



UNDERGRADUATE CATALOGUE 2008 / 2009

➤ ➤ This course catalogue lists courses which are offered in the academic year 2008/2009 only.
The course code contains the following elements:

1/ THE FIRST TWO LETTERS CORRESPOND TO THE DEPARTMENT TEACHING THE MODULE:

Finance and Operations	Management & Organisation	Strategy & Marketing
FI <i>Finance</i>		
AC <i>Accounting</i>		
EC <i>Economics, International Trade</i>	HR <i>Human Resources</i>	ST <i>Strategy</i>
IS <i>Information systems, Computing</i>	MG <i>Management, Leadership</i>	MK <i>Marketing</i>
QM <i>Decision Science, Operation Management, Statistics</i>	LW <i>Law</i>	NG <i>Sales Purchasing & Negotiation</i>
FO <i>Other Finance & Operations classes</i>	OB <i>Organisational Behaviour</i>	SM <i>Other Strategy & Marketing classes</i>
	MO <i>Other Management & Organisation classes</i>	

2/ THE FIRST DIGIT INDICATES THE LEVEL

3 = DipHE level
4 = BA level

3/ LANGUAGE OF INSTRUCTION :

The language of instruction follows the course code:

E = English
F = French
N = English and French

Each business course consists of 30 hours of teaching.

Business classes are worth 4 or 5 ECTS credits

Level 3 (DipHE) courses = 4 ECTS Credits

Level 4 (BA) courses = 5 ECTS Credits

Please note that a class may be cancelled if there are not enough students registered in it

* ECTS: European Credit Transfer System

PRE-REQUIS : Aucun pré-requis nécessaire

OBJECTIFS DU COURS :

Ce cours a pour objectif de familiariser les étudiants avec les documents financiers (bilan, compte de résultat, tableau de financement) et de les rendre à même de se faire une opinion sur la santé financière des entreprises.

Objectifs en terme de savoir : à la fin du cours, les étudiants devraient connaître :

- Les documents financiers annuels
- Les principes de la partie double et des écritures d'inventaire

Objectifs en terme de savoir-faire : à la fin de ce cours, les étudiants devraient être capables de :

- lire les documents financiers et de se faire une première opinion sur la santé de l'entreprise
- traduire dans les comptes des ajustements comptables simples

THEMES ABORDES :

Ce cours est centré sur l'étude des comptes annuels des entreprises. Les principaux éléments sont :

- La trésorerie et le résultat
- Le lien entre compte de résultat, bilan et tableau de financement
- Les grandes masses du bilan
- Les thèmes d'actualité en analyse financière

PRE-REQUISITE COURSE: Assumed prior knowledge includes French financial accounting, and basic financial analysis. ESC Rennes course "Découverte des états financiers"

LEARNING OBJECTIVES:

This course provides a natural complement to the introduction of financial statements, where the emphasis is on reporting the results of the firm's operations to external users, from a French perspective. It helps students to better understand financial statements from US and UK point of view, and gives them practical tools in management accounting. Whilst English will be used for presentations, French will be used in class when necessary for better understanding purposes. Nevertheless, exams will have to be taken in English.

Knowledge: After this course, students should know:

- The structure of the financial statements
- The different types of costs: Those that are relevant and those that are irrelevant, The variable and the fixed costs, - The direct and the indirect costs

Skills : After this course, students should know how to:

- Figure out a break even point in Euros, units, and number of products
- Build a budget
- Compare and analyze the variances between actual and budgeted data

COURSE DESCRIPTION:

During the course, the following topics will be covered: Anglo-Saxon financial statements (both the US and the British approach), Costs classification and the use of costs for decision making, Full costing approaches, Budgets and variances.

TEACHING METHODS:

Each session will be composed of a short theoretical introduction with examples. This will be followed by exercises in class to help assimilate the subject matter, followed by suggested solutions and discussion. Cases and quizzes will be used as a base for formative assessment, from one session to the other. Students shall improve their knowledge and know-how by reading the chapters of the reference book, according to the course outline, and some articles (on line or out of economic newspapers).

COURS PRE-REQUIS : Le pré-requis pour suivre ce cours est d'avoir assimilé des connaissances sur toutes les notions et les concepts économique de bases. Des cours de remise à niveau sont organisés pour certains étudiants.

OBJECTIFS DU COURS :

Ce cours a pour objectif de proposer aux étudiants en commerce les bases essentielles en Economie (macro et micro économie). Ces éléments assimilés, il sera ensuite possible de les utiliser en marketing, en stratégie et en management. A l'issue de ce cours, l'étudiant doit être capable de :

- Savoir formuler un diagnostic pertinent sur la qualité de l'environnement macro-économique dans lequel se trouvent confrontées les entreprises françaises et européennes engagées dans la compétition mondiale.
- Développer une approche pluridisciplinaire des problèmes de gestion d'entreprise en associant les apports des sciences de gestion et ceux des sciences économiques.
- Savoir exposer des opinions convaincantes sur des problèmes économiques contemporains en mobilisant des données factuelles et les grands acquis de la théorie économique.
- Témoigner d'une culture économique appliquée à la gestion des entreprises en utilisant un vocabulaire adéquat et en mobilisant des concepts appropriés empruntés au domaine de l'économie générale.
- Comprendre, suivre et analyser l'actualité et les événements économiques.

THEMES ABORDES :

Afin d'éclairer les choix économiques d'un futur Manager, le cours est construit en mobilisant des éléments de connaissance empruntés à la micro-économie et à la macro-économie à travers le prisme de l'entreprise.

Un examen des performances globales de l'économie française est tout d'abord effectué en situant les évolutions constatées dans le cadre d'un capitalisme patrimonial.

Un approfondissement des choix rationnels de l'entreprise est ensuite réalisé en ce qui concerne les décisions de production et les stratégies d'investissement.

La puissance publique intervenant dans l'environnement économique, la réglementation, la lutte contre les monopoles et l'impact de la fiscalité sur les entreprises sont examinés.

Le cours s'achève par la présentation du rôle des firmes dans le développement durable, et la mondialisation de l'économie.

METHODE D'ENSEIGNEMENT :

L'enseignement est dispensé sous la forme d'un cours magistral dans lequel des notions et des concepts sont présentés, suivi par un cours de travaux pratiques consacré à des applications pratiques des concepts vus lors des cours magistraux.

PRE-REQUISITE COURSE: A basic financial accounting course.

LEARNING OBJECTIVES:

This course is intended to provide students with the basic concepts of financial analysis, and should get them acquainted with the tools associated. This will be achieved mainly through studying company's annual reports.

By the end of the module, students should:

- Understand a company's annual report
- Be able to conduct a fundamental financial analysis
- Be able to determine whether or not they agree to work for, invest in, or trade with, a particular company.

COURSE DESCRIPTION :

This course focuses on the interpretation of companies accounts. The main elements of the course are:

- Cash Flows & Earnings
- Consolidated Accounts
- How to perform a financial analysis
- Margin analysis
- Debt structure
- Issues in financial analysis

TEACHING METHODS :

Students are expected to have read all available material before the session. Each session will start with a short presentation of the concepts, where the instructor will be ready to answer questions. The concepts will then be applied to

examples taken from companies annual reports or from recent international finance articles when appropriate. Students are expected to take part in class discussion, and to work in small groups when necessary. Students' work will be assessed both through continuous assessment & the final exam.

FI 402 E - FINANCIAL MARKETS AND PORTFOLIO MANAGEMENT 5 ECTS credits	<u>Semester 1</u>
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PRE-REQUISITE COURSE : A basic Corporate Finance course (or equivalent) and a good background in mathematics.

LEARNING OBJECTIVES :

This course is intended as an opening to the contents of jobs such as investment analyst, money manager, portfolio manager, financial planner, etc...that are found in banks, investment firms and insurance companies.

At the end of the sessions, the students should be able to:

Knowledge-based outcomes:

1. Identify the different types of markets organizations and their constituents,
2. Classify the market participants according to their objectives and their behaviour,
3. Differentiate the main financial instruments used for investing purposes,
4. Evaluate the risks attached to the use of financial instruments,

Skill-based outcomes:

5. Define an investing strategy and build a portfolio
6. Select a methodology to implement a strategy
7. Monitor the evolutions of an investment strategy
8. Assess an investment strategy according to its objectives and asset mix

COURSE DESCRIPTION:

The main steps of the course are:

- Organization of different security markets, main kinds of investments, relations between risk and return.
- Asset pricing models: the efficient frontier, standardized measure of systematic risk (beta), Capital Asset Pricing Model.
- Basic principles of financial asset management: objectives, preferences, constraints; benchmark selection, performance measurement.
- Valuation principles by asset class, and clues to risk management through derivative instruments.

TEACHING METHODS :

Theoretical knowledge is provided through the lectures. Contemporaneous issues are discussed through a selection of articles given as a complement to the sessions' handouts. Students are also encouraged to raise issues from their own reading and should regularly read the business pages of a quality French or English newspaper such as the *Financial Times* or *Les Échos*. Technical skills are transferred through exercises, and homework is proposed for further training.

Typically classroom time will be used in the following way:

- Lectures led by the course leader
- Corrections of homework exercises
- Group portfolio management presentations

FI 443 E - CORPORATE FINANCE 5 ECTS credits	<u>Semester 2</u>
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PRE-REQUISITE COURSE: A fundamentals of Finance course equivalent: it is assumed the students have a prior knowledge of discounted cash flows, capital budgeting (under certainty), fundamentals of financial risk analysis.

ESC Rennes courses: "Découverte des états financiers"; "Decision tools".

LEARNING OBJECTIVES:

The aim of this course is to extend student's basic knowledge of finance principles. The students will become more familiar with the main business environment issues which affect the investment and financing decisions of the firm, whatever its stage of growth. The students should be able to understand the transition from the business risk of the operating activities to the risk of the financial structure. They will be able to understand and analyze a company's financing position, and to address the main financial management issues in a global and international environment.

Knowledge-based outcomes – by the end of the sessions, the students should:

- Recognize the different patterns of corporate financing,
- Describe the ways companies issue securities,
- Evaluate the effect of leverage, and its impact in relation with a country's tax regulations,
- Decipher signs of financial distress, associated with the burden of debt,

- Identify the issues related to a dividend policy,
- Value debt in relation to the main parameters involved,
- Explain the reasons linked to a firm's restructuring, or a merger.

Skill-based outcomes – by the end of the sessions, the students should be able to:

- Draw a diagnosis on the financial health of a company, based on its financial statements and annual reports,
- Discuss the choice of shareholders according to a firm's strategy and constraints,
- Classify the relevancy of different types of debt according to a company's profile and strategic objectives,
- Assess the consistency of strategic decisions made by companies, and weight their financial impact, through the collection of consistent information.

COURSE DESCRIPTION:

- The ways for a firm to finance its activities on the long term, whatever its stage of growth.
- The financial stakeholders inside and outside the firm.
- The capital structure and its effects on *risk* and the value of the firm.
- The capital structure and its effects on *return* and the value of the firm.
- The cost of money is and its impact on the valuation of financial assets.
- The ways to return cash to shareholders and the effects of the dividend policy on the firm's value.
- A brief overview of financing techniques for mature or declining companies: mergers, LBO, spin-offs.

TEACHING METHODS:

Typically classroom time will be used in the following way: lectures led by the instructor, in-class exercises linked to lectures, discussions on case studies.

In addition, students are expected to prepare themselves through the following mechanisms: reading recommended texts and relevant journal articles, solving the exercises related to each session, research and preparation of the case studies.

FI 444 E - WORKING CAPITAL DECISIONS 5 ECTS credits	<u>Semester 2</u>
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PRE-REQUISITE COURSE: Introductory classes in Accounting such as Financial Accounting and Management Accounting, giving an overview of the financial information necessary for decision makers.

ESC Rennes courses: "Découverte des états financiers"; "Fundamentals of management accounting"; "Decision tools".

LEARNING OBJECTIVES:

This course is intended as an opening towards the contents of various jobs in the sphere of finance, such as treasurer, financial manager, credit manager or corporate business manager in a bank.

Working capital explains how money enables a company to function. It covers inventory, accounts receivable, accounts payable and cash. This class explains why they are crucial to the business. It is focused on the risk / profitability trade-off applied to day-to-day decisions, and tries to answer questions such as: how to make the most of the working capital? How much cash should a firm hold?

At the end of the sessions, students should be able to:

- analyse the working capital cycle and detect the potential risks implied,
- determine what can be done to optimize the cash conversion cycle,
- understand the links between long term and short term financing decisions,
- select the appropriate financing means according to the company's situation,

COURSE DESCRIPTION:

The first step in this course is to give an understanding of the stakes. Cash crunches may occur on brutal take-offs and have been illustrated by start-ups that foundered because of an uncontrolled growth. It can also happen due to a recess in activity, bringing mature companies on the verge of bankruptcy. Once the risks are clear, it gets easier to get into the details of working capital components, so as to determine what can be optimized and how.

The second theme is centred on cash management. But before coming to the profitability, which is the key issue, it is necessary to set back working capital in the context of the firm, tracing the links between the balance sheet items, from projects and long term financing to cash optimization and short term borrowing.

The next topic is a natural follow-up: since the company's activity operates under several constraints, the pending question is how to adapt the short term financing to the firm's objectives and possibilities?

And since banks are the main providers of the tools needed to manage the costs of working capital efficiently, the final issue deals with how to select the financing sources best fitting the company's profile.

TEACHING METHODS:

The classes will be based on lectures and case studies. Each session should be approximately equally divided between lectures providing theoretical and technical knowledge, and case discussions that should apply to what has been learned but

also, act as an opening to more pragmatic issues. Articles will be also proposed in order to analyze and discuss the actual questions raised in daily operations of the firm.

HR 442 E - INTERNATIONAL HUMAN RESOURCE MANAGEMENT
5 ECTS credits

Semester 2

PREREQUISITE COURSE : The student should have followed an introductory course of organizational behaviour.

LEARNING OBJECTIVES :

By the end of the course, the student should be able to :

- Define human resource management and identify the human resource management functions.
- Differentiate the four primary processes of management.
- Describe principal functions of human resource management process.
- Identify internal and external forces for change and how managers can serve as change agents.
- Identify the external factors that affect human resource management.

COURSE DESCRIPTION:

- Historical roots of contemporary management practices.
- Management processes : planning, organizing, leading, controlling.
- Human resource department : responsibilities and roles.
- Human resource management functions : Job analysis methods (description/specification), Strategic planning of human resource, Recruitment and selection, Performance appraisal, Training and development, Career planning, Pay structure, incentive, compensation and benefits, Safety and security, Collective bargaining and labor relations,
- Motivating employees : Early and contemporary theories of motivation, Foundations of individual and group behaviour, Stages of team development, Managing change, stress and innovation, Dispute resolution.
- Current issues in human resource management: Effect of globalization on organizations, human resource management and managers, Contemporary issues in motivation, Diversity management, social responsibility, New communication and information technology.
- Human resource ethics.

TEACHING METHODS :

Lectures.
Guided discussions.
Case studies.
In-class exercises.
Readings.

IS 301 F - TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION (1^{re} Partie)
0 crédit ECTS

Semestre 1

COURS PRE-REQUIS : Aucun

OBJECTIFS DU COURS :

Le cours est développé pour des étudiants ayant des connaissances limitées en informatique. Il s'agit d'une sensibilisation à la micro-informatique et aux logiciels les plus couramment utilisés en Bureautique. L'objectif du cours est :

- La sensibilisation des étudiants à la micro-informatique.
- La découverte du système d'information et de l'environnement informatique de l'ESC.
- La familiarisation des étudiants avec l'environnement WINDOWS.
- L'utilisation et la maîtrise du logiciel de traitement de texte WORD, du logiciel EXCEL et de PowerPoint.

THEMES ABORDES :

- Présentation des règles à respecter pour une bonne utilisation du système d'information de l'école.
- Présentation et pratique du système d'information de l'école : Intranet, système d'impression, Webmail, planning, ressources de la médiathèque.
- Présentation de l'environnement Windows XP et la gestion du poste du travail.
- Présentation et pratique du système Blended Learning Didagora.
- Présentation et pratique du système E-learning MEDIAPLUS pour apprendre en autoformation la bureautique : le traitement de texte WORD, les feuilles de calcul EXCEL et les présentations PowerPoint.

METHODE D'ENSEIGNEMENT :

Présentation avec des exemples pratiques du système d'information, des outils informatiques et de l'environnement de travail de l'Ecole. Le E.learning repose sur une alternance de séquences d'apprentissage et d'exercices d'évaluation.

Dans cette auto-formation individualisée :

- L'étudiant visualise une leçon sous forme de vidéo (avec ou sans son) sur les thèmes abordés.
- Immédiatement après, il est amené à mettre en pratique ses nouvelles connaissances par un exercice portant sur la leçon visualisée.
- Avant d'accéder à l'exercice suivant, les manipulations réalisées par l'étudiant sont contrôlées en temps réel, afin de déterminer si le point est acquis.
- A la fin du parcours, un exercice de synthèse à réaliser permettra à l'étudiant de valider l'ensemble de ses connaissances.

IS 302 F -	TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION(2e Partie)	<u>Semestre 2</u>
	4 crédits ECTS	

COURS PRE-REQUIS : Cours «Technologies de l'Information» (1^{re} partie)

OBJECTIFS DU COURS :

L'objectif du cours est :

- La présentation des principes de base du réseau INTERNET.
- La compréhension du fonctionnement du réseau WEB.
- La connaissance des différents modes de recherche de l'information sur le Web.
- L'acquisition, par les étudiants, de la procédure de publication sur le Web.
- La familiarisation des étudiants avec la terminologie et les techniques des bases de données afin qu'ils puissent développer eux mêmes des petites bases de données ou du moins, faire partie d'un groupe de développement.
- La maîtrise et l'utilisation d'un outil puissant et actuel de création et de gestion de base de données : ACCESS.

A l'issue de ce cours, les étudiants devront être capable de :

- Utiliser les outils de NTIC et les bases de données.
- Effectuer une recherche d'information efficace sur Internet.
- Développer et publier des pages / sites web et des applications de gestion autour d'une base de données ACCESS ou, du moins, participer activement à la définition des modèles retenus pour une application dans le cadre de leur activité professionnelle (commerciale, Marketing, etc.).
- Concevoir et mettre en place d'un système d'information au sein de l'entreprise (Intranet, Extranet, etc.).

THEMES ABORDES :

Ce cours se compose de deux parties :

Une première partie introduit le réseau Internet et le Web (la toile d'araignée). Les différents modes de recherche d'information sont présentés en mettant en évidence leurs avantages. Enfin, la publication et l'édition des pages Web sur le réseau Internet sont présentées.

La deuxième partie est essentiellement pratique. Le modèle relationnel de base de données est adopté. Le SGBD Access est utilisé sur un cas concret. Les étapes d'informatisation sont présentées et directement appliquées. Le logiciel ACCESS est présenté avec ses différentes fonctionnalités et capacités. Il est utilisé pour construire la base de données du cas étudié et informatiser tous les traitements effectués sur cette base.

METHODE D'ENSEIGNEMENT :

La première partie présente les fondements des systèmes informatiques et réseaux par une approche généraliste. Des cours pratiques argumentés d'exemples de cas et surtout d'applications avec les étudiants permettront à ces derniers de s'approprier les connaissances nécessaires en matière de recherche et de publication de l'information sur le WEB.

L'enseignement d'ACCESS se fera sur l'étude d'un cas concret. Le cas en question peut être la gestion : des clients d'une banque, des stocks d'une usine de production, d'une administration, du service scolarité, de sponsors d'un projet, etc.

L'étude de cas suivra les différentes étapes de l'informatisation des données d'une entreprise depuis l'identification des besoins d'informatisation des données jusqu'à la conceptualisation du problème. L'étudiant devra, à la fin de la formation, réaliser un projet (Web/Access) dans lequel il reproduira la même démarche étudiée sur un cas réel.

PRE-REQUISITE COURSE: Students are expected already to have studied, and learned the use of, office productivity software and the analysis, design and implementation of small databases. ESC Rennes "Technologie de l'information" courses.

LEARNING OBJECTIVES:

Knowledge outcomes : At the end of this course, the student should be able to:

- State what an Information System (IS) is, and describe its role in electronic business (e-business);
- Identify the objectives, techniques and methodologies associated with the creation and management of information systems.

Skills outcomes : At the end of this course, the student should be able to:

- Evaluate the relevance of current trends in Information and Communications Technology (ICT) in order to identify business applications of information systems;
- Participate with IS professionals in the effective analysis, design, procurement and management of e-business information systems.

COURSE DESCRIPTION:

Among the most important assets of any organisation are the *information* it needs to operate, and the *knowledge* which is used to interpret that information as it is used to make decisions. *Information systems* consist of all the technological and human components involved in the collection, processing, storage, transmission, display, dissemination, and disposition of information; together with the computing and telecommunications infrastructure, organization, personnel, and components which are needed to store and process information. *Electronic business* is the use of information systems and Internet technologies to enable business processes within an organisation (internal) to interact with the business processes of its suppliers (external); or to fulfil orders from external customers.

In this module, students will learn about information systems (IS) from both organisational and technical viewpoints; the issues involved in the conception, realisation and management of IS; and the way in which information systems are used in electronic business.

Students will also learn how to use certain analysis techniques, notably Use Case analysis for identifying business processes; Data Flow Diagrams for more detailed process modelling; Entity Relationship Attribute modelling for data modelling; and the use of spreadsheets to record the outcomes of systems analysis fact-finding.

TEACHING METHODS:

Lectures by the module leader (one and a half hours per week)
Tutorials by teachers (one and a half hours per week)
Group-prepared case work (group presentation)
Group-prepared assignment
Demonstration by the module teacher of IS as used within businesses

PRE-REQUISITE COURSE : Students must already have followed SID 47011 E Electronic Business Systems or a course with equivalent learning outcomes. They should be thoroughly familiar with information and communications technology and enthusiastic about its effective exploitation in the enterprise.

Prior knowledge of computer programming and of a specific programming language is however **NOT** a requirement.

LEARNING OBJECTIVES :

Knowledge outcomes : At the end of this course, the student should be able to:

1. Describe the system development life cycle (SDLC).
2. Outline and plan the activities associated with the use of the SDLC in the enterprise.

Skills outcomes : *At the end of this course, the student should be able to:*

3. Design, program and test a simple business-related computer program.

COURSE DESCRIPTION :

In this course, students will firstly be introduced to the Systems Development Life Cycle (SDLC) and to the necessity either of writing programs specifically for an enterprise (**bespoke systems development**) or the technical integration of existing program components to create an overall integrated system (**systems integration**).

The course's **primary element** is an in-depth introduction to what a computer program is, and how it is designed. A secondary and subsidiary element of the course is teaching the syntax and semantics of a particular programming or scripting language. The language chosen may vary, but is expected normally to be Microsoft Visual Basic.

TEACHING METHODS :

- Lectures by the module leader (three hours per week)
- Learning a computer programming language (largely as unsupervised work outside the classroom)
- Individual programming assignment

Students are expected to have read all available material before the session. Students are expected to take part in class discussion, and to work in small groups when necessary. Students' work will be assessed both through continuous assessment & the final exam.

IS 443 E -	MANAGEMENT INFORMATION SYSTEMS 5 ECTS Credits	<u>Semester 2</u>
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PRE-REQUISITE COURSE : Students must already have followed the Electronic Business Systems course or a course with equivalent learning outcomes.

LEARNING OBJECTIVES :

Knowledge outcomes : At the end of this course, the student should be able to:

1. Identify the objectives, techniques and strategies associated with the creation and management of information systems.
2. Describe and evaluate the management of the activities of IS professionals

Skills outcomes : At the end of this course, the student should be able to:

3. Design and build a simple business information system.

COURSE DESCRIPTION :

The name of this course can be read two ways:

- **Management Information Systems** – how information systems are used by managers to assist them in their decision-making and control
- **Managing Information Systems** – how to manage the activities of in-house ICT (Information and Communications Technology) staff; and how to procure and manage outsourced ICT-related services provided by services suppliers and consultants.

Among the most important assets of any organisation are the **information** it needs to operate, and the **knowledge** which is used to interpret that information as it is used to make decisions. **Information systems** consist of all the technological and human components involved in the collection, processing, storage, transmission, display, dissemination, and disposition of information; together with the computing and telecommunications infrastructure, organization, personnel, and components which are needed to store and process information. **Electronic business** is the use of information systems and Internet technologies to enable business processes within an organisation (internal) to interact with the business processes of its suppliers (external); or to fulfil orders from external customers.

In this module, students will learn about information systems (IS) from the organisational and managerial perspective, and how to define an electronic business strategy for the enterprise. They will also work together in small groups to build a simple web-based, database-enabled management information system.

TEACHING METHODS :

- Lectures by the module leader (three hours per week)
- Group-prepared case work (group presentation) and associated seminar paper
- Group-prepared Information Systems Strategy assignment

Students are expected to have read all available material before the session. Students are expected to take part in class discussion, and to work in small groups when necessary. Students' work will be assessed both through continuous assessment & the final exam.

LW 301 F -	FONDAMENTAUX DE DROIT 4 crédits ECTS	<u>Semestre 1</u>
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COURS PRE-REQUIS : Le suivi du cours de Droit des entreprises ne nécessite aucune connaissance juridique particulière. Le cours constitue une première approche de l'environnement juridique de l'entreprise.

OBJECTIFS DU COURS :

Le cours privilégie une approche thématique du Droit des entreprises en poursuivant 2 objectifs :

⇒ il doit permettre aux étudiants de comprendre l'environnement juridique de l'entreprise

⇒ il doit permettre aux étudiants de maîtriser l'essentiel du Droit des contrats, du Droit du travail et du Droit des sociétés

THEMES ABORDES :

- *Introduction & Présentation du système juridictionnel français*
- *Droit des contrats*

Le cours permettra de comprendre l'essentiel du droit des contrats : il s'agira de définir ce qu'est un contrat d'en cerner toutes les caractéristiques (offre, acceptation, capacité à contracter, consentement éclairé, consentement non vicié...) et d'en mesurer les conséquences (force obligatoire, obligation de moyen ou de résultat...). Il s'agira également de comprendre ce qui peut être fait en cas d'inexécution du contrat (moyens de contrainte, résolution du contrat pour inexécution) et de mesurer l'étendue de la responsabilité contractuelle.

- *Droit du travail*

Maîtriser l'essentiel des relations de travail suppose d'acquérir un certain nombre de connaissances précises sur le contrat de travail. Le cours détaillera donc les différentes phases du contrat de travail : tout d'abord, la formation du contrat de travail (modalités, conditions, périodes d'essai, spécificité des contrats de travail précaire...). Le cours abordera ensuite la question de l'exécution du contrat de travail (durée du travail, lieu de travail...) et, enfin, la question de la rupture du contrat de travail et toutes ses conséquences (démission et licenciement).

- *Droit des sociétés*

Le Droit des sociétés permettra aux étudiants d'identifier les différents acteurs du monde des affaires. Dans cette perspective, Il faut tout d'abord étudier le régime général des sociétés commerciales pour, ensuite, aborder les différentes phases d'une société commerciale de sa création à sa disparition.

METHODE D'ENSEIGNEMENT :

Les étudiants seront invités à prendre des notes à partir d'un plan de cours détaillé. Les thèmes du cours seront abordés avec pragmatisme de façon à permettre un dialogue continu avec les étudiants et une réflexion commune. Des exemples seront systématiquement cités pour une meilleure compréhension du cours. Des cas pratiques seront soumis à l'appréciation des étudiants.

MG 441 E -	DEVELOPPING TEAM LEADERSHIP	<u>Semester 2</u>
	5 ECTS credits	

PREREQUISITE COURSE : The student should at least have a first practical experience as a trainee within a company or other kind of organization

LEARNING OBJECTIVES

By the end of the course, the student should be able to :

- Understand behaviors that positively impact team results.
- Understand their leadership style and it can be applied efficiently in a team work environment.
- Understand active listening and feedback.
- Understand the structure of a successful team and be able to define a team framework, set common goals and values.

COURSE DESCRIPTION:

- Leadership and management.
- History of leadership.
- From manager to leader : theories of leadership.
- How and why the skills and qualities required by successful leaders are changing.
- The role of leadership in the success of the organisation.
- The role of team leader.
- Different types of leadership, in theory and in practice – Command and control, Charismatic, the Servant leader, Stewardship and Situational leadership.
- The skills required for effective leadership.
- The leadership styles and their appropriate application in different circumstances.
- Team development and conflict management.
- Communication and interpersonal skills.
- Students' own personality and style, their own strengths and weaknesses as potential leaders.

TEACHING METHODS :

Lectures,
Guided discussions,
Case studies,
In-class exercises,
Readings.

PRE-REQUISITE COURSE : none

LEARNING OBJECTIVES :

At the end of the course students should be able to :

Knowledge outcomes:

- Evaluate the role of marketing in the firm in the context of the market place
- Understand and integrate into the marketing analysis external factors such as demographics, politics, culture, legislation and geography.
- Recognise and understand key determinants of consumer behaviour.
- Undertake basic market research.

Skills outcomes:

- Be able to apply key analytical tools to examine current marketing activity
- Analyse the current marketing activities of a firm and make recommendations.
- Identify and appreciate the individual elements which motivate the consumer to buy, and those which prevent him from doing so.
- Create a concept board which represents a particular lifestyle and understand its relevance to marketing.
- Undertake market research to understand consumer behaviour

COURSE DESCRIPTION:

The course is divided into three parts: The Marketing Environment, Consumer Behaviour and Market Research.

The Marketing Environment analyses the role of marketing within the firm, and describes the various external and internal factors which influence the marketing strategy of the firm (market, competition, know how etc).

Consumer Behaviour analyses the sociological and psychological factors which influence the buying process of the consumer.

Market research establishes the basic differences between qualitative and quantitative research methods

This course establishes the context in which the firm operates and prepares the way for the operational aspects of the marketing mix in the second semester course : Marketing Fundamentals II.

TEACHING METHODS:

Learning will be based on initial teacher input and group discussion. Students will be expected to carry out exercises in class and 2 projects in small groups which will reinforce the initial teacher input. Regular consultation of course texts and the perusal of trade press is highly recommended. The final examination will be based on a short press articles relevant to the course content which will enable the student to demonstrate full understanding of theoretical principles and ability to apply marketing tools.

PRE-REQUISITE COURSE : This is a foundation course. The only assumed information is that acquired in first semester : "Fondamentaux du Marketing I".

LEARNING OBJECTIVES :

Knowledge outcomes: At the end of this course students should be able to :

- Think *in a connected way* about the interactions between the firm's environment, its resources, its strategic objectives and the marketing mix decisions which the firm takes.
- Understand the relevance of market/consumer information presented in MKV30011 in the context of developing and commercialising products.
- Define and understand segmentation, targeting and positioning
- Define and understand the individual elements that make up the marketing mix and their contribution to achievement of specific identified objectives

Skills outcomes: At the end of this course students should be able to :

- Demonstrate basic problem solving skills, applying theoretical concepts to diagnose and analyse, and make pertinent recommendations / take appropriate decisions based on analysis, judgement, resources, objectives
- Demonstrate creative thinking in marketing situations
- Write and present a simple, well documented marketing plan for a business in English, taking into consideration the impact of the plan on other departments in the firm (finance, production, Distribution, R&D, sales, Human Resources)

COURSE DESCRIPTION:

The course follows on directly from Marketing Fundamentals 1. It is divided into three parts :

- a theoretical input to be learnt by students,
- practical application through tutorials and projects, and
- further practical application in the form of a computerised simulation. (Planmix)

Overall the course deals with how the Marketer manipulates the Marketing Mix elements (or controllable elements) to achieve strategic marketing objectives, taking into consideration the uncontrollable elements of the marketing environment (market, competition, consumer behaviour) studied in Marketing Fundamentals 1.

TEACHING METHODS :

Initial teaching will take place through formal lecturing, presenting new theoretical concepts over the duration of the course. Students will be expected to supplement their understanding of this content by individual reading (from the course bibliography and specialised press) and use of electronic resources.

The course places great emphasis on learning by doing. Such learning is achieved through various means, either *formative* (designed for learning and feedback) or *summative* (designed for assessment purposes):

- Weekly Tutorials: students will work on case studies, press articles etc to develop their understanding of concepts and their ability to apply them in specific, defined contexts (Formative)
- Computer simulation “Plan mix” designed to define and manage marketing of a SME over 4 years (Formative)
- Written marketing plan: in groups students define and justify a marketing mix for a new product launch of their choice (Summative)
- Final written exam based on a case study (Summative)

MK 401 E - ADVERTISING 5 ECTS credits	<u>Semestre 1</u>
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PRE-REQUISITE COURSE : Students are expected to have a good understanding of marketing principles as key theories will serve as a foundation for this course.

LEARNING OBJECTIVES :

The first objective of this course is to provide students with a fundamental knowledge of Advertising and how it is integrated with the rest of the promotion mix. The second objective is to apply this knowledge to the analysis of contemporary advertising campaigns and to the creation of advertising proposals.

Knowledge outcomes: At the end of this course, the student should be able to:

- Understand thoroughly the nature, structure, function and operations of the local and international advertising industry.
- Discuss advertising’s role both as a promotional mix element and as a set of techniques which underpins other promotional activity.
- Analyse and assess contemporary advertising strategies by presenting solutions to case study problems.
- Develop, create and propose advertising strategies as part of an assessed group project.
- Evaluate current and future issues of consequence that will have an impact on the management of the advertising process.

Skills outcomes: At the end of this course, the student should be able to:

- Improve soft skills that are applicable to different strategic/creative promotional scenarios.
- Develop cross-cultural skills within an international communications context.

COURSE DESCRIPTION :

This course offers an overview of the principles and process of marketing communications, with emphasis on the planning, implementation and evaluation of an advertising strategy. The topics covered will address current and future trends that are challenging the theory and function of local and international advertising. Students will be expected to critically evaluate a range of strategic and practical perspectives relevant to contemporary advertising.

TEACHING METHODS :

The teaching methods will be 50% lecture and 50% discussion. Each student will be expected to come to class having read chapters or other reading material thoroughly. Students will also be required to discuss case studies in order to consolidate theory acquired in the lectures.

PRE-REQUISITE COURSE: Fundamentals of Marketing.

LEARNING OBJECTIVES:

Knowledge outcomes: At the end of this course students should be able to :

- Understand the importance of effective brand management for firms today.
- Explain brand equity and why it contributes towards the firms' sustainable revenues.
- Lay out the entire consumer decision process leading to brand equity including brand attitude, brand preference, brand choice and brand loyalty.
- Understand and explain the key success factors in new product and new brand management.

Skills outcomes: At the end of this course students should be able to :

- Identify and use the major measurement instruments for estimating a firm's brand equity.
- Analyse the entire consumer brand decision process for a specific brand.
- Use the BCG matrix appropriately for building accurate brand portfolio and analyzing a firm's brand positioning.
- Design a comprehensive marketing plan for new product/brand launch.

COURSE DESCRIPTION:

Effective brand management is fundamental in today's marketing environment because of the substantial role that brands play in driving a firm's revenues, margins and corporate image. Strong brands are some of the most important assets of firms which have made brand management one of their top strategic priorities. This course introduces the major concepts in branding and aims at providing students with generic skills on brand management.

TEACHING METHODS:

This course is divided into lectures and tutorials (50% each).

Lectures introduce key concepts supported by contemporary examples which will be discussed in-class with the students.

Two short quizzes will assess the extent to which students have acquired the knowledge base.

Tutorials adopt a more practical approach which is composed of two major assignments. The first one is analytical and requires students to analyse a firm's brand portfolio and make recommendations on how to improve brand management. The second assignment is the design of a comprehensive plan for launching a new product/brand. The first assignment is graded in the form of a report; the second one is graded in the form of a presentation and a concise written action plan. A final exam will cover the entire content but is rather skill-based than knowledge-based.

PRE-REQUISITE COURSE : none

LEARNING OBJECTIVES :

At the successful completion of the course, students should be able to:

Knowledge-based outcomes

- Appreciate the scope and limitations of the marketing function within a service organisation.
- Understand the differences between marketing physical products and services.

Skill-based outcomes

- Explain the importance of a customer orientation and techniques for measuring and managing customer involvement metrics.
- Evaluate the strengths and weaknesses of an organisation's services marketing strategy.
- Apply different models of services marketing management to various marketing-related problems.

COURSE DESCRIPTION :

This course aims to develop an understanding of the issues involved in the marketing of services and especially the differences between the marketing of services compared with goods.

In order to achieve the learning objectives stated above, the course will focus on the following specific subjects:

- The importance of the service sector of the economy and its export potential.
- The unique characteristics of services and their implications for marketing strategies.
- The major differences between the marketing of goods and services in relation to the expanded marketing mix of product, price, promotion, place, people, processes and physical evidence and the different nature of consumer behaviour.
- The links between marketing, operations and human resource management in service organisations.
- Key concepts in services marketing including: service encounters, service blueprinting, relationship marketing, service scripts, and service accessibility.
- Conceptualisations of service quality and how it can be defined, measured and improved.

- Implementation of service quality improvements such as setting service standards, customer focus, organisational change, leadership, quality tools, quality awards and processes.

TEACHING METHODS:

Typically classroom time will be used in the following way:

Lectures & seminars led by the course leader

In-class exercises linked to lectures

Research and preparation of case studies

In addition, students are expected to prepare themselves through the following mechanisms:

Reading, recommended texts and relevant journal articles

Decisions for MARKSTRAT simulation

Lectures are used to introduce the key concepts, themes, techniques and methodology of the module. Students are expected to have read the relevant materials and to be active participants in the case study discussions.

MK 444 E - BUSINESS TO BUSINESS MARKETING 5 ECTS credits	<u>Semestre 2</u>
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PRE-REQUISITES COURSES: Fundamentals of Marketing.

LEARNING OBJECTIVES:

- Familiarization with concepts and models of business-to-business marketing
- Understanding of factors that affect companies' competitive positions in business networks.
- Ability to identify critical components in value-chains that affect companies' competitive positions in business markets.

COURSE DESCRIPTION:

This course explores business-to-business marketing in a contemporary business context. The course highlights companies' marketing towards customers in industrial, institutional, and governmental sectors. Business-to-business marketing encompasses market segmentation, positioning, pricing, communication, physical distribution, customer service, sales management, and activities associated with procurement of goods and services. This course, therefore, examines marketing activities as they occur in value chains of interconnected business networks. By taking this course the participants gain a comprehensive understanding of factors affecting marketing strategies in the business sector. Special attention is, therefore, directed at processes that create, and deliver value to businesses, governments, and/or institutional customers.

TEACHING METHODS

This course involves exercises, presentations and lectures. The principal method of instruction is lectures with group assignments and in-class cases to further the students' understanding of the dynamics of marketing in the business-to-business sector. Academic research is integrated through a review of an article published in a leading peer-reviewed journal.

MK 445 E - INTERNATIONAL CONSUMER BEHAVIOR 5 ECTS Credits	<u>Semestre 2</u>
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PRE-REQUISITES COURSES : Marketing Fundamentals I and II

LEARNING OBJECTIVES :

The objectives of this module are:

- To identify and develop a conceptual framework which will build on contents taught in the marketing fundamentals courses at undergraduate level
- To ensure students have a comprehensive understanding of the role of psychological models in marketing.
- To provide students with an understanding of customer' needs and complexities of behaviours and to recognise the impact that this has on an organisation's marketing strategy in an international context
- To provide a theoretical underpinning, utilising a range of psychological, social, cultural and economic factors which influence consumer behaviour within global markets.

The outcomes:

- To acquire a framework for analyzing consumer behaviour problems
- To learn how consumer behaviour can be affected by different marketing strategies
- To show how behavioural evidence can be used to evaluate alternative marketing strategies
- To learn about and use consumer behaviour theories in marketing and social psychology

COURSE DESCRIPTION :

The main themes are:

- The principles of consumer behaviour
- Consumer decision making process
- Individual determinants of consumer behaviour
- Environmental influences on consumer behaviour
- Influencing consumer behaviour
- Cross-cultural consumer behaviour
- Consumer influence and the diffusion of innovation (how to adopt an innovation?)

TEACHING METHODS :

The module sessions will incorporate a variety of methods. The academic themes and knowledge base of the subject areas with the concepts and management practices will be presented in a lecture format. Seminar time will be devoted to analyzing and critically interpreting case studies and other current real-life examples. Case studies discussion and examples will be used to encourage students to apply the theoretical concepts.

Students will be encouraged to construct small learning groups. A key component of the learning process will be additional reading and private study to be carried out between taught sessions. Students may be asked to conduct formative short answer question papers, aid understanding and provide feedback on progress each month.

MK 446 E -	MARKETING COMMUNICATION	<u>Semestre 2</u>
	5 ECTS credits	

PRE-REQUISITE COURSE :

Students are expected to have a good understanding of marketing principles as key theories will serve as a foundation for this course.

LEARNING OBJECTIVES:Knowledge outcomes:

- Understand thoroughly the nature, structure, function and operations of the local and international communications industry.
- Discuss advertising's role both as a promotional mix element and as a set of techniques which underpins other promotional activity.
- Analyse and assess contemporary communications strategies by presenting solutions to case study problems.
- Develop, create and propose advertising strategies as part of an assessed group project.
- Evaluate current and future issues of consequence that will have an impact on the management of the communications process.

Skills outcomes:

- Improve soft skills that are applicable to different strategic/creative promotional scenarios.
- Develop cross-cultural skills within an international communications context.

COURSE DESCRIPTION:

This course offers an overview of the principles and process of marketing communications, with emphasis on the planning, implementation and evaluation of an advertising strategy. The topics covered will address current and future trends that are challenging the theory and function of local and international communications. Students will be expected to critically evaluate a range of strategic and practical perspectives relevant to marketing communications management.

TEACHING METHODS :

Through lectures and cases exposing the principal features and issues of the topics covered, student presentations and guided discussion. Further, advertising professionals will be invited to give presentations in order for students to gain insight into the real world of integrated communications.

COURS PRE-REQUIS : Aucun

OBJECTIFS DU COURS :

Ce cours doit permettre aux étudiants d'acquérir une vision holistique du Management des Entreprises et de comprendre les principaux concepts soutenant le rôle et la mission du Manager. Ce cours introductif fera l'objet d'approfondissement, notamment dans les cours de Organisational Behaviour, Strategy, Human Resources Management, Marketing.

Connaissances à acquérir : A l'issue de ce cours, les étudiants devront être capables:

- d'appréhender l'entreprise comme un Système ouvert en relation dialectique avec l'environnement,
- d'analyser l'entreprise en tant que réseau interrelationnel de fonctions et relier celles-ci aux différents cours de leur programme,
- de comprendre le rôle moteur et anticipateur du Manager dans ce système en changement permanent,
- de construire une synthèse cohérente entre le Manager, les fonctions et le système à travers des applications sur cas réels et de l'appliquer dans la pratique de leur vie associative.

Ils seront aussi sensibilisés à la recherche et au traitement de l'information (intelligence économique), notamment par l'exercice de la revue de presse et l'analyse des bases de données sur les entreprises, consultables à la médiathèque.

Savoir-faire mis en pratique : gestion du stress, gestion du temps, organisation, travail en équipe, présentation à l'aide d'outils informatiques, management de la décision, prise de parole en public, utilisation et application d'outils d'analyse, entraînement à la synthèse

THEMES ABORDES :

Après avoir parcouru les principales étapes de l'histoire du Management à travers une double perspective, l'évolution socioéconomique et la recherche de l'efficacité dans l'organisation, le cours présentera l'entreprise dans le cadre conceptuel de l'analyse systémique sur trois niveaux : l'environnement et l'entreprise, l'entreprise et ses fonctions, les fonctions et les managers. De là, il sera mis en évidence le rôle fondamental du Manager, dans ses composantes actives et proactives, et développé ses quatre missions principales:

- donner le sens et la vision (*Planifier*),
- adapter l'organisation pour accroître sa performance (*Organiser*),
- maîtriser et réguler son activité en fonction de ses résultats (*Contrôler*),
- agir avec pertinence sur les comportements individuels et collectifs, en tenant compte de la diversité des personnalités (*Diriger-Animer*).

METHODE D'ENSEIGNEMENT :

Cours en Amphi ayant pour objectifs de présenter les concepts et modèles illustrés d'exemples et de cas concrets.

Travaux Dirigés devant amener les étudiants à appliquer les savoirs sur des cas d'entreprise et de se familiariser avec le «stress» de la prise de décision et les techniques de présentation.

PRE-REQUISITE COURSE :

There is no particular course that is essential before studying business to business at this level, apart from a general knowledge of marketing principles. The difficulty occurs where students imagine that (private) consumer behaviour can be applied to the business to business context. However it is assumed at the beginning of the classes that students have no particular knowledge of the subject and this difficulty is quickly overcome.

LEARNING OBJECTIVES:

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

Knowledge outcomes

- Understanding the differences between Business to Business Marketing and Business to (private) Consumer Marketing.
- Evaluate recent developments in contemporary organizational buying.
- Assess the development of inter-organizational (Buyer-Seller) relationships in strategy evaluation and development.

Skills outcomes

- Demonstrate a theoretical and practical knowledge and understanding of professional (organizational or group) buyers' strategies, their purchasing problems, their behaviour as buyers and of buyer-seller relationships in the organizational context.
- Appreciate the requirements for effectiveness in Business Marketing strategy development through an understanding of the strategic areas of marketing management as they apply in an organisational context.

COURSE DESCRIPTION:

Designed for students whose career interests may be directed toward the industrial market, this course examines the formulation and implementation of marketing strategy for non-consumer products and services. While emphasis is placed on

the industrial market, the course material is relevant to any market where professional buying dominates, such as governments, hospitals and other institutions.

TEACHING METHODS :

The teaching method will be a mix of lecture and discussion. Each student will be expected to come to class having read the relevant chapters or other reading material thoroughly. The course presents a conceptual framework that is applied and tested through the analysis of cases, the contribution of guest speakers and the use of projects.

OB 401 E - ORGANIZATIONAL BEHAVIOR 5 ECTS credits	<u>Semester 1</u>
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PRE-REQUISITE COURSE : None

LEARNING OBJECTIVES :

At the end of this course, each student should:

- Be better equipped to predict, understand, and influence the behavior of individuals, groups, and organizations in a professional setting.
- Have better insight into his / her individual behavior and be able to assess situations which optimize personal strengths and minimize personal weaknesses.
- Understand the concepts and use tools related to: understanding oneself, motivating others, influencing others, conflict management, taking decisions, group dynamics, stress management, assessing the impact of organizational and national culture, change management.

COURSE DESCRIPTION :

The course of Organisational Behaviour (OB) situates the manager's individual behavior with respect to the complexities of group behavior and organizational systems in firms. It emphasizes the practical application of concepts such as communication, teamwork, motivation, conflict management, leadership, and decision making, and analyzes their impact on four outcomes: job satisfaction, performance, turnover, and absenteeism.

TEACHING METHODS:

- The success of the individual learning experience relies on reading the course material before class, preparing the assignments, and participating in class.
- Classes will start on time and end on time. Late students will not be admitted to class.
- Lecture in amphitheatres: presentation of key concepts
- Tutorial sessions: discussion of key lecture points, exercises, case analyses, simulations

OB 402 E - ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT 5 ECTS credits	<u>Semester 1</u>
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PRE-REQUISITE COURSE : A good understanding of the fundamentals of strategic planning, marketing and corporate finance.

LEARNING OBJECTIVES:

The course objectives are :

To introduce the concepts of entrepreneurship and their application in existing firms as well as new start-up firms.

After completing this course, students will:

- Use innovation/creativity techniques in existing companies
- Plan/Launch new ventures either by themselves or as assistants to entrepreneurs
- Help to manage small firms from the inside or as outside consultants

COURSE DESCRIPTION:

This course will cover a range of relevant activities ranging from the features of innovation & entrepreneurship, to the preparation of a start-up business plan.

TEACHING METHODS:

The teaching method for the 'theoretical' parts of the course is based on lectures and student reading. For the business plan, 'teaching' is more individual with assistance being provided to the student teams as and when required.

The Class discussion aims to bring out significant points arising from the lectures to permit the entrepreneur to deal with strategic issues.

The Business plan is a practical exercise enabling students to originate and develop one of their own ideas into a comprehensive start-up report which could be submitted to investors.

The Examination is partly in the form of questions to test the students' broad understanding of the lecture material. The other part of the exam is to test depth and analysis of one or two selected topics.

COURS PRE-REQUIS : Le Notions de base en Mathématiques

OBJECTIFS DU COURS :

Le cours permet aux étudiants de première année de bien maîtriser les outils de la statistique et de les appliquer dans le domaine de la gestion, du management et du commerce. Il intègre les outils statistiques dans la résolution des problèmes des autres disciplines (marketing, finance, ressources humaines, gestion des projets, etc...).

Objectifs de connaissance :

Comprendre le rôle de l'analyse statistique dans la gestion de l'entreprise

Objectifs d'application :

A l'issue du cours, les étudiants devront être capables de :

- utiliser les outils statistiques en tant qu'outils d'aide à la décision dans leur métier de manager,
- mettre en application l'approche statistique dans toute démarche, projet ou recherche en management.

Ce cours prépare les étudiants au métier de chargé d'études d'analyse des données marketing, ou consultant en études marketing (étude de marché ou de la satisfaction client, manager CRM....)

THEMES ABORDES :

Le cours est composé de thèmes suivants :

Statistique descriptive, probabilités et variables aléatoires, Echantillonnage, estimation et tests d'hypothèse, Analyse statistique des données (application sous SPSS et SPAD).

METHODE D'ENSEIGNEMENT :

Le cours est construit autour d'un support de cours, d'exercices d'application et des cas pratiques

L'enseignement repose sur la préparation de chaque chapitre par les élèves. L'enseignant présentera le cours et les cas pratiques, répondra aux questions et proposera en fin de cours un résumé du chapitre. La participation des étudiants par la préparation des cours, des devoirs et des projets de groupe fait partie intégrante de la méthode d'enseignement.

PRE-REQUISITE COURSE:

Students are expected to have studied "Business Statistics" and "Découverte des états financiers" which are two mandatory modules taken during the first semester of the program. Students may also find it useful to revise their backgrounds in mathematics: algebra, compounding, summation of geometric progressions.

LEARNING OBJECTIVES:

This course provides an introduction to some key concepts and tools for decision making both in Management science and Corporate finance. The student will become familiar with some of the fundamental problems which face operational and financial managers and will examine the techniques which can be employed to solve such problems and assist in the decision making process.

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

Knowledge-based outcomes:

- Understand: a range of Management Science techniques in sufficient depth
- Understand: the selection of an investment, the constituents of the valuation techniques: time value of money, life, size, risk
- Collect relevant information and identify any appropriate data necessary to address specific actual business problems, be it in management science or in capital budgeting decision

Skill-based outcomes:

- Select the appropriate decision technique to answer a specific problem
- Discriminate information to have a critical overlook on the final results
- Integrate quantitative approaches with qualitative considerations in order to make more informed decisions
- Use the appropriate tools for any computation (Excel, solver, financial tables)

COURSE DESCRIPTION:

- Basic discounted cash flow techniques and their use in capital budgeting decision
- Basics tools to value and compare projects which the firm may consider investing in: Net Present Value, Internal Rate of Return, Payback, Discounted Payback, Profitability index, etc.
- Basic quantitative models as linear programming, transportation, assignment, waiting-lines, simulation and decision analysis

The course emphasizes the applications of the decision tools by using problem situations so that students may apply their acquired knowledge to real business problems. The course is designed to clarify any misunderstanding that might lead students to consider decision tools as a technical field far away from their professional preoccupations in a business.

TEACHING METHODS:

The methods of teaching will involve lectures, discussions, and problem solving. Students are expected to participate actively during class sessions. To adequately ensure that the student achieves the course and learning objectives, it is important to test the knowledge acquisition through a variety of assessment methods.

Whilst the course is given in English, French translations will be given for important technical and "jargon" terms.

QM 401 E - OPERATIONS MANAGEMENT 5 ECTS credits

<u>Semester 1</u>

PRE-REQUISITE COURSE : Students are expected already to have studied, and learned the use of, certain Management Science techniques : Management Science.

LEARNING OBJECTIVES :

The main goal of this course is to provide students with a sound conceptual understanding of OM, its strategic importance, and its links with other business functions. The course emphasizes OM applications by using problem situations, so that students may apply their acquired knowledge to real business problems, and work better with people from other functional areas of the firm. After completing this course, students should be able to :

- Understand the strategic role of OM for both manufacturing and service organizations in maintaining an organization's competitive edge. (Knowledge Outcome)
- Participate as team members in an OM department in undertaking various operational activities. (Ability Outcome)
- Apply OM methods that they have learnt to their work in other departments, such as marketing. (Ability Outcome)

COURSE DESCRIPTION :

This course introduces students to the area and techniques of Operations Management (OM) and presents a state-of-the-art view of the activities of the operations function. It covers such topics as forecasting, process selection, capacity decisions, facility location and layout, aggregate planning, just-in-time, inventory and quality.

The course's overall rationale is to give students thorough background knowledge in basic OM methods and concepts to enable them to appreciate their potential real-world applications. The course is designed to clarify any misunderstanding that might lead students to consider OM as a technical field far away from their professional preoccupations in a business.

TEACHING METHODS :

The teaching methods will involve lectures, discussions and solving numerical examples. Students are expected to participate actively during class sessions. The two ability outcomes are tested by the group assignment. The knowledge outcome is tested by the examination.

QM 442 E - QUALITY MANAGEMENT 5 ECTS Credits
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<u>Semester 2</u>

PRE-REQUISITE COURSES: Operations Management and Management Science courses.

LEARNING OBJECTIVES:

After completing this course, students should be able to:

- Understand the factors that make quality a necessary management objective; the distinctions between 'scientific' and 'human' management philosophies (in the context of the roles of the individual and management, customer/supplier relationship and continuous improvement) and the concept of 'variability' (recognising that variability reduction is a key approach to sustained quality achievement).
- Recognise and distinguish applications for techniques in the planning, control and improvement of processes.
- Recognise when it is necessary to seek expert help or to improve their own working knowledge of particular techniques, to ensure that appropriate data, techniques and information are being used to plan, control and improve processes.

COURSE DESCRIPTION:

The course will cover the key topics of:

- An introduction to quality management relating to philosophy, principles, practice and participation.
- Quality systems and standards with particular emphasis on BS EN ISO 9001 and the EFQM Excellence Model.
- The economics of quality using the PAF and Process Cost models.
- The problem solving process and related tools of quality.

- Techniques of quality such as Quality Function Deployment, Failure Modes and Effects Analysis, Statistical Process Control.
- Customer service quality.

TEACHING METHODS:

Teaching methods will be varied and include:

- Short lectures
- Class examples
- Class case studies, individually or in groups

QM 443 E -	SUPPLY CHAIN MANAGEMENT 5 ECTS Credits	<u>Semester 2</u>
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PRE-REQUISITE COURSES: Operations Management and Management Science courses.

LEARNING OBJECTIVES:

After completing this course, students should:

- Understand the strategic role of SCM for both manufacturing and service organizations.
- Understand the different Supply Chain approaches to integrate efficiently suppliers, manufacturers, retailers, and clients.
- Contribute their acquired knowledge and skills in SCM, should they work in any business function, by applying techniques they have learnt.
- Interact effectively with people within various functional areas of the firm.

COURSE DESCRIPTION:

The course will cover the key topics of:

- Relating logistics performance to business performance, in particular the achievement of marketing objectives through achievement of customer service levels.
- Capacity Planning
- Inventory management
- Purchasing processes
- Storage and warehousing methods
- Transport and related issues such as choice of mode and routing
- Location of facilities such as warehouses

TEACHING METHODS:

Teaching methods will be varied and include:

- Short interactive lectures
- Class examples
- Class case studies, individually and in groups

QM 444 E -	INTRODUCTION TO CRM 5 ECTS Credits	<u>Semester 2</u>
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PRE-REQUISITE COURSE:

Students are expected already to have studied Data bases and Marketing Research earlier in the program, or to have attained similar learning elsewhere.

LEARNING OBJECTIVES:

The objective of this module is to present the relational marketing and customer relations management concepts in the marketing approach. It discusses the various concepts used today to support the new tools available to marketing managers to achieve a "client focus".

Knowledge Outcomes:

After completing this course, students should understand:

- The role and contribution of relational marketing to common marketing methods and tools
- The different CRM techniques and methods.
- The implementation of a customer-focused marketing approach

Ability Outcomes:

After completing this course, students should be able to:

- Define the strategic bases and concepts of CRM.
- Identify the strategic value of a customer focus for a company.

- Contribute their acquired knowledge and skills in CRM during the fulfilment of the team project.

COURSE DESCRIPTION:

This course introduces students:

- To explain how to build a quality marketing information system. It also introduces the tools used for analyzing a database in order to build customer behaviour models. and identify those whose "value" is the most interesting.
- To analysis the implementation of a customer-focused marketing approach

It covers such topics (Relational marketing, Marketing databases, Customer database management, implementation of CRM...)

TEACHING METHODS:

- Theoretical presentations of key concepts
- Software use (SPSS, SPAD)
- Company case studies
- Conducting a project and submission of a final report

QM 445 E – PREDICTIVE MARKETING 5 ECTS Credits	<u>Semester 2</u>
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PRE-REQUISITE COURSE:

Students are expected already to have studied Statistics and Data Analysis or to have attained similar learning elsewhere.

LEARNING OBJECTIVES:

Predictive marketing helps businesses better understand customer desires, needs and behaviours for a greater return on investment, improve customer service practices and define new products and services

Knowledge Outcomes:

After completing this course, students should understand:

- The role of the Predictive Analysis approach for both Marketing and Business Intelligence
- The different predictive analysis techniques and methods to integrate efficiently Customer Relationship Management.

Ability Outcomes:

After completing this course, students should be able to:

- Address quantitative issues in the predictive marketing by solving related business intelligence problems.
- Contribute their acquired knowledge and skills in predictive analytics during the fulfilment of the team project.

COURSE DESCRIPTION:

This course introduces students to the field of predictive marketing. It presents a state-of-the-art view of these activities and the quantitative aspects of its decision making process. It covers such topics (Modulation, Factorial analysis, Clustering, Scoring...)

TEACHING METHODS:

The main concepts will be introduced through lectures and short cases. The bulk of the course will be devoted to discussing and applying the principles of predictive analysis in the Management. The student's participation is essential as the management of predictive operations in various areas is discussed. In addition, assignments will give students the opportunity to apply different predictive analysis methods with SPSS Clementine and SPAD Decision software.

ST 401 E - INTERNATIONAL STRATEGIC MARKETING 5 ECTS Credits	<u>Semester 1</u>
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Pre-Readings in English will be required for the beginning of the class.

PRE-REQUISITE COURSE: Students are expected to have previously studied courses in marketing which cover fundamentals of marketing, marketing in action and corporate environment.

LEARNING OBJECTIVES:

Upon completion of the course, you should:

- Understand the similarities and differences of domestic and international marketing.
- Analyze the environmental forces affecting international marketing efforts, including the economic, social, cultural, and legal / political / regulatory environments.
- Know the different ways in which a firm may enter global markets.
- Understand how the marketing mix elements of product, distribution, promotion, and pricing could be applied to global markets operating under different environmental conditions.

- Recognize how international marketing strategies fall along a continuum from customization to globalization.

COURSE DESCRIPTION:

This course introduces the students to a systematic treatment of marketing on an international and global scale. The concepts relevant to international marketers are described. The course is developed along two basic dimensions - the cultural environment of international / global marketing and the management of international/global marketing operations. The emphasis is on the strategic implications of marketing in different cultures.

TEACHING METHODS:

You are expected to read the relevant chapters of recommended books before coming to subsequent lectures and tutorials. During lectures, you are expected to be aware of the current real events – hence **read the specialized economic press!** You are expected to gradually learn how to identify environmental forces that affect international marketing efforts and ways in which firms enter global markets. These materials and subsequent discussion will let the students to conceptualize these events and the lecturer to meet the teaching objectives 1 and 3.

In tutorials, you will participate in a strategic business game called “Glo-bus” in teams. *It is designed expressly to provide you with an experience that will:*

Draw together the information and lessons of prior courses, consolidate your knowledge about the different aspects of running a company, and provide a capstone experience for your business school education. Also, it will deepen your understanding of revenue-cost-profit relationships and build your confidence in utilizing the information contained in company financial statements and operating reports. Last but not least, it will provide you with practice in sizing up a company's situation, making sound, responsible business decisions, and being accountable for delivering good results. You will be required to prepare for your “company” a three-year strategic plan using the strategic planning model built into the exercise. The 3-year strategic plan option will include:

- Stating a strategic vision for the company in a brief paragraph;
- Establishing objectives for EPS, ROE, credit rating, image rating, and stock price appreciation each of the next three years;
- Specifying what strategy the company will pursue;
- Preparing “pro-forma” income statements for each of the next 3 years based on projections of footwear sales, prices, costs, and profit margins in each of the four geographic regions.

Each company will receive a “performance score” on its strategic plan that is tied to whether it meets or beats the performance objectives set forth in its plan.