

NEOMA

BUSINESS SCHOOL

REIMS • ROUEN • PARIS

COURSE CATALOGUE **Fall & Spring**

2018 - 2019

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QUICK PROGRAMME GUIDE FOR EXCHANGE STUDENTS



- ✓ Taught in Reims & Rouen
- ✓ Offers undergraduate & graduate classes
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in French & English

This exceptional programme benefits from all the expertise of a “Grande Ecole” with a rich history and tradition and a strong network of professional and academic partners and alumni throughout the world. Available on both our Rouen and Reims campuses, it will offer you a broad range of possibilities in terms of tracks, specialisations and work environments.



BACHELOR IN INTERNATIONAL BUSINESS MANAGEMENT

- ✓ Taught in Reims
- ✓ Offers undergraduate classes
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English

By offering 12 programmes in 10 countries, this versatile training course centred on management fundamentals offers an authentic immersive experience in a multicultural context through your entire curriculum.

CESEM will open you up to greater cultural agility and facilitate your professional mobility in other countries and cultures.



BACHELOR IN BUSINESS ADMINISTRATION

- ✓ Taught in Rouen
- ✓ Offers undergraduate classes
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English

The Global BBA, formerly known as the BSc in International Business, is a 4-year Bachelor's degree that offers a solid base in the culture of management; business administration and marketing delivered 100% in English and/or in French. **The very essence of the NEOMA BS Global BBA is agility!** We've designed the programme to allow you to develop professional agility, business and managerial skills, learn to encourage the talent found in your teams, put your knowledge to good use, employ critical analysis, interact with colleagues and clients in an appropriate manner and effectively adapt to many different environments.



INNOVATION & DIGITAL MANAGEMENT

- ✓ Taught in Reims
- ✓ Offers graduate classes
- ✓ Specialist stand-alone tracks
- ✓ Classes taught in English

TEMA has emerged as a unique programme in the greater landscape of French “Grande Ecole” schools. What makes it unique? An innovative curriculum combining management and technology, paired with innovative pedagogy to train managers, giving them first-rate technology skills and knowledge as well as an entrepreneurial profile.

OUR CAMPUSES

Joining NEOMA Business School guarantees that you will receive top-quality management training. The school also offers a welcoming atmosphere that is ideal for your studies. Our campuses and their infrastructure have been designed so that students and professors can develop in a pleasant, stimulating environment. Our goal is to make sure you can successfully balance your work and study with your personal life.

Campus life: promoting a genuinely international, multicultural experience

THE REIMS CAMPUS

The NEOMA Business School Reims campus is on two sites with a contemporary architectural style, located just five minutes from each other by tram.

The campuses are equipped with state of the art teaching equipment: interactive whiteboards, simulation rooms, trading rooms, language labs, student society offices, multi-media library, student life areas, etc.

A 100% multimedia environment offering innovative learning can be accessed on and off campus: e-learning platform, remote access to the School's databases and documentary material (e-books, electronic periodicals, specialised databases, etc.).

Close to the city centre and major transport routes:

- 10 min from Reims city centre by tram
- 10 min from the TGV railway station by tram
- 30 min from Charles de Gaulle airport by train
- 45 min from the centre of Paris by high-speed train



-  **3** campuses :
Rouen, Paris, Reims
-  **8,500** students
-  **150** professors
-  **1,600** professional speakers
-  Over **80** nationalities on our campuses
-  **300** international partners
-  **200** company partners
-  **51,500** graduates, based in **120** countries

THE ROUEN CAMPUS

The NEOMA Business School Rouen campus is a very special 7-hectare location surrounded by woods.

The campus is equipped with state of the art teaching equipment: market room, student society offices, multi-media library, student life areas, etc.

A 100% multimedia environment offering innovative learning can be accessed on and off campus: e-learning platform, remote access to the School's databases and documentary material (e-books, electronic periodicals, specialised databases, etc.).

Close to the city centre and major transport routes:

- 10 min from Rouen city centre by bus
- 15 min from the railway station by bus
- 1 hr 15 from Paris by train or car
- 1 hr from the Normandy coast by train or car



GRADING SYSTEM

NEOMA BS Grading System	NEOMA BS	ECTS Scale	US Scale	GPA
EXCELLENT - outstanding performance with only minor errors	17 - 20	A	A+	4
VERY GOOD - above the average standard but with some errors	15 – 16	B	A	3,7
GOOD - generally sound work with a number of notable errors	13 – 14	C	B+	3,3
SATISFACTORY - fair but with significant shortcomings	11 – 12	D	B	3
SUFFICIENT - performance meets the minimum criteria	10	E	C	2
Fail - some more work required before the credit can be awarded	9	FX	C -	1,7
	8		D	1
FAIL - considerable work is required	0 - 7	F	F	0

FALL SEMESTER

UNDERGRADUATE COURSES

How to read our Fall Catalogue

Campuses Rouen (RN)

Reims (RS)
both campuses

(RN/RS): course available in

Programmes GBBA - Bachelor in Business
Administration

Pre-master Master in Management – Programme Grande
Ecole (PGE)

Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
Rouen	GBBA	Entrepreneurship	30	EN	5
Rouen	GBBA	Human Resource Management	45	EN	6
Rouen	GBBA	Management Accounting and Control	45	EN	6
Rouen	GBBA	Strategic Management	45	EN	6
Rouen	GBBA	The Social Impact of Globalisation and Innovation	45	EN	6
RN/RS	PGE	Comptabilité générale	30	FR	5
RN/RS	PGE	Gestion juridique de l'entreprise	30	FR	5
RN/RS	PGE	Economie 1	30	FR	5
RN/RS	PGE	Fondamentaux du marketing	30	FR	5
RN/RS	PGE	Méthodes quantitatives de gestion	30	FR	5
RN/RS	PGE	Economics 1	30	EN	5
RN/RS	PGE	Principles of marketing	30	EN	5
RN/RS	PGE	Quantitative Methods	30	EN	5
RN/RS	PGE	Blockchain Revolution : from Cryptocurrencies to other Finance App	15	EN	3
RN/RS	PGE	Communication via les réseaux sociaux	15	FR	3
RN/RS	PGE	Culture Conflict and Religion	15	EN	3
RN/RS	PGE	Developing Concepts in Marketing	15	EN	3
RN/RS	PGE	Développer des affaires dans les pays émergents	15	FR	3
RN/RS	PGE	Doing Business in Emerging Countries	15	EN	3
RN/RS	PGE	Economie collaborative	15	FR	3
RN/RS	PGE	Geopolitical Analysis and International Business	15	EN	3
RN/RS	PGE	Histoire de l'art	15	FR	3
RN/RS	PGE	Histoire des innovations financières	15	FR	3
RN/RS	PGE	History of Financial Innovations	15	EN	3
RN/RS	PGE	International Relations	15	EN	3
RN/RS	PGE	La Révolution Blockchain : des cryptomonnaies aux autres applications financières	15	FR	3
RN/RS	PGE	Marketing trends	15	EN	3
RN/RS	PGE	Relations interpersonnelles	15	FR	3
RN/RS	PGE	Rhétorique et persuasion	15	EN	3
RN/RS	PGE	Social Media Communication	15	EN	3
RN/RS	PGE	Tendances marketing	15	FR	3
Rouen	Undergraduate & Graduate	FLE: Boosting your employability in France	30	FR	5
RN/RS	Undergraduate & Graduate	FLE : Découvrir et comprendre la culture française	30	FR	5
Rouen	Undergraduate & Graduate	FLE: Discovering and understanding French culture	30	FR	5
RN/RS	Undergraduate & Graduate	French for business (A2 – B1 – B2)	30	FR	5
RN/RS	Undergraduate & Graduate	French for communication (A1 – A2 – B1 – B2)	30	FR	5
RN/RS	Undergraduate & Graduate	French intensive session	6	FR	0

GRADUATE COURSES

Programmes GBBA - Bachelor in Business
Administration (4th year)

Master in Management – Programme Grande Ecole (PGE)

Management & Technologies
(TEMA)

Master of Science (MSc)

Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
Rouen	GBBA	Data Analysis & Business Intelligence	45	EN	6
Rouen	GBBA	Organization Development & Leadership	45	EN	6
Rouen	GBBA	Intrapreneurship and Project Management 1	45	EN	6
Rouen	GBBA	Intrapreneurship and Project Management 2	45	EN	6
Rouen	GBBA	Sales and Business Development 1	45	EN	6
Rouen	GBBA	Sales and Business Development 2	45	EN	6
Rouen	GBBA	Supply Chain Management 1	45	EN	6
Rouen	GBBA	Supply Chain Management 2	45	EN	6
RN/RS	PGE	Contrôle de gestion	30	FR	5
RN/RS	PGE	Décisions d'investissement et de financement	30	FR	5
RN/RS	PGE	Outils Informatiques et analyse de données	30	FR	5
RN/RS	PGE	Ressources humaines et organisation	30	FR	5
RN/RS	PGE	Stratégie	30	FR	5
RN/RS	PGE	Capital Budgeting and Financing	30	EN	5
RN/RS	PGE	Human Resource and Organization	30	EN	5
RN/RS	PGE	Management Accounting	30	EN	5
RN/RS	PGE	Data Analysis and Statistical Softwares	30	EN	5
RN/RS	PGE	Strategy	30	EN	5
RN/RS	PGE	Behaviorial Finance	15	EN	3
RN/RS	PGE	Décrypter les futurs : prospective et scénarios	15	FR	3
RN/RS	PGE	Dilemmes de l'entrepreneur : croissance versus contrôle	15	FR	3
RN/RS	PGE	Discrimination, diversité et inclusion en entreprise	15	FR	3
RN/RS	PGE	Economie de l'innovation	15	FR	3
RN/RS	PGE	Financement public de l'innovation	15	FR	3
RN/RS	PGE	Public Funding of Innovation	15	EN	3
RN/RS	PGE	Financial and Banking Regulation Challenges	15	EN	3
RS	PGE	Humanitarian Logistics	15	FR	3
RN/RS	PGE	Imposition des entreprises et de leurs managers	15	FR	3
RN/RS	PGE	Introduction to R	15	EN	3
RN/RS	PGE	Manias, Panics and Crises : Doing Business under Turbulence	15	EN	3
RN/RS	PGE	Mobile Business Model: Innovation and API Economy	15	EN	3
RN/RS	PGE	Organisational and People Challenges in the Service and Collaborative Economy	15	EN	3
RN/RS	PGE	The Economics of Culture	15	EN	3
RN/RS	PGE	Advanced Team Management	30	EN	5
RN/RS	PGE	Brand Management	30	EN	5
RN/RS	PGE	Des comptes sociaux aux comptes consolidés	30	FR	5
RN/RS	PGE	Droit du travail	30	FR	5
RN/RS	PGE	Fondamentaux de la communication	30	FR	3
RN/RS	PGE	Fundamentals of Communication	30	EN	5
RN/RS	PGE	Gestion de projets	30	FR	5
RN/RS	PGE	Global Marketing	30	EN	5
RN/RS	PGE	Innovation Management	30	EN	5

Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
RN/RS	PGE	Intelligence économique, veille stratégique et lobbying	30	FR	5
RN/RS	PGE	International Trade	30	EN	5
RN/RS	PGE	Introduction aux ERP : une application avec SAP	30	FR	5
RN/RS	PGE	Introduction to Operations Research	30	EN	5
RN/RS	PGE	Investments	30	EN	5
RN/RS	PGE	Leading Change	30	EN	5
RN/RS	PGE	Management de la marque	30	FR	5
RN/RS	PGE	Management de la supply chain	30	FR	5
RN/RS	PGE	Management des activités de service	30	FR	5
RN/RS	PGE	Marchés financiers et risque	30	FR	5
RN/RS	PGE	Mondialisation : enjeux économiques, stratégiques et géopolitiques	30	FR	5
RN/RS	PGE	Negotiation	30	EN	5
RN/RS	PGE	Nuit de l'ONU, négociation et géopolitique	30	FR	5
RN/RS	PGE	Prévisions et aide à la décision	30	FR	5
RN/RS	PGE	Revenue Management	30	EN	5
RN/RS	PGE	Search Engine Marketing and Community Management	30	EN	5
RN/RS	PGE	Supply Chain Management	30	EN	5
Rouen	Undergraduate & Graduate	FLE: Boosting your employability in France	30	FR	5
RN/RS	Undergraduate & Graduate	FLE : Découvrir et comprendre la culture française	30	FR	5
Rouen	Undergraduate & Graduate	FLE: Discovering and understanding French culture	30	FR	5
RN/RS	Undergraduate & Graduate	French for business (A2 – B1 – B2)	30	FR	5
RN/RS	Undergraduate & Graduate	French for communication (A1 – A2 – B1 – B2)	30	FR	5
RN/RS	Undergraduate & Graduate	French intensive session	6	FR	0

SPECIALIST ENGLISH TAUGHT GRADUATE TRACKS

Innovation & Digital Management Track (Fall only)

Intermediate Option (Master 1)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Reims	TEMA	Business Analytics	30	4
Reims	TEMA	Change Management in IT Environment	30	4
Reims	TEMA	Digital Business Strategy	30	4
Reims	TEMA	Project Management methodologies	30	4
SPECIALISATIONS (each specialisation consists of two 30-hour classes. Only one specialisation can be chosen)				
Reims	TEMA	Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> Digital communication & social media Experiential marketing & customer centric culture 	60	8
Reims	TEMA	Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> Supply chain optimization IS consulting 	60	8

Advanced Option (Master 2)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Reims	TEMA	Big Data	30	4
Reims	TEMA	Innovation & Entrepreneurship	45	6
Reims	TEMA	Blockchain and new businesses	30	4
Reims	TEMA	Leadership	30	4
SPECIALISATIONS (each specialisation consists of two 30-hour classes. Only one specialisation can be chosen)				
Reims	TEMA	Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> Design Thinking & UX Disruptive Marketing 	60	8
Reims	TEMA	Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> Digital Governance E-Supply Chain Management 	60	8

Supply Chain Track (MSc)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Rouen	MSc	Information Systems for Supply Chain Management	30	5
Rouen	MSc	Strategic Purchasing	30	5
Rouen	MSc	Management Sciences and Data Analytics	60	10
Rouen	MSc	Strategic Supply Chain Management	30	5
Rouen	MSc	Sustainable Operations and Process Management	30	5

International Project Development Track (MSc)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Rouen	MSc	Financial Analysis of Multinational Companies	30	5
Rouen	MSc	Managing Individuals and Teams : an Experiential Approach	30	5
Rouen	MSc	Multi-Dimensional Project Management	30	5
Rouen	MSc	Strategic Marketing Management	30	5
Rouen	MSc	Strategies of Development Across Countries and Cultures	30	5

Global Management Track (MSc)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Reims	MSc	Business Statistics	30	5
Reims	MSc	Cross-cultural Management in Global Business	30	5
Reims	MSc	Financial Analysis	30	5
Reims	MSc	International Marketing	30	5
Reims	MSc	Organizational Behaviour & International Negotiation	30	5
Reims	MSc	Responsibility, Sustainability and Organizational Misconduct in Global Business	30	5

Marketing French Excellence Track (MSc)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Rouen	MSc	Brand Management	30	5
Rouen	MSc	Consumer Behaviour	30	5
Rouen	MSc	International Strategic Marketing	30	5
Rouen	MSc	Operational Marketing	30	5
Rouen	MSc	Quantitative Tools for Marketing	30	5

SPRING SEMESTER

UNDERGRADUATE COURSES

Programmes GBBA - Bachelor in Business Administration

Pre-master Master in Management – Programme Grande Ecole (PGE)

Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
Rouen	GBBA	Strategic Marketing	45	EN	6
Rouen	GBBA	The Digital Organisation	45	EN	6
Rouen	GBBA	Project Management	45	EN	6
Rouen	GBBA	Brand Marketing	45	EN	6
Rouen	GBBA	Corporate Finance	45	EN	6
Rouen	GBBA	Innovation Management	45	EN	6
Rouen	GBBA	Operations Management	45	EN	6
RN/RS	PGE	Comptabilité de gestion	15	FR	3
RN/RS	PGE	Economie 2	15	FR	3
RN/RS	PGE	Entrepreneuriat	15	FR	3
RN/RS	PGE	Finance d'entreprise	30	FR	5
RN/RS	PGE	Outils Informatiques et analyse de données	30	FR	5
RN/RS	PGE	Corporate Finance	15	FR	3
RN/RS	PGE	Cost Accounting	15	FR	3
RN/RS	PGE	Economics 2	15	FR	3
RN/RS	PGE	Entrepreneurship	30	FR	5
RN/RS	PGE	Data Analysis and Statistical Softwares	30	FR	5
RN/RS	PGE	Communication via les réseaux sociaux	15	FR	3
RN/RS	PGE	Companies and Geopolitical Risk	15	EN	3
RN/RS	PGE	Developing Concepts in Marketing	15	EN	3
RN/RS	PGE	Emergence des entreprises multinationales	15	FR	3
RN/RS	PGE	Emerging Multinational Companies	15	EN	3
RN/RS	PGE	Entreprise et risque géopolitique	15	FR	3
RN/RS	PGE	Explorer de nouvelles frontières en finance	15	FR	3
RN/RS	PGE	Finance comportementale	15	FR	3
RN/RS	PGE	Histoire des innovations financières	15	FR	3
RN/RS	PGE	Histoire des maisons de luxe	15	FR	3
RN/RS	PGE	History & Leadership	15	EN	3
RN/RS	PGE	History of Financial Innovations	15	EN	3
RN/RS	PGE	History of Luxury Companies	15	EN	3
RN/RS	PGE	Innovation et créativité	15	FR	3
RN/RS	PGE	Introduction to Organizational Behavior	15	EN	3
RN/RS	PGE	La transition vers une bioéconomie : enjeux et perspectives	15	FR	3
RN/RS	PGE	Les prix Nobel en économie	15	FR	3
RN/RS	PGE	Marketing Trends	15	EN	3
RN/RS	PGE	Social Media Communication	15	EN	3
RN/RS	PGE	Tendances en marketing	15	FR	3
RN/RS	Undergraduate & Graduate	FLE: Boosting your employability in France	30	FR	6

Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
RN/RS	Undergraduate & Graduate	FLE : Découvrir et comprendre la culture française	30	FR	6
Rouen	Undergraduate & Graduate	FLE: Discovering and understanding French culture	30	FR	6
RN/RS	Undergraduate & Graduate	French for business (A2 – B1 – B2)	30	FR	6
RN/RS	Undergraduate & Graduate	French for communication (A1 – A2 – B1 – B2)	30	FR	6
RN/RS	Undergraduate & Graduate	French intensive session	30	FR	3

GRADUATE COURSES

Programmes GBBA - (4th year)

Master in Management – Programme Grande Ecole (PGE)

Management & Technologies (TEMA)

Master of Science (MSc)

Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
Rouen	GBBA	Data Analysis & Business Intelligence	30	EN	5
Rouen	GBBA	Organization Development & Leadership	30	EN	5
Rouen	GBBA	Blockchain and Fintech	30	EN	5
Rouen	GBBA	Financial Derivatives and Risk Management	30	EN	5
Rouen	GBBA	Innovation Management	45	EN	6
Rouen	GBBA	International Distribution Networks	9	EN	5
Rouen	GBBA	Purchasing, Procurement and Supply Chain Management	30	EN	5
Rouen	GBBA	Sustainable Business	30	EN	5
Rouen	GBBA	Supply Chain 2	30	EN	5
Rouen	GBBA	Web Marketing	30	EN	5
RN/RS	PGE	International Management	30	EN	5
RN/RS	PGE	Macroeconomics : Economic Policy and Global Context	30	EN	5
RN/RS	PGE	Strategic Marketing	30	EN	3
RN/RS	PGE	Behaviorial Finance	15	EN	3
RN/RS	PGE	Financial and Banking Regulation Challenges	15	EN	3
RN/RS	PGE	Organisational and People Challenges in the Service and Collaborative Economy	15	EN	3
RN/RS	PGE	Advanced Team Management	30	EN	5
RN/RS	PGE	Brand Management	30	EN	5
RN/RS	PGE	Fundamentals of Communication	30	EN	5
RN/RS	PGE	Global Marketing	30	EN	5
RN/RS	PGE	International Trade	30	FR	5
RN/RS	PGE	Investments	30	EN	5
RN/RS	PGE	Negotiation	30	FR	5
RN/RS	PGE	Revenue Management	30	FR	5
RN/RS	PGE	Supply Chain Management	30	EN	5
RN/RS	PGE	The Economics of Culture	30	EN	5
RN/RS	Undergraduate & Graduate	FLE: Boosting your employability in France	30	FR	5
RN/RS	Undergraduate & Graduate	FLE : Découvrir et comprendre la culture française	30	FR	5
Rouen	Undergraduate & Graduate	FLE: Discovering and understanding French culture	30	FR	5

RN/RS	Undergraduate & Graduate	French for business (A2 – B1 – B2)	30	FR	5
Campus	Programme	Course Title	Nb Contact hours	Language of instruction	ECTS credits
RN/RS	Undergraduate & Graduate	French for communication (A1 – A2 – B1 – B2)	30	FR	5
RN/RS	Undergraduate & Graduate	French intensive session	30	FR	5

SPECIALIST ENGLISH TAUGHT GRADUATE TRACKS

If a specialised track is chosen, students can only take classes within their chosen track and a French language class (optional).

Global Management Track (MSc)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Reims	MSc	Global Socio-economic Environment	30	5
Reims	MSc	Global Strategy and Innovation	30	5
Reims	MSc	International Governance and Trade	30	5
Reims	MSc	Leadership and Management Competences	30	5
Reims	MSc	Managerial Accounting	30	5
Reims	MSc	Operations & Supply Chain Management	30	5

Marketing French Excellence Track (MSc)

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Rouen	MSc	Cultural Marketing	30	5
Rouen	MSc	Distributive Marketing	30	5
Rouen	MSc	High-Tech Marketing	30	5
Rouen	MSc	Luxury Marketing	30	5
Rouen	MSc	Millennial Marketing	30	5
Rouen	MSc	Service Marketing	30	5

Supply Chain Track (MSc) - advanced

Campus	Programme	Course Title	Nb Contact hours	ECTS credits
Rouen	MSc	Industrial Organization and Technology Management	30	5
Rouen	MSc	International Procurement	30	5
Rouen	MSc	Logistics and Transportation	30	5
Rouen	MSc	Managing Quality for Supply Chain Management	30	5
Rouen	MSc	Revenue Management	30	5
Rouen	MSc	Risk and Project Management	30	5

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FALL SEMESTER

COURSE: Entrepreneurship

CODE: EN32013E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION

This course is intended for anyone interested in identifying business opportunities, starting a business or working for an entrepreneurial company or start-ups. The course is designed as a broad overview of intra-and entrepreneurship, including identifying a winning business opportunity, launching a business, and harvesting the rewards.

Entrepreneurship is an interdisciplinary pursuit. Entrepreneurial opportunities may arise from many fields, including engineering, natural sciences, communications and media, architecture, education, and music. In order to identify entrepreneurial opportunities, this course builds on The Lag-User Method (Jahanmir & Lages, 2015). Through a hands-on experience, students will learn how to identify business opportunities and how to create businesses based on those opportunities.

Intra – and Entrepreneurship involves a variety of teaching and learning methods, including working closely with all stakeholders. Course elements include lectures, case discussions, interviews / fieldwork, topical readings, team projects and guest speakers (tbc). The course believes in LEARNING BY DOING.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply the Lag-User Method
- Develop a solution-driven mindset
- Identify business opportunities.
- Create new opportunities to create value and drive growth through incorporating the input of all stakeholders.
- Conduct primary and secondary research to understand the market and its players.
- Develop a business model which supports transferring ideas to market.

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COURSE: Human Resource Management

CODE: RH32009E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION

This course focuses on the management of human capital in a global context. For leaders and managers to successfully induct business globally, the role of the Human Resources (HR) function needs to be understood. Human Resource Management (HRM) addresses the issues related to the individual organization performance triangle. HRM is a concern for any manager, and this course is therefore designed to adopt a general manager's perspective.

LEARNING OUTCOMES:

- Understand and use the basic concepts of HRM
- Analyze the HRM practices of an organization
- Assess the effectiveness of an organization's HRM policies
- Develop a critical understanding of the major HRM tools.

TEACHING METHODS:

The course is based on theory, cases, articles, videos clips, role plays, and a lot of in class discussion and dialog. In order to fully take advantage of each session it is extremely important that students are prepared to engage in a rich exchange of ideas during the sessions. Within class, instructor and students will discuss the materials, apply diagnostic tools to organizational cases, and discuss and develop solutions to people problems in organizations.

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COURSE: Management Accounting and Control

CODE: CG32016E

PROGRAMME: GLOBAL BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course will allow students to conduct cost assignment, use the ABC costing method: pros and cons. Students will learn and practice leading a complete analysis - preparing and compiling a budget and studying investment opportunities. Students will understand the decision making process and the relevant costs and be able to apply the fundamentals of control management.

PREREQUISITE:

Basic knowledge of financial accounting

LEARNING OUTCOMES:

- Choose the appropriate computation method understanding the advantages and limits of every available method
- Compute costs using the ABC costing method
- Use this cost approach in the decision-making process and analyze budget objectives for the different departments in the organization
- Identify and evaluate corrective measures to anticipate possible financial problems

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COURSE: Strategic Management

CODE: ST32008E

PROGRAMME: BSc in International Business

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course focuses on management issues from the perspective of a general manager operating in an international firm. It integrates what we learn in each functional discipline.

Students are required to put on strategic lenses and take the perspective of a general manager who is responsible for setting and pursuing organizational goals. The course will more particularly focus on international aspects of strategic management, such as taking into consideration an international business environment, formulating and implementing an international strategy

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the concept of strategy, applied at both the business unit and at the corporate levels
- Analyze an international firm's business environment
- Understand how a firm develops a sustainable competitive advantage in an international business environment
- Understand how firms formulate and implement strategy in an international context

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COURSE: The Social Impact of Globalisation and Innovation

CODE: GS32017E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

If we use the word “globalization” almost every day, what globalization is remains too often vague and unclear. Globalization is first seen as an economic transformation resulting from the development of international trade and economic relations. Globalization would then be reduced to a quite recent economic trend.

But globalization is much more than a connection between economic markets. It has a process with a long history, rooted in the endeavor of a “small” part of the world to extend its power and wealth: Western Europe.

The Great Discoveries, the trade of slaves, the Opium Wars are fully part of globalization, and still have consequences today on countries and people. Globalization maybe, even more than the internationalization of our economies, the transformation of our societies: humans, goods, information etc. move across more and more globalized societies. It includes technologies, the transformation of work and lifestyles. It calls into question our identities and cultures. Culture is a key, multi-faceted and complex concept (being French or Chilean, Muslim, homosexual). It shapes our lives, make us members of social groups (nationality or ethnicity, religion, social class...) and gives meaning to what we do.

On the other hand, a new balance of power is now emerging which brings together new countries, but also new actors such as multinational firms, transnational organizations, the civil society. All these actors operate in a social system which has to a large extent taken the social form of capitalism. Globalization raises crucial social issues, to name a few: poverty and inequalities, environment, physical and non-physical violence (racism for instance). The course will discuss these issues, to provide the students beyond clichés with an deep and well informed understanding of globalization stakes and processes.

PREREQUISITE:

LEARNING OUTCOMES:

- master the main issues of globalization and its conceptual framework
- analyze social and cultural complex problems
- develop and forge a critical thinking on these problems

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COURSE: Comptabilité générale

CODE: CP31001F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours vise à faire acquérir aux étudiants la maîtrise de la construction des documents de synthèse (bilan et compte de résultat). Les étudiants devront également comprendre les conséquences des principales opérations sur ces documents de synthèse.

PREREQUISITE:

LEARNING OUTCOMES:

- Etablir un compte de résultat et un bilan ...
- Porter un premier jugement sur la santé financière de l'entreprise.

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COURSE: Gestion juridique de l'entreprise

CODE: AJ31001F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Le cours de Gestion juridique de l'entreprise vise à construire un socle de compétences juridiques indispensables à tout étudiant, quel que soit son futur terrain d'action. Le cours adopte une approche transversale des mécanismes fondamentaux permettant de répondre aux problématiques telles qu'elles sont abordées en entreprise. Dans cette optique, la première partie du cours délivre les outils pour appréhender l'univers juridique de l'entreprise : analyser et qualifier juridiquement une situation pour en tirer les conséquences du point de vue des acteurs de l'entreprise.

Chaque situation donne ensuite lieu à une approche globale étudiée dans une deuxième partie sous l'angle des opportunités (les outils de valorisation économique de l'entreprise) et dans une troisième partie sous celui des risques (les outils de prévention et gestion des risques).

L'approche transversale du cours s'appuie tant sur la présentation des mécanismes et principes fondamentaux que sur l'analyse et la résolution de cas tirés de la vie des entreprises. Pour chaque séance, des documents de travail seront à consulter et à lire sur Moodle. Des exercices seront également en ligne, avec obligation de les faire afin de progresser. Le suivi du cours requiert ce travail préalable

PREREQUISITE:

LEARNING OUTCOMES:

- Analyser et qualifier juridiquement une situation pour en tirer les conséquences ; avoir suffisamment de connaissances pour prendre conscience de l'existence d'une question juridique
- Comprendre et maîtriser les fondamentaux juridiques afin de les mettre en œuvre et d'en tirer les conséquences opérationnelles
- Evaluer les risques et construire des scénarii pour les traiter ; mener un raisonnement avec rigueur afin de trouver des solutions aux problématiques rencontrées ; identifier une question juridique non explicitement formulée...

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COURSE: Economie 1

CODE: EC31003F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Le cours a pour objet d'initier les étudiants au raisonnement économique, de leur apprendre à appliquer et éprouver ce raisonnement à des situations réelles et de mieux comprendre le fonctionnement complexe d'une économie de marché. Une attention particulière sera consacrée au coût d'opportunité, notion capitale pour comprendre les choix effectués à la fois par les entreprises, les individus dans leur sphère privée et l'Etat. Le raisonnement microéconomique est à base du fonctionnement de l'économie de marché. Il est fondamental pour comprendre le rôle crucial joué par les prix dans l'allocation optimale des ressources – dans le but d'éviter les gaspillages. Le prix est un vecteur d'information qui permet de prendre des décisions que l'individu soit à la tête d'une entreprise ou simplement dans le cadre de sa vie quotidienne. C'est pourquoi il est important que le prix résulte des forces de marché sinon l'information envoyée par les prix est inexacte et conduit à des décisions erronées. Afin de rendre compte de la complexité du monde réel, l'asymétrie d'information sera introduite dans la dernière partie du cours, elle permet notamment d'introduire le comportement stratégique des entreprises à travers la théorie des jeux.

L'analyse microéconomique introduit un nombre important de concepts de gestion approfondis par ailleurs dans les cours fondamentaux de gestion comme l'élasticité en marketing, les coûts en analyse budgétaire, les politiques de prix et la théorie des jeux en stratégie et en analyse concurrentiel, le coût d'opportunité en finance.

LEARNING OUTCOMES:

- utiliser les concepts d'offre et de demande pour analyser des problèmes économiques actuels
- calculer des élasticités de l'offre et de la demande à court et à long terme et d'utiliser ces différents
- concepts pour interpréter des situations économiques...
- calculer le surplus du consommateur et du producteur ainsi que la perte sèche
- calculer le coût marginal, le coût moyen et le coût total. Identifier le coût d'opportunité ainsi que
- distinguer le profit comptable du profit économique
- identifier les différents types de structure de marché de la concurrence pure et parfaite au monopole et
- de comprendre les spécificités propres à chaque structure au regard de la maximisation du profit
- résoudre des problèmes de théorie des jeux

TEACHING METHODS:

La lecture des chapitres du manuel de cours indiqués dans le syllabus est considérée comme OBLIGATOIRE avant chaque séance de cours à la fois pour assurer le bon déroulement du cours et maximiser la note de contrôle continu. En effet, les séances permettent un approfondissement des concepts à travers leur application. Les concepts basiques sont rappelés en début de séance à travers des exposés réalisés en groupe. A l'issue de l'exposé les étudiants répondent à un quiz via la quizbox afin de vérifier leur compréhension des concepts de base exposés. Le reste de la séance est consacrée à la présentation de concepts complexes et à leur application à travers des exercices réalisés en groupe. Il est donc IMPÉRATIF de lire le manuel avant le cours afin de pouvoir être préparé aux différents thèmes de la séance.

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COURSE: Fondamentaux du marketing

CODE: MK31001F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Le cours de marketing fondamental a pour objectif d'enseigner aux étudiants les concepts clés du marketing et de les sensibiliser à l'importance de la cohérence de la démarche marketing pour une entreprise. Les étudiants appréhenderont les différents leviers à la disposition des responsables marketing et ce, par le biais d'un cours magistral complété par des cas concrets d'entreprises. Les étudiants seront également sensibilisés à l'actualité du marketing et aux nouvelles tendances grâce à la réalisation d'exposés en groupes.

PREREQUISITE:

LEARNING OUTCOMES:

- Appliquer la démarche Segmentation - Ciblage - Positionnement
- Comprendre et maîtriser les concepts clés du marketing;
- Décrire et analyser le marketing mix d'un produit
- Réaliser une analyse SWOT

TEACHING METHODS:

Les méthodes d'enseignement utilisées visent à engager les élèves à mieux comprendre non seulement les principes fondamentaux abordés en classe, mais aussi apprendre à réfléchir et à prendre du recul. Des lectures d'articles/chapitres d'ouvrages préalables à chaque séance serviront d'illustration et d'approfondissement des connaissances afin de favoriser les discussions et interactions. Aussi, les méthodes pédagogiques qui sont utilisées comprennent, - Du travail de groupe - Des études de cas - Des discussions en classe et des débats Dans cette approche, la participation de l'étudiant ainsi que de l'instructeur est essentielle pour le processus d'apprentissage. L'instructeur facilite le désir d'apprendre, mais l'étudiant doit s'engager volontairement et contribuer au processus.

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COURSE: Méthodes quantitatives de gestion

CODE: MQ31002F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours est destiné à fournir aux étudiants des outils d'analyse statistique et de prise de décision qui pourront leur être très utiles au sein du monde de l'entreprise. Le cours est tout d'abord axé sur la présentation des concepts fondamentaux en analyse de données, concepts qui peuvent être utiles pour la plupart des disciplines de gestion et cruciaux en vue de mesurer / évaluer ou comprendre les activités du monde des entreprises. Le cours débute par une revue des concepts fondamentaux en statistique et probabilités puis sensibilise progressivement les étudiants à de méthodes d'analyse et de solutionnement des problèmes plus avancés. Le cours a été élaboré en vue d'une résolution pragmatique des questions statistiques / économétriques potentiellement rencontrées en entreprise.

PREREQUISITE:

- Connaissances élémentaires en mathématiques et en analyse des données

LEARNING OUTCOMES:

- acquérir des compétences avancées sur les statistiques descriptives
- acquérir des compétences avancées sur les probabilités
- acquérir des compétences avancées sur les distributions discrètes et continues
- acquérir des compétences avancées sur les tests d'hypothèse
- acquérir des compétences avancées sur les principes de prévision
- acquérir des compétences avancées sur la régression linéaire simple

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COURSE: Economics 1

CODE: EC31004E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The ten sessions aim at training students to basic economic thinking. The objective is to make them apply economic reasoning to real economic and business situations in order to have a better understanding of their complexity. The course pays a special attention to the concept of opportunity cost crucial for understanding the decision making process of economic agents like companies, government, and households.

Microeconomics is the foundation of a market-based economy and explains how prices make allocation of resources efficient minimizing waste of resources. Prices convey information relevant for decision-maker whether the decision maker is an individual managing a company or just acting in his private life. When prices are not freely set, the resulting information is biased and wrong decisions are made consequently. Toward the end of the course in order to grasp the complexity of the real world, the assumption of perfect information is released allowing for strategic behaviour of companies studied through game theory.

PREREQUISITE:

LEARNING OUTCOMES:

- outline the necessary steps when establishing a marketing strategy
- use the supply and demand to analyze and interpret current market situations
- calculate demand and supply elasticity both in the short and long run and apply the concept to explain market situations
- calculate consumer and producer surplus and the deadweight loss
- calculate marginal, average and total cost. Identify opportunity costs and distinguish accounting profit from economic profit
- distinguish the different existing market structures from perfect competition to monopoly and will be able to understand their peculiarity in terms of profit maximization
- solve basic game theory problems

TEACHING METHODS:

The teaching method is based on 10 lecture-discussion sessions of 3 hours each. Reading the chapters indicated in the course tentative schedule from the reference textbook before each session is compulsory in order to get ready and be able to work in team on assigned exercises solved in class. At the beginning of each session basic principles will be recalled through presentations done in teams. After each presentation a "quizbox" quiz will be run to check students' comprehension. The remaining of the session will be dedicated to the presentation of complex concepts through practice exercises. The sessions will also be an opportunity to discuss current economic issues when relevant. It is essential for progressing in the course to read before each session since it contributes to make the student active during class.

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COURSE: Principles of Marketing

CODE: MK31002E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is an introduction to the concepts and practices of marketing from the perspective of an organization, including managerial approaches, and in consideration of its products and services. The course will include the basics of developing a marketing strategy. All of the components required in order to do so will be examined along with their relationships. Readings and case studies discussing realistic marketing situations and ranging from small entrepreneurial to international scenarios will be used to help students understand and apply their marketing knowledge. Both business-to-consumer (B2C) and business-to-business (B2B) perspectives will be discussed.

PREREQUISITE:

LEARNING OUTCOMES:

- outline the necessary steps when establishing a marketing strategy
- describe the various components of the marketing mix
- analyze a market and examine both the external and internal factors likely to impact a marketing strategy

TEACHING METHODS:

The teaching process will be based on both theoretical learning and practical implementations in teams of 4/5 students. Reading selected articles and book chapters prior to each session will make lessons more interactive.

Students will have to apply the theoretical content of the course in teams of 4/5 by:

- building a file throughout the course, focusing on a new product/service introduction,
- working on a business case in class

The same case (a specific brand) will be used throughout the course in order to help the students to make a link between the different concepts and tools studied in class. The course will be completed by a conference given by a professional in marketing.

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COURSE: Quantitative Methods

CODE: MQ31019E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims at providing students with standard tools needed for analyzing business, marketing and management facts. The course will be mainly based on the fundamental data analysis concepts that are generally used in all disciplines and are crucial for measuring/evaluating/understanding the business world.

The course will start through a revision of the basic statistical and probability concepts. Subsequently, it will introduce the students with the use of more advanced tools for data analysis. The course will be mainly based on a problem-solving approach. Rather than considering a top-down approach (i.e. theory followed by examples), the course will focus on practical problems faced by firms/enterprises/Financial entities. Methods will then be introduced in order to provide a rigorous approach for solving these problems

PREREQUISITE:

Elementary knowledge of mathematics and data analysis

LEARNING OUTCOMES:

- Produce illustrative and descriptive statistics for their data.
- Properly interpret the results

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COURSE: Blockchain revolution: from cryptocurrencies to other finance app

CODE: FI34---E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

Bitcoin has introduced blockchain technology and with other cryptocurrencies they have attracted a lot of attention. But Bitcoin and cryptocurrencies are only one application of blockchain. Using blockchain, we can decentralize productions and trades. This course discusses the precise nature of these blockchain opportunities and what will be transformed by blockchain and what will remain the same. Where will new companies arise to take advantage and what should be the government response. And finally, Is blockchain a set of innovations that will disperse power? Or will we end up with another concentration of economic power.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the core of Blockchain technology and its revolutionary impacts.
- Capture the precise nature of Blockchain's opportunities and problems for Finance applications

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COURSE: Communication via les réseaux sociaux

CODE: MK34---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Les réseaux sociaux sont devenus l'un des outils marketing les plus importants. Ce cours présente tous les réseaux sociaux existants et explore leur utilisation au sein de tactiques de marketing efficaces. Le rôle des médias sociaux dans le marketing mix et la stratégie marketing sera également examiné. Des exemples et cas seront présentés et des experts professionnels fourniront aux étudiants leur point de vue et leur expérience.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre comment utiliser les médias sociaux dans le Marketing Mix
- Être en mesure d'utiliser les médias sociaux comme un outil de marketing
- Comparer les différents médias sociaux et leur utilisation
- Comprendre quel est le lien entre les médias marketing traditionnels et nouveaux

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COURSE: Culture Conflict and religion

CODE: GS34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Religion is one of the most important social issues, and even more in our contemporary world. At the end of the 19th century, social sciences predicted that religions would fade away. This is obviously not what we observe, not only in the Middle East but America. The course introduces students to religion as a social phenomenon dealing with collective and individual identities. The course will discuss using the tool of social sciences (sociology, anthropology, history...) the main religions (Islam, Christianity, Buddhism) and their embeddedness in social life. Looking back into history is necessary to understand the current issues of religious phenomena, all the more so we often as both citizens and managers this social phenomenon.

PREREQUISITE:

Intellectual curiosity and critical mind. No former knowledge of religions is required

LEARNING OUTCOMES:

- Understand the origins and current issues of the main religion.
- Understand how religion is a social process dealing crucially with our individual and collective identities.
- Boost students' critical mind about issues so often discussed in the press and beyond without the necessary knowledge.

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COURSE: Developing Concepts in Marketing

CODE: MK34001E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This course lays out basic methodologies, processes and tools that companies can use in generating breakthrough ideas and in developing insights and concepts that have potential for commercial success and, that can eventually be turned into new sustainable business. Key focus of this course is to advance student's understanding of the competences, state-of-the-art working methods and perspectives, and the challenges that companies face in trying to generate and shape raw conceptual ideas into concrete business and value propositions. In addition, an emphasis is given on how such ideas need to be constantly evaluated and tested.

PREREQUISITE:

Fundamentals of Marketing
English

LEARNING OUTCOMES:

- Work independently and in teams to generate, evaluate, choose, and develop potential business concepts
- Gain familiarity with basic concept development tools and perspectives
- Obtain knowledge for critically evaluating and analyzing the potential of concept and business value propositions

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COURSE: Développer des affaires dans les pays émergents

CODE: ST34---F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:
COMING SOON

PREREQUISITE:

LEARNING OUTCOMES:
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COURSE: Doing business in emerging countries

CODE: ST34---E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: Economie collaborative

CODE: EC34---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

L'économie collaborative est un secteur émergent attire l'attention pour ses promesses de croissance, de créations d'emplois et de réponses aux problématiques environnementales. Néanmoins, donner une définition de cette économie reste problématique, tout comme son impact sur l'économie "traditionnelle" et sur l'environnement. Ce cours vise à fournir aux étudiants les outils permettant de comprendre les stratégies des acteurs de l'économie collaborative, mais aussi d'identifier les modèles économiques et les relations entre les firmes et les consommateurs dans cette économie.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre la variété des formes d'économie collaborative.
- Identifier les positionnements stratégiques des acteurs de l'économie collaborative.
- Etre en mesure de discuter les stratégies des firmes de l'économie collaborative.

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COURSE: Geopolitical Analysis and International Business

CODE: GS34---E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: Histoire de l'art

CODE: GS34004F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Peut-on proposer une approche sociale et économique de l'art ? Cette question continue de faire débat, entre spécialistes des sciences sociales et esthéticiens ou historiens d'art, depuis le fameux débat entre Proust et Sainte-Beuve (mais Sainte-Beuve était mort). Tâchant de fuir toute réduction sociologique, le cours se propose de mêler étude du contexte économique et social, et analyse des œuvres : beaux-arts, cinéma, littérature. La culture et la société, c'est donc à la fois l'ancrage dans un environnement social pour les artistes, et le discours sur la société que tiennent les artistes. On n'hésitera donc pas à plonger dans les œuvres : les études de cas seront des tableaux, des films, des poèmes. Ce cours est aussi une sorte d'introduction (recommandée) au cours sur l'économie de la culture, tant les enjeux de la culture aujourd'hui, son organisation socio-économique, sont la suite d'une longue histoire qu'il convient de connaître pour mieux saisir la culture contemporaine, ses choix esthétiques, son économie.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre le rôle de la culture dans la société
- Construire un regard critique sur les problèmes artistiques et politiques ou sociaux passés et contemporains
- Elaborer un raisonnement et une démonstration pour l'analyse des œuvres d'art

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COURSE: Histoire des innovations financières

CODE: FI34---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

L'innovation disruptive a été au cœur de la finance: prêteurs professionnels en Mésopotamie ancienne, naissance du marché obligataire et de la banque en Italie de la Renaissance, émergence du marché à terme au 17e Japon et émission d'actions au XVIIe siècle aux Pays-Bas. Le cours vise à analyser comment les innovations dans les produits financiers étaient des solutions à divers problèmes économiques tels que la pénurie des sources de financement et l'incertitude des prix des matières premières.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre comment l'innovation financière a émergé à travers l'histoire humaine.
- Analyser comment l'innovation a façonné la structure et les opérations actuelles des marchés financiers.

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COURSE: History of Financial Innovations

CODE: FI34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Disruptive innovation has been at the heart of finance: professional lenders in ancient Mesopotamia, the birth of the bond market and of banking in Renaissance Italy, the emergence of futures market in 17th Japan, and the issuance of equity shares in XVIIth century Netherlands. The course aims at analyzing how innovations in financial products were solutions to various economic problems such as funding shortage and commodities price uncertainty.

PREREQUISITE:

English

LEARNING OUTCOMES:

- Understand how financial innovation arose through human history.
- Analyze how innovation shaped the current structure and operations of financial markets.

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COURSE: International Relations

CODE: GS34002E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Once upon a time it was fashionable to say that 'the business of business is business' and that global problems were best left to politicians. Market based parameters were held to be sufficient for corporate decision making, and management education was monopolised by the notion of operational effectiveness, taught through the core disciplines of finance, marketing and management. Today, such a 'hands off' approach is fast becoming outdated. The past decade has profiled global threats in ever sharper relief: international terrorism, nuclear proliferation, environmental degradation, climate change, natural disasters, poverty and hunger, unmanaged migration, corruption, resource depletion, financial and economic crisis. Many or most of these have a profound impact on global business. Navigating such a complex environment requires a sound understanding of international politics and economics, and of their intersection with corporate business interests. Political entrepreneurship is a 'must' in every manager's toolbox; it calls for a discipline that accommodates all aspects of the new global matrix of business: international relations. A political mindset shows managers the way to grasp the 'bigger picture' and become good global citizens. Of particular interest in the business school context is the practice of 'geopolitics'. This refers to international risks and their impact on investment or distribution decisions, international marketing, reputation management, and ethical decision making. Finally, the discipline's traditional focus on the nature, exercise, and sources of power in the international arena is an asset for determining corporate strategy.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply basic risk management and opportunity recognition skills
- Be able to critically reflect upon the salience of idealism and realism in international affairs
- Formulate coherent, comprehensive and informed positions on problems of global politics
- Have a proper understanding of the power shift from the 'West' to the Asia Pacific region
- Know where to document themselves reliably on global problems
- Make proof of their awareness of the convergence of politics and business and the associated challenges companies face in a competitive global environment
- Reflect on global sustainability and the particular importance of natural resources, food and water
- Understand the manipulation of media information, its impact on human cognition, and the apprehension of geopolitical reality

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COURSE: La révolution blockchain : des crypto monnaies aux applications en finance

CODE: FI34---F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

Bitcoin a introduit la technologie blockchain, et avec d'autres cryptocurrencies, ils ont attiré beaucoup d'attention. Mais Bitcoin et cryptocurrencies ne sont qu'une application de blockchain. En utilisant blockchain, nous pouvons décentraliser les productions et les métiers. Ce cours traite de la nature précise de ces opportunités de blockchain et de ce qui sera transformé par blockchain et ce qui restera pareil. Où vont se créer de nouvelles entreprises et quelle devrait être la réaction du gouvernement. Et enfin, Blockchain est-il un ensemble d'innovations qui vont disperser le pouvoir? Ou allons-nous finir avec une autre concentration du pouvoir économique.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre le cœur de la technologie Blockchain et ses impacts révolutionnaires.
- Saisir la nature précise des opportunités et des problèmes de Blockchain pour les applications en Finance

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COURSE: Marketing Trends

CODE: MK34003E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Sustainability, resistance, Internet, smartphones, experience, participation, economic crisis: social, technological and economic changes have speeded up over the last dozen or so years, and the business environment is becoming increasingly unstable and volatile. In this context, businesses must anticipate changing markets and develop their ability to adjust.

PREREQUISITE:

LEARNING OUTCOMES:

- Anticipate the necessary changes to marketing practices.
- Understand the features of the principal marketing trends
- Measure current and future impact

TEACHING METHODS:

Case studies, reading and analysis, discussions, group presentations and role-playing.

Assimilation of the concepts and tools introduced in class through discussion and simulations via case studies, exercises and a final project;

Reflexion, comparison and appropriation using articles, case studies and expert opinion and feedback from professional speakers.

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COURSE: Relations interpersonnelles

CODE: ML34001F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: Fench

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Au terme de ce séminaire, les participants devraient connaître les fondements de la communication et être capables d'identifier ces phénomènes dans la vie quotidienne. Ils devraient être sensibilisés aux interactions relatives au travail de groupe, notamment les circonstances de réunions.

PREREQUISITE: Aucun

LEARNING OUTCOMES:

- acquérir des connaissances de base sur :
 - la théorie de l'école de Palo Alto sur la communication
 - sur les écoles interactionnistes de la présentation de soi (Goffman)
 - sur l'historique des théories concernant le leadership
 - sur les techniques d'animation de réunions
- mieux maîtriser ses capacités:
 - d'écoute et de reformulation
 - de prise de parole en public
 - d'adaptation à ses interlocuteurs
 - de participation active et constructive à des réunions et d'animation efficace de celles-ci
- être sensibilisé à l'importance :
 - de questionner régulièrement l'image qu'il projette sur les autres
 - d'un travail de connaissance et de développement de soi
 - de valoriser la contribution des autres et sa propre contribution.

TEACHING METHODS:

Chaque séance sera organisée en deux temps : un exposé théorique des principales notions, courants structurants de la communication et de la prise de position dans une situation d'animation de réunion, de prise de parole en public ; une série d'exercices pratiques, de mises en situation dans lesquels les étudiants devront mobiliser les acquis théoriques pour les décliner dans des cas concrets de travail en groupe, d'animation de réunion.

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COURSE: Rhétorique et persuasion

CODE: GS34003F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: FR

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

L'objectif global de cet enseignement d'ouverture est de permettre à chaque étudiant de saisir tous les enjeux de la Rhétorique, de la communication orale et de la prise de parole en public.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les mécanismes qui sous-tendent la communication orale (verbale et non-verbale)
- Rédiger des textes convaincants, emphatiques et percutants.
- Rédiger une plaidoirie et convaincre un auditoire

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COURSE: Social Media Communication

CODE: MK34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Social media has become one of the most important marketing tools. This course will go through all existing social media and explore their usage within effective Marketing tactics. The course will also examine role of social media in a broad strategic marketing mix. Real examples and cases will be presented and professionals experts will provide students with their view and experience.

PREREQUISITE:

LEARNING OUTCOMES:

- Understanding how to use Social Media within a Marketing Mix framework
- Be able to use Social Media as a Marketing tool
- Distinguish between the use of different social Media
- Understand what is the link between traditional and new Marketing media

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COURSE: Tendances en marketing

CODE: MK34004F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Développement durable, résistance, Internet, smartphone, expérience, participation, crise économique : les évolutions sociale, technologique, économique se sont accélérées depuis une dizaine d'années et l'environnement des entreprises devient de plus en plus instable et volatile. Les entreprises doivent, dans ce contexte, anticiper les évolutions des marchés et développer leur capacité à s'adapter. de présenter les adaptations stratégiques et marketing nécessaires : les nouvelles tendances, new Marketing trends

PREREQUISITE:

LEARNING OUTCOMES:

- Anticiper les ajustements nécessaires dans la pratique marketing
- Comprendre les caractéristiques des principales tendances marketing
- Mesurer les impacts actuels et futurs

TEACHING METHODS:

Etude de cas, analyse de lectures et d'articles, discussions, présentations de groupes et jeux de rôle.

Assimilation des concepts et des outils vus en cours à travers des discussions ainsi que par des mises en situations via les études de cas, les exercices et les projets finals ;

Eléments de réflexion, de comparaison et d'appropriation par le biais d'articles, des cas et l'expertise et le retour d'expérience des intervenants professionnels.

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COURSE: Data Analysis & Business Intelligence

CODE: MQ42006E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Many companies talk about their biggest challenge: "We are drowning in information but starved for knowledge". This course enables students to gain a basic understanding of data analysis and to master fundamental tools in daily business. Students will explore business data such as transactional data, customer behavioral data, to help business owners to make faster and better business decisions. Students will learn to use data-driven approaches to discover new business opportunities.

PREREQUISITE:

LEARNING OUTCOMES:

- Work with basic business statistics software (SPSS, EXCEL...)
- Understand business intelligence tools (dashboards, reporting tools...)
- Understand advanced business intelligence tools (SAS enterprise miner, Rapidminer)
- Visualize and interpret data

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COURSE: Organization Development & Leadership

CODE: ML42029E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The Leadership and Organizational Development course provides the opportunity for students to improve their own leadership competencies while contributing to the development of others at the same time. This course is designed to give students a set of learning experiences that will strengthen students' self-awareness and capacity for effective decision-making in organizations. Students taking this course will be open to reflecting on and developing their own leadership skills as a Personal Case Study. A Personal Case Study approach will help students maximize the relevance of course material making it a meaningful experience.

PREREQUISITE:

HR/OB recommended

LEARNING OUTCOMES:

- Understand and articulate the role of leadership in organizations today (e.g., be able identify key theories/models of leadership, be able to describe different roles of leaders in organizations, be able to describe the process of creating a vision).
- Identify and appreciate insights into students' own capacity as a leader and develop self-awareness regarding strengths and opportunities for personal growth.
- Improve verbal and non-verbal communication/influence/political skills and be able to navigate conflict.
- Identify and work through ethical dilemmas.

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COURSE: Intrapreneurship and Project Management 1

CODE: EN43002E

PROGRAMME: GLOBAL BBA	LEVEL: Graduate
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TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

It is essential for any organisation to generate ideas and work creatively to encourage innovation and growth. Discover how to take advantage of new business opportunities through intrapreneurship. Learn how to apply effective project strategies from their conception, planning, budgeting, communication and risk analysis and be able to transform ideas into development opportunities.

PREREQUISITE:

LEARNING OUTCOMES:

COMING SOON

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COURSE: Intrapreneurship and Project Management 2

CODE: EN43003E

PROGRAMME: GLOBAL BBA	LEVEL: Graduate
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TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

It is essential for any organisation to generate ideas and work creatively to encourage innovation and growth. Learn how to apply effective project strategies, from their conception, planning, budgeting, communication and risk analysis and be able to transform ideas into development opportunities. Apply advanced project management tools and learn to assess and monitor performance.

PREREQUISITE: Intrapreneurship and Project Management 1

LEARNING OUTCOMES:

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COURSE: Sales and Business Development 1

CODE: MK43006E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course will tackle the various elements constituting a successful sales and business development approach. This first part will cover all sales related areas from territory management to leads generation and incentives. Students will learn how a successful leads generation process boosts sales performance and accelerates market share growth. All sales technics and managerial aspects related to how effectively managing the sales force will be presented.

PREREQUISITE:

Marketing Management, Marketing Principles, Fundamentals of Marketing

LEARNING OUTCOMES:

- Understand sales management principles, tools and technics
- Explore the salesforce behaviours that affect satisfaction
- Understand how to implement a successful Leads Generation process
- Learn how to better manage the salesforce and drive sales performance

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COURSE: Sales and Business Development 2

CODE: MK43007E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course will address Business Development as one of the most important strategic areas in any business environment. The basic principles of BD will be presented as well as the main links with business strategy design and implementation. As sales management and business development are two areas that need to be linked the students will learn how to drive successful business development strategies using sales management as a tool.

PREREQUISITE:

Marketing Management, Marketing Principles, Fundamentals of Marketing
Sales and Business Development 1

LEARNING OUTCOMES:

- Learn the principles of business development
- Link sales management to business development
- Link business development and marketing strategy
- Understand how business development enhances business performance

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COURSE: Supply Chain Management 1

CODE: SC43005E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

In today's volatile environment, to control its supply chain represents a potential source of competitive advantage for companies. It is in most of the cases even a basic condition for success: without a good supply chain, there are no products available for sale, no sales and no profit ..! The control of the supply chain seems today even important given the strong globalization that complex flows and the need for more sustainable development.

The purpose of this course is to give students an overview of what Supply Chain Management is: Where does this approach comes from and how it can be defined, which are the actors of a supply chain, what are the main logistics management techniques, and what are the environmental issues involved.

PREREQUISITE:

LEARNING OUTCOMES:

- Define logistics and supply chain management;
- Identify the actors of supply chains and their relationships;
- Explain the principles and techniques for the management of supply chains;
- Understand are the major environmental issues of transportation and logistics;
- Know which are the various jobs in supply chain management

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COURSE: Supply Chain Management 2

CODE: SC43006E

PROGRAMME: GLOBAL BBA	LEVEL: Graduate
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TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

Supply chain management operates at three levels: strategic, tactical, and operational. At the strategic level, companies make high-level strategic supply chain decisions that are relevant to global organizations, and will reflect and impact the overall corporate strategy that the organization is following.

The purpose of this course is to present high-level supply chain strategy and concepts while giving students the experience of practical analytical tools to understand and supply chain problems.

PREREQUISITE: Supply Chain Management 1

LEARNING OUTCOMES:

- Identify the key factors in designing the Supply Chain
- Recognize strategic importance of good supply chain design, planning, and operation
- Recognize the roles of inventory management and transportation in a supply chain
- Use analytical tools and models to optimize the Supply Chain

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COURSE: Contrôle de gestion

CODE: CG42009F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

La plupart des managers, même débutants, gèrent un budget qu'ils ont construit avec l'aide d'un contrôleur de gestion et qu'ils ont défendu devant leur hiérarchie ; ils doivent ensuite suivre leurs réalisations au regard de ce budget et parfois aussi, sur des aspects non monétaires de leur activité, à travers un tableau de bord ou un balanced scorecard.

Ce cours a par conséquent pour objectif de préparer de futurs managers à utiliser et participer aux principales démarches de contrôle de gestion.

PREREQUISITE:

LEARNING OUTCOMES:

- situer les principes et enjeux généraux des démarches de contrôle de gestion
- participer à la création d'une proposition budgétaire sur son périmètre de responsabilité et comprendre ses répercussions sur les comptes de l'entreprise dans son ensemble (compte de résultat, trésorerie, bilan)
- calculer des écarts sur charges directes ainsi que des écarts sur chiffre d'affaires et les interpréter
- participer à la création d'un tableau de bord ou d'un balanced scorecard sur son périmètre de responsabilité, en relayant la stratégie globale de l'entreprise

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COURSE: Décisions d'investissement et de financement

CODE: FI42068F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours s'attache à étudier les deux principales facettes de la politique financière de l'entreprise : La politique d'investissement et la politique de financement. Pour assurer sa pérennité, l'entreprise doit optimiser ces deux décisions ; D'une part à travers la sélection des projets les plus rentables et d'autre part, en retenant le mode de financement adéquat.

Ce cours a quatre objectifs :

- Appréhender les décisions financières et leur place dans la gestion de la firme
- Présenter les critères de choix de projets d'investissement et les paramètres qui leur sont liés
- Appréhender les sources de financement des projets, tant en fonds propres qu'en dettes, à travers leurs caractéristiques et leurs coûts.
- Analyser les conséquences des décisions d'investissement et de financement sur l'équilibre financier de l'entreprise

Les problématiques suivantes sont plus particulièrement abordées.

- Comment les dirigeants chargés de l'investissement doivent-ils préparer leurs décisions (méthodologie et calcul des cash-flows)?
- Comment doivent-ils prendre leurs décisions (critères de choix)?
- Quels sont les principales alternatives en matière de financement de projets d'investissement?
- Comment calculer le coût de chaque mode de financement et le coût moyen pondéré du capital (CMPC) ?
- Quelles sont les conséquences des décisions d'investissement et de financement sur l'équilibre de la trésorerie à moyen et long terme (à travers la notion du plan de financement) ?

PREREQUISITE: Connaissances de base en comptabilité et en analyse financière

LEARNING OUTCOMES:

- Analyser un projet d'investissement à travers ses différentes composantes (cash-flows, rentabilité, risque)
- Connaître les critères de choix des projets d'investissement et prendre une décision en se basant sur ces derniers
- Déterminer les principales sources de financement des projets d'investissement
- Calculer le coût moyen pondéré du capital (CMPC)
- Analyser les conséquences des décisions d'investissement et de financement sur l'équilibre financier de l'entreprise à moyen et long terme

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COURSE: Outils Informatiques et analyse de données

CODE: MQ42---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours a comme objectif de donner aux étudiants des compétences plus pointues en matière d'analyse et d'interprétation des données et de leur présenter des outils informatiques qui pourront les aider à la fois dans la prise de décision et dans la capacité d'innovation.

PREREQUISITE:

Méthodes quantitatives

LEARNING OUTCOMES:

- utiliser des outils informatiques appropriés pour la description des données qualitatives et quantitatives
- appliquer et interpréter des méthodes statistique avancées

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COURSE: Ressources humaines et organisation

CODE: RH41002F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Semester course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Les managers consacrent globalement la moitié de leur temps à gérer des questions de gestion des ressources humaines (GRH). Ce faisant, il est important qu'étudiants et futurs managers soient initiés aux principaux sujets liés à la gestion du personnel, dans un contexte de marché mondial. Même les personnes qui ne se destinent pas à une carrière en GRH doivent en connaître les principes, car en tant que managers, elles devront superviser, habilitier (to empower), coacher, motiver et impliquer les membres de leur équipe dans un objectif de performance, qui plus est dans un contexte de complexité organisationnelle croissante et de changement permanent. Ainsi, ce cours répond à des problématiques utiles à tout manager, quel que soit son cheminement professionnel, en abordant un ensemble de questions contemporaines ayant un impact sur la pratique managériale quotidienne en milieu de travail.

Développer la capacité à motiver les employés et à naviguer au sein d'organisations complexes implique de former les étudiants et futurs managers aux théories et aux concepts de GRH et de sciences de l'organisation (Organization Science), ainsi qu'à l'analyse des pratiques organisationnelles. De plus, une bonne compréhension et interprétation des divers processus, structures, politiques, capacités, ou formes organisationnelles peut être un levier managérial puissant dans la gestion du personnel. En ce sens, l'étude des sciences de l'organisation appliquée à la GRH permet le développement d'un regard critique sur de nombreux aspects de la vie organisationnelle trop souvent pris pour acquis.

Ce cours offre un enseignement thématique fondé sur deux disciplines académiques, la GRH et les sciences de l'organisation, afin de préparer les étudiants à être des acteurs stratégiques au sein des organisations, et des managers responsables. Cela permettra aux étudiants d'exercer efficacement leurs futurs rôles de cadre et de collaborer avec succès avec toutes les parties prenantes de l'organisation., accepting the uncertain, or taking risks in situations that the most elaborate models cannot claim to capture in full.

PREREQUISITE:

LEARNING OUTCOMES:

- Définir, illustrer et expliquer les théories clés sur les organisations
- Appliquer les concepts pour décrire les organisations
- Analyser la complexité relationnelle qui définit les organisations
- Distinguer les différentes parties prenantes impliquées dans une situation donnée et leurs divers points de vue, et identifier les problèmes de pouvoir sous-jacents
- Identifier et expliquer ce dont consiste le travail managérial
- Identifier, expliquer, appliquer et analyser les concepts et les outils RH
- Identifier et illustrer l'implication pratique des politiques contemporaines de GRH dans différents domaines et secteurs fonctionnels
- Identifier et donner des exemples de comportements (non) éthiques ou (il)légaux dans les contextes organisationnels et lieux de travail sains (malsains)

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COURSE: Stratégie

CODE: ST41002F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

L'objectif du cours de stratégie consiste à appréhender et maîtriser les concepts et les outils utiles au pilotage global des organisations. Ce cours prépare les étudiants à faire des arbitrages motivés portant sur le développement de l'entreprise et à les mettre en œuvre. A ce titre, le cours de stratégie s'inscrit dans le parcours obligatoire d'un étudiant prétendant accéder des fonctions de responsabilité exigeantes. Il comprend des concepts spécifiques à la stratégie et fait également appel à des connaissances acquises dans des domaines utiles à l'élaboration de la stratégie (finance, marketing, économie).

En donnant aux étudiants une vision globale de l'entreprise et en développant une méthodologie pour répondre à la complexité des décisions stratégiques dans des environnements rapidement évolutifs, l'ambition du cours de stratégie est de favoriser la prise de décision éclairée dans des contextes d'action à chaque fois spécifiques. Loin de proposer des solutions préétablies, ce cours cherche à structurer une démarche favorisant l'intelligence des situations et l'autonomie des étudiants en situation de décision au travers de la pédagogie active des études de cas. Il vise à faire rentrer les étudiants dans une démarche de réflexion et d'engagement personnel pour permettre de développer leur capacité à faire face aux multiples contradictions stratégiques que vit les managers dans son activité quotidienne. Dans cette perspective, le cours apporte de nombreux outils d'analyse diagnostic permettant la mise en évidence de problèmes stratégiques et de nombreuses grilles possibles de résolution des dilemmes stratégiques.

Le cours de stratégie s'inscrit dans une finalité globale de création de valeur non seulement pour le client mais aussi pour l'actionnaire et les autres stakeholders en jeu dans la vie et le développement des entreprises. Il est fondé sur les valeurs véhiculées par le courant de la responsabilité sociale des entreprises et par celui de la valorisation des actifs spécifiques et des capacités distinctives de l'entreprise (orientation « ressource-based view »). Le cours met également l'accent sur les enjeux et les difficultés propre à la mise en œuvre des orientations stratégiques et des changements stratégiques. Enfin, le cours est conçu pour permettre aux étudiants de faire face aux enjeux actuels : globalisation des entreprises, accélération des transformations et économie de l'innovation, acceptation de l'incertain c'est-à-dire de la prise de risque face à des situations que les modélisations les plus élaborées ne peuvent prétendre maîtriser dans leur globalité.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre la spécificité du processus de décision stratégique et les différentes dimensions impliquées – analyser de façon multidimensionnelle les problématiques stratégiques (Innovation/Organisation/RSE)
- Formuler des orientations stratégiques et un plan stratégique
- Identifier les capacités stratégiques
- Evaluer les options stratégiques possibles
- Dépasser les modèles dominants ou comprendre leurs limites
- Appréhender les problèmes liés à la mise en œuvre de la stratégie
- Analyser l'environnement stratégique

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COURSE: Capital Budgeting and Financing

CODE: FI42069E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed to provide rudimentary knowledge of financial management ("Corporate Finance").

This course aims to study the two main facets of the company's financial policy: investment and financing policies.

To ensure its sustainability, the company must optimize both decisions; on one hand through the selection of the most profitable projects and in second hand, retaining the adequate mode of financing.

This course has four objectives:

- Understand the financial decisions and their place in the management of the firm
- Introduce investment project selection criteria and parameters associated with them
- Understanding of project financing sources, both internal and external, through their characteristics and costs.
- To analyze the consequences of investment and financing decisions on the cash balance of the company

The following issues are specifically addressed.

- How managers responsible for the investment decision should make their decisions (methodology and calculation of cash flows)?
- How should they make decisions (selection criteria)?
- What are the main alternatives for financing investment projects?
- How to calculate the cost of each type of financing and the weighted average cost of capital (WACC)?
- What are the consequences of investment and financing decisions on the balance of Cash at medium and long term (through the notion of the financing plan)?

PREREQUISITE:

Basic knowledge in accounting and financial analysis

LEARNING OUTCOMES:

- Analyze an investment project through its various components (cash flow, profitability, risk)
- Analyze the consequences of investment and financing decisions on the cash balance
- Calculate the weighted average cost of capital (WACC)
- Identify financing methods
- Knowing the criteria for selection of investment projects

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COURSE: Human Resources & Organization

CODE: RH41003E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The purpose of this course is to introduce students to the role of people in facilitating organizational objectives. It will stress the importance of understanding human behaviour in the organizational setting. This course is required of all business majors in order to provide support to graduates' management capability, career advancement and personal development. Over a 10 week period you will explore topics related to organizational concepts and theory, such as behaviours (OB) and human resource management (HRM) systems.

The list of subjects that are covered in this course are not exhaustive of all the specific areas in organization theory, OB and HRM. Rather, this course is designed to provide a snapshot of people management challenges that are important and difficult in organizations today. Coverage of these topics are designed to facilitate both knowledge and skill acquisition.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop their skills to think independently and communicate ideas to others.
- Gain broad knowledge that is central to decision making (e.g., evidence-based management) related to people and organizations
- Improve their analytical abilities by identifying and assessing organizational problems
- Increase their understanding of concepts, principles, and theories related to HRM and organizations

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COURSE: Management Accounting

CODE: CG42010E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This module is intended for Masters students who will be called upon managing projects and direct responsibility centers. This course will allow them to master the fundamentals of budget control, rationalize the process of decision making and appropriate corrective measures.

The course covers the notions of planning and controlling business activities and that of translating a company's strategy by using scorecards. Through simple, structured methods for defining budgets and operating reports students will acquire the necessary know how, and therefore the authority for making decisions.

PREREQUISITE:

This course assumes students have a basic knowledge of financial accounting and of cost accounting, and have a good working level of English.

LEARNING OUTCOMES:

- Analyze the origins of the company's profit and balance sheet
- Apply measurement techniques and interpret performance variances techniques
- Design a performance scorecard
- Identify and evaluate corrective measures to anticipate possible financial problems
- Set and analyze budget objectives for the different departments in the organization
- Understand the link between various operation centers

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COURSE: Data Analysis and Statistical Softwares

CODE: MQ42---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

This course aims to provide students with advanced data analysis tools and to introduce them to statistical softwares to improve their decision-making and innovation capacities.

PREREQUISITE:

Quantitative Methods

LEARNING OUTCOMES:

- Use a statistical software to describe both quantitative and qualitative data
- Perform and interpret advanced statistical analysis

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COURSE: Strategy

CODE: ST41003E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The aim of the strategy course is to understand and master the concepts and tools used to manage organisations as a whole. This course prepares students to make and implement reasoned decisions about the development of the firm. The strategy course is a core course for students aiming to reach demanding positions of responsibility. It includes concepts specific to strategy and relies on knowledge acquired in fields useful for strategy development (finance, marketing, and economics).

By giving students an overall vision of the firm and by developing a methodology to respond to the complexity of strategic decisions in rapidly changing environments, the strategy course aims to encourage enlightened decision making in contexts that are unique every time. Rather than proposing pre-established solution, this course uses case studies to develop a structured approach in which students analyse and act on each situation autonomously. It aims to encourage students to analyse the situations and become engaged, to develop their ability to tackle the constant strategic contradictions that managers encounter every day. With this in view, the course provides students with numerous analytical tools that highlight strategic problems and ways of solving strategic dilemmas.

The overall aim of the strategy course is the creation of value not only for the client but also for shareholders and other stakeholders involved in corporate life and development. It is based on the values of corporate social responsibility and the development of specific assets and distinctive capacities within the firm (the resource-based view). The course also stresses the specific challenges and difficulties of implementing strategy and strategic change. Finally, the course is designed to enable students to face current challenges: corporate globalisation, accelerating transformation and the innovation economy, accepting the uncertain, or taking risks in situations that the most elaborate models cannot claim to capture in full.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyse the strategic environment
- Assess strategic options
- Formulate strategic orientations and a strategic plan
- Go beyond dominant models or understand their limits
- Identify strategic capacities
- Understand the details of the strategic decision process and analyse the different dimensions involved (Innovation/Organisation/CSR)
- Understand the problems associated with implementing strategy

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COURSE: Behavioral Finance

CODE: FI44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Are investors rational or just normal? Is the market still efficient after having created so many speculative bubbles and wiped out so many crashes? These questions remain open in modern finance while they are at the heart of behavioral finance. Behavioral finance questions the limits of human rationality. It integrates in the financial analysis the impact of cognitive forces, such as motivation, emotions, impulses, fear, regret, loss aversion, overconfidence or real uncertainty about economic conditions. Whether from the point of view of corporate finance or financial markets, this course demonstrates how to integrate the impact of cognitive biases and heuristics on asset valuation, investment and capital structure.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the principles and concepts of behavioral finance.
- Identify the main cognitive biases in order to better master them.
- Apply the main concepts of behavioral finance to different fields of finance whether corporate or market.
- Integrate human behavior into investment, financing and portfolio management.

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COURSE: Décrypter les futurs : prospective et scénarios

CODE: ST44---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours s'adresse à des étudiants qui sont passionnés par l'évolution de la société et les nouvelles technologies et qui ont déjà eu des cours de stratégie, marketing, économie.

Une découverte de la prospective au travers d'exemples concrets... Décrypter les futurs du secteur bancaire impacté par les fintech et les néobanques, du secteur de l'hébergement touristique impacté par Airbnb, du secteur de la télévision impacté par Netflix ou encore des secteurs de livre, de la publicité, de la presse, de la voiture ou des télécommunications impactés par les GAFA et les nouvelles technologies...

PREREQUISITE:

LEARNING OUTCOMES:

- Découvrir les bases de la prospective et de la méthode des scénarios en prospective sectorielle...
- Initier une réflexion positive mais critique sur l'évolution de la société...

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COURSE: Dilemmes de l'entrepreneur : croissance versus contrôle

CODE: EN44---F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

Ce cours examine les premières décisions (souvent sources de dilemmes) des créateurs de startups, susceptibles d'avoir des conséquences importantes à long terme tant sur les fondateurs que sur leur entreprise. Parmi les conséquences potentielles de ces décisions figurent : la perte de contrôle de l'entreprise, la dislocation de l'équipe d'origine en raison des tensions internes, le risque de ne pas profiter à long terme des gains financiers du succès résultant du travail acharné et des idées novatrices de l'équipe de départ. Via des exemples réels – dont certains emblématiques – ce cours aide les étudiants à prendre conscience des conséquences à long terme de leurs choix précoces. Parmi les dilemmes examinés figurent :

- quand, à quelle étape de sa carrière créer ?;
- faut-il créer en solo ou en équipe ? Quels cofondateurs?; (iii) A différentes étapes du développement de la startup, quel type de personnes engager ?
- Quels types d'investisseurs cibler? Le cours analyse les différentes options qui conduisent à long terme, soit à une entreprise de croissance, soit à une petite entreprise (souvent contrôlée à 100%).

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les dilemmes auxquels les fondateurs de startups sont confrontés, à mesure qu'ils (elles) font appel à des nouveaux acteurs dont l'implication dans la startup provoque des décisions difficiles qui affectent significativement l'orientation et les résultats de la startup
- Comprendre les éventuelles conséquences à long terme des premières décisions prises par le(s) fondateur(s) d'une entreprise sur le développement, la croissance de cette dernière
- Anticiper les problèmes que pourraient engendrer les premières décisions de l'entreprise sur les fondateurs (par exemple, leur position de CEO) et leur entreprise
- Comprendre les compromis à prendre en compte lors de l'implication dans l'entreprise des cofondateurs, des employés, des investisseurs et des membres du conseil d'administration
- Approfondir leurs connaissances des biais et tendances qui pourraient causer des problèmes dans le développement de leur start-up
- Analyser les facteurs qui accroissent la probabilité de séparation à terme de l'équipe fondatrice et/ou de perte de position de CEO par le fondateur de l'entreprise
- Évaluer leurs propres motivations comme parties prenantes dans des start-ups et comment celles-ci devraient affecter leurs décisions tout au long du cycle de vie de leur start-up

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COURSE: Discrimination, diversité et inclusion en entreprise

CODE: RH44---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

De nombreux facteurs de discrimination et de diversité seront étudiés, mais un zoom sera fait sur quatre thématiques très présentes en entreprise: 1) Egalité femmes-hommes; 2) Handicap; 3) Origines ethniques et religieuses; 4) Origines sociales

PREREQUISITE:

LEARNING OUTCOMES:

- Saisir la question de la diversité et de la discrimination dans plusieurs de ses dimensions (juridiques, psychologique, sociologique, etc.)
- Expliciter les enjeux de la discrimination et de la diversité dans les entreprises
- Comprendre s'il existe un lien entre Diversité et performance (« Business Case »)
- Envisager des modes opératoires de gestion de la diversité, y compris culturelle

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COURSE: Economie de l'innovation

CODE: EC44---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours présente les principaux thèmes de l'économie de l'innovation. Il permet aux étudiants de comprendre différents modèles d'innovation centrés sur les sources d'innovation, la concurrence entre les entreprises innovantes, les stratégies d'appropriation, les stratégies d'innovation ouverte, de standardisation et internet. Ce faisant, le cours va mettre en lumière le rôle des politiques publiques, les institutions et la réglementation. Le cours utilise des études de cas mais aussi des analyses statistiques et des modèles économiques simples pour expliquer le comportement des entreprises.

PREREQUISITE:

LEARNING OUTCOMES:

- Donner des fondements rigoureux aux stratégies d'entreprises
- Montrer le rôle important du cadre concurrentiel et institutionnel dans la conception des stratégies d'innovation des entreprises.
- Identifier de nombreux outils utiles pour faire un business plan efficace

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COURSE: Financement public de l'innovation

CODE: EC44---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours aide les étudiants à connaître les différentes aides directes et indirectes mises en place par les gouvernements français ou étrangers: subventions, aides fiscales, prêts garantis, avances remboursables, voucher, concours, appels à projets, prises de participation, garanties exports... comme éléments d'une gestion maîtrisée des projets de R&D et d'innovation d'une entreprise et de sa croissance.

PREREQUISITE:

Microéconomie, Management stratégique

LEARNING OUTCOMES:

- Permettre aux futures gestionnaires de projets innovants, de start-ups innovantes de maîtriser les moyens disponibles pour les aider à réussir
- Savoir pourquoi ces outils de financement existent, identifier leur variété, leur contraintes et pièges, élaborer des stratégies vis à vis des financeurs publics.

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COURSE: Public Funding of Innovation

CODE: EC44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

The lecture presents the different direct and indirect policy tools implemented by different governments: grants, fiscal , loans, avances remboursables, voucher, prizes, competitive calls, equities, export credit guarantees. The different building blocks are core to a smart management of R&D and innovation projects and to the growth of companies.

PREREQUISITE:

LEARNING OUTCOMES:

- To enable the managers of innovation projects or innovative start-ups to master the different means available to help them to succeed:
- to understand why these financing tools exist, to identify and understand their variety, their constraints and traps, to finally develop strategies in front of such public funding .

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COURSE: Financial and Banking Regulation Challenges

CODE: EC44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This course aims at providing an understanding of the recent crises - the subprime and the European sovereign debt crisis - and of the consequences on the design of banking regulation and supervision. This is a very complex topic since banking and financial system greatly influences the state of the economy and companies' funding strategy. Financial intermediation underwent through major changes over the past 30 years because of financial deregulation, and innovation globalization. Financial intermediaries were nationally based and heavily protected by their government indirectly (anglo-saxon style) or directly (many Europeans banks were still state-owned until recently). Despite deregulation and disintermediation, financial institutions still represent a fair share of the economic activity, their traditional business having shifted over the years from loans provider to financial services providers and is more intertwined with financial markets. Since a developed banking and financial system is a condition for economic growth in a market-based economy, its potential disruption questions the role and the consistency of the regulation of the financial and banking system.

PREREQUISITE:

Economics - Money and Banking

LEARNING OUTCOMES:

- understand the dynamic of banking and financial crises in developed countries
- understand of the changes in banking regulation and financial regulation; the challenges of the European Banking union - supervision and regulation in the US - the role of market discipline - the question of the regulation of business development related to blockchain

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COURSE: Humanitarian Logistics

CODE: SC44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Humanitarian relief is comprised of a myriad of actors which include donors, aid agencies, Non-Governmental Organizations (NGOs), governments and logistics providers; each one has its own goals and way to operate and thus, coordination becomes a challenge to the relief rather than a source of support. Together, these organizations create supply chains or networks that manage physical, information and financial flows from suppliers to beneficiaries.

PREREQUISITE:

LEARNING OUTCOMES:

- Describe the characteristics of the humanitarian context
- Explain how humanitarian relief is provided
- Identify the role of logistics in humanitarian relief

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COURSE: Imposition des entreprises et de leurs managers

CODE: FI44---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours présente la notion du système fiscal et offre un tour d'horizon sur les différentes catégories d'impôt. De plus, le cours mets l'accent sur le risque fiscal qu'il soit pour l'entreprise ou ses managers.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre le mécanisme de la TVA, notamment dans un contexte européen.
- Analyser la responsabilité des entreprises et des managers par rapport à la fraude à la TVA.
- Déterminer l'impôt sur les sociétés et l'impôt sur le revenu.

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COURSE: Introduction to R

CODE: MQ44---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

This course introduces students to the use of the free software R to perform statistical analysis

PREREQUISITE:

Software and Data Analytics

LEARNING OUTCOMES:

- Create and modify R datasets
- Write their own R functions and use available packages in R
- Create figures and plots using R
- Use R to describe data via univariate and bivariate statistics

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COURSE: Manias, Panics and Crises: Doing Business under Turbulence

CODE: EC44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Crises are usually seen as unpredictable shocks to the economy. Firms can do nothing but go through these crises and adapt as they go. However, crises are not shocks but the result of an emergent process of accumulating malinvestments. Although crises cannot be precisely predicted, the process leading to a cluster of entrepreneurial errors can be described and identified. If firms integrate this knowledge into their investment structure, they could be able to be more adaptable when the inevitable time of crisis arrives. In this manner, this course presents how crises emerge as a result of an unsustainable economic boom based on unreliable market signals. Moreover, the course presents students with how the economic boom unfolds into a bust, and how this can impact a firm financially and competitively.

PREREQUISITE:

Notions of macroeconomics, capital-budgeting, and financial analysis

LEARNING OUTCOMES:

- Interpret the reliability of market signals for investment and competitiveness during economic booms
- Contextualize a firm's financial indicators relative to an economic situation;
- Identify the best adaptation solutions for a firm during crises relative to its financial possibilities and competitive advantages

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COURSE: Mobile Business Model : Innovation and API Economy

CODE: ST44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

The course on Mobile Business Model Innovation and API Economy will enable the students understand the growing trend and impact of new business model platforms that are based on strategic partnership among firms. Modern day businesses are moving beyond the traditional supply chain networks to create new networks among firms and evolving into the ecosystem concept of business environments. Most of these strategic partnerships rest heavily on the information exchanges between partners as a vital source to implement innovation in their business offerings and create new business models centred on complementary information exchange. Industry is observing the increasing trend of "API economy" as a means to fuel the business model innovation in the ecosystem. APIs refer to the specifications or protocols for exchanging information between organizations. Firstly the course will highlight the role of API economy in restructuring existing internal firm structures to support innovative business models and secondly it will help understand the role of API economy towards creating and appropriating new revenue generating partnerships. The pedagogy of the course will be through academic conceptual discourses supported by industry specific illustration of API economy in business model innovation. High levels of engagement can be created by allowing students to explore innovation with API economy in self-administered project works based on open API platforms, thus amalgamating with the business model and business innovation strategies.

PREREQUISITE:

- Basic knowledge of strategic management
- Basic knowledge of marketing and consumer behavior

LEARNING OUTCOMES:

- An understanding of the changing business model canvas highlighting the transition from supply chain network to cross application ecosystem based network.
- Appreciate the value of information exchanges in ecosystem based partnership

TEACHING METHODS:

The students will have to take a 3-hour-long midterm exam with a case study. The students will be grouped and be asked to do a mini-business plan for a mobile application. Each group will present their mini-business plan by the end of the course.

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COURSE: Organisational and People Challenges in the Service and Collaborative Economy

CODE: ML44---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

The elective will explore HR practices in contemporary service sector organisations, focussing especially on how these organisations manage their front line personnel.

PREREQUISITE:

LEARNING OUTCOMES:

- identify and understand the issues underpinning service interaction management
- explain the centrality of HRM policies and their specificities in delivering service quality
- identify and explain the different roles played by key actors (front line employees, customers, management) in the service delivery process

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COURSE: The Economics of Culture

CODE: GS44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Culture has become a major economic sector. Culture is now a wide market, and works of art or books are cultural products. One complains about the end of the arts, considering cultural industries as more industrial than artistic or cultural; others think that Culture has opened itself to a larger audience through consumption. Are cultural products economic goods as cars or socks? Do they sell like any other product? Has the merchandising of Culture killed Culture itself?

To answer these questions, this course aims to identify the cultural and economic logic which organize the cultural sector, from the cultural industries (books, movies, music) to the visual and the performing arts. These three sectors follow specific trends that must be understood by anyone who wishes to work in the cultural area. And what about the demand ? It leads us to look at how cultural preferences are built. Why do we prefer Mozart to Daft Punk, or Daft Punk to Mozart, Rimbaud to Stephen King, Manet to Picasso ? The sociology of arts demonstrates that taste is not only the expression of an individual singularity, but socially built, opening ways towards other fields of consumption, towards the understanding of an analysis of society. We will also look at cultural policies in favor of culture, these policies prevailing in the United States as well as in France

PREREQUISITE:

LEARNING OUTCOMES:

- understand the economic and sociological specificity of culture and its evolutions
- build up a personal and critical perspective on cultural trends
- understand the strategies developed by cultural organizations in order to prepare the students to careers in the field

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COURSE: Advanced Team Management

CODE: RH42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As organizations adopt leaner and more decentralized work structures, they increasingly rely on teams of employees to accomplish complex tasks. Thus, the ability to work in teams is widely viewed as one of the most important qualities that companies seek in job candidates. Given the importance of these skills, this class draws on evidence-based management and active learning exercises to provide students with the knowledge and skills needed to effectively contribute to teams in a modern workplace.

This course is broadly structured around the Input-Process-Output (IPO) model of team effectiveness (see below). This model provides a useful framework for thinking about teams and identifying ways to enhance their functioning.

Although there are other models of team effectiveness, which we will discuss, the IPO model will serve as a roadmap for our time together. Under the section of the syllabus entitled, Course Schedule, you will see that the sessions are loosely organized around the IPO model.

PREREQUISITE:

LEARNING OUTCOMES:

- Describe the critical aspects of designing teams, facilitating team processes, and evaluating team performance
- Apply a framework for diagnosing and resolving challenges within teams
- Provide actionable feedback to their teammates
- Evaluate how their team fits within the broader organization

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COURSE: Brand Management

CODE: MK42056E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Brand management is an increasingly important area of strategic marketing and crucial for business success. This course aims to advance students' understanding of strategic brand management, for those who are interested in marketing. The course complements and deepens the notions and theories introduced in Fundamentals of Marketing course, and Marketing Strategy course.

PREREQUISITE:

Consumer Behaviour and Integrated Marketing Communication courses are recommended before taking this course.

LEARNING OUTCOMES:

- Develop analytical managerial thinking about brands and identify key strategic assets to leverage them
- Master key analytical tools to analyze efficiently brands and branding strategies
- Obtain understanding of key branding concepts
- Understand fundamentals of brand management strategies (range extensions, brand extensions, changing the brand-name), and how to develop coherent brand portfolio strategies.
- Understand key steps to create new brands

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COURSE: Des comptes sociaux aux comptes consolidés

CODE: CP42008F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours a pour vocation l'approfondissement du cours de comptabilité générale, et la découverte de la comptabilité des groupes. Via l'acquisition de bases solides en comptabilité, ce cours a également pour finalité la préparation des étudiants à un stage de fin d'études, notamment en cabinet d'audit ou d'expertise comptable.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les techniques comptables de base appliquées aux opérations économiques courantes suivantes : entrée des immobilisations, prestations de services et opérations avec l'étranger
- Comprendre la finalité des opérations d'inventaire et leur spécificité par rapport aux opérations courantes, avec notamment : amortissement et dépréciation des immobilisations, cession des immobilisations, régularisations relatives aux créances douteuses et irrécouvrables, et aux créances et dettes en devises, provisions, ajustement des comptes de charges et de produits...
- Calculer de manière simplifiée l'IS et effectuer les comptabilisations correspondantes
- Comprendre le problème de la définition de l'entité et du périmètre des comptes consolidés
- Comprendre l'utilité des comptes de groupe et leur spécificité par rapport aux comptes sociaux
- Présenter des états financiers consolidés simplifiés

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COURSE: Droit du travail

CODE: AJ42---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

L'étude du droit du travail se fait en deux parties classiques selon que les thèmes abordés intéressent les relations individuelles ou collectives du travail. Le droit du travail est indispensable à toute personne qui envisage de travailler au sein d'un service RH.

PREREQUISITE:

LEARNING OUTCOMES:

- résoudre des problèmes juridiques liés au droit du travail grâce à la méthode du cas pratique
- rechercher toutes les informations (sources : loi, CCN...) nécessaires à la résolution d'un problème juridique
- raisonner juridiquement

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COURSE: Fondamentaux de la communication

CODE: MK42058F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Nous vivons dans une véritable «économie des images»: la communication ne cesse d'envahir tous les pans des sociétés de consommation. Des évolutions marquées en la matière obligent marketers et communicants à faire évoluer leurs réflexions et pratiques managériales.

L'électif repose sur des relations avec les entreprises établies de longue date ou en phase de construction.

Ce mode de fonctionnement permet aux étudiants inscrits dans l'électif de côtoyer des professionnels qui abordent les thématiques les plus en phase avec les marchés.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les enjeux de la communication au regard du management des marques et produits
- expérimenter la proposition d'un plan de communication pertinent via un cas pratique.
- diagnostiquer le discours d'une marque et de proposer un plan de communication pertinent tant sur le plan stratégique qu'opérationnel.
- se familiariser avec les outils et techniques d'analyse et de production de communications efficaces

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COURSE: Fundamentals of Communication

CODE: MK42059E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The communication invades our consumption societies. Evolutions oblige our marketers to improve their ways of thinking and management practices. The objective of this course is to understand the stakes in communication with regard to the brand and product management ; to get acquainted with tools and techniques of analysis and production of effective communications ; to experiment with the proposal of a relevant communication plan via a practical case ; be able to analyze the communications of a brand and suggest a relevant plan strategically and operationally.

PREREQUISITE:

LEARNING OUTCOMES:

- Do a deep analyse a brand communication Including its identity, codes, and its place in a competitive world in order that the student will suggest a concrete, adequate and constructive communication plan

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COURSE: Gestion de projets

CODE: SI42017F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Toute entreprise, quel que soit son secteur d'activité, entreprend des projets chaque année. Ceux-ci sont des réussites, en termes de délai, de coût et de qualité, pour environ un tiers d'entre eux. Une mauvaise gestion de projet, au sein des organisations, peut entraîner des pertes économiques, commerciales... et un défaut de performance. C'est pourquoi, tout manager doit savoir gérer un projet en sachant travailler avec une équipe dédiée pour atteindre les objectifs fixés dans le délai convenu ainsi que dans une enveloppe budgétaire préalablement définie.

PREREQUISITE:

LEARNING OUTCOMES:

- Effectuer le suivi du projet en fonction de son état d'avancement et de ses aléas
- Concevoir, d'évaluer et de gérer un projet (l'émergence, étude et formalisation de la faisabilité, la mise en œuvre technique et organisationnelle, la structuration, l'organisation, l'expression et la communication d'un projet, la clôture et la mise
- Maîtriser les principales fonctionnalités du logiciel MSPROJECT

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COURSE: Global Marketing

CODE: MK42061E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course offers participants an analytic decision-oriented framework for the development and implementation of international marketing programmes and describes concepts relevant to all international marketers, regardless of the extent of their international involvement.

Emphasis is on the strategic implications of the competition in the markets of different countries. An environmental/cultural approach to international marketing permits a truly global orientation.

The main objective is to stimulate curiosity of the student in order to understand how to achieve global competitiveness through the design and implementation of market-responsive programmes, being aware of all aspects of the emerging global economic order.

PREREQUISITE:

Basics of Marketing Management

LEARNING OUTCOMES:

- Choice of entry modes,
- Decision to internationalize,
- Design, implementation and coordination of a global marketing programme
- Selection of markets to enter

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COURSE: Innovation Management

CODE: ST42--E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The aim of the course is to provide understandings of how innovation takes place and what the important explanatory factors, as well as the economic and social consequences, are. The focus of the course is on practices and processes that entrepreneurs and managers use to manage innovation effectively in new and existing organizations. The course covers topics such as where innovation is coming from, how to identify strategic capabilities to pursue innovation, how firms develop new products and services, how firms commercialize innovation etc. This course combines theoretical base of innovation and examples from the practice.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand of the main issues in the management of innovation
- Appreciate the relevant skills needed to manage innovation at strategic as well as operational levels

TEACHING METHODS:

Students will understand what innovation means and why it is crucial for creating competitive advantages which are necessary for survival and growth. Moreover, students will be equipped with innovation management principles at different levels (inter-organizational, organizational, group, and individual) that are important to understand how organizations and their employees manage and translate their innovation activities into successful outcomes, which in turn can create competitive advantages.

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COURSE: Intelligence économique, veille stratégique et lobbying

CODE: ST42---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

TEACHING METHODS:

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COURSE: International trade

CODE: EC42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Globalization is a reality for producers and consumers. However, some countries trade more than other countries, some firms export more than other firms, and some firms produce locally while other firms have become multinationals. The aim of this course is therefore to explain what the driving forces are behind the international production and trade patterns of countries and firms. What are comparative and competitive advantages? What is the role of geography and distance in international trade? How do companies take export and foreign direct investment decisions? How and why do governments try to influence international trade and production? What role do the WTO and regional organizations such as the EU, ASEAN or Mercosur play? How important are bilateral and multilateral trade negotiations such as TTIP, TTP, EU-ASEAN, EU-ACP, etc. How do firms and economic sectors formulate and defend their interests in the context of trade negotiations?

The students will thus become familiar with (or will refresh) the essential concepts in international trade and business, and will also have the opportunity to analyze more in-depth the economic, regulatory, business and operational aspects of international trade in a specific sector (e.g. wine & champagne, pharmaceutical sector, financial sector, etc).

The course aims at clarifying a number of essential concepts to understand the reality of international trade and trade policy in the world of today, and will use currently important cases to illustrate the usefulness of these conceptual frameworks. Two cases/topics that will be looked at in detail will be selected from: Brexit negotiations, EU-US trade conflicts, TTIP, CETA, EU-Mercosur negotiations, geo-politics of energy, French industrial policy/protectionism debate, etc.

The students will be trained in formulating and defending the interests of a specific economic sector vis-à-vis policy-makers and trade negotiators.

PREREQUISITE:

LEARNING OUTCOMES:

- understand the basic economic logic behind international trade and direct investment flows.
- identify the main drivers behind trade and investment flows.
- analyze international trade and investment data.
- assess the contribution of trade and investment to globalization.
- understand the logic behind Global Value Chains (GVCs).

TEACHING METHODS:

The teaching method is based on 10 lecture-discussion sessions of 3 hours each. It is highly recommended to read the chapters indicated in the tentative course schedule from the reference textbook before each session. A typical session will consist of a discussion of concepts in a first part, followed by a second part with student interventions related to specific cases or sectors. The last two sessions will have a different format. In each of those sessions, a conference will be simulated : the topic will be chosen at the beginning of the course (from the list above). Students will represent parties directly or indirectly involved in the negotiations (or debate).

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COURSE: Introduction aux Entreprises Ressource Planning (ERP) : une application avec SAP

CODE: SC42015F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Le principe des ERP (Enterprise Ressources Planning) équivalent français des PGI (Progiciel de Gestion Intégré) est de construire des applications informatiques modulaires (gestion de la production, gestion des commandes, des stocks, de la comptabilité...) basées sur une base de donnée unique et partagées entre les différentes applications.

SAP est un des plus importants fournisseurs d'ERP, il est, en terme de revenu le leader sur le marché des logiciels d'entreprise. L'objectif du cours est de comprendre l'organisation et le fonctionnement d'un ERP afin d'être capable en entreprise de participer à la mise en place d'un module logiciel. Tous les travaux pratiques seront réalisés sur SAP.

PREREQUISITE:

LEARNING OUTCOMES:

- utiliser l'interface utilisateur SAP,
- comprendre les routines et processus d'une entreprise
- paramétrer des processus.
- relier ces processus à la structure organisationnelle de SAP

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COURSE: Introduction to Operations Research

CODE: SC42016E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

This course introduces students to operations research field. Tools like optimization and stochastic models will help students solving real industrial and managerial problems. The course covers concepts like linear programming, transportation, integer programming queuing theory and markov chains.

PREREQUISITE:

LEARNING OUTCOMES:

- analyze key requirements and challenges related to the supply chain managerial situations that can be solved with quantitative methods
- apply critical and reflective thinking skills and use analytical tools to evaluate information, solve problems, and make sound decisions
- interpret results of the used models
- use Optimization and decision aid software

TEACHING METHODS:

The course is a mixture of class lectures, exercises discussion and simulations

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COURSE: Investments

CODE: FI42---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

The objective for students in this course is to acquire a solid grasp of modern investments theory and practice. This necessitates an understanding of the institutional environment: which products are available and how are they traded?, and the trade-off between risk and return in a portfolio consisting of several assets.

PREREQUISITE:

Excel + basic mathematics + basic statistics

LEARNING OUTCOMES:

- Analyse the mechanics of financial markets (economic agents and products).
- Understand the concept and applications of the tradeoff between risk and return.

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COURSE: Leading Change

CODE: ML42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed to provide students with an overview of change processes that can occur at the individual, group, and organizational, and/or societal levels. Students should leave the course with a working knowledge of the change process. However, that content knowledge is secondary to the most important goal(s) of the course. The real focus of the course is: enhanced critical thinking skills related to the assessments involved in change efforts; and an understanding of the complexities of change and peoples' resistance to it. Most importantly, students should refine their analytical problem solving skills and be capable of presenting the results of an analysis to a critical audience.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand some of the main theories concerning organisational change
- Understand the complexities underlying change and recipients' reactions
- Critically analyse change efforts
- Evaluate different perspectives on change and propose improvements

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COURSE: Management de la marque

CODE: MK42060F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours a pour objectif de donner aux étudiants intéressés par le marketing une connaissance approfondie des problématiques de gestion des marques. Le cours complète et approfondit les notions abordées dans le cours Fondamentaux du Marketing, et Stratégie Marketing.

PREREQUISITE:

Fondements du Marketing

LEARNING OUTCOMES:

- Comprendre et maîtriser les principaux concepts liés à la marque
- Intégrer les problématiques de droit des marques dans les réflexions stratégiques
- Maîtriser et utiliser les principaux outils de diagnostic des marques
- Résoudre des problématiques de management des marques (extension de gamme, extension de marque, alliance de marques, extension géographique), en intégrant les enjeux de la gestion des portefeuilles de marques
- Savoir analyser les marques et identifier les leviers stratégiques pour les développer

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COURSE: Management des activités de service

CODE: ST42028F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Les activités de service constituent la grande majorité des activités économiques d'un pays développé. Leur place et leur rôle continuent de s'accroître sous l'influence de plusieurs facteurs :

- les stratégies de concentration sur le cœur de métier provoquent l'externalisation de pans entiers des chaînes de valeur des entreprises ;
- l'innovation technique, notamment dans le domaine des communications et de la gestion des données, crée de nouvelles occasions d'affaires pour les activités de service ;
- les difficultés financières des États et des collectivités publiques favorisent l'émergence de partenariats public-privés et transforment la nature même de l'activité de certains prestataires ;
- la réflexion sur une meilleure utilisation des ressources dans le cadre d'un développement plus durable conduit à promouvoir de nouveaux modèles d'affaires fondés sur la fourniture de services au lieu de la vente de produits.

Par rapport à la production et à la commercialisation de produits physiques, la production et la commercialisation de services présentent des spécificités, quelle que soit la nature du service fourni. L'engagement des salarié-e-s et collaborateurs/trices, la place du client, la définition du modèle d'affaires, la gestion des capacités, le contrôle des coûts sont quelques exemples des domaines où une activité de service comporte des enjeux très spécifiques.

Ces problématiques se retrouvent dans les activités de service Business to Consumer telles que l'entertainment, le transport aérien, l'hôtellerie, la librairie en ligne, le streaming musical ou la mobilité urbaine comme dans des activités de services Business to Business, de la reprographie à la gestion de prisons en passant par la fourniture de solutions de roulement pour les compagnies aériennes.

PREREQUISITE:

LEARNING OUTCOMES:

- prendre en compte les activités de services dans sa réflexion sur son orientation professionnelle.
- connaître les spécificités des principales étapes de la chaîne de valeur d'une activité de service et les principales démarches et outils associés ;
- peut évaluer l'impact d'évolutions de l'environnement sur le développement des activités de service ;
- peut identifier le potentiel d'évolution d'un secteur ou d'une activité vers une plus forte intégration de service(s) et les facteurs clés de succès ;

TEACHING METHODS:

Le cours est constitué de séances alternant apports théoriques et discussions de cas et d'exemples, et de travaux personnels à mener en parallèle du cours.

La démarche pédagogique s'appuie sur l'implication des étudiant-e-s. Elle réclame une participation active en cours et un investissement personnel significatif en dehors des séances de cours, notamment pour des travaux comme :

- Lectures préalables ou complémentaires sur les thèmes d'une séance ;
- Faire une recherche sur un sujet lié au cours et le présenter par écrit et/ou par oral (exposés) ;
- Dossier : analyser une activité de service (avantage concurrentiel, expérience et relation client, ressources) et identifier enjeux et potentiels de développement.

Comme tout cours de 30 heures et 4 crédits, le cours demande 70 heures de travail individuel en plus de la participation aux séances animées par l'enseignant-e. La répartition de ce temps entre les différentes activités demandées pour le cours sera précisée en début de séance.

Un espace dédié au cours sera mis en ligne sur la plate-forme pédagogique Moodle. Y seront publiés les divers documents et ressources utilisés pour le cours, ainsi que le calendrier détaillé du travail à faire pour chaque séance.

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COURSE: Management de la supply-chain

CODE: SC42018F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

La logistique peut se définir comme la capacité à mettre à disposition un bien, un service, une ressource, à l'endroit et au moment où une demande se manifeste. Le supply chain management a pour objectif de maîtriser l'ensemble des flux (physiques, informationnels, financiers) et des acteurs qui interviennent dans cette capacité globale de mise à disposition des biens, services et ressources. Comme le montrent plusieurs exemples (Apple, IKEA, Toyota, Wal Mart), maîtriser sa supply chain constitue aujourd'hui pour les entreprises une source potentielle d'avantages concurrentiels.

Ce cours propose dans un premier temps de faire découvrir aux étudiants ce que sont la logistique et le supply chain management. Puis, cette spécialisation professionnalisant permet d'analyser en profondeur les différentes stratégies possibles des organisations afin de manager au mieux l'ensemble des supply chains. Appréhender la stratégie logistique d'une organisation cela revient également à faire le lien avec les autres grandes fonctions de l'entreprise (achat, production, vente, marketing, finance, etc.) et à gérer les nombreuses interfaces techniques, humaines, organisationnelles, etc.

Le cours vise à donner les principales bases de la supply chain et est donc pour partie théorique (ce qui ne veut pas dire que le cours n'est pas interactif!). Pour faciliter l'appropriation par les étudiants des concepts présentés, il est demandé aux étudiants de réaliser un certain nombre de travaux de groupes entre les diverses séances de cours (fiche de lecture, exercice de groupe, etc.) et de présenter les résultats de leurs travaux lors de la séance suivante. Il est conseillé avant le début du cours de feuilleter les revues professionnelles sur la logistique qui sont disponibles à la médiathèque (Stratégies Logistiques, Logistiques Magazines), ainsi que certains des manuels cités en bibliographie.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les grands enjeux environnementaux du transport et de la logistique
- définir la logistique et le supply chain management
- Identifier les protagonistes des supply chains et quelles relations ils entretiennent
- Reconnaître les divers métiers de la supply chain

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COURSE: Marchés financiers et risque

CODE: FI42---F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

L'objectif pour les étudiants dans ce cours est d'acquérir une solide compréhension de la théorie et de la pratique des marchés financiers modernes. Cela nécessite une compréhension de l'environnement institutionnel: quels produits sont disponibles et comment sont-ils négociés ?, et la notion de compromis entre risque et rentabilité dans un portefeuille composé de plusieurs actifs.

PREREQUISITE:

Excel + mathématiques de base + statistiques de base

LEARNING OUTCOMES:

- Analyser la mécanique des marchés financiers (agents économiques et produits).
- Comprendre le concept et les applications du compromis entre risque et rentabilité.

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COURSE: Mondialisation : enjeux économiques, stratégiques et géopolitiques

CODE: EC42009F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

« La mondialisation est le grand événement économique de notre temps. » « La mondialisation est devenue le mot-clé de notre époque ». « Les problèmes relatifs à la mondialisation étaient présents dans ce que nous avons vécu ensemble pendant notre temps ». De toute façon, la mondialisation est un phénomène incontournable qui ne peut être ignoré.

PREREQUISITE:

LEARNING OUTCOMES:

- Appréhender les défis internationaux contemporains
- Démontrer une compréhension claire de la notion de la mondialisation
- Distinguer entre les dimensions économiques, politiques et idéologiques de la mondialisation et d'articuler une compréhension analytique de la façon dont ils interagissent
- Identifier les caractéristiques principales de ce phénomène

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COURSE: Negotiation

CODE: RH42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

One thing that business scholars and business people are in complete agreement on is that everyone negotiates nearly every day. Getting to Yes begins by stating, "Like it or not, you are a negotiator...Everyone negotiates something every day." Similarly, Lax and Sebenius, in *The Manager as Negotiator*, state that "Negotiating is a way of life for managers...when managers deal with their superiors, boards of directors, even legislators". Learning how to negotiate is not simply a question of how to make the biggest possible profit. Negotiation is part, then, of every dimension of life, every sphere of our existence: work, family, friends, as soon as there are material goods to be shared, different interests to reconcile or wishes to bring together. Unfortunately the dramatic and disturbing evidence that most people do not live up to their negotiating potential is well demonstrated. The good news is that something can be done about it! The aim of this course is to teach students the fundamentals of negotiation, based on both practice and psychological theories. Students will familiarize themselves with negotiation practices through role-play exercises, case studies, and conceptual debriefings. By the end of the course, students will have a mental model that will allow them to know what to do and say in virtually every negotiation situation.

PREREQUISITE:

LEARNING OUTCOMES:

- Distinguish between integrative and distributive negotiations
- Lead a successful multiparty negotiation
- Lead a successful one to one negotiation
- Prepare a negotiation taking into account all the forces present
- Understand and thwart common biases in negotiation
- Understand the basics of mediation
- Understand the different tensions in negotiations
- Understand the notion of balance of power in negotiation
- Understand the role of emotions in negotiating while managing his/her own emotions

TEACHING METHODS:

Role-play exercises, case studies, and conceptual debriefings

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COURSE: Nuit de l'ONU, négociation et géopolitique

CODE: ML42027F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Ce cours est une expérience unique au monde proposé par NEOMA Business School. Les étudiants apprendront les fondamentaux de la négociation et de la géopolitique avec une équipe dédiée de professeurs et d'étudiants, avec comme point d'orgue une simulation nocturne d'une Assemblée générale de l'ONU où ils défendront en équipe les intérêts de leur pays sur un thème actuellement débattu à l'ONU.

1. Apprentissage des fondamentaux de la négociation

Les étudiants suivront trois séances de 3h00 en demi-groupe pour apprendre à négocier grâce à des mises en situation et des expérimentations. Ils suivront également un module de e-learning sur la négociation afin de compléter leurs connaissances. Ces séances sont une introduction à la négociation et à la création de coalition. Les étudiants souhaitant parfaire leurs connaissances dans ce domaine sont invités à suivre le cours optionnel « Négociation » en troisième année.

2. Découverte du fonctionnement de l'ONU

Les étudiants participeront à une conférence de 1h30 donnée par un ancien diplomate de l'ONU qui témoignera de la manière dont s'opèrent les grandes négociations au sein de l'ONU. Cet enseignement sera complété par le coaching prodigué par les étudiants de l'association Universal sur les principes de fonctionnement et de prise de parole au sein des instances de l'ONU.

3. Panorama de la géopolitique mondiale

Les étudiants participeront à une conférence de 1H30 donnée par un professeur expert en géopolitique. Il leur expliquera la dynamique mondiale et les grandes tendances politiques. Cette conférence sera complétée par un travail d'équipe que devront réaliser chaque groupe d'étudiant (appelé « délégation » dans la simulation) sur le pays dont ils auront à défendre les intérêts. Ils devront rédiger une fiche de synthèse sur leur pays et la soutiendront devant deux membres de l'association Universal (20mn). L'association Universal les aidera à approfondir leurs connaissances et à cerner la position et la politique internationale de leur pays.

4. Simulation géante nocturne

Le cours se terminera par une simulation géante nocturne, intitulée « Nuit de l'ONU » qui regroupera l'ensemble des participants des deux campus. Cette simulation sera l'occasion pour les étudiants de mettre en pratique leurs connaissances et leurs compétences en négociation et en géopolitique.

La « Nuit de l'ONU » est la version NEOMA BS de la simulation de négociation internationale proposée par l'Organisation des Nations Unies, connue sous le nom de « Simulation ONU Modèle ».

Cette « Simulation ONU Modèle » est une simulation des travaux de l'Assemblée Générale et d'autres organes des Nations Unies dont l'objectif est d'initier les étudiants au fonctionnement de cette institution et plus largement aux dispositifs et aux techniques de négociations internationales. Face à une situation donnée, des groupes d'élèves se constituent pour défendre les intérêts de la communauté internationale et d'un pays en particulier. C'est également l'occasion d'appliquer les connaissances qu'ils ont acquises tout au long de leurs études et de poursuivre le développement de leurs aptitudes au travail d'équipe.

Pour faire de cette simulation une expérience de négociation grandeur nature, elle se déroulera de nuit dans les locaux de NEOMA BS. En effet, les grandes négociations internationales et certaines négociations d'affaires se terminent souvent très tard dans la nuit, parfois même elles se terminent au petit matin.

Les étudiants seront ainsi dans les conditions physiques réelles (et rudes) qu'impose ce type de négociation. Ne pas céder à la fatigue ni à la facilité, garder l'esprit lucide sur ses enjeux, savoir faire de cette contrainte un atout dans la négociation, tels sont les objectifs affichés pour réussir la négociation.

La « Nuit de l'ONU » débutera un vendredi soir vers 19h00 (après arrivée des étudiants du campus de Rouen sur le Campus de Reims) et se terminera le samedi matin à 10h00, lors du vote final de la résolution commune.

PREREQUISITE:

LEARNING OUTCOMES:

- Décrire le fonctionnement des négociations internationales au sein de l'ONU
- Mettre en œuvre des principes simples de négociation dans des conditions difficiles
- Identifier le jeu géopolitique actuel et ses principaux acteurs
- Développer une pensée complexe, systémique et holistique en combinant ses connaissances en géopolitique, en négociation et en fonctionnement des instances de l'ONU

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COURSE: Prévisions et aide à la décision

CODE: MQ42005F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours s'adresse à ceux qui doivent tirer des enseignements de vastes ensembles de données dans les secteurs de la gestion et principalement du marketing (lancement et tests de produits, analyse du comportement des consommateurs), de la qualité (analyse des processus, mesure de la satisfaction, recherche de performance). Il permet également de mettre en places les connaissances indispensables afin d'effectuer des prévisions de ventes ou de toutes séries comportant des données temporelles.

PREREQUISITE:

LEARNING OUTCOMES:

- avaliser les données et comprendre les relations de dépendance/indépendance
- décrire les différentes variables d'un fichier
- effectuer des prévisions sur des séries temporelles
- familiariser avec les logicielles SPSS and Excel.
- interpréter les résultats d'une enquête
- qualifier une base de données
- résumer l'information de façon structurée (analyse de régression linéaire)

TEACHING METHODS:

Les cours du module sont organisés en séances de 3 heures. Ce module comprend une mise en situation en salle informatique. Ce séminaire est l'occasion d'opérationnaliser l'analyse et le traitement des données sur le logiciel SPSS et Excel.

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COURSE: Revenue Management

CODE: SC42017E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

The overall aim is for students to develop an understanding of Revenue Management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service sectors.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze Revenue Management issues in different industries.
- Apply various tools and techniques of Revenue Management in both manufacturing and service sector.
- Identify Revenue Management theory and practices.
- Propose and implement Revenue Management solutions in real applications.

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COURSE: Search Engine Marketing and Community Management

CODE: MK42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Search Engine Marketing has emerged the last 10 years as one of the most important Digital Marketing tools. In this course, students will have the opportunity to learn how to use search engines and most importantly how to develop a web presence that will be search engine friendly. Search Engine advertising (PPC/PPM) will be presented and the students will have the opportunity to work on existing search engine advertising platforms (e.g. google adwords).

PREREQUISITE:

Principles of Marketing, Fundamentals of Marketing

LEARNING OUTCOMES:

- Understand the principles of Search Engine Marketing
- Learn the various uses of search engine platforms
- Learn how to use search engines for advertising services and products
- Understand how to effectively design and manage search engine campaigns

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COURSE: Supply Chain Management

CODE: SC42019E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As it is the case of several enterprises (Toyota, IKEA, Dell, Wal-Mart ...), to control its supply chain represents a potential source of competitive advantage for today's companies. It is in most of the cases even a basic condition for success: without a good supply chain, there are no products available for sale, no sales and no profit ...! The control of the supply chain seems today all the more important given the strong globalization that complex flows and the need for more sustainable development.

In this context, the objective of this course is to give students an overview of what Supply Chain Management is: Where does this approach comes from and how it can be defined, which are the actors of a supply chain, what are the main logistics management techniques, and what are the environmental issues involved.

During the course, an emphasis is put on the managerial aspects of the supply chain function that because of the greater complexity of business, tend to become critical. Emphasis is also put on the technological aspects and the role of information systems. IS are indeed absolutely essential in logistics given that, as it will be detailed in the course, is through the flow of information that it's possible to control the logistics flow of products!

PREREQUISITE:

LEARNING OUTCOMES:

- Define logistics and supply chain management
- Explain the main strategies for the management of supply chains
- Identify the actors of supply chains and their relationships
- Know which are the various jobs in the supply chain
- Understand are the major environmental issues of transportation and logistics

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**FALL SEMESTER:
SPECIALIST ENGLISH TAUGHT
GRADUATE TRACKS**

COURSE: Business Analytics (*Intermediate TEMA Track*)

CODE: SI41001E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Businesses, governments, and individuals create massive collections of data as a byproduct of their activity. Increasingly, decision-makers and systems rely on intelligent technology to analyze data systematically to improve decision-making. In many cases automating analytical and decision-making processes is necessary because of the volume of data and the speed with which new data are generated. This course is designed to understand the strategic importance of Analytics and how to solve business problems by applying analytics methodologies and solutions to real world business contexts for improved decision-making. This course will cover a wide variety of analytics approaches and students will be asked to think more analytically and leverage analytics as a strategic asset. This course will expose students to a wide array of real consulting situations in business analytics operations and explain how to turn data into business intelligence and eventually use data and analytics to create business value.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the strategic importance of analytics, articulate a business problem and convert it into a viable analytics question
- Solve business problems by applying analytics methodologies and solutions to real world business contexts for improved decision-making
- Evaluate various analytical approaches and select the most appropriate for the given problem
- Explain and apply the core aspects of IT analytics solutions, manage their implementation and assess their effectiveness in a business context
- Identify the roles and responsibilities of the business analyst
- Understand a Problem in Business, explore and analyze the problem

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COURSE: Change Management in IT Environment (*Intermediate TEMA Track*)

CODE: ML41001E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed to provide students with an overview of change processes that can occur at the individual, group, organizational, and/or societal levels in connection to Information Technology. Students should leave the course with a working knowledge of the change process. However, that content knowledge is secondary to the most important goal(s) of the course. The real focus of the course is: enhanced critical thinking skills related to the assessments involved in change efforts; and an understanding of the complexities of change and peoples' resistance to it. Most importantly, students should refine their analytical problem solving skills and be capable of presenting the results of an analysis to a critical audience in a relatively unstructured environment.

PREREQUISITE:

LEARNING OUTCOMES:

- Critically analyze change efforts
- Evaluate different perspectives on change and propose improvements
- Understand some of the main theories concerning organizational change and IT
- Understand the complexities underlying change and recipients' reactions

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COURSE: Digital Business Strategy (*Intermediate TEMA Track*)

CODE: ST41004E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

In the new digital business era, developing strategies and business models to rethink how organizations can thrive will be the key to any organization's future viability. This course is designed to help students to rethink business around the digital and give them tools and frameworks to develop novel and agile digital business. It will also help them to see how they can develop strategies to create value for customers and new opportunities for organizations. Students will study the ways in which skills, roles, and processes may all need to change when a business embraces digital transformation, and how to execute this change.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop knowledge and skills in strategic analysis and formulation in the digital era
- Master and use relevant tools and frameworks of organizing a venture to achieve "rapid" growth in digital era
- Rethink existing business models around digital and develop strategies to create value for customers through new business models
- Understand how digital technology could make the organization better and be more competitive in their markets
- Understand the interaction between strategic & organizational capabilities and IT (digital) capabilities
- Understand the specific steps to creating a business strategy fit for the digital age
- Understand the strategic and organizational challenges related to managing digital business transformation

TEACHING METHODS:

The Oral presentation –and evaluation- will consist in presenting the Digital strategy of an organization. To achieve this objective the students will have to meet and interview members of the organization they chose. They will precisely focus on the 4 following topics :

- Engage your customer
- Transform your products
- Empower your employees
- Optimize your operations

They will give precise examples of concrete applications of these topics in the organizations they will present.

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COURSE: Project Management methodologies *(Intermediate TEMA Track)*

CODE: SI41003E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Today's IT projects present one of the most important challenge to project managers. They require coordination with many stakeholders representing different areas covering the organizations activities and their interactions with business environment which is more and more dynamic and complex. The success of these projects depends on the project manager knowledge, both in technical and in the management fields, and his/her competencies.

This course addresses IT project management methods with a focus on subjects that could help those students whose aim is to prepare PMP® certificate and/or MS Project® certificate. It is designed to help them understand project management methodologies and attain their objective by teaching them the most required knowledge in this area. Recognized domestically and internationally, the PMP® certification has set a standard for excellence in project management. Also, MS project® becomes an unavoidable tool for the project manager. Through a case study, this course explains how MS Project® should be used efficiently in order to avoid the most regular mistakes.

The course enables students to acquire solid practical knowledge that help them preparing these certificates. It develops a comprehensive review of project management covering methodology, tools used by project managers including GANTT charts, PERT Diagrams, estimating activity time, scheduling, expediting, Critical Path Method and documentation.

PREREQUISITE:

LEARNING OUTCOMES:

- understand what needs to be considered when planning an IT project
- understand the various phases of the system development life cycle
- understand the project management methodology
- be more familiar with project management tools such as Gantt and PERT charts
- understand the role of the IT project manager
- manage and control IT project risks
- find solutions to problems (schedule, people, data, business requirements) related to IT projects
- understand the processes needed to prepare MS project® and/or PMP® certificates
- help you assess the pro or cons of the different IT Project Management Methods (V cycle and Agile/SCRUM) during a digital project

TEACHING METHODS:

During each lecture, the student must take notes in class, write a summary of his/her notes and send it to the professor in charge of this course before the next session. The student must read the books on the management of IT projects and uses e-learning resources available on the Web to learn more about topics developed during the course sessions.

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COURSE: Digital Communication & Social Media (*Intermediate TEMA Track*)

CODE: MK43004E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The objective of this elective is to efficiently integrate and use digital and social communication tools. It helps students develop digital and social practice to promote their own competencies (personal branding), a brand, a project or a company.

PREREQUISITE:

LEARNING OUTCOMES:

- Evaluate the interest of a social network regarding branding goals
- Assess a digital communication strategy
- Create and develop an online branding strategy
- Understand SEO/SEM tools
- Set up a SEO / SEM strategy
- Appreciate the design of digital communication tools

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COURSE: Experiential Marketing & Customer Centric Culture
(Intermediate TEMA Track)

CODE: MK43005E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The objective of this elective is to understand the role of consumer orientation and creation of experience by a brand. It helps students understand the role of experiential marketing and focus on consumer in the implementation of an efficient marketing strategy.

PREREQUISITE:

LEARNING OUTCOMES:

- Gain considerable experience in the analysis of marketing strategy decisions based on these determinant concepts and tools.
- Master the fundamentals of the customer centric culture, customer experience and experiential marketing.
- Understand how it can help to create value for consumers as part of a successful marketing strategy.
- Integrate, while developing marketing strategies, elements of emotions, hedonism, logic, and customer centric culture to connect with the customer and / or the client? 2 Concepts, applications and implementation.
- Reason and operate in a customer centric culture
- Implement an experiential marketing program (offline and online, in a multi-channel perspective)
- Transform the Brand into an Experience
- Build brand equity through Experiential Marketing
- Increase the credibility of a brand through consumer experience
- Support brand experiences, create emotional connections and develop positive perceptions
- Explore experiential trends within marketing today
- Better understand the postmodern customer and the customer centric culture
- Create and engage in rituals that make brands/stores more human and authentic

TEACHING METHODS:

All-over this module, through central theoretical fundamentals, applications, real case studies and reconstitutions, participants will actively investigate and apply, in a customer centric logic, the major experiential and sensorial techniques and strategies. Throughout the course, the main framework will be "learning by doing". Therefore, participants play the role of marketing managers and learn how to use these tools in order to make complex decisions in case situations.

Participants will be asked to:

1. before the course: prepare readings suggested by the professor before the course.
2. At the beginning of the course (first day): evaluation-MCQ (Multiple Choice Questions) related to a book which has to be read by the students before the course:
3. during the course: actively participate in several activities throughout the sessions: project development on the basis of a case study (document production, group presentation), readings, applications, store visits

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COURSE: Supply Chain Optimization (*Intermediate TEMA Track*)

CODE: SI43006E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Supply Chain Management is the systematic direction and control of the processes that transform inputs into finished goods or services. Supply chain function is one of the primary functions of a firm. While marketing induces the demand for products and finance provides the capital, the supply chain produces the product and delivers the product (goods and services) and focuses on the optimization of operations.

Historically, the optimization of operations within the supply chains was left to those with “experience” of the business. Progressively “scientific” management was developed led by the military and by the major manufacturing corporations. More recently, the combination of efforts to apply lessons from manufacturing to those of the service sector and the “analysis” of many business activities with a view to potential automation has led to a focus on business processes and their management. This will form the starting point of the supply chain optimization course.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze a supply chain unit
- Be able of modelling a supply chain
- Be able of optimizing a supply chain

TEACHING METHODS:

The method of assessment is continuous. Students are given a number of assignments over the period of the course. To satisfy the course requirements, the course work must reach an acceptable standard. There will be three types of assignment:

- Group case studies: group activities (presentations, case study)
- Group written report: a written report following a supply chain service unit visit (guidelines on moodle).
- Individual MCQ: a MCQ at the beginning of the course on the “introduction to logistique” TEMA 2 course (guidelines on moodle)

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COURSE: IS Consulting (*Intermediate TEMA Track*)

CODE: SI43005E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Technology, especially IT make business environment changing more and more fast. Consequently, the company must be able to adapt and transform all its levels to remain competitive. Corporate level, business level, activity level, business unit level and value chain level have to be reviewed in order to take into account this change. This, impacts strongly people behavior in terms of consumption and the company management in terms of thinking and conducting the business. Therefore, organization, business model, management, processes must be seriously examined and new tools should be found and implemented to reflect the digital transformation.

The objective of this specialized course is to understand how the consulting groups accompany and support their customers in optimizing their digital strategies through IT investments. It's organized in six sessions and involves real projects as well as methodologies and approaches used by consulting groups. Basing on lessons learned from a real consulting case, this course provides some key principles and tools such as Agile and Scum to lead change management due to the digital transformation. It shows how to evaluate IT solutions with respect to organization's problems and helps understanding the interaction between IT, organization and people behavior during IS consulting missions.

During each lecture, the students must take notes in class, write a summary of their notes and send it to the professor in charge of this course before the next session. The students must read the books on IS Consulting and uses e-learning resources available on the Web to learn more about topics developed during the course sessions.

PREREQUISITE:

LEARNING OUTCOMES:

- Identify the context and understand the mission objectives
- Understand and use methods and techniques used by consultants in different sectors of activity
- Propose and evaluate IT solutions with respect to organization's problems
- Handle a managerial position in business operations and IT projects
- Understand the interaction between IT, organization and people behavior during IS consulting mission
- Improve the consultancy skills and enhance their employability
- Understand business change approach using IT
- Play the IS consultant role

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COURSE: Big Data (*Advanced TEMA Track*)

CODE: SI52003E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The massive digitization of the contents (data, objects, facts, processes, etc.) in national and international organizations, especially companies, leads to the creation of databases whose volume is growing daily. At different levels and on a global scale, this mass of data is increasingly shared, and used by the different companies and their different activities in order to create value for their clients and to support or increase their competitive advantage in a global and digitized business environment. This is in line with the new digital era, which leads, among other things, to the emergence of a new concept called Big Data. The latter reflects the availability of a massive volume of structured and unstructured data, stored in numerous databases distributed across a worldwide network. This mass of data is sometimes accessible free of charge or for a fee, can be, for example, a source of business development and value creation for customers. They are of different natures and exchange at a faster and faster pace within these network where businesses, governmental and non-governmental institutions as well as private individuals can communicate. In particular, companies see this as an opportunity to develop their business both nationally and internationally.

Nevertheless, how can they exploit this mass of data in order to realize a real profit, to impose themselves on an increasingly competitive global market and above all to respond to the new needs of their potential customers by proposing real value? It is precisely to this pluralistic question that this course responds concretely by developing fundamental knowledge and practicing it to become real skills increasingly demanded by national, regional and international companies.

This high-level course allows national and international students to learn the systems, applications, methods and tools that enable this mass of data from multiple sources to be processed and exploited. It also enables participants to know how to distinguish the most interesting data and to analyze them and, more importantly, to exploit them for the benefit of organizations, including businesses, customers and citizens.

PREREQUISITE:

LEARNING OUTCOMES:

- Define the Big Data concept within the Digital era
- Understand and learn how big data can help to improve the company outcomes
- Understand and learn how companies can exploit the mass of data in order to realize a real profit
- Understand learn how companies can get benefit from the mass of data in order to compete on global market
- Understand and learn how companies can use the mass of data in order to respond to the new needs of their customers
- Learn how to distinguish the most interesting data and to analyze them
- Learn how to distinguish the most important data and to exploit them for the benefit of organizations
- Learn how to get real economic value from data in order to develop business and satisfy customers
- Practice concrete cases to learn to analyze data in real business situations in order to develop successful strategies
- Learn how to make better decisions by transforming this mass of data into information necessary for the conduct of business

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COURSE: Innovation & Entrepreneurship *(Advanced TEMA Track)*

CODE: EN52006E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Innovation and entrepreneurship are the principal sources of jobs and wealth in market economies. Creating new businesses, capturing new markets, and enhancing organizational effectiveness occur through improving productivity and/or innovation. As a result, nowadays innovation is increasingly the source of sustainable competitive advantages for firms, which are necessary for survival and growth. New technologies, competition, and globalization compel both entrepreneurs and existing firms to foster innovation and agility. However, building an organization to successfully and repeatedly bring innovations to market is a big managerial challenge. This project-based course examines the key issues surrounding the entrepreneurial process as well as processes and practices that managers use to promote and manage innovation effectively in startups and existing firms. Among others, the course explores the following topics : opportunity recognition, entrepreneurial process, business model innovation, learn startup, innovator's dilemma, diffusion of innovations model, innovation management principles at different levels (inter-organizational, organizational, group, and individual) and design-driven innovation.

The course is framed in terms of new ventures, but skills developed are not restricted to new or growing enterprises. The course also seeks to assist students to understand how to convert strategic intentions into reality, whatever the kind of activity under consideration (for profit or not-for profit).

PREREQUISITE:

LEARNING OUTCOMES:

- understand key concepts of innovation management (types, processes, ...)
- know what disruptive innovation means, why most of incumbent firms often fail to respond to it and how firms can respond to disruptive innovation.
- understand main differences among various groups of adopters and will be able to design a proper innovation diffusion process for each group.
- be able to craft an innovation strategy and know how to manage innovation portfolio.
- be able to design a stage-gate model to manage an innovation project.
- be able to explain what factors are challenging the Closed Innovation and what is Open Innovation and what mechanisms to apply.
- develop skills for evaluating, articulating, refining, and pitching a new product or service offering, either as a start-up business or a new initiative within an existing firm.
- understand the importance of entrepreneurship to market economies and to get a complete overview of the entrepreneurial process.
- understand the key issues surrounding the entrepreneurial process, and current approaches for improving the development of business ideas and new ventures.
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TEACHING METHODS:

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COURSE: Blockchain & new businesses (*Advanced TEMA Track*)

CODE: SI52004E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The digital era refers to a set of human, technological and financial resources and their various interactions. Its realization is a challenge to the traditional way of carrying out projects, especially business ones, and expresses itself, among others, in the way to rethink the tools and the way to manage the traditional IT projects due to the transformation of the organizations such as companies. It introduces new rules and practices, bringing together areas often considered separately, namely, strategy, research and development, production, marketing and sales, finance, human resources, etc. In this context, Traditional IT project management has to be review and discussed. Based partly on an inverted pedagogy, this course is design to allow national and international students to co-produce the answers to this complex issue. Among other things, traditional IT project management tools and methods will be reviewed and discussed to determine whether they have to be abandoned or simply get adapted to fit into this digital era. For instance review key ITIL processes from the Cloud concept perspective. A new approach and appropriate methodology that take into account both the exogenous and endogenous environment of digital is taught in this course. They consider the Cloud Computing, Big Data, Mobility and Internet concepts as the main drivers and levers of this more and more dynamic and complex environment. Also, this course offers students the opportunity to understand and learn the main knowledge and practices related to project management that opt for Blockchain technology and cloud ERP concept.

PREREQUISITE:

LEARNING OUTCOMES:

- Learn how to co-produce answers to IT project management in the digital era
- Understand and learn the difference between a traditional IT project management and a Digital project management
- Understand how the Cloud Computing, Big Data, Mobility and Internet concepts should be considered together in digital project management
- Understand and learn how traditional IT project management tools and methods should be review to fit into the digital era
- Understand and learn knowledge of the role of the project manager in the digital era
- Learn how to manage and control project in the digital era and increase confidence
- Learn how to find the right solutions to problems to fit with the business objectives and digital strategy
- Understand and learn basic knowledge on how to handle Blockchain projects as well as ERP projects that consider the Cloud concept

TEACHING METHODS:

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COURSE: Leadership (*Advanced TEMA Track*)

CODE: ML52007E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Leadership processes are ubiquitous in society in general and occur at multiple levels in organizations (cf. micro, meso, macro). This course is designed to provide students with insights in leadership dynamics and the complexities of leadership in today's organizations and beyond. The aim of this course is to develop students' understanding of what leadership is (and what it is not), which difficulties and boundary conditions may arise in leading others, and the potential dark sides of leadership. In addition, students will increase their self-awareness and critical thinking about (their own) leadership identity.

Last, students will develop their competencies in leadership, for instance, by creating a vision, communicating convincingly, (intellectually) stimulate others, etc.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze, diagnose, and experiment with leadership complexities at the micro, meso, and macro levels in organizations
 - a. Explain, and apply the different roles of a leader
 - b. Explain, apply, and criticize key leadership theories
 - c. Explain and evaluate strategic and political dimensions of leadership
- Analyze and evaluate how constructive relationships with peers, followers, and leaders are built and how interpersonal conflicts occur
- Improve their ability to create a vision and communicate convincingly
- Reflect on and evaluate their leadership competencies and strengths
- Evaluate their decision making and solve ethical dilemmas
- Analyze the complexities of leadership in and across different cultures and connect them to the challenges of diversity and inclusion
- Demonstrate their critical thinking and socio-analytical skills
- Compare and contrast "bright" and "dark" sides of leadership

TEACHING METHODS:

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COURSE: Design Thinking & UX (*Advanced TEMA Track*)

CODE: MK53174E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The goal of the course is to develop the skills of students in designing technological products and services via the use of designers' tools.

It uses an action learning pedagogical approach, mixing theoretical insights, presentation of designers' tools and practice

PREREQUISITE:

LEARNING OUTCOMES:

- understand the importance of design for technological products and services
- analyze user experience and its antecedents
- implement design and user experience strategies

TEACHING METHODS:

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COURSE: Disruptive Marketing (*Advanced TEMA Track*)

CODE: MK53175E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

"Technological knowledge of 2008 is 1% of that of 2050" (Centron and Davies, 2008). The Technology sector is developing to invade all the products as well as the daily consumers' life. The emergence of smart products such as smartphones, robots

Vacuum cleaners, connected televisions, shoes, people connected, etc. testify to the vivacity of the phenomenon. Therefore, it becomes imperative to focus the proposed solutions on users rather than the technology itself to maximize value creation for stakeholders. To this end, it is necessary to revisit marketing practices in order to integrate the technological tools, the speed of diffusion, or the absence of a cognitive reference to the product. This course is in line with new trends in the evolution of society: transhumanism, Singularity, robotization, automation by AI, chatbots, etc.

In this context, several questions arise:

- What does the future hold in terms of technological change?
- What are the major innovations that will change consumption and distribution patterns?
- What are the evolutions related to the web? To mobile? To other technologies to come?
- Are we ready for this societal change?
- How will companies need to evolve to integrate these technologies?
- How is the marketing approach impacted? The marketing function?

This course aims to provide answers to these questions in order to step back on the integration of technologies in the company in general and more specifically in the marketing trades, within the products and services of the companies. It aims to prepare future marketing, distribution, account managers, communication managers to the technological (r) evolution. This is what we call Disruptive Marketing.

Organized in line with research produced by the Smart Product & Consumption Research Institute (<http://institut.neoma-bs.fr/spoc/>), this course is recommended specifically for marketing managers who wish to work in sectors with strong technological components. However, it can be useful to the "traditional" marketing manager who will be confronted with these basic trends.

PREREQUISITE:

LEARNING OUTCOMES:

- Decline and adapt the implementation of the marketing approach in contexts with strong innovation trends: strategy, pricing, distribution, offer design, communication, etc.
- Identify the managerial, societal and marketing implications of technology development in several sectors (digital, energy, industry, etc.) within the offerings of companies.
- Identify medium- and long-term prospective elements in order to better understand the marketing function in the light of technologies under development.
- decide more easily in the "technological" contexts

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COURSE: Digital Governance (*Advanced TEMA Track*)

CODE: SI53022E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The Digital era is complex to describe definitely, to predict certainly and to conceive completely. The uncertainty that characterizes it and the interdependence of its economical, technological, strategic, societal and political aspects make it difficult to grasp entirely. Indeed, its multiple elements, their interdependencies and continuous interactions reflect a pluralistic difficulty. The latter is related to the governance of the organization before, during and after its digital transformation, which can be explained by the degree of involvement of management, employees and shareholders.

The Digital era leads to a break in the operation of markets, organizations and the behavior of economic actors and individuals. As a result, the role of the company's information system is no longer limited solely to supporting organizational infrastructure and commercializing its supply, but its role extends to its strategy and then its implementation. Indeed, this era imposes a new governance, the Digital governance, which take into account the organization digital strategy that influences the rules of conduct of business and competition and introduces new business models. This needs to consider a set of mechanisms and rules on which stakeholders (shareholders, managers and employees) agree on for a better functioning of the company and for a better achievement of business performance in this digital era. It involves investments needed in IT and digital components to build, implement, deploy and operate a digitized information system that best meets the needs and new uses. This course is designed to understand what Digital governance is, which processes are needed and how companies manage their digital transformation within their Digital governance frame, which considers the Cloud Computer, the Big Data, the mobility and the Internet concepts as the main drivers for this digital transformation of different activities, functions and jobs. The course offers national and international students the opportunity to understand and learn the main knowledge and practices related to Digital governance issue.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand and define what Digital governance is
- Understand and learn fundamental and practical knowledge related to Digital governance issue.
- Understand, learn and use methodology to conceive and elaborate different mechanism needed in Digital governance
- Understand and learn which digital processes are needed to make the digital transformation happened within a company
- Understand and learn how the Cloud Computer, the Big Data, the Mobility and the Internet concepts are considered within the Digital governance frame
- Understand why these concepts are the main drivers for the digital transformation of different activities, functions and jobs in the company

TEACHING METHODS:

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COURSE: E-Supply Chain Management (*Advanced TEMA Track*)

CODE: SI53023E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

With the development of digital, there have more and more options for companies to deliver their customers: in-store, click and collect, drive, point relais, and so on. This digitization makes logistics, which was once seen as something ancillary, more and more crucial in distribution strategies. Logistics is thus increasingly a key factor in customer satisfaction. It is essential for multi- and cross-channel strategies to be implemented.

PREREQUISITE:

LEARNING OUTCOMES:

- Know the information systems used to manage the distribution
- Compare the different logistics channels of distribution
- Categorize the logistics players in the distribution
- Combine the logistical and marketing constraints in distribution

TEACHING METHODS:

The course will be conducted in partnership with the NEOMA incubator. Start-ups from the incubator will be assigned to group students. They will be responsible for auditing and advising their logistics strategy. The teacher will be there to coach them and make useful theoretical contributions in this perspective. Students will also analyze the distribution strategy of a multi-national (Amazon, FNAC, etc.)

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COURSE: Information Systems for Supply Chain Management
(Supply Chain Track - MSc)

CODE: SI53011E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course aims to let the students be familiarized with the supply chain Management concepts and benefits as well as the role and impact of Information Technology and Information systems of SCM implementations, usage and development. The course do also tackle some of the organizational and human implications of the SCM.

PREREQUISITE:

LEARNING OUTCOMES:

- analyze case studies related to SCM and suggest appropriate IT/IS technologies
- differentiate the IT technologies used in SCM
- integrate Supply Chain Management in organizations

TEACHING METHODS:

This module uses a variety of methods to ensure effective learning: short lectures given by the instructor, individual readings, videos, group interaction, and case studies, analyzed individually and/or in group.

The course is organized over 5 days and represents 30 hours of courses in face to face We will use the School e-learning platform where a large number of course documents, detailed course outline, the module slide set, web links and all of the assignments will be located. We will generally use the following approach: -Video watching/case reading and debrief -Lecture on the session topics –Group preparation in class and; discussion of the exercise -Review and discussion of the case study.

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COURSE: Strategic Purchasing (*Supply Chain Track - MSc*)

CODE: SC53011E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This purchasing track is designed as an introductory purchasing course for those who aspire to understand the fundamental principles and processes in purchasing in a global context. It does cover the fundamental concepts enabling students to gain the skills to develop their career in procurement.

PREREQUISITE:

LEARNING OUTCOMES:

- Know when to buy, depending on different situations
- Know which quantity to buy, depending on different situations
- Manage purchasing decisions for a single sale
- Manage purchasing decisions when there is a fixed order intervals
- Manage purchasing decisions when there is a shortage (sold out)
- Understand the purchasing

TEACHING METHODS:

Traditional Class, Deductive learning, lectures

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COURSE: Management Sciences and Data Analytics

(Supply Chain Track - MSc)

CODE: SC53023E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 60

CREDITS: 10

PRESENTATION:

The main goal of this module is to provide students with the means to describe, define, and analyze the role management sciences play in managerial decisions. The module emphasizes on applications by using problem situations so that students may apply their acquired knowledge to real business problems, supported by computer simulations using Excel. The course will cover linear programming, network optimization, probability and inferential statistics

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze key requirements and challenges related to the managerial situations that can be solved with Quantitative methods
- Apply critical and reflective thinking skills and use analytical tools to evaluate information, solve problems, and make sound decisions
- Identify and categorize a range of essential Quantitative Methods in sufficient depth to be able to choose and apply a technique suitable for use in addressing specific actual business problems

TEACHING METHODS:

The teaching methods will involve lectures, discussions and solving numerical examples. Wherever applicable, the computer EXCEL SOLVER will be used to obtain example solutions. Students are expected to participate actively during class sessions. Student should bring their own computer in class.

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COURSE: Strategic Supply Chain Management (*Supply Chain Track - MSc*)

CODE: SC53019E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to presents high-level supply chain strategy and concepts while giving students the experience of practical analytical tools to understand and supply chain problems.

PREREQUISITE:

LEARNING OUTCOMES:

- Determine trade-offs that must be considered when making revenue management decisions
- Identify the key factors in designing the Supply Chain
- Recognize strategic importance of good supply chain design, planning, and operation
- Recognize the roles of inventory management and transportation in a supply chain
- Use analytical tools and models to optimize the Supply Chain

TEACHING METHODS:

The teaching method consists of

- lectures
- case discussions and presentations
- videos
- In class workshops and exercises.

All case studies must be read and analyzed by students individually beforehand. During the class, these cases are discussed in groups.

Students are asked to turn off their mobile phones during the class time. The use of computers is encouraged for course-related activities.

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COURSE: Sustainable Operations and Process Management

(Supply Chain Track - MSc)

CODE: SC53018E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This module aims to present to the students how to design and manage operations in an organization for a sustainable and competitive advantage. The module addresses theoretical and practical insights into service and manufacturing operations, in both the private and public sectors.

The module covers topics, such as: Forecasting; strategic operations; design of products and processes; layout; aggregate planning; inventory management; MRP and ERP and scheduling.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyse interdependencies between operations and other business functions;
- Apply a range of concepts, frameworks and models in the analysis of an organisation's operational performance
- Present concepts and views, within a team, through written and oral effective communication

TEACHING METHODS:

The module will be delivered using a mix of:

- lectures
- case discussions and presentations
- videos
- In class workshops and exercises.

All case studies must be pre-read and analysed by students individually. The cases are then discussed in groups. It will waste everyone's time if you turn up for a case discussion and the first 15–20 minutes is spent waiting for one or two people to read a case for the first time. Students are asked to turn off their mobile phones during the class time

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COURSE: Financial Analysis of Multinational Companies
(International Project Development MSc)

CODE: CP53003E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed for prospective managers whose primary involvement with financial reporting information is expected to be from a user-perspective (as opposed to a preparer-perspective). The overall objective is for participants to gain an appreciation of performances and risk up knowledge and understanding of tools used worldwide in the major financial statements.

PREREQUISITE:

Fundamentals in Accounting

LEARNING OUTCOMES:

- Analyse the content of financial statements published by listed companies and take position about the company's future
- Integrate the impact of 'financial leverages on managerial & strategic decisions
- Make the link between context, decisions and financial performances
- Understand the stakes of public ratings for investors & companies

TEACHING METHODS:

This class will involve a combination of lecture, problem solving and discussion of issues. Students are expected to prepare for and actively participate in class discussions.

The success of this course depends strongly on the home work done in order to prepare all sessions as well as the participation in class. Given the limited available time per session, we'll discuss only important and difficult parts. Participants are assumed to attend all sessions.

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COURSE: Managing Individuals and Teams: an Experiential Approach
(*International Project Development MSc*)

CODE: RH53007E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims at presenting tax rules in an international business environment. The transactions made between two entities located in two different countries would raise some tax issues that it is important to understand and to anticipate before launching new projects.

The second objective of this course is to prepare students to financial management of firms in an international environment, and more specifically to Forex risk appraisal and management.

After an introduction to the principles of risk management and the foreign currency hedging decision, the foreign exchange market is presented. Then the student will learn when and how to use forward, Future and Option contracts to hedge against foreign currency risk. We will also introduce the interest rate risk in an MNE context and the use of the basic associated hedging instrument, the SWAP.

PREREQUISITE:

LEARNING OUTCOMES:

- Evaluate, manage and hedge Forex and interest rate risks, using instruments of foreign exchange markets, especially Forex derivatives
- Identify main transfer pricing issues
- Identify situations in which double taxation arise
- Identify tax risks linked to development of projects
- Identify tax treaties in force and their impacts on transactions
- Select jurisdiction to set up new business

TEACHING METHODS:

The teaching method consists of lecturing and dealing with case studies from existing situations

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COURSE: Multi-Dimensional Project Management (*International Project Development MSc*)

CODE: CG53010E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The need for flexibility and responsiveness is a key challenge for to-day organisations and companies in a global world. How can complex organisations react timely in front of a moving environment, with changing competitors and customers? How can each element or individual in this organisation react with the same discipline?

Project management has evolved from a management philosophy restricted to a few functional areas and regarded as something nice to have to an enterprise project management system affecting every functional unit of the company. Simply stated, project management has evolved into a business process rather than merely a project management process. More and more companies are now regarding project management as being mandatory for the survival of the firm. Organizations that were opponents of project management are now advocates.

The International Enterprise Project Management approach is one answer to this challenge. Using industry-standard templates and methodologies, the course will provide students with operational tools and organisation principles that are needed to manage cross-functional projects.

PREREQUISITE:

Good understanding of Enterprise Organization and International Economics

LEARNING OUTCOMES:

- Manage projects and programs efficiently
- Manage teams in cross-cultural, cross-generational dimensions
- Understand how to manage an enterprise in a flexible way

TEACHING METHODS:

Project report is based on a real industry case, on which students are expected to apply the principles, methods and tools detailed in the course in order to provide analysis of the situation as well as solutions. Specific details and requirements will be provided in the assignment. Group grade will be assigned to all group, individual grades will be given based on peer evaluation of the group members. Access to media like computers, smartphones, and tablets, connected to the internet are accepted and even welcomed.

The final exam is based on case study, students will be asked to answer questions related to the case as well as demonstrate their understanding of theoretical concepts of project management. Fraud by copy between students is not an issue as each student has to provide his own personal critical analysis.

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COURSE: Strategic Marketing Management (*International Project Development MSc*)

CODE: MK53022E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Developing a market driven strategy is an important element for the success of international project development. This course is intended to provide a comprehensive view of current thinking on marketing strategy. Strategy development is considered from two complementary perspectives that integrate into an overall marketing approach. First, strategies aimed at final consumers are considered. Second, strategies on how to integrate customers and partners into value creation are discussed.

PREREQUISITE:

LEARNING OUTCOMES:

- appreciate the impact of marketing strategy on international project development
- grasp the concepts underlying understanding strategy development
- identify and develop mktg. strategies adapted to project needs

TEACHING METHODS:

Sessions are divided between lectures and case study, which entails the active participation of students in both individual and group activities.

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COURSE: Strategies of Development across Countries and Cultures
(*International Project Development MSc*)

CODE: ST53002E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course studies strategies of development across borders and cultures. It focuses on strategic decisions in an international context. The course aims to give an understanding of the conditions under which firms develop internationally, the cultural determinants of strategy and organization, methods of international development, strategy formulation and organization options. The students will get familiar with: different dimensions of the international environment; key internationalization theories; different entry modes to international markets; alliances, networks, clusters and their role in the internationalization of the firm; and organizational forms suitable for international operations. The course will also analyse recent developments in international business and in particular location strategies deployed by multinational companies as well as off-shoring and outsourcing practices.

During this course, students will take part in the X-culture project, along with around 3000 students from more than 40 countries. Students will be placed in virtual teams and will work on business projects presented by X-culture corporate partners.

PREREQUISITE:

Fundamentals of strategic management (compulsory pre-readings)

LEARNING OUTCOMES:

- Understand the reasons why firms enter foreign markets
- Analyse the international environment
- Be aware of the recent developments in international business
- Identify and evaluate different strategic options in an international context
- Analyse strategic decisions in an international context
- Make and justify strategic decisions
- Analyse strategic situations in different cultural settings
- Understand business development situations
- Be familiar with working in multicultural teams

TEACHING METHODS:

The teaching method consists of lectures, class discussions, case studies and project coaching. Students will be invited to read slides and case studies before each course, to work on the projects in groups and actively participate in class discussions.

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COURSE: Business Statistics (*Global Management Track MSc*)

CODE: MQ53005E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course presents the fundamental techniques of statistical data analysis used in making business and operations management decisions. Descriptive statistics, graphical analysis, exploratory data analysis, hypothesis testing, applications of common distributions and models, such as regression, are covered. The course focuses on applications of statistical methods to managers' decision-making rather than on their theoretical foundations. Therefore, a significant part of the course is devoted to empirical exercises with SPSS with a particular attention given to the interpretation of results.

PREREQUISITE:

LEARNING OUTCOMES:

- become proficient in using SPSS
- Collect and identify various types of data
- Conduct an appropriate univariate, bivariate or multivariate analysis
- Conduct and interpret basic statistical tests (parametric and non-parametric)

TEACHING METHODS:

Two in-class assessments will test students' understanding of fundamental tools of statistical analysis as well as their practical application with SPSS. In addition, in the end of the course students will be required to organize a short presentation (to be done in groups of 5 or less) that will involve applying various statistical methods to real-life data. The exact details will be explained in class.

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COURSE: Cross-cultural Management in Global Business
(Global Management Track MSc)

CODE: RH52001E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course focuses on the global management while dealing with global business complexities. As collaboration, communication and trust building gain importance and as flows of knowledge and processes become more critical success factors, the role of individuals in mediating between and within cultures becomes vital for global organizational performance. This course will help you to identify your intercultural intelligence based on self-assessment tools, to understand the competencies necessary to be an effective global managers, and to carry out systematic culture audits on intercultural projects by providing analytical tools to assess when and how culture impacts managerial processes such as teamwork, decision-making and strategic alliances.

In addition, the concept of culture is a key element to be understood and managed, leading to the term 'cross-cultural management'. In this context, culture is often perceived to be the culprit when difficulties arise in leading diverse workforces. There are various lines of research concerning culture and management, but we find a strong tendency to uncritically use stable, dispositional cultural traits from Hofstede to explain the impact and implications of culture on management. In this course, we identify global leadership qualities that take into account intercultural differences so as to better manage human resources at a global level. At the same time, we also examine complementary approaches to thinking about culture and management and discuss the effect of their theoretical and methodological traditions on how culture can be understood and how it affects interactions.

PREREQUISITE:

LEARNING OUTCOMES:

- Discuss analytical tools founded in research to assess when and how culture impacts managerial processes such as teamwork, decision-making, and strategic alliance partnership (culture audit).
- Identify managerial competencies to deal with intercultural issues to be successful in an increasingly culturally complex work environment,
- Gain a theoretical framework for understanding the concept of culture,

TEACHING METHODS:

To accomplish these objectives, we rely on a variety of activities, placing emphasis on experiential exercises. Learning is interactive and each class requires your active participation. The course is organized in 3 hour sessions, including lectures relating fundamental theories and concepts accompanied by a variety of activities and applications: discussions of cases, video clips, team exercises, self-assessments, guest speaker invitation for key issues, and students presentations.

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COURSE: Financial Analysis (*Global Management Track MSc*)

CODE: CP52001E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As the business world is growing internationally, both companies and investors have to face daily issues such as:

- What about my return in this company as an international investor?
- What about the solvency of my British supplier?
- What about the profitability of my American competitor?
- What about the liquidity of my Chinese customer?
- How can I understand and compare the financial ratios published by listed companies?

This course aims to train students to analyse financial statements, develop their own opinion about the company's future, and answer to these questions independently from the culture and the presentation of the accounting statements

PREREQUISITE:

LEARNING OUTCOMES:

- Analyse financial statements and calculate financial ratios, whatever their format
- Construct a synthetic presentation of their analysis & personal rating
- Interpret the ratios published by companies using different accounting systems and different financial ratios
- Make previsions about the future financial situation of the companies they analyse

TEACHING METHODS:

Lectures supported by the analysis of concrete cases issued from the business world.

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COURSE: International Marketing (*Global Management Track MSc*)

CODE: MK52020E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The growing importance of global marketing is one aspect of a sweeping transformation that has profoundly affected the people and industries of many nations during the past 160 years.

Four decades ago, the phrase global marketing did not even exist. Today businesspeople utilize global marketing to realize their companies' full commercial potential. However, there is another, even more critical reason why companies need to take global marketing seriously: survival. A management team that fails to understand the importance of global marketing risks losing its domestic business to competitors with lower costs, more experience, and better products.

But what is global marketing? How does it differ from "regular" marketing? Marketing can be defined as the activity, set of institutions, and processes for creating, communicating, and delivering value for customers, clients, partners, and society at large.

Marketing activities center on an organization's efforts to satisfy customer wants and needs with products and services that offer competitive value and for managing customer relationships in ways that benefit the organization and its stakeholders. The marketing mix (product, price, place, and promotion) comprises a contemporary marketer's primary tools. Marketing is a universal discipline – as applicable in Argentina as it is in Zimbabwe.

The purpose of this course is to provide a pragmatic perspective on global marketing, with particular attention paid to the service marketing strategy adjustments and modifications that organizations must consider in extending their activities to the world marketplace. Attention will be focused on problems such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics in relation to specific national market needs and constraints, and coordinating strategies in global markets.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop a realistic and potentially viable global market entry strategy for introducing a product/ service to a country where the product/service has not been previously marketed.
- Discuss the issues in structuring and controlling an organization's global marketing program;
- Outline the process for developing an entry strategy for the targeted market;

TEACHING METHODS:

Please note that when I am leading discussions, asking questions etc., I may "cold call." Please be prepared for this. Also, keep in mind that if you aren't in class, you aren't participating.

In the time we have in the module, we will not be able to cover everything on the topic of international marketing. The textbook provides you with frameworks that are essential to understanding the subject. I've assigned chapters and some readings for each topic that will help you prepare and learn the material. There is limited duplication between material in

class and the material in the book, so you need to read the book as well as come to class to learn the subjects. When readings are assigned, these must be integrated into your discussion and into the written assignments. Please read and prepare the cases completely.

Finally, note to put away your computers and gadgets in this class. Please make sure to turn off cell-phones and pagers during class. I realize that many students use laptops for note taking; however, I truly enjoy looking at students as opposed to laptop computers.

I also understand the temptation to multitask by using class time to catch up on e-mails, news, Facebook, or YouTube videos. This is an unwise use of class time and feedback from prior years clearly indicates that students are as distracted by the use of laptops of their peers as I am. To protect the learning environment for you and your classmates, I have a “no gadgets” (laptops, cell phones, PDAs, etc.) policy in this class. However, if I find that you are doing outside work, e-mailing, or surfing the Internet, I will expect you to stop. The same holds true for texting during class. I plan for two 10 to 15-minute breaks in every class, so you have ample time to text, make phone calls, go to the restroom, or buy a snack.

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COURSE: Organizational Behaviour & International Negotiation
(Global Management Track MSc)

CODE: ML52005E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

get things done. In areas such as international relations, labor union relations, corporate restructuring and investment, human resources, sales and purchases, project management, effective negotiation is the key to success. How well we meet our objectives depends on how well we negotiate.

Contrary to popular belief, the ability to negotiate is not innate. It requires specific training. Systematic analysis of the negotiation process has led to the development of proven techniques and tools specific to negotiation. Effective training in negotiation is crucial.

Based on the negotiation techniques developed by Roger Fisher of the Harvard Negotiation Project, our approach helps you build on your current skills to overcome critical barriers to negotiation. You will learn to recognize the common elements of seemingly different negotiations in a variety of test situations.

- An intensive, interactive, hands-on, 3-days training
- A learning-by-doing process through actual negotiations
- A pragmatic and effective approach to problem-solving and persuasion
- A combination of presentations, simulations, and structured exercises drawn from many different contexts.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply the mutual gains approach developed and taught at Harvard
- Create a framework for identifying and diagnosing problems
- Implement practical guidelines for simplifying the negotiation process
- Improve awareness and understanding of your current approach to negotiation

TEACHING METHODS:

The final grade will be based on a written requirement: workshop journal with daily entries : 100 %
Attendance is mandatory

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COURSE: Responsibility, Sustainability and Organizational Misconduct in Global Business (*Global Management Track MSc*)

CODE: DD52002E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The integration of ethics and management models being relatively recent, the module commences with an overview of those professions where ethical thought has been present for centuries, such as the medical professions, the military, journalism, law and religion. What can managers learn from the experience of applied ethics in these professions? In a second step we apply these lessons to the state of the art in management ethics. After laying the theoretical bases, we proceed to in-depth exploration of particular issues and topics. We do this in remaining mindful of those global industries where ethical reasoning is particularly pronounced, such as pharmaceuticals, micro-finance, investment, apparel manufacturing, energy or food-processing. Case studies reflect on micro-ethical issues within companies, such as ethical marketing, executive remuneration and bonuses, sexual and gender equality, as well as recruitment and human resource policies. Other topical content will deal with international ethics; with a particular emphasis on offshoring, supply chain management, tax evasion, money laundering, corruption, lobbying, and human and social rights. The general approach to the subject matter is multidisciplinary.

Ethics and business have never made an easy couple. A historical perspective will demonstrate that much of the global business conducted prior to the 19th century took precious little notice of ethics – good examples of this are the slave, the spice and the opium trade. Modern philanthropy, the precursor of business ethics, emerged slowly throughout the 19th century. And the marriage of ethics and corporate business only really took off after 1989, following the end of the Cold War. Although 'business ethics' remains an oxymoron to many, the emerging consensus today is that it is possible to 'do well while doing good'. The beneficial effects of good corporate citizenship and social responsibility on reputation, brand value, and, ultimately, business sustainability are also being recognized. Finally, the ongoing sustainability debate is equally revelatory of how environmental impact is becoming an issue of significant importance in business strategy.

PREREQUISITE:

LEARNING OUTCOMES:

- Recognize and analyse areas of convergence and links between ethics and global management
- Position themselves on contemporary business ethics and corporate social responsibility debates
- Build, argue and justify ethical decision making, and take personal responsibility
- Participate effectively in collective decision-making that integrates an ethical dimension
- Understand how personal and corporate ethics interrelate, and understand the precepts of ethical leadership
- Understand the place and status of applied philosophy in ethical reasoning, and its relevance to practical life
- Understand the five classical approaches in ethical theory
- Understand the loans made by business ethics from medical, military or journalistic codes of conduct, and from professional ethics in general
- Understand the historical evolution of international business ethics, from philanthropy to the CSR movement

TEACHING METHODS:

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COURSE: Brand Management (*Marketing French Excellence Track MSc*)

CODE: MK53029E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course is designed for students who have already studied general marketing theory, preferably in an international context. It is intended for those students who are considering a career in brand or product management, particularly in an FMCG or general consumer goods context. It is also suitable for candidates seeking senior and general management positions in brand driven organisations for whom a knowledge and understanding of brand marketing theory may be considered an essential prerequisite.

Our primary objective will be to discover how brand marketing works and examine the actions and responsibilities of the marketing team in maximizing the potential of the precious brands under their control

We will also study why brands are considered by many professional commentators today to be the essence of marketing and the key driver of modern business and go on to demonstrate that brands are increasingly becoming recognized as the most valuable asset within the corporation, due to their influence on takeovers, mergers and acquisitions

PREREQUISITE:

International marketing or equivalent

LEARNING OUTCOMES:

- undertake analysis and valuation of brand portfolios, plan strategic brand development and manage branded products and services for value and longevity

TEACHING METHODS:

Basic theory will be covered using slides and printed materials, however strong emphasis will be placed on interactivity and participation from students and the marking system has been designed to reflect this.

Students will be asked to work in small groups to encourage discussion and analysis. The course will include practical examples designed to illustrate and reinforce the theoretical aspects covered

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COURSE: Consumer Behaviour (*Marketing French Excellence Track MSc*)

CODE: MK53039E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Consumer behavior is an area of Marketing that refers to the study of when, what, how, where and why people do or do not buy products. It blends elements from psychology, sociology, anthropology and economics. It attempts to understand the buyer decision making process, both individually and in groups. It studies characteristics of individual consumers such as demographics and behavioral variables in an attempt to understand people's wants. It also tries to assess influences on the consumer from groups such as family, friends, reference groups, and society in general.

The Consumer Behavior course aims at:

- giving students a thorough introduction to the fundamental principles of the discipline;
- providing student with examples of consumer behavior in the French culture as well as a global perspective;
- providing students with best practices of companies operating in consumer behavior both In France and internationally.

PREREQUISITE:

LEARNING OUTCOMES:

- understand the key concepts, principles and theories in the area
- identify the different tools available to marketing managers to operate in the consumer behavior field
- understand the key concepts, principles and theories in the area
- understand consumer behaviour in the French culture
- learn best practices of French companies
- develop a capacity of criticizing and analyzing, necessary for working on marketing cases related to consumer behaviour;

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COURSE: International Strategic Marketing (*Marketing French Excellence Track MSc*)

CODE: MK53027E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The growing importance of global marketing is one aspect of a sweeping transformation that has profoundly affected the people and industries of many nations during the past 160 years.

Four decades ago, the phrase global marketing did not even exist. Today businesspeople utilize global marketing to realize their companies' full commercial potential. However, there is another, even more critical reason why companies need to take global marketing seriously: survival. A management team that fails to understand the importance of global marketing risks losing its domestic business to competitors with lower costs, more experience, and better products.

The purpose of this course is to provide a pragmatic, decision-making perspective on international strategic marketing. Particular attention is paid to situating marketing strategy within corporate strategy, to customer and competitor analysis, marketing audit, segmentation, targeting, positioning, and to internationalization process.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand and make decisions related with international strategic marketing including: Perform customer, competitor analysis and strategic SWOT,
- Understand and make decisions related with international strategic marketing including: Understanding the relationship between corporate and marketing strategy,
- Understand and make decisions related with international strategic marketing including: Applying marketing mix (4P) to international marketing
- to understand and make decisions related with international strategic marketing including: Choice of entry modes,
- Understand and make decisions related with international strategic marketing including: Decision to internationalize,
- Understand and make decisions related with international strategic marketing including: Perform market segmentation, targeting and positioning,
- Understand and make decisions related with international strategic marketing including: Selection of markets to enter

TEACHING METHODS:

The teaching method consists of a mix of frontal teaching, interactive discussions, group and individual works. Please note that when I am leading discussions, asking questions etc., I may "cold call." Please be prepared for this. Also, keep in mind that if you aren't in class, you aren't participating.

In the time we have in the module, we will not be able to cover everything on the topic of international marketing. Both textbooks (see references and bibliography section below) provides you with frameworks that are essential to understanding the subject.

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COURSE: Operational Marketing *(Marketing French Excellence Track MSc)*

CODE: MK53026E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. This involves processes, approaches, and techniques that students should master in order to be able to plan and implement top level marketing actions. This course is an overview of today's marketing actions and policies.

PREREQUISITE:

LEARNING OUTCOMES:

- understand the key concepts, principles and theories guiding operational marketing activities;
- analyze the competitive environment of products and brands;
- understand and define different consumer and organizational target groups and segments
- identify and plan an effective Marketing Mix for different products and services;
- understand the key concepts, principles and theories about 360° integrated communication;
- identify the different tools available to managers to develop effective communication;
- critically evaluate different operational marketing activities;
- learn and apply best practices of French companies...

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COURSE: Quantitative Tools for Marketing (*Marketing French Excellence Track MSc*)

CODE: MK53028E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to provide students with the quantitative tools to conduct research essential for making informed marketing decisions. It is designed to provide students with the fundamentals of quantitative and statistical tools used in marketing such as:

1. the function, uses and the steps of quantitative research in marketing
2. evaluation of quantitative methods, types and sources that are best suited for a particular marketing research objective
3. the steps of quantitative data collection in marketing
4. the procedures of descriptive data analysis, basic differences tests population, estimates and hypotheses testing
5. the preparation and presentation of marketing research report using visuals such as figures, graphs, tables and charts and analysis results.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the purpose of quantitative studies in the marketing field;
- how to design quantitative research and collect data;
- Understand different types of variables used in quantitative marketing research;
- Perform data analysis using relevant statistical software (SPSS);
- Provide insightful recommendations for marketing decisions based on data analysis performed;
- Prepare and present marketing research report in a professional setting.

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SPRING SEMESTER

COURSE: Strategic Marketing

CODE: MK32031E

PROGRAMME: GLOBAL BBA	LEVEL: Undergraduate
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TYPE: Semester Course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims - Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

This course is designed to consolidate and build upon the general marketing theory acquired by students in previous marketing classes whilst developing their analysis, planning and decision making skills, with specific emphasis on the international environment. Students are encouraged to relate theory to the ever-changing face of "real world" marketing.

This is of particular relevance to those students who will undertake marketing function internships following the course, many of whom will, for the first time, be asked to demonstrate ability in analysis

PREREQUISITE:

LEARNING OUTCOMES:

- Apply marketing theory in real life situations
- Demonstrate ability in analysis

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COURSE: The Digital Organisation

CODE: SI32015E

PROGRAMME: GLOBAL BBA

LEVEL: Undergraduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Future managers should acknowledge these changes and develop understanding about how to leverage IS benefits in order to foster organizational performance and competitive advantage. The purpose of this course is thus assist future managers in becoming knowledgeable participants in IS strategic decisions. It is intended to provide a foundation of basic concepts relevant to using and managing information for leveraging firms' competitive advantage. It helps forming a critical point of view about how IS will help, hinder, and create opportunities for their organizations. The approach of this course is a managerial, non-technical one. The key questions and issues addressed in this course are the following: What are the implications of information and information management around and within contemporaneous firms? How do information systems (IS) contribute to corporate strategy and strategic advantage? How to manage IS project and IT lead business transformation? How is decision making formed through information technology? How do IS change work practices? Why should any company Department care about IS? How to evaluate the performance and the value of an IS?

PREREQUISITE:

LEARNING OUTCOMES:

- Understand how information technology can redesign business processes.
- Understand the evolution towards more digital organizations.
- Explain the current trends in information technology (IT).

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COURSE: Project Management

CODEST32--E

PROGRAMME: GLOBAL BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Starting and managing a business is a risky albeit potentially rewarding undertaking. The complexity and challenges (as well as the potential payoffs) facing entrepreneurs and business managers vary across different countries and are even greater when their business ventures are international in scope. The purpose of this course is to provide you with a basic exposure to the tasks and challenges facing entrepreneurs / managers, i.e., those people responsible for the vital function of managing complex projects across multiple functions in a global environment. Successful entrepreneurs / managers have the abilities and skills to simultaneously manage their teams, schedules, risks, resources, and, deliver a successful outcome. The ultimate goal is to learn the skills and tools of the project management discipline, with a practical "hands on" and real world approach. Not to be underestimated is the challenge of managing without influence, a key skill for project managers to gain the support of resources not directly under their management control. Most organizations are matrix managed, which means that resources are shared and temporary. Therefore, entrepreneurs / managers must be able to use resources efficiently and to achieve the goals and objectives required for a successful outcome – on time, on spec, and on budget. This course guides students through many of the fundamental project management tools and behavioral skills required in profit and nonprofit organizations. Therefore, this course means taking a look at the fundamentals – the project management tools, processes, cross-cultural business communication and planning skills required for all profit and non-profit organizations.

PREREQUISITE:

LEARNING OUTCOMES:

- Align critical resources for effective project implementation
- Analyze how different countries require different strategies
- Apply strategic theories and frameworks to organizations in a global context
- Deploy and lead high performance project management teams in your organization
- Describe the challenges of cross-cultural issues in communication, international deal making and networking
- Develop an understanding of business models and how they evolve to meet the realities of the marketplace and the needs of the customer
- Develop an understanding of the differences between an idea, a concept, a feasibility analysis and a business plan
- Foresee challenges of developing a business concept in geographically dispersed, international team
- Identify and utilize key performance metrics for project success
- Identify the cultural dimensions that distinguish different countries on work-related attitudes
- Identify the types of human, information, and financial resources required for launching and managing a new venture
- Impart project management knowledge, tools, and processes to your colleagues
- Improve cost, quality, and delivery with efficient and effective project management processes

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COURSE: Brand Marketing

CODE: MK32---E

PROGRAMME: GLOBAL BBA	LEVEL: Undergraduate
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TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: Corporate finance

CODE: FI32009E

PROGRAMME: GLOBAL BBA

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This subject lays the foundations of corporate finance. It presents the basic principles required for making most financial decisions. Students will learn how to estimate a project's cash flows; what critical factors must be taken into account. In particular, they will appreciate the importance of risk and how it should be factored into the discount rate. Applications include mergers and acquisitions and leverage buyouts.

PREREQUISITE:

Financial Accounting

LEARNING OUTCOMES:

- Appreciate the fundamental tradeoff between risk and return
- Estimate the risk and return of a project
- Using the CAPM to estimate the cost of capital
- Understand how to make sound investment decisions

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COURSE: Innovation Management

CODE: ST32---E

PROGRAMME: GLOBAL BBA

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The objective of this class is to provide students with understanding of the main issues in the management of digital innovation and of the skills needed to foster and manage innovation at both strategic and operational levels.

Students will look at different frameworks for managing the innovation process within small or large company structures through case studies and real-life examples.

PREREQUISITE:

LEARNING OUTCOMES:

COMING SOON

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COURSE: Operations Management

CODE: SC32---E

PROGRAMME: GLOBAL BBA

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The objective of this class is to provide students with the knowledge and tools in order to understand operations management and the role that it plays within a company structure. Students will be confronted with the challenges faced by organisations in providing products and services and will learn to apply analytical tools in order to improve business processes. The objective of the class is that students fully understand business logistics. They will look at technological solutions and recent case studies in order gain the capacity to critically analyse supply chain processes.

PREREQUISITE:

LEARNING OUTCOMES:

COMING SOON

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COURSE: Comptabilité de gestion

CODE: CG31---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: Français

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours présente les principales méthodes de calcul et d'analyse de coûts et leur utilisation dans le cadre du processus de décision (contrôle de gestion).

PREREQUISITE:

Connaissances de base de comptabilité générale

LEARNING OUTCOMES:

- Calculer des coûts selon les méthodes suivantes : coûts partiels, coûts complets, ABC, IRFF
- Choisir la méthode de calcul appropriée en comprenant les avantages et les limites de chacune des méthodes possibles
- Utiliser cette approche par les coûts dans le cadre du processus de décision
- Calculer des coûts selon les méthodes suivantes : coûts partiels, coûts complets, ABC, IRFF
- Choisir la méthode de calcul appropriée en comprenant les avantages et les limites de chacune des méthodes possibles
- Utiliser cette approche par les coûts dans le cadre du processus de décision

TEACHING METHODS:

Des polycopiés de cours sont fournis aux étudiants qui doivent les étudier avant les séances.

En cours, chaque thème traité fait l'objet d'un rappel théorique qui sert de support à des exercices chiffrés.

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COURSE: Economie 2

CODE: EC31---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: Français

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

La macroéconomie s'intéresse à la croissance des économies et aux politiques économiques mises en œuvre par les états pour atteindre les résultats économiques souhaitables. Les questions traditionnellement abordées sont les suivantes: qu'est-ce qui détermine la croissance économique à long terme d'une nation? Quelles sont les causes de la fluctuation de l'activité économique d'une nation? Qu'est-ce qui cause le chômage? Qu'est-ce qui se cache derrière l'inflation? Comment la globalisation affecte-t-elle les économies des pays? Les politiques gouvernementales peuvent-elles être utilisées pour améliorer les performances économiques d'une nation?

PREREQUISITE:

LEARNING OUTCOMES:

- maîtriser les bases des modèles IS-LM et AS-AD.
- comprendre ce qui sous-tend l'efficacité des politiques budgétaire et monétaire et leurs limites, en particulier pour une économie ouverte dans un monde globalisé.
- comprendre les enjeux des cycles économiques et la capacité des politiques économiques mises en œuvre par les gouvernements à réduire les fluctuations économiques.

TEACHING METHODS:

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COURSE: Entrepreneuriat

CODE: EN31---F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Semester course	LANGUAGE: Français
TERM: Spring	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

Ce cours introduit les concepts de base de l'entrepreneuriat pour familiariser l'étudiant(e) aux caractéristiques de l'entrepreneur, aux différents aspects du processus entrepreneurial, ainsi qu'aux cadres d'analyse et des outils de base d'identification et d'évaluation d'un projet entrepreneurial (business model canvas, lean startup, etc.).

PREREQUISITE:

LEARNING OUTCOMES:

- mener une réflexion sur son potentiel entrepreneurial, de le développer et de l'exploiter quel que soit le contexte
- identifier et évaluer une opportunité entrepreneuriale et mener une étude de faisabilité
- connaître les principales étapes du processus entrepreneurial, ainsi que les acteurs clés des écosystèmes entrepreneuriaux
- suivre des cours approfondis en entrepreneuriat

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COURSE: Finance d'entreprise

CODE: FI31014F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: Français

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Les managers, tout comme les créanciers et les investisseurs, utilisent les outils d'analyse financière pour porter un jugement sur les performances financières obtenues dans le passé et déterminer la situation financière actuelle de l'entreprise. Après avoir analysé le passé et diagnostiqué le présent, il est alors possible pour ces parties prenantes de l'entreprise de prendre des décisions pour le futur.

PREREQUISITE:

Ce cours nécessite des connaissances en comptabilité générale. Il suppose que l'étudiant sache lire un bilan et compte de résultat d'une société.

LEARNING OUTCOMES:

- Maîtriser les outils de base de l'analyse financière
- Etablir un diagnostic financier d'une entreprise
- Analyser la formation du résultat de leur entreprise
- Comprendre les flux qui alimentent la trésorerie de leur entreprise
- Comprendre les conséquences financières de leurs décisions de gestion, d'investissement et de financement
- Expliquer les écarts entre leurs prévisionnels et leurs résultats obtenus en termes de rentabilité et de trésorerie
- Rédiger une analyse financière de leur société à l'aide de ratios financiers.

TEACHING METHODS

Chaque séance fonctionnera avec alternance d'applications pratiques et d'apports didactiques des concepts et outils. Une bonne assimilation des thèmes traités nécessitera la préparation de cas. Une étude de cas permettra aux étudiants d'appliquer les concepts et outils vus en cours.

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COURSE: Outils Informatiques et analyse des données

CODE: MQ31---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: Français

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

COMING SOON

PREREQUISITE:

Ce cours a comme objectif de donner aux étudiants des compétences plus pointues en matière d'analyse et d'interprétation des données et de leur présenter des outils informatiques qui pourront les aider à la fois dans la prise de décision et dans la capacité d'innovation.

LEARNING OUTCOMES:

- utiliser des outils informatiques appropriés pour la description de données qualitatives et quantitatives
- appliquer et interpréter des méthodes statistiques avancées

TEACHING METHODS

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COURSE: Corporate Finance

CODE: FI31013E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Creditors and investors, as well as managers, use financial statement analysis to judge the past performance and current position of a company, and also to judge its future potential and the risk associated with it.

- Creditors use the information gained from their analysis to make reliable loans that will be repaid with interest.
- Investors use the information to make investments that will provide a return that is worth the risk.

Past performance is a good indicator of future performance. Investors or creditors are interested in the trend of past sales, cost of goods sold, operating expenses, net income, cash flows and return on investment. These trends offer a means for judging management's past performance and are possible indicators of future performance.

Corporate Finance analyses investment and financing decisions are made by firms. These topics are useful to understand firms' policies and objectives and to understand how firms communicate according to their accounting situation.

The Financial Statement Analysis course is designed to prepare you to analyze, interpret and use financial statements effectively, both from a general manager and investor perspective.

The course will utilize a framework for financial statement analysis consisting of two key components:

- Basics of finance,
- Income statement
- Balance sheet
- Cash flow statement
- Ratio analysis.

PREREQUISITE:

Prerequisites in accounting ; possibly in international accounting

LEARNING OUTCOMES:

- Develop understanding of financial statements and the notes included in annual report.
- Understand the importance of cash generation.
- Learn to compute and interpret a full range of accounting and financial ratios; profitability, solvency.
- Examine the financing possibilities of a firm.

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COURSE: Cost Accounting

CODE: CG31---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This course presents various cost calculation and analysis methods and how to use them in the decision-making process of organizations (management control).

PREREQUISITE:

LEARNING OUTCOMES:

- Compute costs using to the following methods : direct costing, FBC & ABC full costing, allocation of fixed costs on real activity
- Choose the appropriate computation method understanding the advantages and limits of every available method
- Use this cost approach in the decision-making process
- Compute costs using to the following methods : direct costing, FBC & ABC full costing, allocation of fixed costs on real activity
- Choose the appropriate computation method understanding the advantages and limits of every available method
- Use this cost approach in the decision-making process

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COURSE: Economics 2

CODE: EC31---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Macroeconomics is about the performance of economies and of economic policies implementing by government in order to reach desirable economic outcome. The issues traditionally addressed by macroeconomics are the following: what determines a nation's long-run economic growth? What causes a nation's economic activity to fluctuate? What causes unemployment? What is behind inflation? How does being part of a global economic system affect nations' economies? Can government policies be used to improve a nation's economic performance?

PREREQUISITE:

LEARNING OUTCOMES:

- master the basics of IS-LM model and of the AS-AD model
- understand the assumption underlying the efficiency of fiscal policy and monetary policy and their limits, in particular for an open economy in a globalized world
- understand the issues at stake when debating the business cycles and the ability of economic policies implemented by governments to successfully reduced economic fluctuations.

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COURSE: Entrepreneurship

CODE: EN31---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This course introduces the basic concepts of entrepreneurship to familiarize the student with the characteristics of the entrepreneur, the different aspects of the entrepreneurial process, as well as the analytical frameworks and the basic tools of identification and evaluation of an entrepreneurial project (business model canvas, lean startup, etc.).

PREREQUISITE:

LEARNING OUTCOMES:

- Work on their entrepreneurial potential, how to develop and exploit it in any context;
- identify and evaluate an opportunity entrepreneurial and carry out a feasibility study;
- know the main steps of the entrepreneurial process, as well as the key players in entrepreneurial ecosystems
- take in-depth courses in entrepreneurship

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COURSE: Data Analysis & Statistical Softwares

CODE: MQ31---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to provide students with advanced data analysis tools and to introduce them to statistical softwares to improve their decision-making and innovation capacities.

PREREQUISITE:

LEARNING OUTCOMES:

- Use a statistical software to describe both quantitative and qualitative data
- Perform and interpret advanced statistical analysis

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COURSE: Communication via les réseaux sociaux

CODE: MK34---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Les réseaux sociaux sont devenus l'un des outils marketing les plus importants. Ce cours présente tous les réseaux sociaux existants et explore leur utilisation au sein de tactiques de marketing efficaces. Le rôle des médias sociaux dans le marketing mix et la stratégie marketing sera également examiné. Des exemples et cas seront présentés et des experts professionnels fourniront aux étudiants leur point de vue et leur expérience.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre comment utiliser les médias sociaux dans le Marketing Mix
- Être en mesure d'utiliser les médias sociaux comme un outil de marketing
- Comparer les différents médias sociaux et leur utilisation
- Comprendre quel est le lien entre les médias marketing traditionnels et nouveaux

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COURSE: Companies and Geopolitical Risk

CODE: GS34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Political risk is the hazard that political decisions or events will have a negative effect on your business. Political risk primarily affects companies doing business in multiple countries, or operating in countries other than their own. Political risks can range from war and revolution to corruption and changes in tax laws.

PREREQUISITE:

LEARNING OUTCOMES:

- Learning how to manage political risk involves researching potential risks beforehand, taking steps to minimize risk and ensuring you have legal recourse.

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COURSE: Developing Concepts in Marketing

CODE: MK34001E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This course lays out basic methodologies, processes and tools that companies can use in generating breakthrough ideas and in developing insights and concepts that have potential for commercial success and, that can eventually be turned into new sustainable business. Key focus of this course is to advance student's understanding of the competences, state-of-the-art working methods and perspectives, and the challenges that companies face in trying to generate and shape raw conceptual ideas into concrete business and value propositions. In addition, an emphasis is given on how such ideas need to be constantly evaluated and tested.

PREREQUISITE:

Fundamentals of Marketing
English

LEARNING OUTCOMES:

- Work independently and in teams to generate, evaluate, choose, and develop potential business concepts
- Gain familiarity with basic concept development tools and perspectives
- Obtain knowledge for critically evaluating and analyzing the potential of concept and business value propositions

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COURSE: Emergence des entreprises multinationales

CODE: GS34---F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims – Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: Emerging Multinational Companies

CODE:

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

COMING SOON

PREREQUISITE:

LEARNING OUTCOMES:

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COURSE: Entreprise et risque géopolitique

CODE:

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Le risque politique est le risque que des décisions ou des événements politiques aient un effet négatif sur votre entreprise. Le risque politique touche principalement les entreprises qui font des affaires dans plusieurs pays ou qui exercent leurs activités dans des pays autres que le leur. Les risques politiques peuvent aller de la guerre et de la révolution à la corruption et à la modification des lois fiscales.

PREREQUISITE:

LEARNING OUTCOMES:

- La gestion du risque politique implique de faire des recherches préalables sur les risques potentiels, de prendre des mesures pour minimiser les risques et de s'assurer que vous disposez de recours juridiques.

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COURSE: Explorer de nouvelles frontières en finance

CODE: CP34003F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours s'adresse aux étudiants souhaitant comprendre et maîtriser les fondamentaux de l'évaluation d'entreprise dans un contexte multiculturel. Les étudiants auront l'occasion de se plonger dans le secteur des nouvelles technologies, dans un pays en développement et auront pour tâche d'évaluer une opportunité d'investissement. Un cours d'introduction aux méthodes d'évaluation sera suivi de deux journées animées par des professionnels de KPMG qui viendront proposer une mise en situation de pitch sur une opportunité d'investissement, et vous faire bénéficier de leur expérience sur les spécificités des transactions dans les nouveaux secteurs (techno/FinTech) et dans les pays émergents.

Le cours permettra ainsi aux étudiants d'acquérir les concepts de base de l'évaluation d'une entreprise dans des domaines porteurs (Nouvelles technologies. FinTech) ou dans des contextes d'économie en développement et de transmettre les bons réflexes des investisseurs lors d'une évaluation

PREREQUISITE:

Comptabilité générale

LEARNING OUTCOMES:

- Se familiariser avec l'évaluation financière et sa finalité
- Apprendre les fondamentaux des études sectorielles et du contexte des affaires dans les pays émergents.

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COURSE: Finance comportementale

CODE:

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Les investisseurs sont-ils rationnels ou simplement normaux? Le marché est-il toujours efficient après avoir créé tant de bulles spéculatives et anéanti tant de cracks? Ces questions restent ouvertes dans la finance moderne alors qu'elles sont au cœur de la finance comportementale. La finance comportementale interroge les limites de la rationalité humaine. Elle intègre dans l'analyse financière l'impact des forces cognitives, telles que la motivation, les émotions, les impulsions, la peur, le regret, l'aversion aux pertes, l'excès de confiance ou l'incertitude réelle sur les conditions économiques. Que ce soit du point de vue de la finance d'entreprise ou des marchés financiers, ce cours montre comment intégrer l'impact des biais cognitifs et heuristiques sur l'évaluation des actifs, l'investissement et la structure du capital.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les principes et les concepts de la finance comportementale.
- Identifier les principaux biais cognitifs afin de mieux les maîtriser.
- Appliquer les principaux concepts de la finance comportementale à différents domaines de la finance, que ce soit finance d'entreprise ou finance de marché
- Intégrer le comportement humain dans l'investissement, le financement et la gestion de portefeuille.

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COURSE: Histoire des innovations financières

CODE: FI34---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

L'innovation disruptive a été au cœur de la finance: prêteurs professionnels en Mésopotamie ancienne, naissance du marché obligataire et de la banque en Italie de la Renaissance, émergence du marché à terme au 17e Japon et émission d'actions au XVIIe siècle aux Pays-Bas. Le cours vise à analyser comment les innovations dans les produits financiers étaient des solutions à divers problèmes économiques tels que la pénurie des sources de financement et l'incertitude des prix des matières premières.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre comment l'innovation financière a émergé à travers l'histoire humaine.
- Analyser comment l'innovation a façonné la structure et les opérations actuelles des marchés financiers.

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COURSE: Histoire des maisons de luxe

CODE: ST44---F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims – Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: History & Leadership

CODE:

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Leadership is a perennial societal phenomenon that has fascinated for millennia. It is present in the Bible as it is in the writings of the Greek thinkers, such as Plato's Republic or Thucydides' Peloponnesian War. Later writers such as Niccolo Machiavelli and Thomas Carlyle provided Renaissance and Victorian takes on the issue. As one of the leading scholars in the field, Joanne Ciulla, argues, history 'is filled with wisdom and case studies on the morality of leaders and leadership'. The advocacy of a new historical approach in leadership research and education is one of the messages of her recent essay on the leadership of Nelson Mandela, Searching for Mandela: the Saint as a Sinner who Keeps on Trying.

This reappraisal of the place of history in leadership goes hand in hand with the fact that getting behind its complexity requires a more extensive qualitative base of data than the narrow sets that characterize material used in business school contexts. Adding the richness of historically informed methods to statistical, psychological, sociological or normative frameworks and theories raises the relevancy of leadership education.

With its focus on context, specificity and a case by case approach history enriches the analysis of leadership in several distinct ways. History encourages us to factor in the impact of contingency and rupture. Following Isaiah Berlin's seminal essay on Tolstoy, and his hedgehog and fox metaphor, some contingencies are prone to cancelling out the impact of individual agency. History calls us to abstract from the 'heroic bias' one still finds in many accounts and theories of leadership. In fact, such a perspective is neither consistent with historical reality nor with the current state of the art in leadership theory, with its focus on networked leadership and followers. Departing from heroic (or anti heroic) bias requires abandoning the comfortable position of viewing seemingly dominant alpha males in isolation from their followers. This also opens a window onto leadership and gender as well as on leadership as an art rather than a science (Grint).

LEARNING OUTCOMES:

- Understand what it takes to become an inspiring leader
- Be able to distinguish mythical representations of leadership from the reality of leadership
- Appreciate connections and parallels between historical leadership and leadership in business
- Develop an eye for leadership lessons that can be retrieved from history, literature and the humanities
- Be more pro active in recognizing and confronting leadership challenges
- Develop an awareness for leadership settings in various situations and use this knowledge for enhancing career progression
- Understand why leadership is more art than science
- Broaden their understanding of leadership beyond the theoretical and positivist pale

TEACHING METHODS :

The course is organized in the following way: after an introduction that will expand on the general ideas expressed above, the course will focus on four episodes in history, and how inspired leadership played a role. The format varies short lectures and interactive methods, including the showing of film clips, simulations, debates and role play. The overall aim is to draw out and emphasize practical connections to leadership in business (rather than theory). Classroom learning will be complemented by short read ahead materials

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COURSE: History of Financial Innovations

CODE: FI34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Disruptive innovation has been at the heart of finance: professional lenders in ancient Mesopotamia, the birth of the bond market and of banking in Renaissance Italy, the emergence of futures market in 17th Japan, and the issuance of equity shares in XVIIth century Netherlands. The course aims at analyzing how innovations in financial products were solutions to various economic problems such as funding shortage and commodities price uncertainty.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand how financial innovation arose through human history.
- Analyze how innovation shaped the current structure and operations of financial markets.

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COURSE: History of Luxury Companies

CODE: ST44---E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims – Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: Innovation & créativité

CODE: EN34002F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

La culture de l'innovation et de la créativité constitue un des ingrédients principaux qui ont permis aux leaders des entreprises emblématiques (Apple, Google, Facebook, Instagram, Alibaba, ...). de sortir des schémas habituels de pensée et de développer des approches alternatives tranchant avec les pratiques dominantes de leur époque. Ce cours vise à développer cette culture chez les futurs leaders d'entreprises ou organisations, appelés à évoluer dans un environnement compétitif où la remise en question perpétuelle est devenue une condition nécessaire de survie. Il propose une ouverture aux nouvelles manières de penser et d'agir valorisant la remise en question proactive de l'existant dans la pratique du management, mais aussi dans tous les domaines de la vie.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre et illustrer la place et le rôle de l'innovation et de la créativité dans la compétitivité et la survie d'une entreprise ou d'une organisation
- Connaître et d'appliquer quelques outils et processus efficaces pour développer sa capacité de créativité et d'innovation
- Développer son esprit critique, sa capacité pro-active de remise en question de l'existant

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COURSE: Introduction to Organizational Behavior

CODE: ML34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This course provides a brief overview that affect the characteristics and behavior of employees at the workplace. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include individual differences and motivation, group dynamics, leadership, conflict, negotiation, and decision making.

PREREQUISITE:

LEARNING OUTCOMES:

- Students will learn the way to effectively manage individuals and groups at work.
- Furthermore, this course will play a role of bridge between core course (i.e., humanities and management) and diverse elective courses in organizational behavior (e.g., human resource management; leadership; team management).

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COURSE: La transition vers une bioéconomie : enjeux et perspectives

CODE: EC34---F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective – seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims – Rouen

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION: COMING SOON

PREREQUISITE:

LEARNING OUTCOMES: •

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COURSE: Les prix Nobel en économie

CODE: EC34---F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours présente la vie, l'œuvre d'une sélection de prix Nobel d'économie. Chaque professeur(e) présente un prix Nobel dont il (elle) est un(e) spécialiste. Il(elle) est ainsi capable de retracer les contributions au sein de sa discipline et de présenter son influence historique. Le contexte historique de l'œuvre est aussi abordé pour mieux situer les apports des Lauréats

PREREQUISITE:

LEARNING OUTCOMES:

- Accroître de manière ludique sa culture économique.
- Maîtriser des outils rigoureux d'analyse économiques.
- Comprendre la variété et la portée de différentes sciences économiques contemporaines.

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COURSE: Marketing Trends

CODE: MK34003E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Sustainability, resistance, Internet, smartphones, experience, participation, economic crisis: social, technological and economic changes have speeded up over the last dozen or so years, and the business environment is becoming increasingly unstable and volatile. In this context, businesses must anticipate changing markets and develop their ability to adjust.

PREREQUISITE:

LEARNING OUTCOMES:

- Anticipate the necessary changes to marketing practices.
- Understand the features of the principal marketing trends
- Measure current and future impact

TEACHING METHODS:

Case studies, reading and analysis, discussions, group presentations and role-playing.

Assimilation of the concepts and tools introduced in class through discussion and simulations via case studies, exercises and a final project;

Reflexion, comparison and appropriation using articles, case studies and expert opinion and feedback from professional speakers.

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COURSE: Social Media Communication

CODE: MK34---E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims – Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Social media has become one of the most important marketing tools. This course will go through all existing social media and explore their usage within effective Marketing tactics. The course will also examine the role of social media in a broad strategic marketing mix. Real examples and cases will be presented and professional experts will provide students with their view and experience.

PREREQUISITE:

LEARNING OUTCOMES:

- Understanding how to use Social Media within a Marketing Mix framework
- Be able to use Social Media as a Marketing tool
- Distinguish between the use of different social Media
- Understand what is the link between traditional and new Marketing media

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COURSE: Tendances en marketing

CODE: MK34004F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective – Seminar course

LANGUAGE: French

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Développement durable, résistance, Internet, smartphone, expérience, participation, crise économique : les évolutions sociale, technologique, économique se sont accélérées depuis une dizaine d'années et l'environnement des entreprises devient de plus en plus instable et volatile. Les entreprises doivent, dans ce contexte, anticiper les évolutions des marchés et développer leur capacité à s'adapter. de présenter les adaptations stratégiques et marketing nécessaires : les nouvelles tendances, new Marketing trends

PREREQUISITE:

LEARNING OUTCOMES:

- Anticiper les ajustements nécessaires dans la pratique marketing
- Comprendre les caractéristiques des principales tendances marketing
- Mesurer les impacts actuels et futurs

TEACHING METHODS:

Etude de cas, analyse de lectures et d'articles, discussions, présentations de groupes et jeux de rôle.

Assimilation des concepts et des outils vus en cours à travers des discussions ainsi que par des mises en situations via les études de cas, les exercices et les projets finals ;

Eléments de réflexion, de comparaison et d'appropriation par le biais d'articles, des cas et l'expertise et le retour d'expérience des intervenants professionnels.

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COURSE: Data Analysis & Business Intelligence

CODE: MQ42---E

PROGRAMME: GLOBAL BBA	LEVEL: Graduate
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TYPE: Core Course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

This class introduces students to the tools and techniques of data analytics with application to business intelligence. Students will understand and use the main tools of data analytics, both descriptive and predictive. Case studies will provide the links to intelligence that businesses can use and managers should be able to control and manage.

PREREQUISITE:

LEARNING OUTCOMES:

COMING SOON

TEACHING METHODS:

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COURSE: Organization Development & Leadership

CODE: ML42029E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The Leadership and Organizational Development course provides the opportunity for students to improve their own leadership competencies while contributing to the development of others at the same time. This course is designed to give students a set of learning experiences that will strengthen students' self-awareness and capacity for effective decision-making in organizations. Students taking this course will be open to reflecting on and developing their own leadership skills as a Personal Case Study. A Personal Case Study approach will help students maximize the relevance of course material making it a meaningful experience.

PREREQUISITE:

HR/OB recommended

LEARNING OUTCOMES:

- Understand and articulate the role of leadership in organizations today (e.g., be able identify key theories/models of leadership, be able to describe different roles of leaders in organizations, be able to describe the process of creating a vision).
- Identify and appreciate insights into students' own capacity as a leader and develop self-awareness regarding strengths and opportunities for personal growth.
- Improve verbal and non-verbal communication/influence/political skills and be able to navigate conflict.
- Identify and work through ethical dilemmas.

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COURSE: Blockchain and Fintech

CODE: FI42---E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Over the past decade, technological innovation has transformed the financial product and services at an accelerated pace, and following the introduction of blockchain, further disruption is on the way. The Financial Technology ("FinTech") and blockchain start-ups are exponentially growing in many directions, including mobile payments, crypto-currencies, foreign exchange, P2P lending, saving and investing, financial advice (robo-advisers), and health and life insurance. Our goal in this course is to understand the economic and technological forces driving this change and to learn how to use them in a proper way. The curriculum is focusing on some areas that are most active and most prone to innovation through start-ups. For each area, we will focus on the underlying economics, the technology, the public policy issues, the competition, and the potential for collaboration between start-ups and the incumbents.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the impact of recent technological advances on the fast-changing financial industry.
- Develop the technical, financial and strategic skills to create new solutions and processes in the Fintech industry.

TEACHING METHODS:

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COURSE: Financial Derivatives and Risk Management

CODE: FI42---E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course aims at providing students with solid knowledge in financial derivatives and financial risk management techniques. Firms are exposed to various financial risks such interest-rate risk and foreign-exchange risk. Hedging these is important to reduce the volatility of the firm's cash flows as well as the probability of financial distress. Hedging also has a positive and significant impact on the firm's value. We study the main hedging tools: swaps, forwards and futures, and options. We highlight the relative pros and cons of each instrument.

PREREQUISITE:

Excel + basic mathematics

LEARNING OUTCOMES:

- Understand major financial risks faced by corporations, namely interest rate and foreign exchange risks
- Develop fundamental and practical knowledge to provide risk-mitigating solutions to these risks.

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COURSE: Innovation Management

CODE: ST32---E

PROGRAMME: GLOBAL BBA	LEVEL: Undergraduate
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TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

The objective of this class is to provide students with understanding of the main issues in the management of digital innovation and of the skills needed to foster and manage innovation at both strategic and operational levels.

Students will look at different frameworks for managing the innovation process within small or large company structures through case studies and real-life examples.

PREREQUISITE:

LEARNING OUTCOMES:

COMING SOON

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COURSE: International Distribution Networks

CODE: MK42---E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The aim of the course is to present the steps required to strategically build and tactically manage international distribution channels to increase performance. The course provides practical understandings of what channels are, how they work, how they are used, and how to make them more effective for an international organization.

PREREQUISITE:

LEARNING OUTCOMES:

- know how to successfully link business strategy with channel execution
- master the different stages of channel design;
- be able to make strategic decisions related to establishing the blueprint for channel strategy, including defining channel and coverage requirements, developing channel design and selecting suitable channel partners;
- master tools which can be used to focus attention and resources on the day-to-day management of on-going channel relationships

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COURSE: Purchasing, Procurement and SCM

CODE: SC42014E

PROGRAMME: GLOBAL BBA	LEVEL: Graduate
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TYPE: Core Course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

The module will cover some aspects of purchasing operational activities, but the focus will be on students developing a comprehensive understanding of purchasing from strategic and management perspective, to enable their work as supply chain managers.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply independent and dependent inventory models to aid operational purchasing planning: how many to purchase and when to purchase
- Apply optimization in the process by understanding the LEAN approaches and process analysis
- Make outsourcing and subcontracting decisions
- Design and implement a robust supplier evaluation and selection framework
- Identify the steps and success factors in purchasing processes
- Monitor, control, and manage supplier quality
- Prepare and plan for purchasing negotiations
- Present potential information technologies and electronic solutions to purchasing and supply manager
- Recognize the role and importance of purchasing in business

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COURSE: Sustainable business

CODE: DD42016E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall - Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This is an introductory course that provides a comprehensive treatment of the relationship between business and sustainability. It gives students a thorough understanding of the complex interaction between the needs of society versus the ecological limits on natural resources. We first offer a foundation for developing a clear understanding of the major issues confronting our natural resources, such as wasted resources and polluted environments. Next, we discuss natural resources such as air, water, forests, soil, biodiversity, and energy to provide students with a starting point so that the later lessons on environmental challenges can be framed within an appropriate context. Next, we present stakeholder perspectives such as the role of consumers, the role of corporations, and the role of governments and NGOs. This part also includes a comprehensive discussion of strategies and frameworks used to understand and implement sustainability. Finally, we present some ideas on reporting and measurement, carbon markets, the design of sustainable cities, and green marketing. This course focuses on the three "Ps": planet, people, and profit.

PREREQUISITE:

LEARNING OUTCOMES:

- Explain the concept of sustainability
- Understand the importance and challenges related to sustainability
- Recognize different types of renewable resources
- Recognize different stakeholders, their interest, and their choices
- Understand the core strategies for building a sustainable future

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COURSE: Supply Chain 2

CODE: SC42---E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TEACHING HOURS: 45

CREDITS: 6

TERM: Spring

CAMPUS: Rouen

PRESENTATION:

COMING SOON

PREREQUISITE:

LEARNING OUTCOMES:

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TEACHING METHODS:

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COURSE: Web Marketing

CODE: MK42066E

PROGRAMME: GLOBAL BBA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TEACHING HOURS: 45

CREDITS: 6

TERM: Spring

CAMPUS: Rouen

PRESENTATION:

The course examines digital marketing strategies and their implementation for brands. It provides a detailed understanding of all digital channels and platforms. Participants will complete the course with a comprehensive knowledge of how to develop an integrated digital marketing strategy, from formulation to execution.

PREREQUISITE:

LEARNING OUTCOMES:

- Learn to develop and execute a comprehensive integrated digital marketing strategy
- Understand the major digital marketing channels (Digital display, mobile, and social media)
- Understand why and how to use digital marketing within a larger marketing strategy

TEACHING METHODS:

Evaluation:

In-Class Participation will be assessed based on students' weekly engagement during class discussions.

Case study will be assigned mid-semester and will be an individual analysis of a digital marketing campaign. Group project will be a team-based project to develop a digital marketing campaign. Students will present their findings to the class on the final class day and will be assessed in 5 areas: Think, Create, Engage, Optimization, and Presentation.

Final Exam: No computers, phones, or calculators allowed. Assessment is individual.

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COURSE: International Management

CODE: ST42---E

PROGRAMME: PROGRAMME GRANDE ECOLE

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TEACHING HOURS: 30

CREDITS: 5

TERM: Spring

CAMPUS: Rouen - Reims

PRESENTATION:

COMING SOON

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

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COURSE: Macroeconomics : Economic Policy and Global Context

CODE: EC42---E

PROGRAMME: PROGRAMME GRANDE ECOLE

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TEACHING HOURS: 30

CREDITS: 5

TERM: Spring

CAMPUS: Rouen - Reims

PRESENTATION:

COMING SOON

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

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COURSE: Strategic Marketing

CODE: MK42---E

PROGRAMME: PROGRAMME GRANDE ECOLE

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TEACHING HOURS: 30

CREDITS: 5

TERM: Spring

CAMPUS: Rouen - Reims

PRESENTATION:

COMING SOON

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

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COURSE: Behavioral Finance

CODE: FI44---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Are investors rational or just normal? Is the market still efficient after having created so many speculative bubbles and wiped out so many crashes? These questions remain open in modern finance while they are at the heart of behavioral finance. Behavioral finance questions the limits of human rationality. It integrates in the financial analysis the impact of cognitive forces, such as motivation, emotions, impulses, fear, regret, loss aversion, overconfidence or real uncertainty about economic conditions. Whether from the point of view of corporate finance or financial markets, this course demonstrates how to integrate the impact of cognitive biases and heuristics on asset valuation, investment and capital structure.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the principles and concepts of behavioral finance.
- Identify the main cognitive biases in order to better master them.
- Apply the main concepts of behavioral finance to different fields of finance whether corporate or market.
- Integrate human behavior into investment, financing and portfolio management.

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COURSE: Financial and Banking Regulation Challenges

CODE: EC44---E

PROGRAMME: PROGRAMME GRANDE ECOLE

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TEACHING HOURS: 15

CREDITS: 3

TERM: Spring

CAMPUS: Reims - Rouen

PRESENTATION:

This course aims at providing an understanding of the recent crises - the subprime and the European sovereign debt crisis - and of the consequences on the design of banking regulation and supervision. This is a very complex topic since banking and financial system greatly influences the state of the economy and companies' funding strategy. Financial intermediation underwent through major changes over the past 30 years because of financial deregulation, and innovation globalization. Financial intermediaries were nationally based and heavily protected by their government indirectly (anglo-saxon style) or directly (many Europeans banks were still state-owned until recently). Despite deregulation and disintermediation, financial institutions still represent a fair share of the economic activity, their traditional business having shifted over the years from loans provider to financial services providers and is more intertwined with financial markets. Since a developed banking and financial system is a condition for economic growth in a market-based economy, its potential disruption questions the role and the consistency of the regulation of the financial and banking system.

PREREQUISITE:

Economics - Money and Banking

LEARNING OUTCOMES:

- understand the dynamic of banking and financial crises in developed countries
- understand of the changes in banking regulation and financial regulation; the challenges of the European Banking union - supervision and regulation in the US - the role of market discipline - the question of the regulation of business development related to blockchain

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COURSE: Organisational and People Challenges in the Service and Collaborative Economy

CODE: HR44---E

PROGRAMME: PROGRAMME GRANDE ECOLE	LEVEL: Graduate
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TYPE: Core Course	LANGUAGE: English
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TEACHING HOURS: 15	CREDITS: 3
TERM: Spring	CAMPUS: Reims - Rouen

PRESENTATION:

The elective will explore HR practices in contemporary service sector organisations, focussing especially on how these organisations manage their front line personnel.

PREREQUISITE:

HR/OB recommended

LEARNING OUTCOMES:

- identify and understand the issues underpinning service interaction management
- explain the centrality of HRM policies and their specificities in delivering service quality
- identify and explain the different roles played by key actors (front line employees, customers, management) in the service delivery process

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COURSE: Advanced Team Management

CODE: RH42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As organizations adopt leaner and more decentralized work structures, they increasingly rely on teams of employees to accomplish complex tasks. Thus, the ability to work in teams is widely viewed as one of the most important qualities that companies seek in job candidates. Given the importance of these skills, this class draws on evidence-based management and active learning exercises to provide students with the knowledge and skills needed to effectively contribute to teams in a modern workplace.

This course is broadly structured around the Input-Process-Output (IPO) model of team effectiveness (see below). This model provides a useful framework for thinking about teams and identifying ways to enhance their functioning.

Although there are other models of team effectiveness, which we will discuss, the IPO model will serve as a roadmap for our time together. Under the section of the syllabus entitled, Course Schedule, you will see that the sessions are loosely organized around the IPO model.

PREREQUISITE:

LEARNING OUTCOMES:

- Describe the critical aspects of designing teams, facilitating team processes, and evaluating team performance
- Apply a framework for diagnosing and resolving challenges within teams
- Provide actionable feedback to their teammates
- Evaluate how their team fits within the broader organization

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COURSE: Brand Management

CODE: MK42056E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Brand management is an increasingly important area of strategic marketing and crucial for business success. This course aims to advance students' understanding of strategic brand management, for those who are interested in marketing. The course complements and deepens the notions and theories introduced in Fundamentals of Marketing course, and Marketing Strategy course.

PREREQUISITE:

Consumer Behaviour and Integrated Marketing Communication courses are recommended before taking this course.

LEARNING OUTCOMES:

- Develop analytical managerial thinking about brands and identify key strategic assets to leverage them
- Master key analytical tools to analyze efficiently brands and branding strategies
- Obtain understanding of key branding concepts
- Understand fundamentals of brand management strategies (range extensions, brand extensions, changing the brand-name), and how to develop coherent brand portfolio strategies.
- Understand key steps to create new brands

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COURSE: Fundamentals of Communication

CODE: MK42059E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The communication invades our consumption societies. Evolutions oblige our marketers to improve their ways of thinking and management practices. The objective of this course is to understand the stakes in communication with regard to the brand and product management ; to get acquainted with tools and techniques of analysis and production of effective communications ; to experiment with the proposal of a relevant communication plan via a practical case ; be able to analyze the communications of a brand and suggest a relevant plan strategically and operationally.

PREREQUISITE:

LEARNING OUTCOMES:

- Do a deep analyse a brand communication Including its identity, codes, and its place in a competitive world in order that the student will suggest a concrete, adequate and constructive communication plan

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COURSE: Global Marketing

CODE: MK42061E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course offers participants an analytic decision-oriented framework for the development and implementation of international marketing programmes and describes concepts relevant to all international marketers, regardless of the extent of their international involvement.

Emphasis is on the strategic implications of the competition in the markets of different countries. An environmental/cultural approach to international marketing permits a truly global orientation.

The main objective is to stimulate curiosity of the student in order to understand how to achieve global competitiveness through the design and implementation of market-responsive programmes, being aware of all aspects of the emerging global economic order.

PREREQUISITE:

Basics of Marketing Management

LEARNING OUTCOMES:

- Choice of entry modes,
- Decision to internationalize,
- Design, implementation and coordination of a global marketing programme
- Selection of markets to enter

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COURSE: International trade

CODE: EC42--E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Globalization is a reality for producers and consumers. However, some countries trade more than other countries, some firms export more than other firms, and some firms produce locally while other firms have become multinationals. The aim of this course is therefore to explain what the driving forces are behind the international production and trade patterns of countries and firms. What are comparative and competitive advantages? What is the role of geography and distance in international trade? How do companies take export and foreign direct investment decisions? How and why do governments try to influence international trade and production? What role do the WTO and regional organizations such as the EU, ASEAN or Mercosur play? How important are bilateral and multilateral trade negotiations such as TTIP, TTP, EU-ASEAN, EU-ACP, etc. How do firms and economic sectors formulate and defend their interests in the context of trade negotiations?

The students will thus become familiar with (or will refresh) the essential concepts in international trade and business, and will also have the opportunity to analyze more in-depth the economic, regulatory, business and operational aspects of international trade in a specific sector (e.g. wine & champagne, pharmaceutical sector, financial sector, etc).

The course aims at clarifying a number of essential concepts to understand the reality of international trade and trade policy in the world of today, and will use currently important cases to illustrate the usefulness of these conceptual frameworks. Two cases/topics that will be looked at in detail will be selected from: Brexit negotiations, EU-US trade conflicts, TTIP, CETA, EU-Mercosur negotiations, geo-politics of energy, French industrial policy/protectionism debate, etc.

The students will be trained in formulating and defending the interests of a specific economic sector vis-à-vis policy-makers and trade negotiators.

PREREQUISITE:

LEARNING OUTCOMES:

- understand the basic economic logic behind international trade and direct investment flows.
- identify the main drivers behind trade and investment flows.
- analyze international trade and investment data.
- assess the contribution of trade and investment to globalization.
- understand the logic behind Global Value Chains (GVCs).

TEACHING METHODS:

The teaching method is based on 10 lecture-discussion sessions of 3 hours each. It is highly recommended to read the chapters indicated in the tentative course schedule from the reference textbook before each session. A typical session will consist of a discussion of concepts in a first part, followed by a second part with student interventions related to specific cases or sectors. The last two sessions will have a different format. In each of those sessions, a conference will be simulated : the topic will be chosen at the beginning of the course (from the list above). Students will represent parties directly or indirectly involved in the negotiations (or debate).

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COURSE: Investments

CODE: FI42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The objective for students in this course is to acquire a solid grasp of modern investments theory and practice. This necessitates an understanding of the institutional environment: which products are available and how are they traded?, and the trade-off between risk and return in a portfolio consisting of several assets.

PREREQUISITE:

Excel + basic mathematics + basic statistics

LEARNING OUTCOMES:

- Analyse the mechanics of financial markets (economic agents and products).
- Understand the concept and applications of the tradeoff between risk and return.

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COURSE: Negotiation

CODE: RH42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

One thing that business scholars and business people are in complete agreement on is that everyone negotiates nearly every day. Getting to Yes begins by stating, "Like it or not, you are a negotiator...Everyone negotiates something every day." Similarly, Lax and Sebenius, in *The Manager as Negotiator*, state that "Negotiating is a way of life for managers...when managers deal with their superiors, boards of directors, even legislators". Learning how to negotiate is not simply a question of how to make the biggest possible profit. Negotiation is part, then, of every dimension of life, every sphere of our existence: work, family, friends, as soon as there are material goods to be shared, different interests to reconcile or wishes to bring together. Unfortunately the dramatic and disturbing evidence that most people do not live up to their negotiating potential is well demonstrated. The good news is that something can be done about it! The aim of this course is to teach students the fundamentals of negotiation, based on both practice and psychological theories. Students will familiarize themselves with negotiation practices through role-play exercises, case studies, and conceptual debriefings. By the end of the course, students will have a mental model that will allow them to know what to do and say in virtually every negotiation situation.

PREREQUISITE:

LEARNING OUTCOMES:

- Distinguish between integrative and distributive negotiations
- Lead a successful multiparty negotiation
- Lead a successful one to one negotiation
- Prepare a negotiation taking into account all the forces present
- Understand and thwart common biases in negotiation
- Understand the basics of mediation
- Understand the different tensions in negotiations
- Understand the notion of balance of power in negotiation
- Understand the role of emotions in negotiating while managing his/her own emotions

TEACHING METHODS:

Role-play exercises, case studies, and conceptual debriefings

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COURSE: Revenue Management

CODE: SC42017E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim is for students to develop an understanding of Revenue Management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service sectors.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze Revenue Management issues in different industries.
- Apply various tools and techniques of Revenue Management in both manufacturing and service sector.
- Identify Revenue Management theory and practices.
- Propose and implement Revenue Management solutions in real applications.

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COURSE: Supply Chain Management

CODE: SC42019E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As it is the case of several enterprises (Toyota, IKEA, Dell, Wal-Mart ...), to control its supply chain represents a potential source of competitive advantage for today's companies. It is in most of the cases even a basic condition for success: without a good supply chain, there are no products available for sale, no sales and no profit ...! The control of the supply chain seems today all the more important given the strong globalization that complex flows and the need for more sustainable development.

In this context, the objective of this course is to give students an overview of what Supply Chain Management is: Where does this approach comes from and how it can be defined, which are the actors of a supply chain, what are the main logistics management techniques, and what are the environmental issues involved.

During the course, an emphasis is put on the managerial aspects of the supply chain function that because of the greater complexity of business, tend to become critical. Emphasis is also put on the technological aspects and the role of information systems. IS are indeed absolutely essential in logistics given that, as it will be detailed in the course, is through the flow of information that it's possible to control the logistics flow of products!

PREREQUISITE:

LEARNING OUTCOMES:

- Define logistics and supply chain management
- Explain the main strategies for the management of supply chains
- Identify the actors of supply chains and their relationships
- Know which are the various jobs in the supply chain
- Understand are the major environmental issues of transportation and logistics

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COURSE: The Economics of Culture

CODE: GS42032E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Culture has become a major economic sector. Culture is now a wide market, and works of art or books are cultural products. One complains about the end of the arts, considering cultural industries as more industrial than artistic or cultural; others think that Culture has opened itself to a larger audience through consumption. Are cultural products economic goods as cars or socks? Do they sell like any other product? Has the merchandising of Culture killed Culture itself?

To answer these questions, this course aims to identify the cultural and economic logic which organize the cultural sector, from the cultural industries (books, movies, music) to the visual and the performing arts. These three sectors follow specific trends that must be understood by anyone who wishes to work in the cultural area. And what about the demand ? It leads us to look at how cultural preferences are built. Why do we prefer Mozart to Daft Punk, or Daft Punk to Mozart, Rimbaud to Stephen King, Manet to Picasso ? The sociology of arts demonstrates that taste is not only the expression of an individual singularity, but socially built, opening ways towards other fields of consumption, towards the understanding of an analysis of society. We will also look at cultural policies in favor of culture, these policies prevailing in the United States as well as in France

PREREQUISITE:

LEARNING OUTCOMES:

- Build up a personal and critical perspective on cultural trends
- Understand the economic and sociological specificity of culture and its evolutions
- Understand the strategies developed by cultural organizations in order to prepare the students to careers in the field

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COURSE: Global Socio-Economic Environment
(Global Management Track MSc)

CODE: EC52003E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The module's main objective is to provide students with the tools and elements to grasp the "big picture" of the economy so that they are later on able to better relate particular issues and identify the stakes and the dynamics taking place in the global arena. The work aims to enable participants to forge their own original critical vision of the future and not be wholly dependent on the one presented by financial or other publications and media.

This course provides further study of current topics relating to the Internet and the capitalism, seen also from the point of view of recent societal and political trends focused on social stratification and big data.

PREREQUISITE:

LEARNING OUTCOMES:

- Be able apply basic data mining algorithms to analyze the effects of socio-economic factors on the future development of business and management practice.
- Be able to collect data from open public databases to include the calculation of geostrategic and macroeconomic risks in their business decisions.
- Have deeper awareness of the analytics models and the current issues in the development of the EU and China in particular.
- Have knowledge of basic facts and figures on the global social-economic and political institutions and agencies.

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**SPRING SEMESTER:
SPECIALIST ENGLISH TAUGHT
GRADUATE TRACKS**

COURSE: Global Strategy and Innovation (*Global Management Track MSc*)

CODE: ST52011E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

A global and dynamic marketplace demands awareness and mastery of specific managerial skills for executing international innovation strategies, launching new initiatives and working across cultures and functions. In this course, we will examine how to plan and execute innovative solutions, from concept to market:

1. design, plan, and execute a product/service innovation initiative for international markets and
2. engage cross-functional, cross-cultural and geographically distributed teams within international organisations.

Due to increased attention on global innovation in today's business environment, this course will focus on the internal environment for planning and executing new concepts (products and services) for mature and emerging markets.

PREREQUISITE:

Basic knowledge and understanding of strategy, international marketing, teamwork, and project management

LEARNING OUTCOMES:

- Explore and apply skills and practices for leading new initiatives and managing global projects.
- Enhance key managerial competencies
- Manage the global innovation project, from planning to execution, concept to market.
- Align the organization across functions and cultures.
- Develop practices and techniques for designing, organizing, and facilitating the project process.
- Understand how to navigate culture, time and distance.
- Learn effective management and communication practices for leading cross-cultural and geographically distributed teams

TEACHING METHODS:

The course employs a variety of teaching methods such as class discussions, exercises, simulations, case studies, creativity techniques, and multimedia presentations. This is an interactive class where you are expected to optimize your learning experience through active participation and knowledge exchange. You are expected to attend and actively participate in every session. If you cannot make a session due to a conflict or emergency, please notify the professor in advance.

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COURSE: International Governance and Trade
(Global Management Track MSc)

CODE: EC53---E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Global governance – the collective management of common problems at the international level – is at a critical juncture. Although global governance institutions have racked up many successes since they were developed after the Second World War, the growing number of issues on the international agenda, and their complexity, is outpacing the ability of international organisations and national governments to cope. Power shifts are also complicating global governance. This course is designed to provide a comprehensive theoretical and practical approach to trade issues in a global context, whether from a perspective of international governance of supranational economic governance like European Union, or as a matter of transnational advocacy in multilateral trade cases.

‘There has been unprecedented increase in the speed of movement of goods, people, and communications. This has led to new problems and inadequacy of international paraphernalia inherited from the 20th Century.’ Former Senior Official, Government of India

The actors of ‘old world order’ (Europeans and Americans) came across with a profound understanding that the ‘West can’t do without the Rest’, and that world governance will go nowhere unless pivotal states, multilateral organisations, regional groups and non-state actors are involved in joint undertakings. This in turn requires bringing together a variety of actors who do not necessarily share the same approach to multilateralism especially in the field of trade. The world stage has become more diverse and more complex, and all global actors, old and new, must adapt to it and assume their international role together with renewed international responsibilities.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the External and Regional Trade and Development Policy;
- Understand the objectives, the nature and the functioning of international institutions;
- Contribute to ongoing EU and international institutions debates and challenges.

TEACHING METHODS:

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COURSE: Leadership and Management Competences
(Global Management Track MSc)

CODE: ML53016E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Leadership is the most studied and least understood topic in all of social sciences". This quote is attributed to Warren Bennis, who was referred to as the "dean of leadership gurus" by Forbes and as "the professor who established leadership as a respectable academic field" by The Financial Times.

This course aims to provide participants with state-of-the-art tools and frameworks, which allow the analysis of individual and group situations and potential courses of action. From team formation to successful inspiration through leadership, this course encompasses the entire scope of management and leadership competencies. The focus is on the development of soft skills required for successful team players, managers and leaders. The interactions between the leader, the team and the context will also be at the core of the course. Based on the premise that "leadership is everyone's business" (Kouzes & Posner, 2007), participants will explore what it takes to be effective leaders and at the same time, develop their personal leadership style, with a better understanding of how it affects their organization, other persons, and ultimately themselves.

Experience shows management is a subject best taught in a very interactive way. What distinguishes successful from unsuccessful team players, managers and leaders is the development of "soft" skills needed to carry out hardcore management strategies. Therefore, the course has a practical orientation and much of the theory will be derived from participants' own readings and class discussions. Each tool or concept is treated through a brief theoretical introduction, classroom discussion of cases, role-plays, practical exercises, self-assessments and a lot of dialog - to enable a deeper understanding and analysis. Videos will also be used to illustrate some concepts.

PREREQUISITE:

LEARNING OUTCOMES:

- Identify personal strengths and weaknesses in leading teams;
- Demonstrate knowledge of inspiration and influence techniques;
- Identify personal strengths and weakness in leadership;
- Enable leaders (explore the impact of themselves and their behavior on others and help them to develop leadership skills);
- Choose the method or style of communication adapted to the objectives and the constraints of the situation;
- Identify best strategies for leading change.

TEACHING METHODS:

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COURSE: Managerial Accounting (*Global Management Track MSc*)

CODE: CG52002E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course covers the cost management concepts and methods. Managerial accounting is one of the most important accounting areas. It is concerned with the provisions and use of accounting information to managers within organizations, providing them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions. In contrast to financial accountancy information, management accounting information is:

- primarily forward-looking;
- model-based to support decision-making, and so on.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the critical role of management accounting system in a firm
- Understand why the cost concepts are important in making management decisions

TEACHING METHODS:

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COURSE: Operations & Supply Chain Management
(Global Management Track MSc)

CODE: SC52001E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim of the module is to allow students to develop an in-depth understanding of the interdisciplinary nature of Operations and Supply Chain Management. In more detail, this module aims to provide students with an overview of how to improve different types of operations, and supply chains as a way of contributing to the long term sustainable development of profit and non-for-profit organizations. The module will also provide students with in depth knowledge and understanding of the major pertinent concepts, techniques and models that are used for planning, managing and improving operations and Supply Chains in the context of both service and manufacturing organizations globally.

PREREQUISITE:

LEARNING OUTCOMES:

- identify and utilise appropriate methods for collecting and analysing data related to Operations and Supply Chain Management
- locate, summarise and synthesise a range of information from published literature and electronic sources on operations and Supply Chain Management
- use and evaluate a variety of tools for improving organizational performance in an efficient and effective manner
- use communication skills; listening; questioning; oral and written; using a range of media, including the preparation of audit report and delivering presentations

TEACHING METHODS:

The course employs a variety of teaching methods such as class discussions, exercises, case studies, etc. This is an interactive class where you are expected to show active participation. You are expected to attend and actively participate in every session. If you cannot make a session due to a conflict or emergency, please notify the professor in advance.

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COURSE: Cultural Marketing (*Marketing French Excellence Track MSc*)

CODE: MK53044E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The creative industries now represent one of the main and fastest growing economic sector, bigger than the GDP of India according to a recent study led by Ernst & Young under the aegis of the UNESCO. The arts have become a more and more market-based sector, where firms and cultural organizations use the management toolbox, and look for management specialists notably in marketing. The arts are fully part of the French reputation for “excellence”, and a long-standing luxury brands with the arts. Indeed, France has long been one of the major actor in the arts, as Paris has been and remains a capital place for artistic creation while some of the most important firms in the field are French.

Firms producing cultural goods (movies, books, music...) now operate at a global level in a fierce competition, and have to develop new marketing strategies. On the other hand, if cultural organizations (museums, theaters...) have long been protected from the harsh realities of the marketplace by relying on wealthy patrons or public subsidies, these sources of finance become scarcer so that they now have to turn to other sources of income, and to the market, which has led them to set up marketing strategies.

The course will provide students with key insights about the specificity of cultural goods and their markets. It will introduce the students to the sociological of taste, that is cultural consumption. It also describes the new competitive environment in which cultural organizations now operate and discusses how these ones are re-thinking their marketing strategies. The course includes both theoretical lectures and empirical work on a specific cultural organization to make students apply what they will have learnt concretely.

PREREQUISITE:

LEARNING OUTCOMES:

- analyze cultural consumptions and cultural behaviors
- apply the theories seen in class to the specific case of a cultural organization
- master the main issues of cultural marketing, its conceptual tools and empirical issues

TEACHING METHODS:

- -Teams will work on a project consisting of collecting data about a specific consumption experience among different cultural fields : movies/tv shows, music, theatre, books...
- -Students may need to have access to internet during the sessions dedicated to the team project

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COURSE: Distributive Marketing *(Marketing French Excellence Track MSc)*

CODE: MK53041E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The aim of the course is to present the key issues concerning the marketing and the management of international retail companies. French companies are extremely active in the global arena and their international strategy represents a key competitive advantage. At the end of the course, participant will know both operational and strategic elements of international retail marketing and will also be able to integrate them to analyze a specific company or to propose adaptations/modifications to a given strategy to penetrate new markets or to better developing in existing ones. One relevant part of the course is also dedicated to multi-channel retailing, to understand issues and perspectives at the French and international level

PREREQUISITE:

LEARNING OUTCOMES:

- integrate the different marketing tools to propose a marketing strategy able to address to specific country needs
- know how retail companies operate to differentiate themselves from competitors and to develop at the national and international level;
- know how technologies affect the retailer development et the relations among retailers and customers
- know the evolution of consumer attitudes and purchasing patterns both in developed and developing countries

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COURSE: High-Tech Marketing (*Marketing French Excellence Track MSc*)

CODE: MK53042E

PROGRAMME: MSc in Marketing French Excellence	LEVEL: Graduate
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TYPE: Seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

The aim of the course is to present the key issues concerning the marketing and management of industrial and "high tech" companies. "High tech" industries and companies are increasingly active in the global arena and are increasingly adopting a marketing led approach to the challenge of achieving sustained strategic development. The aim of this course is to expose students to an area with which they are generally unfamiliar, to explain the complexities and specificities of the Marketing process within it and to illustrate the career opportunities that exist for them following graduation.

PREREQUISITE:

Competences in Strategic and Operational Marketing

LEARNING OUTCOMES:

- ability to integrate the various marketing strategies, and be able to adapt them to specific country needs.
- knowledge of the French strategy concerning B2B marketing in High-Tech industries
- understanding of the special marketing, sales and promotional requirements in these industries

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COURSE: Luxury Marketing (*Marketing French Excellence Track MSc*)

CODE: MK53040E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

fashionable. There are TV shows on the business of luxury, and on luxury products and services. Even mass-consumption brands want to be associated to luxury brands. New words have been recently invented and promoted that add to the complexity: masstige, opuluxe, premium, ultra-premium, trading up, hyperluxury, real or true luxury ...

There is a confusion today about what really makes a luxury product, a luxury brand or a luxury company. Managing implies clear concepts and, beyond these concepts, clear business approaches and pragmatic rules.

The aim of this course is to provide a clear vision of the specificity of management of luxury brands. Going back to fundamentals, one needs to distinguish it strongly from both fashion and premium or 'trading up'.

The Luxury Marketing course aims at:

- giving students a thorough introduction to the fundamental principles of Luxury Marketing;
- providing examples of luxury leading brands in different sectors;
- providing students best practices of French companies operating in luxury sector.

PREREQUISITE:

LEARNING OUTCOMES:

- developing a capacity of criticizing and analyzing, necessary for working on marketing cases related to Luxury Marketing;
- identifying the different tools available to marketing managers to operate in the luxury;
- learning best practices of French companies.
- understanding the key-concepts, principles and theories of luxury marketing;

TEACHING METHODS:

The course will be based on active class participation. Students will be provided theoretical lectures, but they will also analyze cases and best practices of French companies. Students will be also engaged in French companies' visits.

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COURSE: Millennial Marketing *(Marketing French Excellence Track MSc)*

CODE: MK53176E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course is designed to prepare students for the challenges presented by marketing in the digital age. It is intended to provide students with a diverse skill set applicable to a wide range of disciplines within the marketing field. The course is geared towards those students seeking a career in marketing, digital marketing, social media marketing, or marketing management.

Our primary objective will be to discover how the digital revolution has changed the field of marketing, and how the most cutting edge tools are impacting marketers globally, as well as how those tools are used, both by and in an attempt to target, the current generation.

PREREQUISITE:

LEARNING OUTCOMES:

- undertake analysis and valuation of digital strategies as well as craft campaigns utilizing industry leading techniques.

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COURSE: Service Marketing (*Marketing French Excellence Track MSc*)

CODE: MK53043E

PROGRAMME: MSc in Marketing French Excellence

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed to allow you to develop skills, techniques, and approaches and to seek appropriate solutions based on reasoning and analysis in different service contexts. You will work also on a research project.

PREREQUISITE:

LEARNING OUTCOMES:

- Define services and see the differences with physical goods
- Evaluate the gaps model of service quality
- Learn consumer behavior in services
- See how customer expectations and customer perceptions are created
- Pay attention to the service recovery strategy of the service firm
- Manage in a better way the service promises made
- Evaluate a tourism offer
- work on sports marketing decisions
- work on data analysis

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COURSE: Industrial Organization and Technology Management
(Supply Chain Track MSc – advanced)

CODE: SC53022E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Industrial Organization studies the behavior of firms in different markets, analyzing a range of issues, such as production, supply, pricing, merger and acquisition decisions. In this course we will review some of the most important topics of this field and we will focus on understanding the operation and performance of firms in different markets (Perfect Competition, Monopoly, Duopoly). Furthermore, the different merger and acquisition decisions will be discussed. Last but not least, the basics of Supply Chain Management and Customer Relation Management will be presented. Taking into consideration that technology has been emerged as the fundamental resource nowadays, we insert the idea of Technology Management in the study of the structure of firms and markets and the boundaries between them.

The objective of the present course is to give to the student an overview concerning organizational issues related to firms' behavior. A more comprehensive consideration of these issues is been achieved through the presentation of different managerial aspects. The importance of technology management in the firms' seek of success will also be highlighted.

PREREQUISITE:

basics of economic theory and management is desirable

LEARNING OUTCOMES:

- Conceptualise the technology management
- Understand the concept of industrial organisation

TEACHING METHODS:

- Face-to-face course;
- Theoretical exposition and discussions;
- - Case studies

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COURSE: International Procurement (*Supply Chain Track MSc – advanced*)

CODE: SC53015E

PROGRAMME: MSc in Supply-Chain Management	LEVEL: Graduate
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TYPE: Seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Importance of the purchasing function in the organization is already well known. When inserting this function into the globalized business scenario, it is known that purchasing abroad can reduce expenses, increase competitiveness, and also expand the horizon of a company. However, sourcing internationally also brings the complexity of purchasing into another level. Buying organization will face cultural challenges, logistics and also unexpected risks for the material supply. In addition, evaluation and management of the supplier under globalized scenario is also more challenging.

The objective of the present course is to give to the student an overview concerning the role of purchasing of the organization in the international procurement condition and capacitates them to deal with the sourcing in global scenario. The course will approach the international procurement from strategical and operational perspective.

PREREQUISITE:

LEARNING OUTCOMES:

- Design a proper international procurement process for the organization
- Develop a suitable integrated supplier management for the firm in the international context

TEACHING METHODS:

- Face-to-face course;
- Theoretical exposition and discussions;
- - Case studies

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COURSE: Logistics and Transportation (*Supply Chain Track MSc – advanced*)

CODE: SC53009E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course provides students with an overview of transport and logistics issues in a global economy. Historical background and spatial dimension are associated with concrete methods of network analysis and case studies of terminals, gateways, hubs, and corridors where issues of cost, accessibility, performance, and congestion are analyzed.

PREREQUISITE:

LEARNING OUTCOMES:

- assess the role of transport and logistics activities in local and global economic development
- distinguish key success factors in the elaboration of transport and logistics projects
- measure and compare the performance and vulnerability of transport and logistics nodes based on rigorous indicators

TEACHING METHODS:

The teaching method consists of a review of key evolutions, concepts, methods, and indicators in the field of transport and logistics.

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COURSE: Managing Quality for Supply Chain Management
(Supply Chain Track MSc – advanced)

CODE: SC53017E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim is for students to develop an understanding of total quality management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service supply chains.

PREREQUISITE:

LEARNING OUTCOMES:

- analyse quality management issues in the industry of supply chains
- apply various tools and techniques of quality management in both manufacturing and service supply chains
- identify quality management philosophies and frameworks
- implement solutions to SCM quality problems

TEACHING METHODS:

For each session, the students should prepare for a short written quiz related to the topics discussed on the previous session.

The students have to work in one group project. For working on the cases, they have to organize in group of 4 students. Each group should submit a report, which length is limited to 10 pages (max 10 pages without appendices and max 20 pages with appendices), excluding attachments and numerical details. The topic of the project for each group will be discussed during the Lectures.

The evaluation of the reports is based on the following criteria:

- Organization and structure
- Critical analysis
- Presentation

Each student should prepare for a final written examination. A calculator may be utilized during the exam, but class notes, books and laptops are not allowed.

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COURSE: Revenue Management (*Supply Chain Track MSc – advanced*)

CODE: SS53016E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim is for students to develop an understanding of Revenue Management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service sectors.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze Revenue Management issues in different industries
- Apply various tools and techniques of Revenue Management in both manufacturing and service sector
- Identify Revenue Management theory and practices
- Implement well-known revenue management policies such as capacity control, overbooking and pricing
- Propose and implement Revenue Management solutions in real applications

TEACHING METHODS:

Each student should prepare for a final written examination. Calculators, class notes, books and laptops are not allowed.

During the lectures the students (organized by their group projects) may be asked to work in Case studies. In coordination with the professor, the students should solve the case and participate in the discussion of the problem with rest of the class. By the end of the week the case takes place, the student should send a brief report with the main discussion of the case (Max. 3 pages). The evaluation of the reports is based on the following criteria:

- Organization and structure
- Critical analysis
- Presentation

For each session, the students should prepare for a short written quiz related to the topics discussed on the previous session.

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COURSE: Risk and Project Management (*Supply Chain Track MSc – advanced*)

CODE: SI53013E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This module introduces the students to project management from both managerial and technical point of view. The module faces the students with the different facets of project's risk and ways to manage in contingency. The course includes topics as Project Organization, Leadership, Project Time and Cost Estimation, Scheduling, Risk Management, Resource Management.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply rules of effective leadership and teamwork
- Develop an effective project plan, and estimate cost, time and resources
- Identify sources of risk and design appropriate proactive actions
- Organize to execute the project plan
- Use a PM Software to schedule a project

TEACHING METHODS:

The module will be delivered using a mix of:

- lectures
- case discussions and presentations
- videos
- In class workshops and exercises.

All case studies must be pre-read and analysed by students individually. The cases are then discussed in groups. Students are asked to turn off their mobile phones during the class time.

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FRENCH AS A FOREIGN LANGUAGE & FRENCH CULTURE COURSES

COURSE: Boosting your Employability in France

CODE: LV3X122F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: French

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours prépare l'étudiant international à décrocher son premier stage en France.

Par ses objectifs et sa méthodologie, le cours s'inscrit pleinement dans le Cadre Européen Commun de Référence (CECR) pour les langues.

PREREQUISITE:

Avoir passé le French assessment test et avoir un niveau B1 minimum

LEARNING OUTCOMES:

- Connaître le système éducatif français
- Découvrir le monde du travail en France
- Décrypter une offre d'emploi
- Rédiger un CV en fonction d'une offre d'emploi
- Rédiger une lettre de motivation gagnante
- Se préparer efficacement à un entretien de recrutement
- Passer un entretien de motivation avec succès
- Connaître le système éducatif français
- Découvrir le monde du travail en France
- Décrypter une offre d'emploi
- Rédiger un CV en fonction d'une offre d'emploi
- Rédiger une lettre de motivation gagnante
- Se préparer efficacement à un entretien de recrutement
- Passer un entretien de motivation avec succès

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COURSE: Découvrir et comprendre la culture française

CODE: LV3X135F

PROGRAMME: Echange

TYPE: Echange

LANGUAGE: French

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

L'objectif principal est de faire réfléchir des étudiants de cultures diverses sur une culture donnée, cette démarche interculturelle active devant entraîner une réflexion des étudiants sur leur propre culture.

Ce cours requiert une participation active des étudiants, l'étude d'une culture moderne supposant une réelle implication personnelle (capacités de centration/décentration).

Les faits de civilisation seront abordés à travers le filtre de l'actualité et d'événements contemporains, l'Histoire intervenant comme outil d'analyse des fondements de la culture française.

PREREQUISITE:

Être éligible aux niveaux A2-2, B1 ou B2, suite au test de français

LEARNING OUTCOMES:

- Aborder, comprendre et interpréter des faits de civilisation contemporains
- Visualiser ce que représente aujourd'hui la culture française : place de la France dans le monde, la France vue de l'étranger, la France vue par les Français.
- Acquérir des outils d'analyse et de réflexion utilisables en situation interculturelle, dans leur vie professionnelle notamment.

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COURSE: Discovering and Understanding French Culture

CODE: LV3X134F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: English

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

When approaching a person and its culture, there are many questions to ponder: what is culture? What is cultural identity? What is similar or different, to my own culture? Why is it similar or different? In a word we question first our own system of values. That is the objective of cross-cultural studies.

Volumes have been written about inter-cultural issues. Thanks to their remarkable work Hofstede, Trompenaars, Hall, Mole and many others have provided interesting and often efficient tools to comprehend cultures and cultural differences.

Though these tools are useful, in our globalized world, they cannot answer all the questions alone: they try to identify and manage the differences, to “ride the waves of culture” (Trompenaars), but a question still remains: why is it different?

At this step the knowledge of the studied culture’s foundations comes to fill in the “gaps” of the inter-cultural analysis.

This class aims to give students – or to remind students of – the main French culture (provided we define what the concept of “culture” covers) fundamentals that are bound to answer the “why-is-it-different” question and give students tools to comprehend –or at least understand- the French way of thinking and acting.

PREREQUISITE:

A good level of english

LEARNING OUTCOMES:

- Better comprehend what France is today and the challenges the country has to face in a global context
- Approach, understand and analyse contemporary civilization phenomena
- Have acquired analytical tools usable in cross-cultural context

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COURSE: French for Business

CODE: LV3X123F/LV3X124F/LV3X125F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: French

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Le cours prépare les étudiants à l'essentiel du monde des affaires francophone, avec l'acquisition du vocabulaire et des structures en contexte, et pratique orale dans les jeux de rôles. Dans ce cours nous abordons le monde des affaires sans approfondissement dans le domaine du marketing ou de la comptabilité.

PREREQUISITE:

Niveau A2 CECR minimum – 3 niveaux offerts selon inscriptions : A2 – B1 – B2
avoir le niveau CECR inférieur au niveau du cours

LEARNING OUTCOMES:

- Bien reconnaître les entreprises et la culture d'entreprise françaises, le droit du travail et les réalités culturelles et socioéconomiques du monde des affaires francophone.
- Utiliser les bases du vocabulaire des affaires et des relations professionnelles.
- Comprendre globalement l'actualité économique et sociale de la France.
- Présenter une entreprise
- Mener une réflexion sur le marché français

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COURSE: French for Communication

CODE: LV3X126F/ LV3X127F/ LV3X128F/ LV3X129F/ LV3X130F/ LV3X131F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: French

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Communiquer en français dans des situations de la vie quotidienne par l'acquisition d'un lexique formel et informel et le développement de compétences grammaticales adaptées aux échanges sociaux quotidiens. La réussite à ce cours indique que l'étudiant a le niveau nécessaire pour suivre le cours

PREREQUISITE:

De débutant à avancé – 4 niveaux offerts selon inscriptions : A1 – A2 – B1 – B2
avoir le niveau CECR inférieur au niveau du cours

LEARNING OUTCOMES:

- Se présenter et présenter quelqu'un
- Parler de ses goûts
- Parler de gastronomie, commander au restaurant
- Préparer un voyage, réserver un billet
- Faire des achats
- Demander et donner son chemin

COURSE: French Intensive Session

Evènement/Event

PROGRAMME: Echange

TYPE:	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen
TEACHING HOURS: 6	CREDITS: /

PRESENTATION

L'objectif de ce séminaire est de proposer aux étudiants internationaux, un « bain linguistique » dès leur arrivée sur les campus.

Production orale, écrite, compréhension orale, écrite, phonétique, chansons françaises, culture et civilisation françaises sont au programme pour une première approche. Ces différentes thématiques sont adaptées au niveau linguistique des étudiants