriation est une vraie valeur ajoutée de compétence.

MANAGEMENT OPERATIONNEL DES HOMMES ET DES EQUIPES

Florian SALA – French – 3 credits – 15 hours

=> Monday 12:00-13:30

Le management opérationnel des hommes et des équipes trouve une place de plus en plus importante. En effet, ce qu'il convient de nommer le management de proximité dans tous les secteurs d'activité (de l'industriel au service, du privé au public) prend une dimension stratégique de plus en plus affirmée.

Ce cours a donc pour finalité principale d'offrir aux étudiants une synthèse opératoire d'un management moderne et opérationnel des hommes et des équipes.

Les thèmes abordés sont : Les 15 principes du management - La constitution de l'équipe - l'organisation du travail (la délégation) - La performance - Gestion du temps et du stress - Le facteur humain - L'animation de l'équipe (les réunions).

MANAGEMENT STRATEGIQUE DES MARQUES

Gabrielle PINCHAUD – French – 3 credits – 15 hours

=> Monday 12:00-13:30

Ce cours a pour objectif de donner les outils et les méthodes pour gérer efficacement une marque, quelque soit le domaine d'activité.

Brand equity, identité de marque, architecture de marque sont des concepts développés dans ce cours de même que la création, le lancement et le développement des marques, en France et à l'international.

Ce cours est recommandé pour les étudiants qui souhaitent s'orienter professionnellement vers le métier de Chef de Produit, quelque soit le secteur d'activité, ou vers des métiers directement liés à la gestion des marques : agences de communication, agences de création design, sociétés d'études spécialisées dans la création de noms de marques...

*** The course catalogue is subject to change.**