

France Business School

Master's Programmes in English

2014-2015

English-taught one-semester programmes Master's level courses

Fall Semester

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Amiens Campus

Fall semester – General business track

Course title	ECTS Credits	Brief overview
Budgetary control and performance evaluation	2	<p>"A manager's responsibility is not to forecast the future, it is to contribute to its creation, and to do so means to be continuously mobilizing all resources in the organization to adapt to and exploit the opportunities that appear. Budgets and budgeting are processes and procedures that aim at contributing to such a mission...." (Michel Lebas, Professor of Management Accounting and Management Control at HEC Graduate School of Management, Paris.)</p> <p>The course provides a comprehensive approach to budgeting; from the details of preparing the many schedules that compose a master budget to the fundamental managerial issues affected by the profit planning and control process.</p>
Consolidation, techniques and procedures	2	This module covers the preparation and analysis of group accounts under the International Accounting Standards, accounting for associated companies and the treatment of mergers and acquisitions.
Investment funds	2	Investment funds are a key part of the world economy and impact on the everyday life of millions, either directly through savings and investment or through the effect on world stock markets and economies. It is important to understand the basics of how they work and how they are valued and controlled.
Financial market fundamentals	2	As well as providing more information on the concept of market efficiency, this module provides the student with a methodology which will help them in the development of their research dissertation.
Business valuation	2	Private equity and venture capital firms acquire companies to manage them better and increase their value. Companies merge with and acquire other companies to grow and increase value to their shareholders. Thus the need to value a firm appropriately, both in its components and its enterprise value, is critical to the process of economic growth.
Econometrics and data mining	2	This module allows on one hand to improve the training of students including modeling and econometrics. On the other hand, this module is essential for students to properly conduct the empirical parts of their dissertations.
International business negotiation and export risks	2	Allow non-legal and financial specialists to understand meanings & consequences of mutual agreements taken under the tender & contract. Appreciate realities and constraints of an international tender, and control risks in accordance in regards of mutual contractual agreement taken. Provide in an international environment operational Managers & decision makers with key elements for tenders, contract negotiation & export risks appreciation.
International project management	2	Develop Managers responsibilities through full project cycle.
International business	2	Over the last few decades, international competition on the global business scene has increased, affecting both companies which operate at an international level and those which mainly focus on domestic markets. Managers at all levels need to understand the factors behind this growing and irreversible trend. The main thing that they need to understand is the key driving forces behind internationalisation: increasing performance of the production process through outsourcing, licensing, subcontracting and other cooperative efforts based on an efficient international division of labour; the impact of the new regulatory environments and the lowering of institutional and other barriers to trade and flow of capital; the impact of the rapid technological changes which have reduced the costs and complexities of internationalisation.
Learning and knowing in organisations	2	The aim of the course is defined in terms of gaining an overview into the so called 'knowledge society' in order to understand how the contemporary changes in HRM are linked to knowledge and learning as a key asset for the organization. The literature on organizational learning, the learning organization, and knowledge management will be analysed and compare in order to appreciate the attention that nowadays is devoted to practice, and practical

		understanding. The student should be able, at the end of the course, to analyse the practices of an hypothetical community of practice and describe how practical knowledge is created, stored and transmitted within a community.
Management of change	2	The management of change has become viewed as so much as an integral aspect of contemporary corporate life that it is in danger of crystallising into merely a rhetorical or clichéd debate. There is a large amount of literature, theory and models available and this provides a degree of insight and assistance. However, this course examines the perspectives that underpin much of that body of writing and seeks to show how complementary and alternative approaches may be constructed. This provides aspirant managers with rich theoretical insights balanced against a development of the operational realities of living and leading in change environments.
Staff organisations	2	This subject explores the theory and technique of administering, scoring, and interpreting psychological tests. The course is divided into three sections. The first section involves a review of the basic psychometric principles that apply to all types of psychological tests. The second section focusses on issues related to administering, scoring, and interpreting the tests that typically are used in a standard assessment battery. In the last segment of the course, students gain hands-on experience in working with a standard test battery. In a rudimentary simulation of a testing situation, students will score and interpret tests that they administer to a partner from the class who will be role playing a prepared character. Each student writes a paper that describes the character he/she intends to role play, as well as a final test report that describes the results of the test battery that he/she administered to the partner. The purpose of this test battery project is help students gain first-hand knowledge of the many issues involved in psychological testing. It does not in any way qualify students to be testers.
Smart management	2	Companies' balance sheets analyze reveals more than ever higher preoccupations toward alternative ways to identify for to making their life easier from economic, financial and environmental points of view. Using new approaches to diagnose reality and smart business tools to figure out what's happening in the markets may not be taken for another way to see business but a better one to rethink existent resources not enough studies nowadays and potentially new other ones. The use insights from analytics to improve business processes can help managers feed updated intelligence into real-time decision-making routines. As analytics tools become more powerful, analysis enable business changes that make or save significant amounts of money. These is why by the present course we intend to give a better understanding of the concepts connected to smart business and behavior within complex development of a company as a network system and evaluate smart business development around the world.
Social and human resources audit	2	Students must have a minimum knowledge of the problems of the company. In a context of reflection on corporate stress management and management methods, social audit is a starting point for a questioning of certain practices.
Intercultural communication, personal leadership and conflict resolution across cultures	2	This module will allow students to discover cultural diversity through communication styles and cultural differences. The students will be exposed to the basis of communication, culture and intercultural communication in order to increase their cross cultural communication skills and will learn some tools to resolve conflicts across culture. They will also learn about the practice of personal leadership and how this concept can help them develop mindfulness and creativity.
Working and managing	2	This module aims to equip students with a portfolio of skills, attributes, knowledge and competences, which will enable them to conduct themselves professionally, credibly and effectively in an international study and/or working environment. It is further designed to develop critical awareness of the impact of culture, and cultural differences, on business interactions, as well as management policies, practices and processes.
Product innovation	2	We have all heard the phrase, 'The customer is always right!' In this course we explore product and service innovation through being customer oriented. We learn who to listen to, how to listen, when not to listen, and how to act. Listening to customer's expressed needs usually impacts short-term innovation, whereas discovering their latent needs impacts more radical long-term innovation. We consider this in product and service settings.
Business to business marketing	2	Business marketing refers to activities that are directed toward businesses, governments, and not-for-profit organizations - as opposed to consumers.

		For a number of reasons, business markets are different from consumer markets. This course will highlight and analyze this distinction and elaborate on how that distinction matters for firms acting on those markets. Lectures are based on Business to Business Marketing by Vitale and Giglierano and published by Southwestern, Mason, Ohio USA
Services marketing (Focus design one)	2	This course presents an interactive overview of key concepts and models in services marketing with a focus on the design of service processes and service environments. Students will participate in two interactive application exercises during the course. The first is an in-class workshop on service blueprinting, a service design technique that is used to depict simultaneously the process of service delivery, the points of customer contact, the roles of customers and employees, and the visible elements of service. Students will work in teams to create the blueprints. The benefits and practical implications of the service blueprinting technique will be discussed. The second application exercise is an observational research project in which students will work in teams to observe, analyze, and report on a live service environment in Amiens.
Sports markets	2	The class is a systematic study of the goals of sports leagues, how they interact with the goals of sports teams and how leagues/teams interact with fans. The role of competitive advantage, competitive balance, labor relations and fan involvement will each be particularly emphasized. The French LIGUE 1 and the American National Football League will be used for topic-application purposes.
Promotion management	2	Businesses spend staggering amounts of money and effort communicating with their customers through advertising activities. Much of the expenditures are in message creation and production. While advertisements are mostly well constructed and skillfully produced, the effectiveness of the message and appropriateness of the media selection are not always assessed. Ineffective messages and/or inappropriate media selection completely negate the creative efforts and may doom a good product to a premature demise. This module presents several advertising components but focuses on two occasionally overlooked but highly important promotion decisions; media election and advertising effectiveness.
Customer relationship management	2	To face a fierce global competition, companies understand that they have to serve their client the best way. This initiative is mandatory to ensure they will survive. Most of companies from all industries develop loyalty and retention programs. Those programs use the customer knowledge and multichannel means of communication. This is the basis of CRM strategies, where mastering each steps of the process means dealing with issues far beyond the marketing scope. The understanding of the wide range of fields that CRM covers is the only guarantee of success.
Inter cultural communication	2	Develop awareness and sensitivity regarding unknown cultures and once's own cultural patterns.
Marketing in tourism and hospitality industry case: Finland	2	The competition in tourism business is getting tougher. New powerful generating countries and new destinations are coming to the markets. How the small niche destination, like Finland, will manage in the competition? In Finland there has been the project aiming to develop the tourism image for the country, based to the strengths found. The other challenge is to design tourism products and experiences according to the image. In that way Finnish tourism should be able to answer better to the needs of the more demanding customers.
Risks in international marketing	2	This course is based on the idea that international marketing requires more time and effort, being much more risky in comparison to domestic market. The international market is very uncertain and an enterprise (a Multinational) must always be ready for changes that may suddenly occur. It requires a higher level of commitment to succeed in an international market.
Marketing research	2	The class will explore designing questionnaires, and the types of statistical properties of the data derived from questionnaires.
Relationship marketing strategy course / Trust development	2	The purpose of this course is to help students explore how customers develop trust with service providers. It will also prepare you in asking appropriate questions, or presenting arguments to a business partner or a service provider with creativity while taking into consideration other cultures knowledge. Finally, through group case studies and presentations, you will learn to uncover underlying dimensions of trust development for customers from different cultures.

Business strategy and entrepreneurship	2	<p>Strategic decision-making course is required in a management curriculum in order to make a point at which all of the ideas that you have picked up in your many courses are pieced together into a single, complete picture. This picture will enable you to understand and master the complexities of executive decision making by confronting you with the mutual interactions of each of the functional areas that you have studied during your time as a business student. So, you must consider the influence of a decision in one of those areas on what is happening in another.</p> <p>Having a business strategy course is to build a bridge between your world as a beginning manager and the world to which the course is supposed to apply – the world of the executive. You may tell yourself that you will never actually be involved in decisions of the type that we discuss in this course. At the end of the course, you will be able to anticipate, and even manage any decision process. And it can be extremely helpful to your career.</p> <p>Because each of you has a different idea of what type of manager you would like to be and because each of you has a different career goals and aspirations, the lessons and tools that you will grow to value will probably be slightly different. Consequently, you must do the work of making your own picture consistent and useful. I will try my hardest to present you with information and issues that I think are important for you to consider, but the final task of developing your own opinions, rules of thumb, and individual capabilities is up to you.</p>
Anti-crisis marketing: Winning strategies & techniques	2	<p>At some point during their existence, most companies go through a period of crisis that is either linked to the market's economic cycle, their product's lifecycle, or the unexpected arrival of a more competitive rival.</p> <p>However, there are many efficient albeit underestimated ways so as to overcome this delicate situation. It is crucial for a future executive to master these different winning marketing strategies and techniques, which can help a company to conquer or maintain leading market shares, especially during a crisis that is due to economic instability and/or budget restrictions.</p>

Clermont Campus

Fall semester – Master In Management (non-degree seeking students only)

Course title	ECTS Credits	Brief overview
Financial Strategies and Decision making	2	<p>The objective of this course is to understand special language and tools concerning financial and strategic decisions. The students will be able to adopt a strategic vision of the organizations' behavior in order to contribute efficiently to the management, to participate in the evolutions. The goals are :</p> <ul style="list-style-type: none"> To be able to use cost methods in order to manage the organization while strategic choices have to be made To understand and implement financial techniques in order to complete successfully the firm development strategy and its financing through investment
Organization and Management	2	<p>The understanding of the stakes in conception of organizations is essential in the activity of a manager today, whether it is in the realization of its day-to-day work or as participating in the definition of the forms of organization answering the concerns of the managers.</p> <p>How to design an organization capable of articulating closeness with the market and permanent innovations, power of expensive exploration in resources and necessities of generative operation of margin? How to collect the effects of a bad organization on the individual activities?</p> <p>This course is going to study how we can transform this frame to correspond to the corporate strategy. Any shape of organization is supposed to translate the chosen corporate strategy, and its dysfunctions are revealing strategic evolutions out of step with the organization of the moment. This course is explicitly articulated on the course of Strategy.</p>
Strategic Management	2	<p>One of the major objectives of this course consists in understanding why certain companies know the success and others the failure. This course is intended to bring answers to this fundamental interrogation and tracks of reflection essential to every future manager.</p> <p>It shows in particular how the 3 following factors have a role determining in the success of a company:</p> <ul style="list-style-type: none"> The country in which it is situated, Its resources, skills and capacities The strategic movements which it may carry out <p>The purpose of this course is to favor an understanding of the tools of analysis and the necessary skills to identify and implement effective strategies. It is about an essential stake because a future executive, whatever his function in the company, will necessary develop a strategic state of mind, be capable of collaborating in the strategy of its company, and of knowing how to implement the adequate means to face the challenges of the globalization and the technological climbing.</p>
Managerial Information Systems	2	<p>The objectives of this course are to:</p> <ul style="list-style-type: none"> Consolidate your understanding of Information Systems today Discover the latest trends in the fields of management and the strategic use of IS Understand how information technologies can create value
Advanced Marketing	2	<p>The objectives of this course are to :</p> <ul style="list-style-type: none"> Strengthen students' competencies in Marketing ; Improve their Marketing culture ; Professionalize their competencies to integrate the labor market
Economic issues	1	<p>The objectives of this course are to :</p> <ul style="list-style-type: none"> Present current topics concerning the economy in France and around the world, Clarify these issues by comparing analyses of "experts", Report these issues to economic theory

Business Games	2	<p>If the Negotiation is based on a thorough theoretical corpus, it makes a special appeal to many techniques related to interpersonal communication: active listening, persuasion, argument, stress management, etc...</p> <p>This module aims to place the student in the current context:</p> <ul style="list-style-type: none"> • This is a game of cross trading, combining customer and supplier negotiations within the team formed by students • It is situated in a complex environment <p>The objectives of this module are to enable the participants to:</p> <ul style="list-style-type: none"> • Organize their team effectively, and negotiate internally to achieve this, • Analyse the needs of the customer and / or supplier, • Build tailored business proposals, • Defend its margins and profits while enhancing the benefits of partners • Building a business relationship long term <p>Take into account the constraints / opportunities surrounding</p>
Language	4	<p>The students have the possibility to choose 2 language courses for 2 credits each. French language is compulsory for international students. The objectives are to gain overall communicative competence to deal with simple situations of daily life and work, and to have some knowledge about French culture.</p>
Electives	3 per unit	<p>In order to finish the construction of the students' specialization, in coherence with their professional project, the students can integrate up to 6 electives of specialization. The field of specialization are :</p> <ul style="list-style-type: none"> • Finance/Audit • Human resources • Marketing • Strategy • Intercultural Management <p>Syllabi are not yet available, students will have to make their choice online at the beginning of the semester.</p>

Poitiers Campus

Fall semester – International business negotiations

Course title	ECTS Credits	Brief overview
International purchasing techniques	3.5	The main goal of this course is to train future managers in international purchasing techniques. Students will be taught what is purchasing strategic management, how to optimize supplier relationships, how to purchase in B to B and B to C contexts and what kind of internal structure(s) must be chosen to optimize purchasing decisions. By the end of this class students should be able to understand the theory and concepts of the above topics. In accordance with the learning outcomes of Master study, students will be able to analyze purchasing situations, recommend and implement solutions, manage the implementation and apply specific methodologies in order to optimize the purchasing and supply chain function of a firm.
Ethics and dilemmas in international negotiations	3.5	The main goal of this course is to train future managers to appreciate the context of management decisions in an International context. By the end of this class students should be able to understand the important and consequences of the above topics. In accordance with the learning outcomes, students will be able to analyse problems and opportunities, recommend and implement solutions, and apply specific methodologies as appropriate.
International contract management	3.5	This practical course aims at providing future managers with ways and means of contractualisation at the international level with the aim to developing their negotiating abilities from the methodological and psychological points of view, providing them with the legal tools and procedures necessary for conducting successful international commercial negotiations, while minimizing the possible risks related to a transaction within a global business environment. This covers international contracting procedures related with global business and suited to the terms and conditions of various types of commercial contracts such as international sale contract, purchasing contracts, importation / distribution contract, licensing, franchising and representation contract among others. In accordance with the learning outcomes of the Master Study, students will be able to analyze, recommend and implement situations, manage their implementation and apply specific methodologies.
International sales force management	3.5	The main goal of this course is to train future managers for international management of teams, sales and budgets. Using examples of international companies, the course will provide students with specific tools to succeed in sales management. By the end of this class students should be able to understand the theory and concepts of the above topics. In accordance with the learning outcomes, students will be able to analyse problems and opportunities, recommend and implement solutions, and apply specific methodologies.
International trade, financial mechanisms and risk analysis	3.5	The main goal of this course is to understand how important it is for companies to enter and compete in foreign markets.
Negotiation skills	3.5	This course is designed to help negotiators who want to improve their ability to negotiate effectively. This course will not only talk about the process of “getting to the table”, “being at the table” and “what to do after the table”, but also about the importance of social and emotional intelligence. It is important to understand what the research says about, “why do people say yes to others?” To become a successful negotiator, you must know how to exercise power and influence. You must also be able to persuade through communication to provide the best case when presenting products and services. Negotiation also requires an understanding of social dynamics that is an essential part of the content of this practical, experience based course. The course will cover key issues such as the different dimensions of power, the effective use of influence, communicating your case and how to establish strong relationships based on trust, ethical behavior, and managing organizational partnerships. The course will further explore the process negotiating in a collaborative manner. The practical exercises will involve different negotiation tactics, when and how to break deadlocks and when and how to make and gain concessions. The problems of cross cultural issues as they relate to power, influence, and negotiations in the global market will also be examined. The course will draw upon your own

		personal and professional experiences; if possible, you should bring to the class details of a negotiation that lies ahead of you. Effective professional negotiators must not only be extremely knowledgeable about their own organization, but also the companies of those they negotiate with. But, this is only part of excellent negotiation practices, as good interaction between individuals is both a challenging and rewarding skill. This course will use theory, research, simulations, practical examples and case work to increase students overall negotiation skills.
Project management	3	<p>Understand the requirements and principal components of a particular project to be managed: the principal stakeholders, structures, project phases and documentation involved.</p> <ul style="list-style-type: none"> - Initiate a project and manage its content. - Demonstrate knowledge of a wide range of management planning tools; understand time scales, schedules and constraints, costs involved, inherent risk and quality issues linked to the project and for each of these criteria demonstrate an ability to implement a plan of action and ensure follow-up. - Demonstrate an understanding of management tools and techniques beyond day-to-day business management functions and an ability to implement general principals of project management such as effective coordination, control, planning and design, communication and leadership. - Demonstrate an ability to select, develop and support a project management team in line with the ethical beliefs of the project leader. - Implement an action plan for communication of the project and capitalize on the experience gained throughout the project.
Human resource management	3	<p>The first part of the course deals leadership issues. After this course, students should have a better understanding of the concept of leadership and its implications. They will be able to understand what a leader is and what needs to be done in order to develop leadership skills in organizations. The students will have the tools necessary in order to continue to better understand themselves and develop their own leadership skills.</p> <p>The second part of the course deals with intercultural management Students will be able to:</p> <ul style="list-style-type: none"> - deal with the concept of culture, its facets and the levels at which culture operate; - understand the influence of culture on aspects of organizations, including corporate structures and role of leadership; - make them conscious of their own cultural behavior and how to improve through a role play
Business game	3	<p>The aim of this course is to study the interaction of different forces at play in the decision-making process in the workplace.</p> <p>The aim of the simulation is to enable students to put into practice all the knowledge and techniques they have learned throughout their studies.</p> <p>Students will consolidate their knowledge through a role play exercise designed to encompass all aspects of management (Strategy, Production, Human Resource Management, Finance, Marketing).</p>

Shanghai Campus

Fall semester – Entrepreneurship and Innovation in Asia

Course title	ECTS Credits	Brief overview
Leadership & changing management	3	<p>This course will explore the challenges, tools and methodologies involved in modern leadership and change management.</p> <p>The module will uncover the different types of change and their drivers, the process of change and different models such as the PROSCI model, and change as it relates to people. Then it will explore what leadership are, its different forms, and how to lead change in organizations.</p> <ul style="list-style-type: none"> • Coaching as a key management skill using mock simulation and key issues I am currently seeing with clients • Key traits of leading CEOs globally and in China based on case references • Key pitfalls when managing change and case examples from past consulting experience & best practice • Framework to manage change from best practice • Communications in change management with tools, etc., based on what is used in practice
Lobbying and network	3	<p>The learning objectives of this course are to:</p> <ul style="list-style-type: none"> • Understand the business philosophy and unwritten rules in Chinese market, • Understand the social phenomena and activity patterns of public relations in China • Use the marketing concepts and strategies to deal with the complex business situations in Chinese society, • Practice and improve the presentation and communication skills.
Asian business environment	5	<p>This course focuses on China as the economic powerhouse in the Asian region and how its history and culture have impacted business practice both within China and around Asia. 50% of this course is informational while the other 50% is experiential. The aims of this course are to help the students establish an increased awareness and strategy for working in and with Asia – especially China.</p>
Innovation and entrepreneurship in Asia	5	<p>This course examines the theory and practice of promoting and managing innovation in start-ups and existing firms, in Asia. Through lectures and case studies, it explores successful frameworks, strategies, funding techniques, business models, risks, and barriers for introducing break-through products and services. Topics include business model innovation, design-driven innovation, information technology, knowledge management, process improvement, performance measurement, and change management.</p>
Consumer behaviour in Asia	3	<p>The learning objectives of this course are to:</p> <ul style="list-style-type: none"> • Understand the specific challenges, opportunities and strategies relevant to marketing in the Asia region. • Use key marketing concepts and strategies to develop solutions to complex business situations involving Asia consumers and companies. • Practice and enhance oral and written communication skills along with teamwork and small group leadership skills. • Develop a marketing plan that could be executed in an Asian market.
Strategies for emerging markets	3	<p>The major purpose of this course is to enable students to reflect on, analyze, discuss on and understand issues such as:</p> <ul style="list-style-type: none"> • Understand the distinctions between and similarities among emerging economies. • Evaluate the risks and opportunities associated with business initiatives

		<p>in emerging economies, including differences in risk and reward profiles between developing and developed countries, and among developing countries.</p> <ul style="list-style-type: none"> • Assess the political, economic, cultural, and institutional legacies that define nations and the implications of those legacies for managers. • Apply theoretical concepts to real emerging markets problems and situations through analysis of data, business cases and other experiential exercises. • Integrate conceptual foundations useful in understanding managing in emerging economies through comprehensive application to a particular sector and particular national venue.
Asian business simulation	3	<p>The simulation games are used as an educational tool for teaching business. It's carried out for various business training. It can train the students in their business skills. The performance of student in the game will also be evaluated.</p>
Mandarin	3	<p>The course is for the beginner students of Chinese language. It focuses on listening and speaking skills. The using materials are especially for foreign students at the elementary level. Each lesson consists of sentences, vocabulary, text, grammar, vocabulary extension, listening, speaking and pronunciation. Some basic knowledge of Chinese culture and daily life will also be introduced. In the class, the students will be separated in groups to do Role-play dialogue.</p>
Study trip	2	

Clermont Campus

Full year programme – Master in Management (double degree students only)

Fall semester

Course title	ECTS Credits	Brief overview
Financial Strategies and Decision making	2	<p>The objective of this course is to understand special language and tools concerning financial and strategic decisions. The students will be able to adopt a strategic vision of the organizations' behavior in order to contribute efficiently to the management, to participate in the evolutions. The goals are :</p> <ul style="list-style-type: none"> To be able to use cost methods in order to manage the organization while strategic choices have to be made To understand and implement financial techniques in order to complete successfully the firm development strategy and its financing through investment
Organization and Management	2	<p>The understanding of the stakes in conception of organizations is essential in the activity of a manager today, whether it is in the realization of its day-to-day work or as participating in the definition of the forms of organization answering the concerns of the managers.</p> <p>How to design an organization capable of articulating closeness with the market and permanent innovations, power of expensive exploration in resources and necessities of generative operation of margin? How to collect the effects of a bad organization on the individual activities?</p> <p>This course is going to study how we can transform this frame to correspond to the corporate strategy. Any shape of organization is supposed to translate the chosen corporate strategy, and its dysfunctions are revealing strategic evolutions out of step with the organization of the moment. This course is explicitly articulated on the course of Strategy.</p>
Strategic Management	2	<p>One of the major objectives of this course consists in understanding why certain companies know the success and others the failure. This course is intended to bring answers to this fundamental interrogation and tracks of reflection essential to every future manager.</p> <p>It shows in particular how the 3 following factors have a role determining in the success of a company:</p> <ul style="list-style-type: none"> The country in which it is situated, Its resources, skills and capacities The strategic movements which it may carry out <p>The purpose of this course is to favor an understanding of the tools of analysis and the necessary skills to identify and implement effective strategies. It is about an essential stake because a future executive, whatever his function in the company, will necessary develop a strategic state of mind, be capable of collaborating in the strategy of its company, and of knowing how to implement the adequate means to face the challenges of the globalization and the technological climbing.</p>
Managerial Information Systems	2	<p>The objectives of this course are to:</p> <ul style="list-style-type: none"> Consolidate your understanding of Information Systems today Discover the latest trends in the fields of management and the strategic use of IS Understand how information technologies can create value
Advanced Marketing	2	<p>The objectives of this course are to :</p> <ul style="list-style-type: none"> Strengthen students' competencies in Marketing ; Improve their Marketing culture ; Professionalize their competencies to integrate the labor market

Economic issues	1	<p>The objectives of this course are to :</p> <ul style="list-style-type: none"> • Present current topics concerning the economy in France and around the world, • Clarify these issues by comparing analyses of "experts", • Report these issues to economic theory
Business Games	2	<p>If the Negotiation is based on a thorough theoretical corpus, it makes a special appeal to many techniques related to interpersonal communication: active listening, persuasion, argument, stress management, etc..</p> <p>This module aims to place the student in the current context:</p> <ul style="list-style-type: none"> • This is a game of cross trading, combining customer and supplier negotiations within the team formed by students • It is situated in a complex environment <p>The objectives of this module are to enable the participants to:</p> <ul style="list-style-type: none"> • Organize their team effectively, and negotiate internally to achieve this, • Analyze the needs of the customer and / or supplier, • Build tailored business proposals, • Defend its margins and profits while enhancing the benefits of partners • Building a business relationship long term • Take into account the constraints / opportunities surrounding
Language	4	<p>The students have to choose 2 language courses for 2 credits each. French language is compulsory for international students. The objectives are to gain overall communicative competence to deal with simple situations of daily life and work, and to have some knowledge about French culture.</p>
Final Oral Examination	4	<p>The "Final Oral Examination" aims to assess the candidate on the:</p> <ul style="list-style-type: none"> - Mastery of the major theories and techniques of management of the company, - understanding of economic, social and societal issues and technological change, contemporaries, both national and international, and their impact on the functioning business, its cultural openness, - ability to ask a problematic and lead to arguments with method - ability to analyze, synthesize, and oral expression.

Spring semester – Master In Management (double degree students only)

You have to choose one of the specialisation below please note that it is not possible to mix the programs as some course may take place at the same time (Syllabi will be available soon)

1st POSSIBILITY: FINANCE & AUDITING SPECIALISATION

Course title	ECTS Credits	Brief overview
Principles of Management Accounting and Control	4	
Financial Management Performance	2	
Financial Statements Analysis	3	
International Risks and Settlements	2	
Corporate Finance	3	
ERP for the financial controller	2	
Accounting Consolidations	4	
International Week	1	

2nd POSSIBILITY: INTERNATIONAL PROJECT MANAGEMENT SPECIALISATION

Course title	ECTS Credits	Brief overview
MS Project	2	
Project management and its internal control	3	
Industrial Project Management	2	
Project team management	2	
Introduction to PMI	3	
Lean Management	3	
Basic concepts and practice of PRINCE	3	
International Week	1	
Risk -Management in International Business	2	

3rd POSSIBILITY: INTERNATIONAL BUSINESS DEVELOPMENT SPECIALISATION

Course title	ECTS Credits	Brief overview
Risk -Management in International Business	2	
Business Sector Analysis	4	
Global Business Development Seminar	3	
International Commerce	4	
E-Business / E-Marketing	2	
Communications for Business Development	2	
Strategic Marketing	2	
International Week	1	
Business game	2	

English-taught one-semester programmes Master's level courses

Spring Semester

Amiens Campus

- General business track 14

Brest Campus

- International business track 17

Clermont Campus

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Spring semester – General business track

Course title	ECTS Credits	Brief overview
Tools and instruments of project management	2	This course provides a focused coverage of the different aspects to be considered when planning and executing major engineering and construction projects. Along the stages of a project, starting with prequalification and tendering up to completion and handing over, organizational, financial and to some extent legal issues will be covered.
Foreign exchange and interest risk management	2	In an international context, aside from asset risk, firms face the additional component of exchange rate and interest rate risk management to its global investment and financing decisions.
Environmental accounting	2	Nowadays, aside from traditional financial and management accounting, firms are more and more required to enter into environmental accounting topics. Almost any large manufacturing company's annual report and accounts contains some sort of environmental report. In many countries, linked to carbon market obligations, regulatory obligations or ratings' demands, firms have started to implement carbon accounting in their firm.
Knowledge and organization	2	In social sciences there is nowadays a big attention on knowledge and learning. Some authors suggest the label knowledge society to describe the recent transformations. Some orders underline the tendency in to take into account intangible goods in markets and economic transitions. Inside the organizational debate this attention on knowledge means a focus on organizational learning and knowledge workers. The literature point out the problem of transmit and conservation of knowledge inside and between the organizations. The debate is concentrate in new form of post-bureaucratic form of organization like the net-organization. Inside of this debate some authors underline the value of situated activity of knowledge creation and propose to analyze work as knowing activity. Starting from communities of practices literature and social studies of science and technology they consider the work activities as something emergent from the material and social context that could be studied and analyzed.
Psychosocial aspects of innovation process in organizations : Research and applications	2	Driven by globalization, competition and the increasing speed of change in the vast frameworks in which they operate, organizations express a continuous and ever stronger need for creativity and innovation. Much has been said on the subject of innovation from an economic and political point of view: the way in which general objectives are defined, the choice of differentiated strategies to manage affairs most profitably, methods for designating structure and objectifying tasks to obtain greater success and efficiency. However, some of the most laboured and detailed innovative plans risk failure if the right amount of attention isn't paid to the "internal" aspect, the least tangible aspect of our organizations.
Value and profit in HRM	2	Smart business tools are used to inform how processes change, how companies may find new ways to increase their values, to save money and connect more closely with customers. Taking snapshots from current activities it has become handy to illustrate the importance of getting clearer pictures of the emotional reality of an environment before launching decisions for better solutions. As part of understanding the emotional and valuable reality using the Emotional Competence Inventory HRM style and executives' impact rely on collateral conclusion regarding behavior. Often people's habits make little sense to customers, top management, and partners. Emotional signs may reveal whether such habits, and the systems that support them, work well. By exploring and exposing unhealthy group habits, leaders can build more effective norms. The intention of this course is to understand alternative concepts connected to valuable business and complex approach of behavior within robust business; understand value as a process of competition, profit and performance through customized applications and simulations. Their results can emphasize feedbacks painted about the team, underlay problems requiring different kind of solution.
International organizational behaviour	2	This course seeks to increase the students' sensitivity about the challenges managers face when organizations operate in cross-cultural contexts.

Cross cultural management	2	<p>The objectives are :</p> <ul style="list-style-type: none"> • Understand what culture is • Be able to understand and interpret the main challenging cultural frameworks • Know how to use culture to define attitudes and behaviours at work
Introduction to change management, individuals teams organizations	2	<p>More and more firms are faced with the difficult task of initiating and managing strategic change, due to the increasing tension of competition and the 2008 world crisis repercussions. Corporate managers have to recognize the imperative and direction of change.</p>
Ethics in business	2	<p>There is increasing awareness of the place of ethics in business. Whether it is Corporate Social Responsibility, Social Business or Sustainability, companies know the importance of being seen to be fair.</p>
International marketing	2	
Doing business in emerging markets	2	<p>A majority of the countries in the world could be viewed as emerging market and they represent the biggest part of the world's population. However, this does not mean that it is easy to operate in these markets as culture, institution and business climate differ a lot from what we are used to from the Europeans and American markets. This course addresses these differences and it aims to give the students tools and guidelines to analyze and act in emerging markets.</p>
Anti-crisis marketing: Winning strategies & techniques	2	<p>At some point during their existence, most companies go through a period of crisis that is either linked to the market's economic cycle, their product's lifecycle, or the unexpected arrival of a more competitive rival. However, there are many efficient albeit underestimated ways so as to overcome this delicate situation. It is crucial for a future executive to master these different winning marketing strategies and techniques, which can help a company to conquer or maintain leading market shares, especially during a crisis that is due to economic instability and/or budget restrictions.</p>
International marketing and communication for the luxury industry	2	<p>This course deals with the following topics :</p> <ul style="list-style-type: none"> • How to define luxury? specifications/country • What is a brand? zoom on fashion history and main fashion brands history • Brand strategy • Luxury communication • Distribution networks • Trends and influencers • The Arrival of foreign luxury brands • Cross-Channel Marketing • Durable Luxury
Management of change	2	<p>The management of change has become viewed as so much as an integral aspect of contemporary corporate life that it is in danger of crystallising into merely a rhetorical or clichéd debate. There is a large amount of literature, theory and models available and this provides a degree of insight and assistance.</p> <p>However, this course examines the perspectives that underpin much of that body of writing and seeks to show how complementary and alternative approaches may be constructed. This provides aspirant managers with rich theoretical insights balanced against a development of the operational realities of living and leading in change environments.</p>
International business	2	<p>Over the last few decades, international competition on the global business scene has increased, affecting both companies which operate at an international level and those which mainly focus on domestic markets.</p> <p>Managers at all levels need to understand the factors behind this growing and irreversible trend. The main thing that they need to understand is the key driving forces behind internationalisation: increasing performance of the production process through outsourcing, licensing, subcontracting and other cooperative efforts based on an efficient international division of labour; the impact of the new regulatory environments and the lowering of institutional and other barriers to trade and flow of capital; the impact of the rapid technological changes which have reduced the costs and complexities of internationalisation.</p>
Marketing in tourism and hospitality industry case: Finland	2	<p>The competition in tourism business is getting tougher. New powerful generating countries and new destinations are coming to the markets. How the small niche destination, like Finland, will manage in the competition?</p> <p>In Finland there has been the project aiming to develop the tourism image for the country, based to the strengths found. The other challenge is to design</p>

		tourism products and experiences according to the image. In that way Finnish tourism should be able to answer better to the needs of the more demanding customers.
Risks in international marketing	2	This course is based on the idea that international marketing requires more time and effort, being much more risky in comparison to domestic market. The international market is very uncertain and an enterprise (a Multinational) must always be ready for changes that may suddenly occur. It requires a higher level of commitment to succeed in an international market.
Working and managing	2	This module aims to equip students with a portfolio of skills, attributes, knowledge and competences, which will enable them to conduct themselves professionally, credibly and effectively in an international study and/or working environment. It is further designed to develop critical awareness of the impact of culture, and cultural differences, on business interactions, as well as management policies, practices and processes.

Brest Campus

Spring semester – International business track

Course title	ECTS Credits	Brief overview
International economic environment	6	<p>Upon completion of the module, the student will be able to:</p> <ul style="list-style-type: none"> • Interpret key international macroeconomic developments in the light of relevant theory and empirical research • To access reliable sources of economic literature and data so as to conduct first -pass economic appraisals and engage in meaningful speculation as to the evolution of future economic trends and associated risk factors
Leading markets in international business	6	<p>This module is a part of the minor option 'International business environment'. Coupled with the module of 'emerging markets in international business', it enlightens students about via about the geographic, political, cultural and economic profiles of several leading powers (countries or zones) in international business. The module presents and discusses the profiles of these powers within an international business framework. The list of powers to be studied includes Australia and Canada, China, India, Japan, United States of America, United Kingdom and Western Europe. This module is assured by experts in the field of geopolitics, economic development, country analysis, and international marketing. It adopts a proactive learning approach and favors discussion and mutual creation of knowledge. The reference list includes business profiles (produced by Data monitor Inc.) of each of the regions and/or countries studied as well as general references about regional and country studies. Students are advised to consult the general references for the whole course and the relative profile for the region and /or the country to be studied the coming class. The students will be asked to work in groups on real projects about international business issues related to the countries and/or regions studied. One lecture will be dedicated to the roles of international organizations in the world business and the interaction between politics and IB choices. The module closes with a practical illustration of a country analysis in IB.</p>
Approach to foreign markets	6	<p>The students learn to design an international marketing strategy including :</p> <ul style="list-style-type: none"> • identification of foreign market opportunities • assessment of the competitive situation of the firm on a target market • analysis of consumer behaviour on a target market • design of the marketing-mix for the target market • Organization of sales activities on the target market.
Emerging markets in international business	6	<p>This module is one of the modules constituting the minor option 'International business environment'. Coupled with the module 'Leading markets in IB', it studies the different economic, political, cultural and social characteristics of the emerging countries and/or regions in IB and relates to the IB doing with and within these countries and /or regions. The list of the countries and/or regions to be studied in this module includes Central Europe, Russia and Central Asia, Middle East and Turkey, South America and Brazil, Africa, and South East Asia. The students will be asked to work in groups on international business issues related to the countries and/or regions studied. The module opens with a discussion of the complexity of the IBE, its sources and its implications to international strategy development. It closes with a practical case of country analysis and international strategy development.</p>
International business negotiation	6	<p>This course addresses the objectives and stakes of international negotiation for firms. Negotiation skills are taught and extensively practiced through case studies and role -play. International trade negotiation tools (incoterms, pricing structure, payment methods...) are integrated in the cases to be studied.</p>

Clermont Campus

Please note that it is not possible to mix the programs as some course may take place at the same time (Syllabi will be available soon)

Spring semester – MSc Finance and Auditing (non-degree seeking students only)

Course title	ECTS Credits	Brief overview
Modeling for Finance and Market Analysis	2	
Principles of Management Accounting and Control	4	
Financial Management Performance	2	
International Financial Auditing	4	
Financial Statements Analysis	3	
Internal Control, Internal Audit and Risk management	4	
International Risks and Settlements	2	
Fraud investigation	1	
Corporate Finance	3	
Stock market law	1	
ERP for the financial controller	2	
Accounting Consolidations	2	
English for business communications 2	2	
French as a foreign language	2	
International Week	1	

Clermont Campus

Spring semester – MSc International Project Management (non-degree seeking students only)

Course title	ECTS Credits	Brief overview
Business Sector Analysis for Projects	2	
MS Project	2	
Project management and its internal control	2	
Industrial Project Management	2	
Project Management in a virtual World	2	
IPM Project Simulation 2 - Written report	4	
IPM Project Simulation 2 - Oral exam	2	
Negotiation skills	2	
Introduction to PMI	3	
Strategic Project Management	2	
Basic concepts and practice of PRINCE	3	
Risk -Management in International Business	2	
English for business communications 2	2	
French as a foreign language	2	
International Week	1	

Clermont Campus

Spring semester – MSc International Business Development (non-degree seeking students only)

Course title	ECTS Credits	Brief overview
Risk -Management in International Business	2	
Global Business Development Seminar	2	
International Commerce and Publicity	2	
E-Business / E-Marketing	2	
IBD project 2nd part - Written report	5	
IBD project 2nd part - Oral report	3	
Negotiation skills	2	
Sales force Management and business negotiation	2	
Marketing B to B	2	
Communications for Business Development	2	
Strategic Marketing	2	
International Transport and Logistics	2	
English for business communications 2	2	
French as a foreign language	2	
International Week	1	

Poitiers Campus

Spring semester – International business and management

Course title	ECTS Credits	Brief overview
Corporate clusters and knowledge	3.5	Clusters are geographic locations where firms of various sizes, stages of development, products and processes interact to their mutual advantage. The common source of competitive advantage for clusters is knowledge. Knowledge is transferred through co-operation among firms and demonstration. Within clusters there are commonalities among firms in their concentration on a specific common product, in addition to, many other firms providing specialist services. The focus of this module is on the rationality of clusters and the strategies of firms and knowledge management in a cluster and the interventionist role of governments in sustaining clusters.
Managing internationalisation with strategic decisions systems	3.5	<p>This module is about the manager's responsibilities for problem solving and decision making, and those areas in which decision analytics can be used to obtain market and firm-level understanding necessary to support selection of decision alternatives. This module focuses on precise and fuzzy decision analytics by utilizing a series of business systems and analytics techniques (i.e., optimization, natural language modeling, and influence diagramming) to develop structured, semi-structured, and unstructured decision support and expert systems in international firms.</p> <p>Upon completion of this course, the student should be able to:</p> <ul style="list-style-type: none"> • Understand the emerging technological issues facing managers in international firms. • Understand the value of data, information, and knowledge in business. • Use decision analytics tools and techniques for problem solving and decision making in international firms. • Utilize a series of business systems and analytics tools design and develop Decision Support Systems and expert System in support of the decision making and problem solving processes in international firms. • Understand when and how Management Support Systems may be used to complement more analytic decision making frameworks in international firms.
Branding strategy in international business		<p>The health and longevity of a business depends on its ability to satisfy and retain consumers better than its competition. To achieve this, marketers are required to understand consumer needs and develop and deliver products and services to satisfy those needs within the cultural contexts of specific markets. At the same time they need to develop strong brands with which consumers identify and which respond to the material, psychological and social requirements of consumer groups.</p> <p>The purpose of this course is to understand concepts underlying consumer behaviour, with particular emphasis on psychological, economic, sociological, and cultural concepts, and to apply that understanding to develop a strategy for marketing brands in the European but also international market place. We investigate how companies develop brands to respond to consumer needs and expectations.</p> <p>To allow students:</p> <ul style="list-style-type: none"> - research cultural and regulatory differences and the impact of these differences for business strategy - understand the principles of consumer behavior - understand the cultural differences in consumer behavior in different Europe countries - develop a market strategy using an understanding of consumer behavior concepts - experience cultural differences by working in an international team to plan strategy - experience cultural differences by working on a international team to plan strategy - provide experiential learning in the following areas <ul style="list-style-type: none"> o Inter-cultural group dynamics o Consensus management o Group research and co-creation of knowledge o Critical thinking and creativity

Managing with data in international firms	3.5	<p>This course offers a comprehensive variety of data management and analysis solutions that support managers in their daily activities through analysis, representation and communication and develops skills in accessing and using quality data in making better business and organizational decisions. These enhance the quality of organizational decisions and practices by making organizational decisions based on information and practice informed data, in conjunction with managerial judgment and ethics.</p> <p>Upon completion of this module, the student should be able to:</p> <ul style="list-style-type: none"> • Understand emerging data analysis issues facing managers in international firms. • Understand basic logic underlying data analytic methods of description, data discovery, relationships, clustering, and optimization. • Choose appropriate data analytic methods to use in given situations. • Be proficient in the use of data analysis software to analyze data. • Interpret and explain results of data analysis. • Utilize data analysis tools and techniques to inform and support decision making and problem solving processes in international firms.
Business risk management and the international economy	3.5	<p>The objectives of the course is to provide students with an appreciation of the specific financial aspects of international business and the techniques required of them in managing international firms. On the financial side the module includes issue of exchange rate risk management and investment risk management. There is a focus the products used to manage these risks and on corporate financial management by managers of firms interacting in an international environment and the financing of international trade. The global economic environment is studied including an economic analysis of countries.</p>
Innovation, entrepreneurship and international strategies for SMEs	3.5	<p>SMEs constitute the vast majority of international business activity in terms of the number of firms. This module focuses on issues of innovation and entrepreneurship with a particular focus on SMEs and considers the theory and development of entrepreneurship. It also focuses on the process of establishing, developing and internationalising and focuses on export strategies, foreign direct investment and alliances and networks among SMEs.</p>
Project management	3	<p>Understand the requirements and principal components of a particular project to be managed: the principal stakeholders, structures, project phases and documentation involved.</p> <ul style="list-style-type: none"> - Initiate a project and manage its content. - Demonstrate knowledge of a wide range of management planning tools; understand time scales, schedules and constraints, costs involved, inherent risk and quality issues linked to the project and for each of these criteria demonstrate an ability to implement a plan of action and ensure follow-up. - Demonstrate an understanding of management tools and techniques beyond day-to-day business management functions and an ability to implement general principals of project management such as effective coordination, control, planning and design, communication and leadership. - Demonstrate an ability to select, develop and support a project management team in line with the ethical beliefs of the project leader. - Implement an action plan for communication of the project and capitalize on the experience gained throughout the project.
Human resource management	3	<p>The first part of the course deals leadership issues. After this course, students should have a better understanding of the concept of leadership and its implications. They will be able to understand what a leader is and what needs to be done in order to develop leadership skills in organizations. The students will have the tools necessary in order to continue to better understand themselves and develop their own leadership skills.</p> <p>The second part of the course deals with intercultural management. Students will be able to:</p> <ul style="list-style-type: none"> • deal with the concept of culture, its facets and the levels at which culture operate; • understand the influence of culture on aspects of organizations, including corporate structures and role of leadership; • make them conscious of their own cultural behavior and how to improve through a role play
Business game	3	<p>The aim of this course is to study the interaction of different forces at play in the decision-making process in the workplace.</p> <p>The aim of the simulation is to enable students to put into practice all the knowledge and techniques they have learned throughout their studies.</p> <p>Students will consolidate their knowledge through a role play exercise designed to encompass all aspects of management (Strategy, Production, Human Resource Management, Finance, Marketing).</p>

Poitiers Campus

Spring semester – Intrapreneurship – advanced business programme

Course title	ECTS Credits	Brief overview
Intrapreneurship project	6	<p>As a corollary, it is aimed at preparing students to become and/or to manage intrapreneurs. The objective is that students shall not only be able to function as intrapreneurs, but also to exercise supervisory responsibilities in organisational and managerial contexts propitious to the development of intrapreneurship.</p> <p>At the end of the module, students should know how to recognise:</p> <ul style="list-style-type: none"> • intrapreneurial behaviour • an intrapreneurial culture • forms of workplace organisation that favour intrapreneurship • managerial practices that favour intrapreneurship <p>They will also acquire the key skills of intrapreneurs:</p> <ul style="list-style-type: none"> • how to build networks • how to mobilise networks • how to be convincing
Creation and control of total value	3	<p>Overall value creation has now become a major challenge for businesses strategy to ensure sustainability, competitiveness and well-being for different stakeholders (including future generations). Through this module, students are aware of the importance of creating (economic, social and environmental) value by companies and discover different tools and approaches to measure and control it. Concepts, tools and illustrations studied will allow obtaining the necessary perspective on the different methods and approaches used in the measurement of social and environmental performance. Students will use these elements to evaluate and control the overall performance company.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • Identify internal and external stakeholders involved in the evaluation and management of the overall value; • Understand, analyze and implement the tools and methods used to measuring the overall performance;
Cross-cultural awareness	3	<p>This course will offer students an opportunity to pick up keys to thinking and dealing with cultural diversity and "multiculturalism" in their future jobs and of immersing themselves in an increasingly mixed social and professional environment. In addition, decoding of company cultures is aimed at steering the student on his path towards professionalization and employment. Finally, it is a question of developing managerial skills and knowledge that can be mobilised in a multicultural organisation: adaptability, communication, interpersonal relationships in a different environment...</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • adapt to diversified professional, social and cultural practices and be able to deal with diversity through analysis and adaptation • identify one's intelligence(s) and emotional assets in a multicultural context • deepen one's comprehension of what is meant by culture, and its role in an organisation • be in a position to contribute to the success of a multicultural project • internalise a variety of theoretical and practical approaches, to implement and adjust strategy and practices in a multicultural international context • enrich one's professional and personal project by adding a cross-cultural and international dimension
Creating value for the customer	3	<p>The aim of the module is to immerse students into the daily life of a marketing manager. Equipped with his/her theoretical marketing principles, the student "expert" is required to analyze one or many practical marketing scenarios, identify the respective causes and limits, propose, assess and implement appropriate solutions. The pedagogy adopted favors creativity, personal and group organization, constraints' management, the optimization of the work under stress and the monitoring of customer's value and its respective management tools.</p> <p>At the end of this module, students should:</p> <ul style="list-style-type: none"> • Seize the notion of customer's value • Develop capacities related to analysis, optimization and creativity • Boost self-confidence and monitor the marketing environment • Be able to transform the P's into value • Experience on-field marketing

Analysing financial and accounting information	3	<p>This module covers the different tools used for financial diagnosis:</p> <ul style="list-style-type: none"> • substantive and financial balance sheet, operational working capital forecast, income statement balances, self-financing capacity, ratios, treasury hedging, cash flow. • Financial diagnostic methodology • Business financial analysis <p>By the end of this module, students should be able to :</p> <ul style="list-style-type: none"> • Interpret and analyse financial data in order to understand the financial health of an organisation • Master the tools used in financial diagnosis • Write a financial analysis report •
Implementing strategic vision	3	<p>This module provides students with an opportunity to master the levers favoring effective implementation of a strategic vision. It furthers comprehension of the different strategic alternatives at the disposal of organisations, the means of application and the tools for making strategic choices. It also offers an opening to current Strategic Management themes including strategic innovation, knowledge management and any subject liable to have a consequential impact on tomorrow's company strategies. This will be an essential issue for future leader-entrepreneurs, who will need to implement the means and methods enabling them to have a chance to succeed with their strategic visions.</p> <p>This module allows students to develop the following skills:</p> <ul style="list-style-type: none"> • To structure a problem area in strategic terms • To select the most pertinent strategic modes in a given context • To get to know the "snags" connected with the implementation of strategic choices • To master the practices most conducive to the implementation of strategic choices • To apprehend the thematic frameworks that have - and will have - an impact on company strategies
Managing systems in the firm: Information systems and the supply chain	3	<p>Part I: Information systems</p> <p>At the end of this module, students should be able to :</p> <ul style="list-style-type: none"> • Define information systems in technical, organizational and employment terms • Explain the need for strategic alignment of information systems • Analyse the importance of IS in the quest for competitive advantage • Identify the managerial questions at stake in the use of IS in the firm • Determine the role of IS in the optimization of business processes • Identify and assess the contribution of IS in value creation • Describe the reasons for IS audits and the essential steps of the process • Understand the legal aspects of IS <p>Part II: The Supply Chain</p> <p>Tomorrow's manager will need to combine solid financial results and sustained performance in an increasingly complex economic and workplace context (new markets, international dimension, exponential growth in the volume of information, changing mentalities, the social responsibility of the company, sustained development...). It is henceforth a question of going beyond budget management and achieving proficiency in service-based economic management, of optimising resources and management of supplies and suppliers, of premising strategy on information and innovation flows and of encouraging collaboration</p> <p>Once this module has been completed, the learner will be able to:</p> <ul style="list-style-type: none"> • Show knowledge of the generic techniques (scheduling, stock management), • Conceptualise a logistical model, • Understand the impact of logistics management on company performance, • Perform a global logistics-based diagnosis, • To grasp the complexity of logistical flows
Investing, financing and piloting performance	3	<p>The objective of the course is to study the most important financial management decisions of the company and their impact on financial performance. The course will discuss theories, methods and most used tools in the area of financial management and policy.</p> <p>By completing this course, students will understand and acquire skills to:</p> <ul style="list-style-type: none"> - understand time value of money - appraise investment projects - include the basic aspects in financial decision making - have an overview of capital market and external sources of funding <p>All aspects of financial decisions explored will help in building the financial policy and decisions of the firm</p>

Human resource management	3	<p>This module will allow students to :</p> <ul style="list-style-type: none"> • Further their knowledge of human resource management • Learn about the articulation between company strategy and HR policies in regulated environments • Implement and adapt HR practices to the social and economic context of the firm • Be able to participate in a successful policy of human resource management
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Shanghai Campus

Spring semester – Entrepreneurship and Innovation in Asia

Course title	ECTS Credits	Brief overview
Financial Performance Management in Asia	3	tba
Cross-cultural Communication & Negotiation	3	tba
Managing, Coaching & Team Building in Asia Contexts	3	tba
Dissertation methodology	12	tba
Elective (one to choose)	4	<ul style="list-style-type: none"> Services management in Asia Retail management Asia Supply chain management Asia
Individual internship or on the job learning group project	0	
Mandarin	3	The course is for the beginner students of Chinese language. It focuses on listening and speaking skills. The using materials are especially for foreign students at the elementary level. Each lesson consists of sentences, vocabulary, text, grammar, vocabulary extension, listening, speaking and pronunciation. Some basic knowledge of Chinese culture and daily life will also be introduced. In the class, the students will be separated in groups to do Role-play dialogue.
Study trip	2	

March 2nd to June 6th, 2015