

France Business School

Bachelor Programmes in English

2014-2015

English-taught one-semester programmes Senior level Bachelor courses

Fall Semester

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- General Business track 1

Brest Campus

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Amiens Campus

Fall semester – General business track

Course title	ECTS Credits	Brief overview
Diagnostics and Strategic Choices	2	<p>Leaders and managers, at all levels, must be happy that the decisions they make are in line with company strategy. The objective of this class is to give students a global approach to strategy which will allow them to reflect upon possible strategic choices and to draft an action plan.</p> <p>At the end of the course, the students should be able to :</p> <ul style="list-style-type: none"> • Prepare a diagnosis • Define segmentation • Develop a strategy
Consumer Law	2	<p>This course is useful for any consumer dealing with business professionals on a daily basis. Managers must know whether the clauses in a contract (which they have drawn up themselves or which they are about to sign) are abusive or not. They must also be aware of how consumer law protects customers.</p> <p>At the end of the course, the students should be able to :</p> <ul style="list-style-type: none"> • Define consumer law and understand the rules governing the sale of goods and services. • Describe consumer rights to information • Explain an abusive clause • Describe what protection consumers have when faced with certain trade (mal-) practices
Introduction to the tools of business intelligence	2	<p>The term Business Intelligence (BI), in French refers to specific concepts (understanding of a situation, taking into account the business environment, research performance, history etc) in order to help business leaders understand the situation (past, present) and make the right decision at the right time and thus to anticipate the future, to plan, adapt etc. BI software helps to simplify data processing and business applications development: analysis of sales and demand forecasting, financial simulations and estimates, dashboards for performance management (HR), segmentation and analysis of customer behavior, synthesis report integrating data, graphics and dynamic dashboards, etc. There are many tools - on the one hand, to realize these applications and secondly, to increase productivity (PivotTable generator documents/reports etc.). Most of these tools are available in standard office software such as MS- Excel. However, they do not have the power of an integrated platform dedicated to BI as SAS.</p> <p>At the end of this course, each student should be able to:</p> <ul style="list-style-type: none"> • Enter the scope of business intelligence • Taking control platform with SAS Enterprise Guide tool • Understand the techniques of data processing (Excel and SAS)
Management Control	2	<p>Organisations cannot be successful without objectives, forecasts, follow up of results and performance measurement. This course aims to introduce the students to management control processes. They will probably not work in finance but will of course have to work with accounts departments in companies. The majority of the students will not necessarily become specialists in this area but they will most certainly have to work with management control or accounts departments in companies.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • determine relevant costs for daily decision-making • explain how financial management helps pilot a company • calculate and analyse discrepancies on previously established costs • explain sales price issues
Management Simulation	2	<p>This business game, allows students to operate in real-life managerial situations. Through different scenarios, students consolidate knowledge acquired from different subjects. This module enables them to act in a more entrepreneurial way and to understand just how complex business management is. Expert level scenarios are used.</p> <p>At the end of the course the students should be able to:</p>

		<ul style="list-style-type: none"> • Work efficiently in groups • Understand just how complex business management decisions are • Master the fundamentals of business management, which are: <ul style="list-style-type: none"> • Managing the connection between sales and production forecasts • Managing the connection between production and procurement forecasts • Managing stock and cash flow • Deciding if staffing levels are adequate for production capacity • Deciding if the marketing strategy is in line with sales
Financial Decision-Making	2	How are financial decisions taken within a corporation? This course highlights strategic financial decisions which commit the company long term. It deals mainly with the techniques used to decide what investments to make and how to finance them.
Marketing Strategy	2	<p>This is the final part of Strategic Features in Marketing taught at Amiens Undergraduate Business School. Strategic Marketing is on a higher level than marketing operations in the company. The marketing strategy determines different areas for development. This course allows the students to put their existing skills and knowledge into practice.</p> <p>At the end of the course students should be able to:</p> <ul style="list-style-type: none"> • Analyse and interpret a market environment • Make strategic recommendations
Production Management	2	<p>A major competitive element is the performance of a company's industrial and logistic systems in place. This course aims to build on the first year course: 'Introduction to production management', through developing its organisational perspective.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Express production issues (production such as planning, stock management, project planning, capacity management) as mathematical models • Use the most suitable tools to solve these problems
Human Resource Management Policies	2	<p>Executives who are required to manage a team must have a good understanding of company remuneration policy and how it can be used as an incentive for their team.</p> <p>They have to feel at ease interpreting certain data which relates to company working conditions. Finally, designing a human resource management chart will enable them to assess the quality of their department's Human Resources policy: e.g. reducing the rate of absenteeism, increasing 'the training drive'.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Identify the company remuneration policy • Describe the respective roles of staff representatives • Explain working time regulations • Identify the internal communication tools • Interpret the human resources data from management charts in various areas such as : recruitment, training, working conditions, health and safety.
SIMBRAND - Integration & Orientation games	2	<p>Marketing Management Simulation Game</p> <p>Cesim SimBrand develops the understanding and command of the whole marketing decision making process.</p> <p>Participant tasks: A significant part of the decision making challenge is to actively manage the product portfolio by matching both qualitative and quantitative features of products with the selected target segments' preferences. Moreover, pricing, promotion and channel selection need to be set based on the segments' preferences. In addition, teams manage the after sales and research and development decisions.</p> <p>As an outcome of the simulation exercise, participants will fully comprehend the different parts of the marketing decision making process, their relationship with each other, and their impact on the company's overall results. In addition, participants will gain invaluable experience in teamwork and problem solving.</p>
Negotiation & Financial Techniques	1	A good grasp of negotiating techniques is fundamental to business practice.

Career Plan Management	1	<p>Looking for a job is always a difficult task, this module gives students further elements to help them reflect upon their career plan especially in terms of skills and behaviour.</p> <p>Assist the student in evaluating their marketable qualities and begin a plan of action.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Recognize talents and strengths • Find applicable career paths • Approach market in a rational way
Business Communication Study	2	<p>No matter what job or position a business person might hold, they must, be able to rapidly assess and understand a company, that they didn't previously know.</p> <p>At the end of the module, the students should know how to:</p> <ul style="list-style-type: none"> • Behave in a way fitting to a work environment • Work efficiently in a team • Use various methods to look for information on companies • Interpret company documentation and summarize the information obtained • Rank the company within its sector • Present everything in a written report then make an oral presentation in front of an assessment panel
International Development	1	<p>No company can ignore globalisation or the international perspective on today's market place.</p> <p>Decision-making must include an international dimension.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Explain the international features of a company, whatever its size or line of business • Carry out research on an international subject • Create dossier on a given subject • Present their work to a panel of teachers
French Business Language and Culture Beginner – Intermediate/Intermediate-Advanced	2	<p>Foreign students studying in France are motivated to learn, improve and deepen their knowledge of French business language and culture. It is a course that takes an interactive and communicative approach according to the level and needs of the students.</p> <p>French language and culture are very important in the world (history, politics, films, French speaking world).</p> <p>By the end of the course the students will be able to:</p> <ul style="list-style-type: none"> • Communicate in everyday situations and in professional contexts • Understand simple authentic (oral and written) documents • Use a range of vocabulary in everyday situations • Use grammatical structures essential for communication (past tense forms, reflexive verbs, pronouns, prepositions) • Better pronounce words and phrases in French
ML1 English	2	<p>For a student of business studies, a good level of English is necessary in order to succeed in the corporate world, due to globalisation and the frequent importance of the international dimension to businesses.</p>
Contemporary Economics 1	2	<p>This module aims to encourage students to think about what works and what doesn't work in our current economic society/community.</p> <p>At the end of the course, the students should be able to highlight dysfunctional areas of society through systematical analysis</p> <p>Highlighting the issue of social cohesion</p> <ul style="list-style-type: none"> • The role of cohesion • Working cohesion models • Solidarity economy, the way forward <p>Highlighting the issue of not taking the environment into account</p> <ul style="list-style-type: none"> • A question of the 'financial' relationship between our economy and our environment • The all-important accounts • How to take it into account (different methods)

Brest Campus

Fall semester – International business and trade track

Course title	ECTS Credits	Brief overview
Economic and legal environment	6	<p>This course deals with the different methods of state intervention in the economy as well as their justification. it is divided into two parts.</p> <p>The first part deals with the identification and organization of the different public players and will therefore be preceded by a study of state administration. this study will be contextualized by a study of the Important developments of state administration's organization (decentralization, relocation, influence of community law...).</p> <p>The second part will deal with, on the one hand, direct state intervention in the economy (public corporations, state assistance,...), and on the other hand with its indirect intervention, its regulating role which tends to prevail over its intervention role (regulation and control of competition).</p>
Market studies	6	<p>The objectives of this module are based on the three following aspects:</p> <p>Introduce students to the methods of information search and analysis in management, and acquisition of the quantitative techniques associated with data processing,</p> <p>Develop the capacity to conceptualize and analyze problems linked to management, and the capacity to find the links that exist between management situations and theoretical concepts, develop qualities such as rigor, precision and awareness as well as to master the methodology of problems analysis in the different domains of management. The pedagogy used is intended to be active and learner-centered.</p> <p>This course aims to introduce the students to a methodology of identification and problem resolution based on conceptualization and experimentation. indeed, drawing on the hypothesis-based, deductive method, students put into practice the principles introduced during lectures, through fieldwork based on a theme of their choice. they are introduced to the following elements : defining the issues, exploratory research (documentary research and interview of experts), proposal of a hypothesis, design of a questionnaire, statistical analysis and confirmation/disconfirmation of the hypothesis.</p> <p>By the end of this module, students will know the basics of a study leader's job.</p>
Introduction to management	6	<p>The aims of this course are:</p> <ul style="list-style-type: none"> • grasp complexity by developing a global, transversal and multi-disciplinary vision of an organization, • understand how a company operates through the discovery of a company chosen by the learners, • fully integrate oneself in a group and become aware of its intercultural dimension, • work as a team, • be an active learner by finding the knowledge and skills which need to be acquired or improved, • apply methodological rules. • companies expect their colleagues and managers to be able to grasp and manage the complexity of the environment and of organizations. <p>They also expect them to be able to work efficiently as a team. in this context, the "destination enterprise" module aims to develop the learners' strategic, transversal and multi-disciplinary vision of a company and their aptitude to work in a team.</p>

		<p>the theoretical content and situational learning allow them to discover the interaction between three dimensions: the human factor, the organization and the entrepreneur.</p> <p>the module includes the elaboration of a "destination enterprise dossier" (ded) by groups of 4 or 5 students during a period of 18 weeks and tutored by a teacher.</p>
International trade	6	<p>The aims of this course are:</p> <ul style="list-style-type: none"> • Learn the management of customs and logistic operations, • Be aware of the risks inherent to international trade, • Acquire the necessary tools in order to prevent these risks and the resulting direct costs. <p>The purpose is to detail the chronological import/export operations (offers, regulations, risks and solving of commercial disputes):</p> <ul style="list-style-type: none"> • International tenders, • International purchasing, • Industrial property and protection
Negotiation and communication	6	<p>On the level of knowledgeknowledge the aims of this course is to get the students to:</p> <ul style="list-style-type: none"> • Master negotiation techniques, • Know the links between negotiation and techniques of international trade, • How to make offers on the international level, • How to manage risks on the international level (foreign exchange, credits, policies, etc.).

Clermont Campus

Fall semester – International business issues IBI

Course title	ECTS Credits	Brief overview
Cross cultural management 1	6	The life of a manager is fraught with pitfalls, obstacles, and rewards. Many of these issues stem from understanding various national, family, and organizational cultures. This course will explore some of these events that confront individuals engaged in a global career
Business ethics	6	This course is intended as an introduction to general ethics, and more especially to business ethics. Ethical considerations have come to the forefront in corporations and in legal regulations, as well as in business schools, over the past few years, and business ethics has been the site of immense changes since the beginning of the third millennium. Recent scandals and international crises have proven that the "bottom line" for corporations involves more than just making profits: in order to succeed, a company needs to adopt ethical behaviour and strategies, beyond the limits of the merely "legal". Government policies are also taking ethics seriously today, defining what before were common business practices, authorised by liberal economics and free-market mentality, as crimes against society, individuals, stakeholders and consumers, subject to severe sanctions. But business ethics is not merely about company policies, and involves workers at all levels of a corporation's hierarchy. Ethics deals with how people ought to act, what is right and wrong, acceptable and unacceptable behaviour. However, the limits of these judgments are sometimes exceedingly difficult to distinguish, especially in the corporate world where private human interests are subjected to the greater needs of the workplace.
Strategy and international development	6	The major purpose of this course is to enable students to reflect on, analyze, discuss on and understand issues such as: <ul style="list-style-type: none"> • The concept of strategy, its origin, its history and its components • The concept of international strategy, its determinant factors and its classification • The way and the process by which the firm develops its international expansions • The concept of cultural bloc, and its impacts on the international strategy formulation • The impacts of internationalization on the managerial process, the organizational structure and the performance of the firm In addition, this course seeks to enable students to have an excellent strategic design experience through conceiving an internationalization project for a French company.
Business intelligence	6	The core objectives of the course are to: <ul style="list-style-type: none"> • Understand the organizations and the challenges they face in the macro-environment, the industry, with competition • Set up an informational strategy to capture and analyze information • Know & master different tools for analyzing & making decisions
International development and foreign language	6	This course aims at introducing research methodologies in humanities. The major purpose of this course is to enable students to reflect on, analyze and criticize complex problems dealing with history, politics, economics or sociology. Students will be taught to consider and adopt a definite position regarding current issues having repercussions in their surrounding environment. Students will also be led to consider and adopt a definite position regarding current issues having repercussions in the business world. This course will lastly help students to become more critically-minded through the acquisition of a general background of French civilization.

Fall semester – International business Development and innovation IBDI

Course title	ECTS Credits	Brief overview
Cross cultural management 1	6	The life of a manager is fraught with pitfalls, obstacles, and rewards. Many of these issues stem from understanding various national, family, and organizational cultures. This course will explore some of these events that confront individuals engaged in a global career
Business ethics	6	This course is intended as an introduction to general ethics, and more especially to business ethics. Ethical considerations have come to the forefront in corporations and in legal regulations, as well as in business schools, over the past few years, and business ethics has been the site of immense changes since the beginning of the third millennium. Recent scandals and international crises have proven that the “bottom line” for corporations involves more than just making profits: in order to succeed, a company needs to adopt ethical behaviour and strategies, beyond the limits of the merely “legal”. Government policies are also taking ethics seriously today, defining what before were common business practices, authorised by liberal economics and free-market mentality, as crimes against society, individuals, stakeholders and consumers, subject to severe sanctions. But business ethics is not merely about company policies, and involves workers at all levels of a corporation’s hierarchy. Ethics deals with how people ought to act, what is right and wrong, acceptable and unacceptable behaviour. However, the limits of these judgments are sometimes exceedingly difficult to distinguish, especially in the corporate world where private human interests are subjected to the greater needs of the workplace.
Strategy and international development	6	The major purpose of this course is to enable students to reflect on, analyze, discuss on and understand issues such as: <ul style="list-style-type: none"> • The concept of strategy, its origin, its history and its components • The concept of international strategy, its determinant factors and its classification • The way and the process by which the firm develops its international expansions • The concept of cultural bloc, and its impacts on the international strategy formulation • The impacts of internationalization on the managerial process, the organizational structure and the performance of the firm In addition, this course seeks to enable students to have an excellent strategic design experience through conceiving an internationalization project for a French company.
E-Marketing and Website development	6	
International development and foreign language	6	This course aims at introducing research methodologies in humanities. The major purpose of this course is to enable students to reflect on, analyze and criticize complex problems dealing with history, politics, economics or sociology. Students will be taught to consider and adopt a definite position regarding current issues having repercussions in their surrounding environment. Students will also be led to consider and adopt a definite position regarding current issues having repercussions in the business world. This course will lastly help students to become more critically-minded through the acquisition of a general background of French civilization.

Poitiers Campus

Fall semester - European Business Studies track

	ECTS Credits	Course title
Mandatory 3 of the 5 courses	4	Advertising in Europe
	4	Cross-cultural management
	4	European versus American banking
	4	International contract negotiation
	4	Social and solidarity-based economy in Europe
Mandatory	4	Research project
	3	French as a foreign language
	3	Intercultural skills (French intensive seminar, general studies module, international experience report)
Plus 2 options	4	Option
	4	Option

Fall semester - Management track

	ECTS Credits	Course title
Mandatory 3 of the 5 courses	4	Cross-cultural management
	4	European versus American banking
	4	Global leadership
	4	International business financing
	4	Performance management
Mandatory	4	Research project
	3	French as a foreign language
	3	Intercultural skills (French intensive seminar, general studies module, international experience report)
Plus 2 options	4	Option
	4	Option

Fall semester - Marketing track

	ECTS Credits	Course title
Mandatory 3 of the 5 courses	4	Advertising in Europe
	4	Marketing management
	4	Retail management
	4	Sales and promotion
	4	Services marketing
Mandatory	4	Research project
	3	French as a foreign language
	3	Intercultural skills (French intensive seminar, general studies module, international experience report)
Plus 2 options	4	Option
	4	Option

>Advertising in Europe ECTS: 4

This course provides students with an overview of the European advertising industry in terms of size, markets, segments and major institutional players. It explores the key cultural dimensions of European countries as they impact marketing, communications and advertising activity and the resulting implications for marketing, branding and communications strategy. Faced with these challenges, the course will examine the current issues for advertisers and their agencies in the creation, execution and management of pan European advertising campaigns.

>Cross-cultural management ECTS: 4

This module will enable the student to understand the implications of cultural diversity in organizational management. After successfully completing this module the student will be able to :

1. recognize management dysfunctioning in an organization which is attributable to cultural diversity.
2. analyze the issues thus identified and their impact on management after examination of such topics as haptics, proxemics, chronemics, etc. etc....
3. formulate solutions to remedy conflict due to cultural diversity in the workplace.
4. formulate solutions to exploit cultural diversity in the workplace to everyone's advantage.
5. manage cultural issues relating to expatriation, the employment of local nationals etc.
6. construct a culture profile for any given country.

>European versus American Banking ECTS: 4

The financial and banking world has been transformed during the twenty last years. Several reasons can be mentioned: financial deregulation, European integration, international globalisation. Hence new strategies and new actors have appeared. The objective is then to evaluate the impact of these modifications both on the managerial and global level (Learning goal 2.2). It will also help the students to better understand the European financial and banking environment (Learning goals1.1)

>International contract negotiation ECTS: 4

To provide the students with sufficient background to enable them to get first contact with international negotiation environment.

To describe the building of an international contractual scheme : from hand-check through offer to contract negotiation, execution and performance.

To review with the students the different types of contracts and agreements ancillary to an international contract : Non disclosure agreement, Memorandum of Understanding, Teaming Agreement, Joint Venture Agreement....

To review how is built an international offer and a contract : golden rules to follow.

>Social and solidarity-based Economy in Europe ECTS: 4

The primary aim of this course is to show that, when thinking about a business project, there are other options than just relying on the mainstream logic of a private for-profit organization. An alternative option is given by the logic of the social and solidarity-based economy, where the main goal is not just maximizing the profit for shareholders but to serve the members' needs or a broader public interest by looking for additional "social benefits". In so doing, social economy enterprises are helping to meet the new demands of a changing Europe. This is why they are receiving greater recognition at Member State and European levels.

>Global leadership ECTS: 4

- To understand why and how organizations have changed through the years.
- To describe the various aspects of global leadership using the Diamond in the Rough Model.
- To learn and use a dynamic model of communication (HBLT).
- To understand the theories and principles of effective influence and persuasion
- To gain a better use of active listening and leadership change agent skills through simulation
- To learn how to gain employee commitment through organizational optimization and understanding employee motivation
- To understand the different levels of leadership from body, mind and heart levels.
- To comprehend how organizational cultures and national cultures can affect our leadership style
- Compare leadership styles and how to change our style based on the situation
- To learn how to deal with difficult people in organizations based on meeting needs

>International business financing ECTS: 4

The main objective of this course is to understand how to proceed for companies in order to finance their existing activity and future development while controlling the related risks when entering and competing in foreign markets and what strategies and applicative tools they should use for those purposes.

>Performance management ECTS: 4

To provide a practical understanding of Performance Management and some of the most important concepts practiced in corporations. In particular, students will learn how the adoption of carefully selected non-financial performance measures can improve a company's future financial performance. The main aim of the course is to provide a practical understanding of Performance Management and some of the most important concepts practiced in corporations. We firstly examine why and how Creative Accounting is so widespread, to what extent it is ethical and its effect on the published financial statements.

After seeing the effects of Divisionalisation in companies, several key financial performance measures (FPM's) will be discussed. Most importantly, students will discover how the adoption of carefully selected non-financial performance measures (NFPM's) can help improve a company's future financial performance. They will be asked to analyze a well-known company's performance and come up with some creative NFPM's to include in the company's Balanced Scorecard.

>Marketing Management ECTS: 4

This course builds on the knowledge that students have already acquired in previous courses. The course is concerned with the development, evaluation and implementation of marketing management in complex environments. We will analyze a variety of concepts, theories, techniques & models in order to address strategic issues that all organizations must address.

>Retail marketing & strategy ECTS: 4

This course provides students with an introduction to retail marketing issues commonly encountered in a European context. It describes the size and scope of retail activity and examines macro and micro political, economic, socio/cultural and technological issues which have an impact on its development. Evolving relationships between manufacturers, distributors and retailers and the ensuing manufacturer and distributor policies together with changes in consumer shopping habits converge to create dynamic environments in real and virtual contexts. Faced with rapid change retailers are forced to adopt innovative solutions to relationships within distribution chains, relationships with customers, store design, assortment, pricing and promotion.

>Sales & Promotion ECTS: 4

The tools and implementation of two non-media elements of the communications mix are illustrated in this course. Specifically, the learning objectives include: Describe contributions of personal selling to the information economy. Describe the evolution of consultative selling. Define strategic selling and name four strategic areas of the strategic/consultative selling model. Describe evolution of partnering—discuss how it relates to the quality improvement process. Explain how value-added strategies enhance personal selling. Discuss the characteristics of selling positions in 4 major employment settings: service, retailing, wholesaling, manufacturing. Review non-media sales promotion techniques: Direct Marketing, Event Marketing Sponsorship.

>Services marketing ECTS: 4

A better understanding of the services industry
Knowledge about the concept of services marketing and its applications on international companies.
Knowledge about the importance of after sales service in the industry.
Application of this knowledge to Customer Relation Management.
To Master the importance of employee in the service industry and their key role in order to keep the customer satisfied.

Poitiers Campus

Fall semester – Navigating international business track

Course title	ECTS Credits	
International Human Resource Practices	5	<p>Specify the HRM strategies that are most appropriate for firms at different stages of internationalization (i.e. exportation, subsidiaries, joint ventures, multi-national, transnational)</p> <p>Developing international policies coherent with the organizational strategic objectives and the characteristics of different cultures</p> <p>Explain why international assignments often fail and the steps a firm can take to ensure success in this area.</p> <p>Contents:</p> <ul style="list-style-type: none"> • Choosing between expatriates and host country nationals • Selection, Orientation and training for expatriates • Compensation and incentives for expatriates • Appraising, feedback, and problems for returning expatriates
Making sense of complexity in international marketing	2.5	<p>Ever wonder how your St. Valentine's day roses are so fresh in February? Why it is cheaper to send Scottish fish to China for filleting - and then send it all the way back again to sell it in Scotland? What the link is between taxi drivers in terminal two and Tesco in Thailand and why we really should learn to love estate agents more? This module takes some of the more common themes in international marketing and explores how motivations, concentrations, innovations and explanations can inform company strategy and management practice.</p>
International marketing of services	2.5	<p>Service companies are going international for several years now. They need to position themselves clearly in a foreign market by finding the appropriate terms to satisfy their foreign customers. In this context, they are facing several challenges by integrating international dimensions in their marketing policy and decisions. Overall, the objective of this module is to provide a clear vision of how these companies across cultures and national contexts in order to conquer new markets. To that aim, the module addresses first the specificities of a service activity. Then it provides a comprehensive overview of service internationalization strategies and the detailed characteristics of each mode of entry. Different case studies will be used in this module in order to ensure a practical approach of the topic.</p>
Management Accounting as an International Language	5	<p>Accounting is a language; an international code between international companies has been created since the beginning of the 20th century. Going international invite to master this common language and to go beyond terms to acquire the ability to build, interpret and analyse in depth accounting information.</p> <p>This module is built around three themes:</p> <p>How to master accounting logic without being accountant</p> <p>How to use management accounting to tell a lot of information in a summarized way</p> <p>How to analyse and compare companies' performance in international environment</p> <p>This course uses games, groups' works, and online resources to learn and use accounting information without being obliged to use accounting techniques as such. An introduction to management accounting tools like Balanced Scorecard, financial ratios, cost behaviour trends would be introduced in a competition between groups to take the best decision at the right moment.</p> <p>This module increases also students critical thinking; it shed lights on the limits of classical accounting information and the way alternative managerial methods wishes to bridge the gap between investors and managers' needs.</p>
China: Yin & Yang	5	<p>This course provides a general introduction to China in the aspects of geography, history, religions, traditions, language, society, and economy. It stimulates open-mindedness and cultural sensitivity on confronting a different culture. On successful completion of the course, the students should be able to get a general knowledge of the country, realize the</p>

		complexity of cultural phenomenon, and understand the importance of cultural influences in business practices and management field. The course is opened to all the students, who are interested in Chinese culture, and have a good level of English to follow the lectures and give presentations.
Problem solving in management	2.5	One business world reality posits that true management mainly consists of solving problems. The consulting firm McKinsey Company suggests that there are four areas of problems in organizations: Financial, managerial, operational and marketing. No matter what type of problems you are facing, there are cross functional methods of addressing and solving them using successful tools that have been developed in some of the most prestigious consulting firms such as McKinsey and the Boston Consulting Group. Solving problems requires specific skills that must be trained. This module introduces the tools and requires students to use them to solve real world problems. This module will be useful for two types of audiences: students who have studied the fundamentals of business and need to conceptualise cross-functional relationships; and secondly, students who understand that their future role as a manager will mostly involve "solving a series of subsequent problems in their everyday work." The basic assumption is that all managers in all industries face problems of all types and this through the entire lifespan of their career. In the vast majority of the cases, any manager in any business will have limited time and resources to solve problems. It is therefore critical for all business students to address and solve problems using well-proven, effective and time/resource-efficient methods. This module will take students through a series of various cases involving recent real problems. Classes will mostly take the form of lively debates and open discussions.
Managing data and intelligence concepts	2.5	The module presents concepts of Marketing, Competitive and Strategic Intelligence. The module provides an overview of data gathering techniques associated with surveys, panels, focus group interviews, open secondary data sources and mystery shopping and shadow teams. Data types, whether primary, secondary, qualitative, quantitative, including colour coded data types, constitute the building blocks of this course. The module highlights the competitive profile matrix (CPM) and design of Marketing Intelligence systems. Since gathering and analysis of intelligence are central managerial activities, students need insights about the opportunities and pitfalls that intelligence activities involve. The nature of intelligence work makes it particularly important to learn about the ethical and legal constraints. Also, this module discusses problems associated with counterfeits and industrial espionage and what companies can do to protect themselves through counter intelligence measures.
Creating value in financial management	5	Principles of Financial Management bring together a range of traditional and nontraditional Financial Management topics, including: <ul style="list-style-type: none"> • The Role of Managerial Finance • Stock Valuation • Bond Valuation • Portfolio Risk and Return • Cost of Capital • Capital structure and leverage • Ownership structure • Introduction to M&A • Cases
French as a foreign language	5	Depending on the student's level of French language.

Shanghai Campus

Fall semester – Asian Business Issues track

Course title	ECTS Credits	Brief overview
Cross cultural management Asia	6	The life of a manager is fraught with pitfalls, obstacles, and rewards. Many of these issues stem from understanding various national, family, and organizational cultures. This course will explore some of these events that confront individuals engaged in a global career.
Business ethics	6	This course is intended as an introduction to general ethics, and more especially to business ethics. Ethical considerations have come to the forefront in corporations and in legal regulations, as well as in business schools, over the past few years, and business ethics has been the site of immense changes since the beginning of the third millennium. Recent scandals and international crises have proven that the “bottom line” for corporations involves more than just making profits: in order to succeed, a company needs to adopt ethical behaviour and strategies, beyond the limits of the merely “legal”. Government policies are also taking ethics seriously today, defining what before were common business practices, authorised by liberal economics and free-market mentality, as crimes against society, individuals, stakeholders and consumers, subject to severe sanctions. But business ethics is not merely about company policies, and involves workers at all levels of a corporation’s hierarchy. Ethics deals with how people ought to act, what is right and wrong, acceptable and unacceptable behaviour. However, the limits of these judgments are sometimes exceedingly difficult to distinguish, especially in the corporate world where private human interests are subjected to the greater needs of the workplace.
Strategy and international development	6	<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"> • The concept of strategy, its origin, its history and its components • The concept of international strategy, its determinant factors and its classification • The way and the process by which the firm develops its international expansions • The concept of cultural bloc, and its impacts on the international strategy formulation • The impacts of internationalization on the managerial process, the organizational structure and the performance of the firm <p>In addition, this course seeks to enable students to have an excellent strategic design experience through conceiving an internationalization project for a French company.</p>
Business intelligence	6	<p>The core objectives of the course are to:</p> <ul style="list-style-type: none"> • Understand the organizations and the challenges they face in the macro-environment, the industry, with competition. • Set up an informational strategy to capture and analyze information. • Know & master different tools for analyzing & making decisions.
Mandarin	6	

English-taught one-semester programmes Senior level Bachelor courses

Spring Semester

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Amiens Campus

Spring Semester – General business

Course title	ECTS Credits	Brief overview
Competition Law	3	<p>This course informs students that even in a free economy, the notion of freedom is not absolute. Once students become self-employed business people, or are given jobs with responsibility, they will find out what they can and cannot do to get a business deal. They will discover the value of a restricted practices clause included in their work contract.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Explain a market economy, why the principle of free enterprise is limited • Explain contract law
General Company Policy	2	<p>Today, companies are one of the main places where value and wealth are created in our society. However, they are also essential social areas in each individual's life. Ignorance towards the business world can hinder our understanding of how the economy functions as well as our perception of its evolution. The objective of this course is to identify the key elements to understanding what a business is and to appreciate its role in the economy.</p> <p>At the end of this course, each student should be able to:</p> <ul style="list-style-type: none"> • Master the basic vocabulary and concepts of the business economy • Define what a business is • Explain the main functions of the different systems that exist in these businesses which allow them to function and obtain the objectives that they have given themselves
Budgetary Control	2	<p>Organisations cannot be successful without objectives, forecasts, follow up of results and performance measurement. This course complements the Financial Management course in the first semester. It aims to introduce the students to budgetary processes. The majority of the students will not necessarily become specialists in the area but they will most certainly have to manage budgets and communicate with financial controllers.</p> <p>At the end of the course, the students should be able to :</p> <ul style="list-style-type: none"> • explain the role of budgets • use the main sales forecasting models/methods • draw up sales, procurement, overheads and VAT forecasts • draw up a cash requirements plan and a set of provisional accounts • calculate and analyse discrepancies on turnover, costs and profit
Financial Management In Companies	2	<p>Following on from last semester's Financial decision-making (choice of investment), this module it looks at the question of financing investments made. It investigates issues such as optimal financial structure and company valuation.</p>

		<p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Explain how the financial markets work • Calculate the cost of financing • Explain leveraging (gearing) and the backlash effect • Draw up a balanced financing plan
International Affairs	2	<p>Understanding international business has become vital for companies and it is an important foundation for anyone with managerial or commercial responsibilities.</p> <p>At the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> • Present the basics of the EU and what it does • Understand and present the challenges of globalization, regional integration and world trade.
Project Management	2	<p>Managers must know how to manage teams and the projects that they are involved in. It is therefore useful to understand the methodology of project management and its terminology. This module provides a framework for carrying out projects with an aim to making students more professional</p> <p>At the end of this course the student should be able to:</p> <ul style="list-style-type: none"> - Understand and know how to put into practice the basic principles of project management - Understand and master the terminology of project management - Explain the importance of model making for work organization - Use a software tool for project management.
Optional Specialized Modules :	8	-
Electif 6 - Conflict Resolution	1	<p>When in a company, in particular as part of a team, conflicts can arise. Being able to suggest solutions or to establish a dialogue is a determining factor in managerial skills.</p> <p>At the end of the module, the students should know how to:</p> <ul style="list-style-type: none"> • Adopt a neutral approach to conflict resolution and come up with a number of solutions • Adopt the right attitude in the circumstances
Careers Presentation	0.5	<p>Any information focused on career development is precious, particularly when students hesitate between the business world or further education.</p> <p>The object of the exercise is for students to:</p> <ul style="list-style-type: none"> • Improve and adjust their career plan : for example their career path , ambition, remuneration and leisure. • Look for and find an alumni, who is willing to participate in the exercise • Take responsibility for organising part of the event • Appoint a leader and an assistant within the group

Pre-Career Placement	3	Essential to the development of professional behaviour, this third opportunity to fully integrate company life enables the student to finalize their career plan : choosing to work or pursuing their education.
VIVA 3 - Enhancement of school and community life	-	The key to success in business is a person's ability to get involved in and to sign up to a company's goals and objectives. Likewise being able to represent a company, in its own environment, is also crucial for success.
French Business Language, Niveau A2 - B1, Beginner - Intermediate	2	Foreign students studying in France are motivated to learn, improve and deepen their knowledge about French business language and culture. It is a voluntary course of 12h and it is open to students who want to continue learning about French language and culture during the semester.
ML1 English	2	For a student of business studies, a good level of English is necessary in order to succeed in the corporate world, due to globalization and the frequent importance of the international dimension to businesses.
Contemporary Economics 2	2	This module aims to encourage students to think about what works and what doesn't work in our current economic society/community. At the end of the course, the students should be able to highlight dysfunctional areas of society through systemic analysis

Brest Campus

Responsible and operational management track

Course title	ECTS Credits	Brief overview
Intercultural management	6	<p>This course provides students with reflection frames enabling them to manage intercultural issues in their future jobs.</p> <p>The aims of this course are to:</p> <ul style="list-style-type: none"> • Define culture and demonstrate its influence on work and organisations, in order to understand the cultural relativism of managerial practices • Identify the potential bias associated with the confrontation of cultures in the professional world • Identify strategies, not only to overcome cultural barriers, but also to create synergies among different cultures. <p>With globalisation, the confrontation of cultures in the professional world is becoming more frequent. In companies, there is more and more demand for collaborators and managers used to this cultural diversity, and capable of implementing a true cultural management.</p> <p>Intercultural management uses knowledge enabling managers to identify cultural differences and to build tools to improve interactions between individuals issued from different cultures, which respect the strategic imperatives of the company. This knowledge is necessary to supervise projects and to manage individuals and teams in contemporary companies.</p>
Introduction to logistics and information systems	6	<p>Logistic and information systems management are closely linked, especially in the international economic context, where companies are developing flexible and therefore adaptable organizations (company networks, virtual companies) since interface management and interfunctional decompartmentalization are advocated today, the opportunity for a course linking these two poles of management, notably through a process-based approach, has been seized.</p>
Finance	6	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Read the financial reports of a company and interpret the information so as to judge its performances and financial structure, • Understand the tools appropriate to support investment decision-making, and the methods most often used in long and medium-term financing, • Finally, knowledge of financial techniques will enable the student to develop an understanding of the rapidly changing international business world. • The course aims to provide training in corporate finance to students who intend to work in the financial sector, whether in a company or another financial institution, such as an insurance company, an industrial or commercial organization or for a group of auditors or financial advisers.
Sustainable development and corporate social responsibility	6	<p>The aims of this course are:</p> <ul style="list-style-type: none"> • Describe mutations driven by sustainable development into the framework of the firm, • Determinate reasons that bring firms to become socially responsible, • Analyze the new issues that socially responsible firms have to face, • Understand the managerial aspects that shape socially responsible firms' performance in terms of competitiveness, durability and legitimacy, • Define and present the different way of instrumentation that lead to validate socially responsible firms' action, • Raise a SD & CSR problem in the framework of a press review.

		<ul style="list-style-type: none"> The revelation of the need of sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs deeply change the traditional role of the firm. this lecture aims to define the changes that occur at the firm level and to show how firms become socially responsible by integrating sustainable development process.
Operational marketing	6	<p>Teaching objectives:</p> <ul style="list-style-type: none"> be able to analyze the coherence of marketing operations, know the procedures of operational marketing, develop analytical skills and the ability to sum-up an argument develop public speaking skills. <p>Professional objectives :</p> <ul style="list-style-type: none"> capacity to make operational recommendations knowledge of the procedures of operational marketing <p>The operational marketing module focuses on the tools of operational marketing (the 4P's). the module enables students to look at the role of marketing within the organization and its place in the general economy. it also provides them with a solid knowledge of the vocabulary and tools of the subject.</p>

Clermont Campus

Spring semester – International business issues

Course title	ECTS Credits	Brief overview
E-Marketing : Project Management & Development	6	<p>The core objectives of the course are:</p> <ul style="list-style-type: none"> To be able to understand how organizations can use the Internet to support their marketing activities. Cover different aspects of e-marketing: environment, analysis, strategy development, and digital marketing campaign-planning and execution. To be able to design, create, and publish a basic commercial website. To incorporate marketing principles into the website. To acquire the basics technical skills to be able to interface with web-design technicians.
International Economics And Finance	6	<p>This module allows a better understanding of the current economic and financial environments.</p> <p>Recent years have indeed seen the phenomenal evolution of market players with the development of a new financial governance. New aspects of finance must be fully understood by the students.</p>
Cross Cultural Management Asia 2	6	<p>The main objective of this course is to provide students with a theoretical and practical framework, applied to managerial situations with East Asian partners. It enables students to apply a systematic and critical understanding of "culture" in order to enhance their performance and career prospects in an increasing global and multicultural business world.</p>
Business Intelligence Project	6	<p>The core objectives of the course are to:</p> <ul style="list-style-type: none"> Understand the organizations and the challenges they face in the macro-environment, the industry, with competition Set up an informational strategy to capture and analyze information Know & master different tools for analyzing & making decisions
International development and foreign language	6	<p>This course aims at introducing research methodologies in humanities. The major purpose of this course is to enable students to reflect on, analyze and criticize complex problems dealing with history, politics, economics or sociology.</p> <p>Students will be taught to consider and adopt a definite position regarding current issues having repercussions in their surrounding environment. Students will also be led to consider and adopt a definite position regarding current issues having repercussions in the business world.</p> <p>This course will lastly help students to become more critically-minded through the acquisition of a general background of French civilization.</p>

Spring semester – International business Development and Innovation

Course title	ECTS Credits	Brief overview
E-Marketing Website development	6	Tba.
International Economics And Finance	6	This module allows a better understanding of the current economic and financial environments. Recent years have indeed seen the phenomenal evolution of market players with the development of a new financial governance. New aspects of finance must be fully understood by the students.
Cross Cultural Management 2	6	The main objective of this course is to provide students with a theoretical and practical framework, applied to managerial situations with East Asian partners. It enables students to apply a systematic and critical understanding of "culture" in order to enhance their performance and career prospects in an increasing global and multicultural business world.
Business Intelligence Project	6	The core objectives of the course are to: <ul style="list-style-type: none"> • Understand the organizations and the challenges they face in the macro-environment, the industry, with competition • Set up an informational strategy to capture and analyze information • Know & master different tools for analyzing & making decisions
International development and foreign language	6	This course aims at introducing research methodologies in humanities. The major purpose of this course is to enable students to reflect on, analyze and criticize complex problems dealing with history, politics, economics or sociology. Students will be taught to consider and adopt a definite position regarding current issues having repercussions in their surrounding environment. Students will also be led to consider and adopt a definite position regarding current issues having repercussions in the business world. This course will lastly help students to become more critically-minded through the acquisition of a general background of French civilization.

Poitiers Campus

Spring semester - European Business Studies track

Course title	ECTS Credits	Brief overview
Mandatory 3 of the 5 courses	4	Advertising in Europe
	4	Cross-cultural management
	4	European versus American banking
	4	International business for small business units
	4	Social and solidarity-based Economy in Europe
Mandatory	4	Research project
	3	French as a foreign language
	3	Intercultural skills (French intensive seminar, general studies module, international experience report)
Plus 2 options	4	Option
	4	Option

Spring semester – Management track

Course title	ECTS Credits	Brief overview
Mandatory 3 of the 5 courses	4	Change management
	4	Cross-cultural management
	4	European versus American banking
	4	Financial Markets
	4	Managerial accounting
Mandatory	4	Research project
	3	French as a foreign language
	3	Intercultural skills (French intensive seminar, general studies module, international experience report)
Plus 2 options	4	Option
	4	Option

Spring semester – Marketing track

Course title	ECTS Credits	Brief overview
Mandatory 3 of the 5 courses	4	Advertising in Europe
	4	Aspects of international marketing
	4	Negotiation
	4	Retail marketing
	4	Sales & promotion
Mandatory	4	Research project
	3	French as a foreign language
	3	Intercultural skills (French intensive seminar, general studies module, international experience report)
Plus 2 options	4	Option
	4	Option

>Advertising in Europe ECTS: 4

This course provides students with an overview of the European advertising industry in terms of size, markets, segments and major institutional players. It explores the key cultural dimensions of European countries as they impact marketing, communications and advertising activity and the resulting implications for marketing, branding and communications strategy. Faced with these challenges, the course will examine the current issues for advertisers and their agencies in the creation, execution and management of pan European advertising campaigns.

>Cross-cultural management ECTS: 4

This module will :

1. introduce the student to the basic concepts of cultural diversity.
2. present the most usual aspects of cultural diversity associated with business applications
3. give clear instructions on how to create a culture profile as an aid to managerial decision making.
4. give the student the opportunity to explore a culture which is of particular interest to him or her.
5. encourage the student towards an independence in learning.
6. encourage the student to seek information and assess its value in terms of cross-cultural management issues.

>European versus American banking ECTS: 4

The financial and banking world has been transformed during the twenty last years. Several reasons can be mentioned: financial deregulation, European integration, international globalisation. Hence new strategies and new actors have appeared. The objective is then to evaluate the impact of these modifications both on the managerial and global level (Learning goal 2.2). It will also help the students to better understand the European financial and banking environment (Learning goals1.1)

>International business for small business units ECTS: 4

The module objectives are to:

- Analyze current theories and practices, and the critical issues unique to the Small Business Unit (SMB), when setting up and managing international strategy.
- Define a framework for future international development.
- Clarify the management process leading to a coherent strategy.
- Development of a comprehensive international business plan.
- Improve writing and analytical skills.

>Social and solidarity-based Economy in Europe ECTS: 4

The primary aim of this course is to show that, when thinking about a business project, there are other options than just relying on the mainstream logic of a private for-profit organization. An alternative option is given by the logic of the social and solidarity-based economy, where the main goal is not just maximizing the profit for shareholders but to serve the members' needs or a broader public interest by looking for additional "social benefits". In so doing, social economy enterprises are helping to meet the new demands of a changing Europe. This is why they are receiving greater recognition at Member State and European levels.

>Change management ECTS: 4

Understand the change process, the dynamic nature of the business environment, and the resultant effects of rapid change on an organization and its stakeholders. Understand the basic causes of change, and resistances to change, in the business world. Learn the methods of effectively anticipating, influencing and implementing change in a corporate setting. Understand the role of leadership in effectively managing change.

>Financial Markets ECTS: 4 credits

The program breaks down into five days split into two sessions each. Each of the ten parts of the program represents 3 tuition hours, each one focusing on a specific topic. As an introduction a first glimpse will be given on the recent crisis, its origin and its aftermaths. Starting from a first session reminding the nuts and bolts of economy, an overall introduction to the Stock Exchange will follow, encompassing the principles and the financial products. Thereupon a thorough survey of the capital markets, with a closer view of each market, namely the derivatives and euro-markets. Venture capital and Private Equity will be dealt. The course then steps into the International ground. The link with both Financial engineering and Corporate Finance is widely dwelt. Ultimately a deeper survey will be conducted on the ethical values of the financial markets, their role on companies and the governance which may be overviewed facing the recent developments.

>Managerial accounting ECTS: 4 credits

To provide a *practical* understanding of the most important concepts of Management Accounting and Control as practiced in corporations for planning, control and decision making.

>Aspects of international marketing ECTS: 4

To introduce students to the complexities of international marketing and to explore methods of assessing and servicing international markets. The main themes encountered are listed below:

The role of international marketing in a complex globalised environment: How does international marketing meet the needs of growth objectives? Concepts behind distribution strategy and how companies adapt to address complexities. The role of culture in international marketing information sources and scanning for international operations market entry strategies. Exporting, licensing, foreign direct investment. Internationalising product management strategies. Standardisation versus adaptation of mix decisions: integrating the communications mix.

>Negotiation ECTS: 4

This course introduces students to negotiation principles and tools. Students will shape their negotiating skills in understanding the personalities of their counterpart. By knowing how to address each person, who might be from a different culture, from a different environment or might simply be under stress, the student will be able to modify its attitude and negotiation strategy to achieve its goal.

>Retail marketing ECTS: 4

This course provides students with an introduction to retail marketing issues commonly encountered in a European

context. It describes the size and scope of retail activity and examines macro and micro political, economic, socio/cultural and technological issues which have an impact on its development. Evolving relationships between manufacturers, distributors and retailers and the ensuing manufacturer and distributor policies together with changes in consumer shopping habits converge to create dynamic environments in real and virtual contexts. Faced with rapid change retailers are forced to adopt innovative solutions to relationships within the distribution chain, relationships with customers, store design, assortment, pricing and promotion.

>Sales & Promotion ECTS: 4

The tools and implementation of two non-media elements of the communications mix are illustrated in this course.

Specifically, the learning objectives include:

- Describe contributions of personal selling to the information economy
- Describe the evolution of consultative selling
- Define strategic selling and name four strategic areas of the strategic/consultative selling model
- Describe evolution of partnering—discuss how it relates to the quality improvement process
- Explain how value-added strategies enhance personal selling
- Discuss the characteristics of selling positions in four major employment settings: service, retailing, wholesaling, and manufacturing
- Review the non- media sales promotion techniques of Direct Marketing, Event Marketing and Sponsorship

Poitiers Campus

Spring semester – Business fundamentals and entrepreneurship

Course title	ECTS Credits	Brief overview
Entrepreneur project	6	<p>How do you transform an idea into a business opportunity? How do you create a business that will last?</p> <p>The entrepreneur project aims to answer these fundamental questions and allow students to make the most of the opportunities of a changing world by developing a business idea.</p> <p>Students will work in groups of 5 or 6 on an entrepreneurial project which they will then present at a 'entrepreneurs' fair at the end of the semester.</p> <p>The module on the entrepreneur project is organized around theoretical concepts and tutorials with 7 different assignments to present, the tutorials will be run with faculty members and entrepreneurs from the business world.</p> <p>At the end of the module, the students should be able to :</p> <ul style="list-style-type: none"> • Lead a business creation project from the business idea to the construction of a business plan • Broaden their knowledge in the entrepreneurial field • Understand the interfaces between strategy, marketing, accounting, profit creation etc. • Enhance the business creation project based on stakeholder feedback and the possibilities offered by the legal and financial environment • Know how to undertake a market survey • Understand the legal environment for an entrepreneur • Use his/her understanding of the legal environment in order to find suitable solutions for problems arising in the entrepreneurial project • Elaborate a business plan • Defend his/her business project before the stakeholders <p>1- Panorama of new businesses 2- Myths and realities surrounding entrepreneurship 3- From the idea to exploring the market 4- Legal environment – legal thinking in action 5- Business plan and financing</p>
Corporate Social Responsibility	3	<p>This module is aimed at sensitising future entrepreneurial leaders to the issues of corporate social responsibility (CSR) and to fostering their awareness of the entrepreneurial and managerial opportunities provided by the adoption of a socially responsible approach to business management.</p> <p>The different concepts, cases and illustrations taken up during the module are meant to render intelligible what is at stake in CSR, particularly by showing that CSR is not simply a question of communication, and that it is something other than an aggregate of activities disconnected from the missions and strategies of a company. In fact, there exist several means of application by which CSR can become win-win for companies and their stakeholders. With this course, students shall discover a socially responsible approach that can serve as a lever for enterprising, innovating and creating value.</p> <p>In addition, this module mobilises and supports the skills acquired in modules 4.1 and 4.3 by highlighting the importance of soft skills in meeting the challenges of responsible management and also by showcasing the role of creativity and innovation in the conception of management and entrepreneurial styles merging economic and societal value.</p> <p>At the end of the module, the students should be able to :</p> <ul style="list-style-type: none"> • To analyse the environment of a company and its stakeholders • To understand the issues entailed by CSR and to learn how to make them part and parcel of a company and its projects • To mobilise CSR as a lever for enterprising, innovating and creating value <p>Study plan</p> <ul style="list-style-type: none"> • Company - environment – stakeholder interactions: Placing a company in its context and analysing its interactions with its environment and stakeholders. Situating the potential positive and negative externalities of

		<p>the company on its environment and understanding the relations of power and dependency between stakeholders and company;</p> <ul style="list-style-type: none"> • Taking stakeholder interests into account in the framework of customer-supplier relations: Factoring stakeholder expectations into the projects (examining the stakeholder expectations that could be affected by company operations, designing products and services in line with consumer interests and expectations...), ensuring sustainable management of the client-supplier relationship (buying responsibly, paying a fair price, medium and long-term contracts, equitable negotiations...). • Doing business differently: Social and solidarity-based entrepreneurship, social business, rendering an offer accessible to one and all (BoP)... • Circular economy and eco-conception: waste valorisation, impact reduction as concerns raw materials in production and packaging solutions, integration of environmental criteria throughout a product's life cycle, rationalised energy consumption... • Managing differently: responsible and respectful management methods, respect and valuing of differences, diversity management... • Communicating differently: the stakes of and keys to responsible management (green-washing, image of the woman and stereotypes, responsible lobbying, truthfulness in speaking...)
Oneself and others	3	<p>The module entitled "Oneself and others" is aimed at promoting the learners' understanding of how individuals build their identity and their apprehension of the attitudes and behaviours of individuals and human groups in organisations. The module is also designed to allow students to pinpoint the impact of identity building on professional and career choices. It will help them to develop their psychosocial and managerial skills in their relationships with others in unknown, complex or destabilising contexts.</p> <p>With this in mind, the themes of the module are at the crossroads of disciplines as heterogeneous as administration, human resource management, and psychology in the workplace and organisations.</p> <p>Academic knowledge shall be rendered operational through workshops and projects, which will induce the learner to think through and sketch out his career path and professional /personal project by mobilising a wide array of professional and creative tools.</p> <p>At the end of the module, the students should be able to :</p> <ul style="list-style-type: none"> • To apprehend how the young adult constructs himself as a person, through dynamic social interaction with his environment • To apprehend one's current and evolving professional identity • To identify one's intelligence(s) and emotional assets • To understand group behaviours in organisations • To make the most of one's assets, both personally and in a group, and to pinpoint the areas where one has room for improvement • To formalise one's personal and professional project • To produce a personalised service offer to be addressed to future recruiters
Discovering the marketing environment and approach	3	<p>This module will familiarise the student with the key marketing concepts. Today's business environment is rapidly evolving, as market actors are more and more regularly involved in managerial decisions with regard to increasingly critical consumers. In order to refine a company's marketing strategy, it is consequently necessary to discover the environment and to master the many influencing factors that can come into play.</p> <p>The module entitled « Discovering the environment and developing a marketing strategy » is aimed at:</p> <ul style="list-style-type: none"> • Identifying the marketing environment and understanding the actors' roles • Apprehending the key marketing strategy concepts • Getting to know the different levers for marketing and commercial action • Being able to develop a global and critical analysis of the marketing environment <p>The module entitled "Discovering the marketing environment and approach" is premised on the student's comprehension of a marketing environment and approach in accordance with the following themes:</p> <ul style="list-style-type: none"> • Definition(s) of marketing, of the rules of the game and the actors. • Understanding consumer behaviour (B2B and B2C) and the societal role of marketing. • Analysis of markets and universes (panels, documentary studies, secondary sources)

		<ul style="list-style-type: none"> • Market research (qualitative and quantitative studies) • Segmentation, targeting and positioning • Introduction to the "4 P" marketing approach
Acquiring a culture in accounting and finance	3	<p>This course offers the entrepreneurial leader an opportunity to take hold of the basic notions in taxation, accountancy and financial information in view of getting a grasp on accountancy logic and beginning to comprehend the building of a balance sheet and an account statement.</p> <p>The student will be called upon:</p> <ul style="list-style-type: none"> • To discover the need for financial and accountancy information as a basic business management tool. • To « intuitively » discover and distinguish the concepts of cost efficiency and cash management. <p>The student will also be offered an opportunity to meet and speak with accountancy and finance professionals.</p> <p>The course enables students to develop the following skills:</p> <ul style="list-style-type: none"> • To understand accountancy principles and their repercussions on company performance • To appropriate accountancy vocabulary • To understand the impact of basic transactions on a company's financial statements • To read a balance sheet and a profit-and-loss account, and to have the capacity to draw up primary or summary financial statements • To know the regulatory accounting framework • To be acquainted the bases of taxation <p>The course covers the following themes:</p> <ul style="list-style-type: none"> • The company and its environment: to identify the players with roles in the company environment; to analyze the flows between players and company; to understand the role and the objectives, in this context, of financial accounting. • The accounting principles and norms applicable in France • Financial statements (the balance sheet and the notion of patrimony, profit-and-loss account and financial performance) • The impact of main cash flow flows on the balance sheet and the profit-and-loss account of a company • The concepts of amortisation, depreciation of assets & provisioning, and their impact on the financial statements • Taxation (VAT, corporation taxes)
Developing a strategic vision	3	<p>This module offers students an opportunity to design a strategy for an organisation. The students will be called upon to adopt a rigorous approach, to develop efficient analytical tools and to acquaint themselves with the models and theories employed in the discipline. By the end of the courses, they will be able to elaborate a strategic plan and will have been confronted with a variety of managerial and sector-specific contexts.</p> <p>These are essential issues for future leader-entrepreneurs, who will need to develop a strategic vision and to be in a position to effectively contribute to the elaboration of company strategy.</p> <p>With the help of relevant tools, this module will enable students to decode the strategies of their future organisations and to spearhead proposals.</p> <p>This module allows students to develop the following skills:</p> <ul style="list-style-type: none"> • To comprehend the notion of strategy • To structure a problem to be resolved in strategic terms • To carry out an external and internal diagnosis • To understand the strategic choices of an organisation that underpin the gain of competitive advantage and creation of value • To put forward recommendations <p>The module covers the following themes:</p> <ul style="list-style-type: none"> • Foundations and origin of the notion of Strategy • Strategic vision, company mission and strategic activity areas • External diagnosis (PESTLE, scenario method, Porter five forces analysis, industry life cycle, growth-share (BCG2) matrix, and identification of the key factors in success • Internal diagnosis (value chain, resource and skills analysis) • Building a competitive edge: generic strategies, experience curve...

		<ul style="list-style-type: none"> Strategic tracks (specialisation, diversification, integration, internationalisation) Organisation of strategic thinking
Managing Information Systems and Supply Chains	3	<p>Part I: MIS</p> <p>The objective of the module is to allow students to discover the flows of information as well as the methods and tools that allow their modelisation, analysis and management in order to create a competitive advantage. The module will also deal with the information economy and knowledge in a professional context.</p> <p>At the end of the module, the student should be able to :</p> <ul style="list-style-type: none"> Define the IS and its technical, organizational and professional context Understand and describe the role and responsibilities of the manager concerning the IS Describe the steps and different roles of actors in the implementation of an IS. Understand the fundamentals of the modelisation of client databases Demonstrate how the IS contributes to the all functions and procesus within the firm Establish how the IS supports the managerial activities Understand what is at stake and the opportunities in relation to the information and knowledge economy (mobility, social networks, e-commerce and e-business) <p>Séance 1 : What are information systems Séance 2 : Implementation of information systems Séance 3: The connected world Séance 4: Data at the heart of information systems Séance 5: the Process approach Séance 6 + 7: IS demystified Séance 8: Tomorrow is today</p> <p>Part II : Supply Chain</p> <p>At the end of this module, the student should be able to :</p> <ul style="list-style-type: none"> Understand the context and opportunities concerned by managing flows Come to terms with the transversal dimensions of supply chain management Understand the place and role of SCM within organisations <p>Definition of the SCM in technical, organisational and employment terms. Understand and describe the role of SCM within organisations. Demonstrate how the SCM contributes to the functions and processes of the firm as a whole. Understand the technological stakes and opportunities (e-commerce) and the sustainability impacts on the logistics systems of organisations. The following topics will be covered: Stakes of the SCM Participants in the SCM Logistical sector approach Production costs and SCM Employment opportunities in SCM and purchasing</p>
Managing value creation: Management control	3	<p>Management control is a support function that enables the deployment of the firm's strategy and formalises everyday administration with the aim of improving the firm's performance. It supplies top management with the tools needed to measure, both the impacts of the decisions and their actions as well as the impacts of the ever changing environment – taken within its multiple dimensions – societal, social, commercial, logistics, financial etc.. The objective of the module is to introduce students to the both technical dimensions of management control, and also to allow them to understand how it enhances decision-making and understand the different dimensions of the profession and the processes involved.</p> <p>At the end of the module, the students should be able to :</p> <ul style="list-style-type: none"> Understand what are the most important areas of management control, (decision making assistance, bringing together goals and motivation,) Understand how cost control and profit control help to attain strategic objectives Master the classic techniques of cost calculation Instill the process and mindset of management control.

		<p>Session 1 : The position of management control and different career paths within the field</p> <p>Sessions 2 and 3 : Management accounting as a steering tool for the company</p> <ul style="list-style-type: none"> • Total cost method • Variable cost method • Specific cost method • Marginal cost method <p>Session 4 : Relevant costs and the resume of the different cost evaluation methods.</p> <p>Session 5 : Standard costs</p> <p>Sessions 6 to 10: Study of deviations</p> <ul style="list-style-type: none"> • Cost deviation – determination of global deviation • Analysis of global deviation: processing global deviation on direct and indirect costs • Analysis of global deviation on turnover and on profit <p>Sessions 11 and 12: Activity based costing</p>
Responsible human resource management	3	<p>The « shared human resource management » module is aimed at providing students with the realistic possible vision of human resource management. It is designed to help them to position themselves with regard to the HR function according to their personal aspirations and projected future job. It represents an attempt not only to provide students with the means of understanding the practices and issues intrinsic to human resource management, but also to enable them to master the methods and techniques applied.</p> <p>Observation: Ethical and international dimensions are emphasised throughout the course.</p> <p>To understand the role of the operational manager in conception and implementation of human resource management</p> <ul style="list-style-type: none"> • To be able to analyse human resource needs from a quantitative or a quantitative standpoint • To appreciate and know how to evaluate employees (professional and organisational development) • To understand the terms of remuneration and to apply them opportunely • To situate changes by study of HR practices in an organisational context <p>What can a manager-entrepreneur expect from human resources management?</p> <p>From recruitment to integration</p> <p>Jobs, qualifications and skills</p> <p>Remuneration : job and performance evaluation</p> <p>Training and human development</p> <p>The employment contract and the legal, provisions-based and regulatory context of human resource management</p>

Shanghai Campus

Spring semester – International business issues

Course title	ECTS Credits	Brief overview
E-Marketing : Project Management & Development	6	<p>The core objectives of the course are:</p> <ul style="list-style-type: none"> To be able to understand how organizations can use the Internet to support their marketing activities. Cover different aspects of e-marketing: environment, analysis, strategy development, and digital marketing campaign-planning and execution. To be able to design, create, and publish a basic commercial website. To incorporate marketing principles into the website. To acquire the basics technical skills to be able to interface with web-design technicians.
International Economics And Finance	6	<p>This module allows a better understanding of the current economic and financial environments.</p> <p>Recent years have indeed seen the phenomenal evolution of market players with the development of a new financial governance. New aspects of finance must be fully understood by the students.</p>
Cross Cultural Management Asia 2	6	<p>The main objective of this course is to provide students with a theoretical and practical framework, applied to managerial situations with East Asian partners. It enables students to apply a systematic and critical understanding of "culture" in order to enhance their performance and career prospects in an increasing global and multicultural business world.</p>
Business Intelligence Project	6	<p>The core objectives of the course are to:</p> <ul style="list-style-type: none"> Understand the organizations and the challenges they face in the macro-environment, the industry, with competition Set up an informational strategy to capture and analyze information Know & master different tools for analyzing & making decisions
Asian Civilization	6	<p>This course aims at introducing research methodologies in humanities. The major purpose of this course is to enable students to reflect on, analyze and criticize complex problems dealing with history, politics, economics or sociology.</p> <p>Students will be taught to consider and adopt a definite position regarding current issues having repercussions in their surrounding environment. Students will also be led to consider and adopt a definite position regarding current issues having repercussions in the business world.</p> <p>This course will lastly help students to become more critically-minded through the acquisition of a general background of Asian civilization.</p>