

COURSE CATALOGUE

Grande Ecole Programme
Master in Management level 1 (MIM1) -
Spring
Academic Year 2009-10
International Track

GROUPE ESC DIJON BOURGOGNE

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1/ Introduction

1.1 Product's Description

This programme is open to exchange students from partner universities having studied at least two years of Business Studies at undergraduate level. Courses are taught in English, Spanish, or German and correspond to Master 1 level. Each course is worth 4 ECTS credits.

1.2 Prices

Free for exchange students from our partner universities

1.3 ECTS Credits

Each course is worth 4 ECTS

1.4 Important Information

- The course descriptions in this catalog are up-to-date as of 29 October 2009 and may be subject to changes.
- In the Bachelor in Business program and the Master in Management Level I program, students will only earn credit for a course or module if the grade received is 10 (out of 20) or higher.
- If students fail a module they won't necessarily be able to take a retake exam before they leave. They will either be summoned to an exam the following year or a retake if one is organized but this cannot be guaranteed.

2/ Modules

Advanced courses

Tronc Commun - S2 Performance management

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: ERNULT Joël

Pre-requisites: Financial Accounting, Managerial Accounting, Budgeting and budgetary control systems

Incompatibilities:

Description: Responsibility centers and transfer prices, ABC/ABM, "tableaux de bord" and balanced scorecard.

Learning objectives: At the end of this module, students will be able to: 1) understand what is at stake with the choice of responsibility centers and with transfer prices for performance management. 2) calculate an internal transfer price and analyse the performance of a unit. 3) Using ABC/ABM systems for performance management. 4) Understand the similarities and differences between "tableaux de bord" and balanced scorecard, and how to create a "tableau de bord" or a balanced scorecard.

Methodology: Teaching language : English, German, Spanish, French Class session: lecture by the professor, correction of exercises, case studies and discussion. Student's personal work: reading documents, seeking additional information, preparing exercises and cases before each session.

Course description: Group work: case studies. Quizzes. Written examination.

Teacher(s):

- HEGARTY John
- SINAPI Christine
- GRANDIDIER Jonathan

Evaluations:

Contrôle collectif continu 30%

Partiel individuel 50%

Contrôle individuel continu 20%

List of bibliographical references:

Management and cost accounting / Ed. 2005 330.57 HOR Prentice Hall 2005 HORNGREN Charles T.

The balanced scorecard : translating strategy into action 330.81 KAP Havard Business School 1997 KAPLAN Robert S.

Tronc Commun - S2 International Negotiation

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: PICCARDI Patrice

Pre-requisites: None

Incompatibilities: None

Description: Negotiation skills are essential to conclude business. The businessman/woman must be able to listen, communicate, influence and convince in his/her professional environment. This course presents the basic techniques of negotiation used in the international business world.

Learning objectives: The aim of the course is to provide participants the skills needed for effective negotiations and to be sensitive to and manage multicultural issues in international projects.

Methodology: Teaching language : english, french, spanish, german. Readings, lectures, exercices, negotiation by role plays, journal.

Course description: Testing acquisition of negotiation skills and techniques

Teacher(s):

- BERNARD Jean Pierre

Evaluations:

Contrôle individuel continu 70%

Contrôle collectif continu 30%

List of bibliographical references:

"The Mind and the Heart of the Negotiator", L.Thompson, ISBN: 0131293753 "The New Negotiating Edge: The Behavioral Approach for Results and Relationships", Gavin Kennedy, Nicholas Brealey Publishing, ISBN: 1857882059 "The Global Negotiator: Making, Managing, and Mending Deals Around the World in the Twenty-First Century", J.W.SALACUSE, Palgrave MacMillan, ISBN: 0312293399

Cross-cultural business behavior : negotiating, selling, sourcing and managing across cultures 603 GES Copenhagen Business School Press 2005 GESTELAND Richard R.

Essentials of negotiation 640.40 LEW Irwin / McGraw-Hill 1996 LEWICKI Roy J.

Getting to yes : negotiation an agreement without giving in 640.40 FIS Random House Business School 1992 FISHER Roger

Tronc Commun - S2 Marketing Strategy & Plan

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: KUHLMANN Christian

Pre-requisites: A good command of the English language. Basic acquaintance with marketing (marketing idea, marketing instruments, market research, consumer behavior)

Incompatibilities: none.

Description: During the course, a general blueprint for a strategic marketing plan will be developed, various indispensable planning tools (frameworks, theories, instruments) will be proposed, adding up to a toolkit adaptable to various situations.

Learning objectives: Being able to reproduce a general blueprint for a strategic marketing plan and to adapt it to different business situations.

Methodology: Teaching language : english, french, spanish, german

Course description: Evaluation will reward continuous attention, active collaboration and contribution to the course. Contents of lectures, handouts, and out-of-class exercises will be equally important.

Teacher(s):

- KUHLMANN Christian
- SANCHEZ FERNANDEZ Juan

Evaluations:

Contrôle individuel continu 20%

Dossier collectif 30%

Contrôle individuel final 50%

List of bibliographical references:

Tronc Commun - S2 Management

Time volume (in hour): 15 Total student workload: 60

Semester: Printemps

Module's Manager: POIROT Matthieu

Pre-requisites:

Incompatibilities:

Description:

Learning objectives: Be able to apply key organisational behavior theory and concepts to practise. Developing an understanding of individual level and group level theory and concepts.

Methodology:

Course description:

Teacher(s):

- BELLINGHAUSEN Lisa
- ALDERSON Siobhan
- NEIL Tom

Evaluations:

Dossier collectif 20%

Dossier individuel 30%

Contrôle individuel final 50%

List of bibliographical references:

Essentials of organizational behavior 540.22 ROB Prentice Hall 2000 ROBBINS Stephen P.

Organizational behavior : core concepts 540.22 VEC The Dryden Press 4th ed. VECCHIO Robert P.

Electives

Modules Optionnels - Applied consumer behavior - Wine consumer behavior

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: SUTAN Angela

Pre-requisites: none

Incompatibilities: none

Description: Consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society. Consumer behavior involves the use and disposal of products as well as the study of how they are purchased. Product use is often of great interest to the marketer, because this may influence how a product is best positioned or how we can encourage increased consumption. Since many environmental problems result from product disposal (e.g., motor oil being sent into sewage systems to save the recycling fee, or garbage piling up at landfills) this is also an area of interest. Consumer behavior involves services and ideas as well as tangible products. The impact of consumer behavior on society is also of relevance. For example, aggressive marketing of high fat foods, or aggressive marketing of easy credit, may have serious repercussions for the national health and economy. In this course we will analyse this year consumer behaviour on wine choices.

Learning objectives: The study of consumers helps firms and organizations improve their marketing strategies by understanding issues such as how: · The psychology of how consumers think, feel, reason, and select between different alternatives (e.g., brands, products); how the consumer is influenced by his or her environment (e.g., culture, family, signs, media); · The behavior of consumers while shopping or making other marketing decisions; · Limitations in consumer knowledge or information processing abilities influence decisions and marketing outcome; · How consumer motivation and decision strategies differ between products that differ in their level of importance or interest that they entail for the consumer. All concepts will be studied as case studies in food and drinks consumption.

Methodology: experimental sessions, group projects

Course description: teamwork project evaluation

Teacher(s):

- CAMPO Eva
- WILSON Damien
- SUTAN Angela

Evaluations:

Contrôle collectif continu 50%

Dossier individuel 50%

List of bibliographical references:

updated research papers to be distributed during the semester Engel J.E., Blackwell R.D., Miniard P.W. (1990), Consumer Behavior, Dryden Press Arnould E.J. Price L.L. Zinkhan G.M. (2002), Consumers, McGraw-Hill

Modules Optionnels - Audit - Option

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: RAIMBAULT Sophie

Pre-requisites: Connaissances en comptabilité générale et droit des sociétés

Incompatibilities:

Description: Le cours est axé sur la compréhension de la démarche d'audit et sur des applications pratiques au travers d'exercices et de cas

Learning objectives: Permettre aux étudiants de comprendre la méthodologie utilisée dans les cabinets d'audit, et découvrir les principes de l'audit des comptes

Methodology: Exposés, exercices et études de cas

Course description: Quiz sur les apprentissages juridiques et études de cas sur l'application de la méthodologie de l'audit

Teacher(s):

- RAIMBAULT Sophie

Evaluations:

Contrôle individuel continu 25%

Contrôle collectif continu 25%

Contrôle individuel final 50%

List of bibliographical references:

Comptabilité Approfondie DCG 10- Nathan - Odile Barbe-Dandon - Laurent Didelot - Laurence Cassio et Jaen-Luc Siegwart Chapitre 27. Ref : 320.69 NAT

SIC, La revue française de comptabilité, IFEC (revues disponible en bibliothèque)

Modules Optionnels - Business Creativity

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: MUELLER Sabine

Pre-requisites:

Incompatibilities:

Description: The Business Creativity module aims at fostering the emergence of creative problem solving competences within participating students. It fosters a creativity that goes beyond artistic expression but possesses the power to solve problems and act on challenges in an innovative way. While students are working in small teams, they are challenged to bring in and make use of their individual talents and strengths as good as they can in order to complement the puissance of their team. Their task is to: - define a challenge or uncover a need on the European market - to transform this challenge into a viable entrepreneurial idea - to explore its potential through profound interaction with the market and experts of the branch concerned - further develop their idea according to results found through this interaction - to convince their surrounding of this potential The Business Creativity module fosters an entrepreneurial way of thinking and acting in accordance with the students individual strengths. Thereby a strong focus is laid on self-responsible working and the encouragement to step out of their comfortable zone and into an attitude that allows them to see a world full of opportunities, not of limitations. Therefore lecturers will encourage and propose practical exercises at each session. Those will gradually lead to a critical perception of their ideas, and a creative approach to the development of an entrepreneurial idea, viable for the European market. Moreover a strong interaction with the outside business world is required.

Learning objectives: 1. To foster critical thinking towards existing structures and enable the recognition of entrepreneurial opportunities in their surrounding 2. To apply creativity methods and a way of different thinking that allows to create new and different solutions to existing problems of any scale 3. To develop leadership and managerial competences through highly self responsible working tasks 4. To train students to learn by new pedagogical methodologies 5. To enable students to see commonalities and entrepreneurial opportunities in the rich diversity of the European market.

Methodology: Practical exercices and experiences

Course description: To achieve the pedagogical objectives 1 To train students to think different by using practicing exercices and methodologies 2. To apply creativity techniques to develop and evaluate their own entrepreneurial idea 3. To develop leadership and managerial competences through highly selfresponsible working 4. To work in close exchange with real companies and entrepreneurs all over Europe 5. To train students to learn by new pedagogical methodologies We will base the evaluation on practical experience (evaluation in class on creative solutions presented to the class) and a final oral presentation on of the entrepreneurial idea developed by the student teams.

Teacher(s):

- BALLEREAU Valérie
- MUELLER Sabine

Evaluations:

Contrôle individuel continu 30%

Partiel collectif 30%

Partiel collectif 40%

List of bibliographical references:

Michalko, Michael, Thinkertoys : a handbook of creative-thinking techniques, 211.66 MIC, 1992

Modules Optionnels - Communication de marques

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: BRATU Diana

Pre-requisites:

Incompatibilities:

Description:

Learning objectives: Connaître et comprendre les différents aspects du fonctionnement de la communication de marque Mobiliser les outils et les grilles de lecture pertinente dans le contexte de la communication de marque Acquérir des outils analytiques pour la communication d'une marque ;

Methodology: -Interactive : apports théoriques et discussions ; -Inductive : travail pratique (individuel et collectif) sur exercices et documents ; -Accompagnement à la réalisation des dossiers ; -Transdisciplinarité : aborder plusieurs disciplines, telles que la sociologie, le marketing, la communication, la sémiotique.

Course description:

Teacher(s):

- BRATU Diana
- BONESCU Mihaela

Evaluations:

Contrôle individuel continu 50%

Contrôle collectif continu 50%

List of bibliographical references:

Branding management : la marque, de l'idée à l'action 110.92 LEW Pearson Education 2005
LEWI Georges

Les marques, capital de l'entreprise : créer et développer des marques fortes 110.92 KAP
d'Organisation 1998 KAPFERER Jean-Noël

Pentacom. Communication : théorie et pratique 150.55 MAL Campus Press 2005 MALAVAL
Philippe

Modules Optionnels - Country Risk Management

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: TRUCHE Marcel

Pre-requisites:

Incompatibilities:

Description: The development of global trade is pushing companies toward external export, import and outsourcing markets in order to extend or maintain competitiveness. But trading on foreign markets is more risky since business practices, laws, cultures, banking systems are different. Moreover, our knowledge of foreign business practices is limited, increasing the likelihood of unprofitability. This course reviews the different steps of international trade, presents the basic concepts of risk country management. Real business cases of trade with various developed and emerging nations are studied

Learning objectives: Understand the complexity of global trade, and the way of identifying the potential risks associated with international trade. Become familiar with risk country management. Review the risk rating method. Be able to analyze various risk strategies in international trade.

Methodology: Lectures, exercises, case studies. The reading of associated articles, preparation and debriefing of case studies are essential to capture the key points developed in this course.

Course description:

Teacher(s):

- BERNARD Jean Pierre

Evaluations:

Contrôle collectif continu 50%

Partiel individuel 50%

List of bibliographical references:

Modules Optionnels - e-commerce

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: ASSADI Djamchid

Pre-requisites:

Incompatibilities:

Description: The Internet and the information revolution have provided businesses with enormous potential of efficiency and effectiveness. Global business and Internet have been mentioned together almost always. This course focuses on the different business models and sources of income, consumer behavior, and planning strategies.

Learning objectives: Course Objectives- At the completion of the course students should be able to:

- Be aware of the environment and strategies in the New Economy.
- Understand the potential of the Internet for the customer's decision and purchasing process.
- Assess the different types and key components on business models in the New Economy.
- Assess the different sources of income on the Internet.
- Acquire insights on how to implement strategy across an interactive digital network.
- Use the new business processes and technologies to support ecommerce.

Methodology: This course aims to provide with a framework to understand the emerging world of ecommerce. A balanced approach will give student not only theoretical enrichment but also practical enlightenment. Consequently, the teaching approach mixes:

- Class lectures and interactive class discussion;
- Coaching workshop exercises and students' presentation

Course description: -

Teacher(s):

- ASSADI Djamchid

Evaluations:

Contrôle individuel final 50%

Contrôle collectif continu 50%

List of bibliographical references:

Modules Optionnels - Europäische Politik

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: DITTER Jean Guillaume

Pre-requisites: -

Incompatibilities: -

Description: Grundlagen der internationalen wirtschaftlichen Integration Institutionen der Europaeischen Union (EU) Europaeische Wirtschafts- und Waehrungsunion Probleme der europaeischen Wirtschaftspolitik

Learning objectives: Kenntnis wichtiger Institutionen der EU, ihrer Kompetenzen und Entscheidungsverfahren Verständnis wichtiger Politik-Felder der EU (Geldpolitik, Agrarpolitik, Industriepolitik, Regionalpolitik, Forschungs- und Technologiepolitik, Wettbewerbspolitik, Subventionspolitik, Politik für kleine und mittlere Unternehmen)

Methodology: Methodische und theoretische Ausfuehrungen des Dozenten Gemeinsame Bearbeitung von Texten in den Sitzungen Kollektive und individuelle Praesentationen der Studierenden

Course description:

Teacher(s):

- FRANKE-VIEBACH Jan

Evaluations:

Contrôle individuel continu 30%

Contrôle collectif continu 30%

Partiel individuel 40%

List of bibliographical references:

Die Europäische Union : von der Intgration der Markte zu Gemeinsamen Politiken 782 THI Leske 1998 THIEL Elke

Europäische Union : Institutionelles System, Binnenmarkt sowie Wirtschafts- und Währungsunion auf der Grundlage des Maastrichter Vertrages 782 WEI Oldenburg 1999 WEINDL Josef

Interessenverbände und Lobbying in der Europäischen Union 620 TEU Peter Lang 2001 TEUBER Jörg

Modules Optionnels - European Union Institutions & Policies

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: DITTER Jean Guillaume

Pre-requisites: None

Incompatibilities:

Description: The European integration process: achievements and limits EU institutions and decision-making procedures The Single European Market in Practice (1): the four freedoms and their enforcement The Single European Market in Practice (2): Competition, Trade and Structural policies Social Europe: the social dimension of the European integration process

Learning objectives: 1. Understand the impact of EU policies on European business through:
o Knowledge of the European Union's institutional settings and legislation, EU policy-making and how it can be influenced
o Analysis of key EU policies' rationale, objectives, tools and stakes
2. Read and analyse information, make oral presentations
3. Provide students with an opportunity to make up their own mind as regards the current state and future of the European Union and European integration process.

Methodology: Case studies, problem based learning, lectures

Course description: The evaluation combines knowledge and skill assessment. Knowledge is assessed through quizzes and questions in the final exam. Presentation and analytical skills are assessed through case studies and oral presentations

Teacher(s):

- DITTER Jean Guillaume

Evaluations:

Contrôle individuel continu 10%

Contrôle individuel continu 20%

Contrôle individuel continu 30%

Contrôle individuel final 40%

List of bibliographical references:

European business 860 HAR MacMillan 1999 HARRIS Neil

International economics : a european focus 830 ING Pearson Education 2004 INGHAM Barbara

Issues in european business 860 LAW MacMillan Business 1998 LAWRENCE Peter

The economics of European integration 782 BAL McGraw-Hill 2004 BALDWIN Richard

The government and politics of the European union 782 NUG Duke University Press 2003 NUGENT Neill

Modules Optionnels - Financial Strategy & Operations (to be renamed Corporate Valuation)

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: ASHTA Arvind

Pre-requisites: Introductory course in Finance or Accounting

Incompatibilities:

Description: Corporate Valuation, Cash acquisition, Exchange of Shares, LBO's, APV

Learning objectives: - Understand the need for calculating free cash flows for valuation - Understand the relation between risk and cost of capital - Apply this cost of capital for valuation of companies - Appreciate how financial strategies may create value Foster team working skills

Methodology: Lectures, problem solving, cases

Course description: Group work to test application and ability to work in teams Final exam to test comprehension of class lectures

Teacher(s):

- ASHTA Arvind

Evaluations:

Contrôle collectif continu 40%

Contrôle individuel final 60%

List of bibliographical references:

Equity asset valuation 310.67 STO John Wiley & Sons 2007 STOWE John D.

Brealey R.A. & Myers, S.C.: Principles of Corporate Finance, Mc-Graw-Hill, 310.55 BRE, 7th edition Higgins

Modules Optionnels - German Accounting (Rechnungswesen und Finanzierung) - cours en allemand

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: SINAPI Christine

Pre-requisites: financial analysis & basic accounting - filière germanophone

Incompatibilities:

Description: This course provides the basics of financial accounting according to the German commercial code helping participants to understand the content and nature of German financial statement information, as well as how that information is produced and used conventionally. Detailed contents This course covers the requirements und rules of financial accounting according to the German commercial code (HGB). Topics include: • Presentation of financial statements, • accounting policies, • valuation of assets, • valuation of liabilities, • income and loss statement, • notes and • management report.

Learning objectives:

Methodology: Teaching language : German (= Unternehmenfinanzierung)

Course description:

Teacher(s):

- SINAPI Christine
- BRITZELMAIER Bernd

Evaluations:

Contrôle individuel continu 50%

Contrôle individuel final 50%

List of bibliographical references:

- Bähr, G., Fischer-Winkelmann, W.F.: Buchführung und Jahresabschluss • Britzelmaier, B.: Starthilfe Finanzierung • Britzelmaier, B., Dittrich, K., Macha, R.: Starthilfe Finanz- und Rechnungswesen • Buchholz, G.: Grundzüge des Jahresabschlusses nach HGB und IFRS • Coenenberg, A. : Jahresabschluss und Jahresabschlussanalyse • Grefe, C.: Kompakttraining Bilanzen • Hufnagel, W., Holdt, W.: Einführung in die Buchführung und Bilanzierung • Meyer, C.: Bilanzierung nach Handels- und Steuerrecht • Schierenbeck, H.: Grundzüge der Betriebswirtschaftslehre (provided via e-learning or hardcopies of the studied extracts)

Modules Optionnels - Gestion de projet (Option)

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: LEMAÎTRE André

Pre-requisites: Aucun

Incompatibilities: Aucune

Description: Définition et contexte managérial de la gestion de projet · Analyse et intégration des implications du changement · Acteurs et aspects humains du management de projet · Le cahier des charges · Le plan d'action · La conduite du projet

Learning objectives: Au terme du cours, les participants seront capables de [1] analyser une situation de changement d'un point de vue managérial en identifiant les conséquences afférentes au projet concerné, les acteurs et les actions à considérer [2] rédiger le cahier des charges, spécifier les objectifs et les ressources nécessaires, établir le planning et en assurer la mise en œuvre et le suivi [3] gérer les composantes humaines, organisationnelles et techniques d'un projet

Methodology: Cours et présentations, travail personnel et travail de groupe, exercices et étude de cas

Course description: • Afin d'assurer la compréhension et l'assimilation des concepts, méthodes et problématiques, chaque participant constituera un dossier de cours personnel sur le thème du management de projet. Le dossier sera exclusivement composé de citations, d'extraits et d'illustrations tirés de la littérature ou de l'internet, et organisés sous la forme d'un document de référence auquel l'auteur pourra recourir ultérieurement. • En parallèle, une étude de cas sera conduite en groupe afin d'apprécier la capacité des participants à mettre en œuvre les concepts et les outils dans une situation proche du monde réel.

Teacher(s):

- LEMAÎTRE André
- SOLIVELLAS Antoine

Evaluations:

Dossier individuel 50%

Dossier collectif 50%

List of bibliographical references:

Modules Optionnels - International accounting and management control

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: BARBE Odile

Pre-requisites: None

Incompatibilities:

Description: international accounting international management control

Learning objectives:

Methodology:

Course description: Quiz to test preparation Practical case study to test comprehension and application Group work presentation to test ability to work in teams and speak to an audience

Teacher(s):

- HENDIEH Jacques

Evaluations:

Contrôle individuel final 50%

Dossier collectif 30%

Contrôle individuel continu 20%

List of bibliographical references:

Global financial accounting and reporting : principles and analysis 310.37 WAL Thomson Learning 2006 WALTON Peter

International accounting and multinational enterprises 320.56 RAD J. Wiley & Sons 2001 RADEBAUGH Lee H.

Management accounting : international edition 330.82 ATK Prentice-Hall international 2001 ATKINSON Anthony A.

Management control systems 330.55 ANT McGraw Hill 2003 ANTHONY Robert N.

Modules Optionnels - International Trade

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: BOBULESCU Roxana

Pre-requisites: Economics basic knowledge

Incompatibilities:

Description: The aims of this module is to present the recent trends in international trade. The students, by working on cases at each session will be able at the end of this module to understand : - what a comparative advantage is and what could be its impact on trade structure. - what the underlying relationship between regionalisation and globalisation is, and its consequences and implications - what the determinants of the trade policy are, and what is important - What the WTO's role is, its policy and objectives and how to deal with trade conflicts. Students will have to do research on internet and work on case studies for each session of the module. The case studies chosen are : - NAFTA and the farmers, - IBM computer international business, - Levi Strauss "made in USA"; - Cheap Chinese labor, Low cost selling, - International entrepreneur.

Learning objectives: Introduce students to the main feature of the international trade. Understand Political and economical environment Understand the role of regional agreements, of the WTO and the American trade policy.

Methodology: Teaching method: Problem Based Learning methodologies mixed with Debates (discussions in class) and Lectures

Course description: Written

Teacher(s):

- BOBULESCU Roxana
- DJOEHANA WIRADIKARTA Anda

Evaluations:

Contrôle individuel continu 30%

Contrôle collectif continu 30%

Partiel individuel 40%

List of bibliographical references:

Modules Optionnels - Management des équipes

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: RENARD Patrick

Pre-requisites: pas de pré-requis

Incompatibilities:

Description: règles du jeu, leadership...

Learning objectives: être capable de manager une équipe, de reconnaître les difficultés et d'y faire face; savoir prendre en compte la diversité et comprendre les individus

Methodology: cours, jeux, simulations

Course description: examen final oral avec mise en situation, les contrôles individuels et collectifs seront axés sur des recherches et des jeux de rôles

Teacher(s):

- RENARD Patrick

Evaluations:

Contrôle individuel continu 20%

Contrôle collectif continu 30%

Partiel individuel 50%

List of bibliographical references:

La clé des gestes Auteur: MORRIS Desmon Cote: LIVRE 540.83 MOR Le manager au quotidien : les dix rôles du cadre Auteur: MINTZBERG Henry Cote: LIVRE 510.22 MIN L'élément humain : comprendre le lien entre estime de soi, confiance et performance Auteur: SCHUTZ Will Cote: LIVRE 540.74 SCH Impliquer les personnes dans l'entreprise Auteur: THEVENET Maurice Cote: LIVRE 540.73 THE Management, une affaire de proximité Auteur: THEVENET Maurice Cote: LIVRE 600 THE

Modules Optionnels - Management of organization : competencies and knowledge

Time volume (in hour): 15 Total student workload: 15

Semester: Printemps

Module's Manager: GALIA Fabrice

Pre-requisites: None

Incompatibilities: None

Description: Firstly, we will present concepts, organizational theories, and discuss recent evolution of organizational structures integrating firms' competencies, knowledge and choices' coherency. Secondly, this course permits to analyze the competencies and knowledge management, both at the individual's level and at the firm's level. We will highlight the human resources management practices (HRM) that become essential to enhance firm's and team's performance. Finally, this course study the specific organization dedicated to innovation. We will describe the relationship between competencies, knowledge management and organizational design within firms.

Learning objectives: Understand concepts Analyze the competencies and knowledge management, both at the individual's level and at the firm's level. Study the specific organization dedicated to innovation

Methodology:

Course description: 1- As the class is seen as a community of learning, an active participation is required from all participants in order to enhance the learning [15% of the final grade]. 2- Quiz: evaluation of knowledge and concepts' comprehension [15% of the final grade]. 3- Group case study presentation: formal presentations during the classes of firms' cases studies or research papers analyzing organizations and competencies. The aim of these presentations is to apply organizational concepts and theories on firms' cases studies [20% of the final grade]. 4- Individual case study presentation: formal presentation at the end of this course. In this individual case study, each participant chooses a specific issue regarding the organizations and competencies of firm connected to their experience. The main objective of these individual presentations is to apply organizational and competencies concepts and theories on specific case study related to professional experience [50% of the final grade].

Teacher(s):

- GALIA Fabrice

Evaluations:

List of bibliographical references:

- Baron, J. et D. Kreps (1999), Strategic Human Resources, Framework for General Managers, John Wiley & Sons. - Jones, G. (2004), Organizational Theory, Design, and Change: Text and Cases, Pearson Education. - Milgrom, P. et J. Roberts (1992), Economics, Organization and Management, Englewood Cliffs: Prentice-Hall. - Nonaka, I. et H. Takeuchi (1995), The Knowledge Creating Company, Oxford University Press. - Pfeffer, J. (1998), The Human Equation: Building Profits by Putting People First, Harvard Business School Press, Boston. - Roberts, J. (2007), The Modern Firm: Organizational Design for Performance and Growth, Oxford University Press. -

Teece, D., (2000), *Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions*, Oxford University Press.

Modules Optionnels - Marketing international (English)

Time volume (in hour): 15 Total student workload: 60

Semester: Printemps

Module's Manager: SANDERS Paul

Pre-requisites: Principles of Marketing

Incompatibilities:

Description: The ESC introduction to international marketing

Learning objectives: Building awareness of the significant upturn in complexity in international marketing - as opposed to domestic marketing. Demonstrating how this complexity can be managed and turned into an opportunity.

Methodology: Cases

Course description: Cases It is advisable to work in groups comprising no more than five members. Questions are included in the cases. Submissions should be of standard essay length. The emphasis is on: -satisfactory exhaustion of all salient aspects of the questions - integration of course concepts - professional presentation and argument - readable English prose - giving appropriate answers to the questions NOTE: It is mandatory to read and study all 4 cases - regardless of whether they are the objects of a written assignment. The best 3 out of 4 will be graded. Mini presentations Each student must choose a topic from a list that will be circulated in the first session. A two minute presentation is due in one of the following sessions. Exam Students will be handed a take-home exam at the end of the course. They will have seven days to complete this exam.

Teacher(s):

- SANDERS Paul

Evaluations:

Contrôle individuel continu 70%

Dossier collectif 30%

List of bibliographical references:

Modules Optionnels - Marketing international (German)

Time volume (in hour): 15 Total student workload: 60

Semester: Printemps

Module's Manager: SANDERS Paul

Pre-requisites: Grundlagen des Marketing

Incompatibilities:

Description:

Learning objectives:

Methodology: Cases

Course description:

Teacher(s):

- SANDERS Paul

Evaluations:

Partiel individuel 0.6%

Dossier collectif 30%

Participation 0.1%

List of bibliographical references:

Klaus BACKHAUS, (2001), Internationales Marketing 110.58 BAC Schäffer-Poeschel

Modules Optionnels - Marketing international (Spanish)

Time volume (in hour): 15 Total student workload: 60

Semester: Printemps

Module's Manager: SANDERS Paul

Pre-requisites: Principles of Marketing

Incompatibilities:

Description: The ESC introduction to international marketing

Learning objectives: Building awareness of the significant upturn in complexity in international marketing - as opposed to domestic marketing. Demonstrating how this complexity can be managed and turned into an opportunity.

Methodology: Cases

Course description: Cases It is advisable to work in groups comprising no more than five members. Questions are included in the cases. Submissions should be of standard essay length. The emphasis is on: -satisfactory exhaustion of all salient aspects of the questions - integration of course concepts - professional presentation and argument - readable English prose - giving appropriate answers to the questions NOTE: It is mandatory to read and study all 4 cases - regardless of whether they are the objects of a written assignment. The best 3 out of 4 will be graded. Mini presentations Each student must choose a topic from a list that will be circulated in the first session. A two minute presentation is due in one of the following sessions. Exam Students will be handed a take-home exam at the end of the course. They will have seven days to complete this exam.

Teacher(s):

- SANDERS Paul
- JUNO-DELGADO Edwin

Evaluations:

Contrôle individuel continu 70%

Dossier collectif 30%

List of bibliographical references:

Modules Optionnels - Mécénat culturel et stratégies de communication pour les entreprises

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: D'ANGELO Mario

Pre-requisites: -

Incompatibilities: -

Description: Ce module porte sur les aspects suivants: - Communication d'entreprise : du groupe (corporate) à la PME, - Différences entre mécénat et sponsoring - Exemples de partenariats par le mécénat artistique et culturel - Les conséquences du mécénat pour l'entreprise : fiscal, image, évènementiel,

Learning objectives: - Identifier les différentes stratégies selon les types d'entreprises - Comprendre les buts de la communication par le mécénat artistique et culturel - Connaître les étapes et façons de mise en place d'un partenariat depuis les orientations de départ jusqu'à l'évaluation

Methodology: Cours avec cas pratiques

Course description: Ecrit

Teacher(s):

- D'ANGELO Mario
- JIMENEZ Nicole

Evaluations:

Contrôle collectif continu 30%

Partiel individuel 70%

List of bibliographical references:

Virginie Seghers, Ce qui motive les entreprises mécènes, Autrement, 2007 Admical, Répertoire du mécénat d'entreprise, 2007

Guide juridique et fiscal du mécénat et des fondations 283.04 BIN Admical 2005 BINDER Olivier Répertoire du mécénat d'entreprise 2004 283.04 ADM Admical 2004 ADMICAL (Association pour le Développement du Mécénat industriel et Commercial)

Modules Optionnels - Métiers de la finance

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: RAIMBAULT Sophie

Pre-requisites: Comptabilité financière, concepts de base de finance

Incompatibilities:

Description: Ce cours permet une meilleure compréhension des métiers de la finance et permet de mettre en évidence les interactions entre les divers acteurs de ce métiers

Learning objectives: Permettre aux étudiants de se positionner par rapport à ces métiers, et de comprendre les enjeux de chacun des métiers.

Methodology: Cours - exposés - Etude réalisée par les étudiants

Course description: Réalisation d'une étude par groupe de 2 et soutenance orale

Teacher(s):

- RAIMBAULT Sophie
- SINAPI Christine
- BRULLEBAUT Bénédicte
- ALLEMAND Isabelle

Evaluations:

Dossier collectif 50%

Soutenance 50%

List of bibliographical references:

Modules Optionnels - Métiers du Patrimoine culturel et Musées

Time volume (in hour): 10.5 **Total student workload:** 60

Semester: Printemps

Module's Manager: JUNO-DELGADO Edwin

Pre-requisites: -

Incompatibilities: -

Description: Le patrimoine (défini de manière large : patrimoine bâti, objets, patrimoine immatériel, patrimoine naturel) a notamment suscité de nouvelles demandes, auxquelles l'offre de notre École ne répond que partiellement. Des nouveaux emplois sont créés dans ce secteur, où plusieurs éléments nécessitent désormais une présentation et une gestion différente. Il s'agit de former des professionnels capables de répondre aux demandes de la société contemporaine, et de proposer des réflexions, des médiations et des projets patrimoniaux nouveaux. En outre, l'attrait d'une région comme la Bourgogne, pour un étudiant étranger, est son patrimoine culturel, historique et viticole. Un ensemble d'atouts culturels touristiques connus partout dans le monde. Répondre à une demande de nos étudiants de cours de management et gestion à contenu focalisés sur le domaine et les métiers de la culture.

Learning objectives: Donner un bagage théorique et pratique aux étudiants qui leur permette de travailler dans l'univers de la culture. Apporter un supplément culturel à une formation basée sur le management et le commerce, qui doit compléter la formation intégrale de nos jeunes étudiants. Élargir l'offre traditionnelle de notre École et attirer des étudiants venus d'autres horizons.

Methodology: Cours, études de cas, conférences d'experts La méthodologie envisagée comporte trois blocs : 1er bloc : Examen descriptif de la théorie 2e bloc : Cadre analytique 3e bloc : Approche pratique et études de cas

Course description: L'évaluation comporte 2 parties : contrôle continu individuel écrit et le travail pratique collectif - le contrôle individuel est dirigé à la correcte restitution d'acquis théoriques appris en classe - le contrôle collectif est dirigé à la mise en pratique de la théorie et la pratique du terrain

Teacher(s):

- JUNO-DELGADO Edwin

Evaluations:

Contrôle individuel final 50%

Dossier collectif 50%

List of bibliographical references:

Modules Optionnels - Outils managériaux de décision

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: SUTAN Angela

Pre-requisites: Notions basiques de mathématiques et logique.

Incompatibilities:

Description: Ce cours vise une compétence en nouvelles techniques qualitatives et techniques quantitatives des nouveaux managers afin de donner à leurs propos du poids scientifique. Quelles connaissances ? (Comprendre le rôle de la recherche dans la prise de décision managériale - Comprendre le lien avec l'éthique dans la recherche en management - Identifier les designs et les méthodologies de recherche appropriées - Comprendre comment doit être conduit un projet de recherche en management - Comprendre l'application, la présentation et l'interprétation des données qualitatives et quantitatives dans la recherche managériale - Comprendre comment conduire la recherche demandée par une entreprise - Comprendre comment évaluer un projet de recherche)

Learning objectives: Apprendre les nouvelles techniques d'expérimentation et économétriques, porter un regard critique, s'initier à la recherche. Quelles compétences ? (Identifier le type de méthodes de recherche appropriées pour chaque type de problèmes managériaux - Conduire une revue de littérature sur le travail existant - Evaluer de manière critique les rapports de recherche - Conseiller sur l'utilisation de la recherche et les bénéfices - Analyser et présenter des données qualitatives - Utiliser un logiciel pour présenter des données quantitatives - Ecrire et présenter un rapport de recherche) Quelles valeurs ? (Valoriser le rôle de la recherche appliquée dans le management et sa contribution à l'innovation dans les pratiques managériales - Comprendre le rôle que la recherche peut avoir dans l'amélioration de l'efficacité organisationnelle - Comprendre les décisions impliquées dans le processus de recherche - Et les valeurs éthiques de la recherche "sur les hommes")

Methodology:

Course description: Projets.

Teacher(s):

- GALIA Fabrice
- SUTAN Angela

Evaluations:

Contrôle individuel continu 50%

Dossier collectif 50%

List of bibliographical references:

Modules Optionnels - Política europea

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: DITTER Jean Guillaume

Pre-requisites:

Incompatibilities:

Description: El curso proporcionará al estudiante un conocimiento detallado de los distintos procesos de toma de decisiones de la Unión Europea, así como la organización de las principales políticas comunitarias. Se prestará especial atención a los actores implicados en cada política y a los intereses en juego. Las principales preguntas a plantearse son: ¿Cómo funciona la UE? ¿Cómo se organiza? ¿Quién ostenta el poder en las distintas políticas? ¿Qué intereses hay en juego en cada política?

Learning objectives: 1. Familiarizar al estudiante de la Escuela Superior de Comercio con las instituciones y políticas de la Unión Europea. 2. Comprender la importancia de la Unión Europea en la vida cotidiana de los ciudadanos, consumidores, trabajadores, empresas europeas: A. Conocimiento de los principios y de las grandes etapas del proceso de integración B. Conocimiento general de las instituciones de la Unión Europea C. Comprensión del proceso de la toma de decisiones D. Identificación y panorama general de las políticas de la Unión Europea 3. Dar a los estudiantes la posibilidad de construir su propia idea sobre el devenir de la Unión Europea 4. Identificar, apoyándose en las bases jurídicas apropiadas, las posibilidades de acción y los obstáculos de la política común europea ; 5. Identificar los problemas y los desafíos comunes de los Estados miembros y argumentar el interés de una visión conjunta ; 6. Observar y discutir los métodos de intervención de las instituciones comunitarias (y otras instituciones europeas) en los diferentes campos de acción y el rol de los diferentes protagonistas 7. Identificar las responsabilidades comunitarias y nacionales (principio de subsidiaridad) 8. Aprender a trabajar en grupo y a realizar presentaciones orales.

Methodology: La metodología utilizada para abordar el curso se divide en tres bloques: 1er bloque : Examen descriptivo 2do bloque : Marco analítico 3er bloque : Aproximación práctica

Course description: PRESENTACIONES EN CLASE Los estudiantes se dividirán en un máximo de 5 grupos, con el objetivo de llevar a cabo las presentaciones. En la descripción del contenido de cada sesión se menciona el tema específico que deberá ser presentado por cada grupo de estudiantes. La presentación tendrá una duración máxima de 15 minutos y no debe consistir tanto en describir el tema como en discutir las preguntas/problemas que se mencionan. El día de la presentación, cada grupo presentará un pequeño ensayo de 6 páginas donde se sintetizará las principales conclusiones de la presentación. TRABAJO Después de la realización de las clases, cada estudiante elaborará de modo individual un trabajo escrito sobre uno de los temas tratados en las sesiones. Durante las sesiones lectivas de setiembre/octubre el profesor discutirá con los estudiantes los temas de los trabajos. El trabajo tendrá una extensión máxima de 4500 palabras y tendrá la siguiente estructura: introducción (planteamiento del tema), discusión y conclusiones. EXAMEN Al final del semestre se realizará un examen que evaluará los conocimientos adquiridos por el estudiante. El examen incluirá los temas tratados en la clase así como el tratamiento de estos temas en los manuales del curso.

Teacher(s):

- JUNO-DELGADO Edwin

Evaluations:

Contrôle collectif continu 25%

Contrôle individuel continu 25%

Partiel individuel 50%

List of bibliographical references:

La Union Europea : procesos, actores y politicas 782 MOR Ariel 1999 MORATA Francesco

Políticas publicas en la Union Europea 782 MOR Ariel 2000 MORATA Francesco

The student's guide to european integration : for students, by students 782 FER Polity 2003
FERNANDEZ GARCIA Jorge Juan

Modules Optionnels - Postures Créatives

Time volume (in hour): 15 **Total student workload:** 15

Semester: Printemps

Module's Manager: RENARD Patrick

Pre-requisites: aucun

Incompatibilities: maîtrise imparfaite du français

Description: le champ artistique comme outil de réflexion sur la société

Learning objectives: donner des outils de lecture précis de l'art, comprendre les apports possibles dans la formation individuelle

Methodology: cours magistraux et discussions autour de questionnements

Course description: l'étudiant devra comprendre les liens entre une "image" et son époque et pouvoir justifier ses positions par rapport à des oeuvres

Teacher(s):

- RENARD Patrick
- BOUCHAYER Laurence

Evaluations:

Contrôle individuel continu 1%

List of bibliographical references:

Modules Optionnels - Project Management

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: LEMAÎTRE André

Pre-requisites: None

Incompatibilities: None

Description: Definition and managerial context of project management · Analysis and integration of change implications · Actors and human aspects of project management · Project specifications · The action plan · Project management

Learning objectives: At the end of the course, participants will be able to [1] analyse a situation of change from a managerial point of view by identifying the consequences relative to the project, the actors and actions to be considered [2] write the specifications, set the objectives and determine resource requirements, draw up the plan and insure its implementation and follow-up [3] manage the human, organisational and technical components of a project

Methodology: Lectures and presentations, personal work and group work, exercises and case study

Course description: • In order to insure the understanding and the assimilation of concepts, methods and issues, students are given at the beginning of the course a set of themes to be studied individually; they will be allowed to refer to their notes to write short essays on one or several themes selected for the final time-constrained exam. • In parallel, groups will carry out a case study in order to evaluate the participants' capability to implement concepts and tools in a situation close to real world.

Teacher(s):

- LEMAÎTRE André

Evaluations:

Contrôle individuel final 50%

Dossier collectif 50%

List of bibliographical references:

Modules Optionnels - Strategic Management of Innovation

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: REBOUD Sophie

Pre-requisites: none

Incompatibilities: none

Description: This course is an introductory course. It provides the main elements on following topics: Innovation and technology dynamics, strategic innovative process, implementation of innovation strategy

Learning objectives: At the end of the course, the student should: - understand the innovation, its evolution and diffusion patterns, - be able to analyse technologies as part of a competitive system, - know how to select and assess innovative projects, - know how to manage innovation in the firm

Methodology: Presentations by the lecturer and case studies

Course description: The evaluation is designed to assess the way the student has reached the learning objectives. - An individual quizz assesses the acquisition of knowledge, - a case study in group assesses the ability to write a diagnosis and use main tools provided, - a final individual exam assesses the acquisition of knowledge and knowhow.

Teacher(s):

- REBOUD Sophie
- GIRARD Catherine

Evaluations:

Contrôle collectif continu 50%

Partiel individuel 50%

List of bibliographical references:

Innovation management and new product development 211.57 TRO Prentice Hall 2008 TROTT Paul

Mazzarol, Tim, (2006) Entrepreneurship & Innovation, A Manager's Perspective, Tilde University Press, 270p, LIVRE 644 MAZ

Modules Optionnels - The Management of tourism

Time volume (in hour): 15 Total student workload: 60

Semester: Printemps

Module's Manager: BOBULESCU Roxana

Pre-requisites: General management

Incompatibilities:

Description: This module aims to introduce the students with : - the Marketing as a management function; - Managing operational issues in tourism business; - Human resource management; - Service provision; - Small businesses and large companies; - the future of tourism industry. The pedagogical approach selected is case analysis. Five different cases will be treated by the students, who will receive the coaching of their lecturer. The five case studies are : 1 - Boutique hotels 2 - Online Retail Travel 3 - All-Inclusive Resorts 4 - Ecotourism 5 - Tourism education and training

Learning objectives: Introduce students to: - different managing options; - real situations in tourism business; - team work on a chosen, common project.

Methodology: Teaching method: · PBL · Illustrative case studies · Debates · Lectures

Course description: Written and oral participation

Teacher(s):

- BOBULESCU Roxana
- DJOEHANA WIRADIKARTA Anda

Evaluations:

Contrôle individuel continu 30%

Contrôle collectif continu 30%

Partiel individuel 40%

List of bibliographical references:

Modules Optionnels - Vente et Négociation financières

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: PICCARDI Patrice

Pre-requisites: Cours de marketing de base

Incompatibilities:

Description: La place de la force de vente dans le secteur banque assurance La vente de type B to B et ses implications dans le processus de découverte L'escalier du besoin client La vente en deux temps et les spécificités Conclure une vente et faire son plan de progrès

Learning objectives: A la fin de ce module, les étudiants doivent être capables de : - Situer les enjeux et missions de la vente dans le cadre des postes banque, assurance, gestion de patrimoine... et plus généralement en B to B - Mettre en place un plan d'action spécifique pour réaliser les objectifs commerciaux qui sont demandés - Vendre en face à face des services ou des projets : de la phase de préparation à la phase d'analyse et de suivi de l'action

Methodology: Intervention de professionnels Exposés Exercices et cas

Course description: Ecrit

Teacher(s):

- DASRIAUX Philippe
- PINOL Jean-Louis

Evaluations:

Contrôle individuel continu 30%

Contrôle collectif continu 30%

Partiel individuel 40%

List of bibliographical references:

New electives offered in 2009-10 (Full description not yet available)

Elective	Taught in
Analyse de l'actualité stratégique	French
Automotivation	French
Cybermarketing	English
Développement durable – une perspective managériale	French
Droit du marketing	French
Droit social RH	French
Economie, morale et politique	French
Entrepreneuriat	French
Financial Analysis This course aims at developing financial skills and methodology required to any corporate manager. This implies in particular being able to formulate a diagnosis as regards to the financial results of a business, and on its ability to create value; the main themes includes : <ul style="list-style-type: none"> - Evaluating its default risk - Evaluating its profitability - Establishing recommendations - Presenting and explaining the overall diagnosis This lecture is based on case studies. At the end of the module, student should have : <ul style="list-style-type: none"> - Acquired technical and theoretical skills : value creation (book value, market value, market ratios); profitability ratios (ROE, RONA and Dupond's breakdown of RONA, leverage effect), risk assesment tools (solvability and liquidity ratios, cash flow statement). - Acquired and be able to implement methodological skills : financial analysis methodology. - Developed managerial capabilities : analysis and diagnosis; synthesis and oral qualities. 	English
Gestion juridique et fiscale de la création reprise d'entreprise	French
Gouvernance, management et transmission d'une entreprise familiale	French
Human Resources Management This course is a beginners's course in Human Resource Management. It aims to prepare students becoming employees in international firms (giving them knowledge on their rights and duties) and managers in charge of a team (giving them skills on operational human resource management).	English
International Finance : <i>Learning outcomes</i> : conceptual skills and techniques required to implement hedging of FX and interest risk, with derivative instruments (forward, future, swap, options) or with home-made hedging techniques (replication)	English
Introduction to Microfinance Definitions, history, development Risk Reduction and Loan recovery methods The forms of Institutions de Microfinance: Banks, ONG, Coopératives, SA The components of Microfinance: Microcredit, Microsavings, Remittences, Microinsurance Impact, Outreach, The kinds of job offers available	English
Management des émotions	French
Management d'une équipe dans un contexte international	French
Marketing du goût	French

Marketing du vin et des spiritueux	French
Marketing Mix Strategy Course Philosophy- Marketing creates value for customers by focusing on the long-run relationship as well as on short-run sales. This course emphasizes the role of what is traditionally called the “marketing mix” or the “4 P’s - product, price, promotions (communication) and place (distribution) - in creating value for customers, which in turn creates value (revenue and profit streams) for owners, shareholders and employees. The course also highlights the interrelatedness of the different elements of the marketing mix. Course Objectives- At the completion of the course, students should be able to: <ol style="list-style-type: none"> 1. Define the marketing concept and its shift from transaction-based to relationship marketing. 2. Be able to conduct a marketing audit of a company/brand 3. Identify the different components of the marketing environment. 4. Define the concept of product, product policy and product life cycle. 5. Explain the concept of pricing and approaches to price setting. 6. Describe the marketing channels and the major channel strategy decisions. 7. Describe the communication process, the promotional mix and effectiveness. 8. Contribute efficiently in a marketing project. 9. Accomplish oral and written communications skills through reports and presentations. 	English
Microfinance institutions financial analysis Accounting for NGOs Accounting standards for MicroFinance Institutions Financial Statements: Income Statement, Balance Sheet, Portfolio at Risk Financial Analysis: ratios for financial sustainability Financing, Ethics	English
Microfinance Strategy and Marketing Strategy and Marketing Segmenting How to get scalability Pricing Diversifying Organisation: managing volunteer workers	English
Regulatory Issues in Microfinance Institutional framework required for Microfinance Interest rates (usury, truth in lending Regulatory framework for Mobile Banking Regulatory Framework for Online Lending Rating of Microfinance Institutions	English
Strategic analysis <i>Description</i> : Introductory course in strategy <i>Learning outcomes</i> : <ul style="list-style-type: none"> - Knowing the main strategic tools - Using these tools to conduct a diagnosis - Knowing how to collect and analyse information on a company or sector - Being able to identify a company’s specific problem from the study of a case - Getting used to work in team - Developing an analytical and synthetic mindset, getting used to oral presentations 	English
Stratégies de communication publicitaire	French

French & Culture courses

Français et Culture Culture & Société

Time volume (in hour): 15 **Total student workload:** 60

Semester: Printemps

Module's Manager: CHAPUIS Claude

Pre-requisites: Aucun

Incompatibilities:

Description: Vie sociale et politique, sociologie de la France. Vie intellectuelle, artistique et spirituelle

Learning objectives: A la fin du module, les étudiants devront être capables de mieux comprendre comment la société française fonctionne, quelles sont les valeurs et les croyances des Français, les caractéristiques qui les distinguent des personnes d'autres pays et quelles sont les différences culturelles entre leur pays et la France

Methodology: Lectures personnelles Cours du professeur et discussion en classe

Course description: Ecrit

Teacher(s):

- CHAPUIS Claude
- CROISIER LOPEZ Catherine

Evaluations:

Contrôle individuel continu 50%

Partiel individuel 50%

List of bibliographical references:

Francoscopie 2005 : pour comprendre les Français : faits - analyses - tendances - comparaisons - 10 000 chiffres 120.82 MER Larousse 2004 MERMET Gérard

La France vue d'en face : l'image de la France analysée et jugée par des étrangers 603 FRI R. Laffont 1990 FRISCHER Dominique

Le nouveau guide France 070 MIC Hachette 1996 MICHAUD Guy

Pas si fous, ces français ! 903 NAD Seuil 2005 NADEAU Jean-Benoît

1990 Peyrefitte (Alain) Le Mal français. Albin Michel.

Français et Culture French culture and society

Time volume (in hour): 15 Total student workload: 60

Semester: Printemps

Module's Manager: CHAPUIS Claude

Pre-requisites: None

Incompatibilities:

Description:

Learning objectives: At the end of this module, students will be able to understand the way the French society works, the values and beliefs held by the French, some of the people's idiosyncrasies and cultural differences between their native country and France.

Methodology: Preparatory work: reading assignment Lecture and discussion

Course description: Ecrit

Teacher(s):

- CHAPUIS Claude
- CROISIER LOPEZ Catherine

Evaluations:

Contrôle individuel continu 50%

Partiel individuel 50%

List of bibliographical references:

Bernstein (Richard). Fragile Glory. Plume. 1990 Nadeau (Jean-Benoît) & Barlow (Julie) Pas si fous ces Français Bernstein. Seuil. 2005 Peyrefitte (Alain) The French Evil Platt (Polly) French or Foe? Culture crossings Ltd. London 1994 Zeldin (Theodore) The French

Français et Culture French - Advanced

Time volume (in hour): 45 **Total student workload:** 90

Semester: Printemps

Module's Manager: CHAPUIS Claude

Pre-requisites: Bon niveau de français intermédiaire déterminé par un test.

Incompatibilities:

Description: Découverte du français comme langue de communication et langue des affaires. Approfondissement de la connaissance du comportement, de la culture et de la civilisation du pays

Learning objectives:

Methodology: Ce cours se caractérise par l'interactivité. Utilisation d'Articles de journaux, livres de textes, vidéo. Explications grammaticales par le professeur. Jeux de rôles et débats.

Course description: Ecrit

Teacher(s):

- ALBERT René
- TACCOLINI Sabine
- MUNOZ Isabelle
- MAZUE Agnieszka

Evaluations:

Contrôle individuel continu 50%

Partiel individuel 50%

List of bibliographical references:

Le français des affaires par la vidéo : livre de l'étudiant 901 NIN Didier / Hatier 1993 NINAN Claude Le

Le français pour la profession 901 DAM Hueber / Larousse 1991 DAMBLEMONT Armelle

Le Français pour la profession : cahier d'exercices 901 DAM Hueber / Larousse 1992 DAMBLEMONT Armelle

Français et Culture French - Elementary

Time volume (in hour): 45 **Total student workload:** 90

Semester: Printemps

Module's Manager: CHAPUIS Claude

Pre-requisites:

Incompatibilities:

Description: Surviving with basic French

Learning objectives: The general objective at this level is to develop communication skills which will enable the student to cope with the simple situations he/she may encounter.

Methodology: The themes are illustrated by examples from French and international social, political and economic life. Media used: press, radio, video The acquisition of this know-how is carried out according to the capacity and needs of the students.

Course description: Ecrit

Teacher(s):

- MIRAUCOURT Julie
- TERRAND Frédérique
- ALBERT René
- KRICHEL Julia
- MAZUE Agnieszka
- MUNOZ Isabelle
- TACCOLINI Sabine
- DALY Aurélie
- RAFANIELLO MARON Silvia
- PEREIRA Mélanie
- EHROHLT Karine

Evaluations:

Contrôle individuel continu 50%

Partiel individuel 50%

List of bibliographical references:

Grammaire : 350 exercices - Niveau moyen 907 DEL Hachette F.L.E. 1996 DELATOUR Y.

Grammaire du français : cours de civilisation française de la Sorbonne 907 DEL Hachette F.L.E. 1991 DELATOUR Y.

Français et Culture French - Intermediate

Time volume (in hour): 45 **Total student workload:** 90

Semester: Printemps

Module's Manager: CHAPUIS Claude

Pre-requisites: To have a good level of elementary French. (The level is determined by a test.)

Incompatibilities:

Description: Survival french for real life situations. Discussions with the French

Learning objectives:

Methodology: Reading little texts, role plays, debates. Oral comprehension exercises. A lot of interactivity with the teacher as the group of learners is limited to 15 students.

Course description: Ecrit

Teacher(s):

- MAZUE Agnieszka
- TACCOLINI Sabine
- ALBERT René
- CHAPUIS Claude
- MIRAUCOURT Julie
- MUNOZ Isabelle
- PEREIRA Mélanie

Evaluations:

Contrôle individuel continu 50%

Partiel individuel 50%

List of bibliographical references:

Café Crème 2 : méthode de français 905 BAR Hachette livres 1998 BARAONA Geneviève

Civilisation progressive du français avec 400 activités : niveau intermédiaire 903 STE Nathan / CLE international 2004 STEELE Ross

Grammaire du français : cours de civilisation française de la Sorbonne 907 DEL Hachette F.L.E. 1991 DELATOUR Y.

