

NEOMA

BUSINESS SCHOOL

COURSE CATALOGUE

Fall & Spring

2019 - 2020

Contents

QUICK PROGRAMME GUIDE FOR EXCHANGE STUDENTS	8
OUR CAMPUSES	9
FALL SEMESTER	10
ROUEN CAMPUS	11
UNDERGRADUATE FALL OFFER	11
GRADUATE FALL OFFER.....	13
<i>ADVANCED GRADUATE TRACKS – MIM PROGRAMME</i>	14
<i>Brand & Business Development, 25-30 ECTS</i>	14
<i>Corporate Finance, 25-30 ECTS</i>	15
<i>Culture & Creative Industries, 25-30 ECTS</i>	15
<i>Digital Expertise for Marketing, 25-30 ECTS</i>	15
<i>Supply Chain Management & Purchasing, 25-30 ECTS</i>	15
SPECIALIST GRADUATE TRACKS.....	16
<i>International Project Development Track (MSc), 25-30 ECTS</i>	16
<i>Supply Chain Management Track (MSc), 25-30 ECTS</i>	16
FRENCH LANGUAGE AND CULTURE.....	17
REIMS CAMPUS	18
UNDERGRADUATE FALL OFFER	18
GRADUATE FALL OFFER.....	20
<i>ADVANCED GRADUATE TRACKS – MIM PROGRAMME</i>	21
<i>Accounting, Auditing & Advisory</i>	21
<i>Brand & Business Development, 25-30 ECTS</i>	21
<i>Corporate Finance, 25-30 ECTS</i>	22
<i>Digital Expertise for Marketing, 25-30 ECTS</i>	22
<i>Entrepreneurship, 25-30 ECTS</i>	22
<i>Human Resources and Consulting, 25-30 ECTS – min. B2 level in French required</i>	22
<i>Luxury Marketing, 25-30 ECTS</i>	23
<i>Real Estate and Wealth Management</i>	23
SPECIALIST GRADUATE TRACKS.....	24
<i>Innovation & Digital Management (Master) – TEMA Programme</i>	24
<i>Global Management Track (MSc) – 30 ECTS</i>	25
FRENCH LANGUAGE AND CULTURE.....	26
SPRING SEMESTER	27
ROUEN CAMPUS	28
UNDERGRADUATE SPRING OFFER	28
GRADUATE SPRING OFFER	30
<i>ADVANCED GRADUATE TRACKS – MIM PROGRAMME</i>	31
<i>Brand & Business Development, 30 ECTS</i>	31
<i>Corporate Finance, 30 ECTS</i>	31
<i>Culture & Creative Industries, 25-30 ECTS</i>	31
<i>Digital Expertise for Marketing, 30 ECTS</i>	32
<i>Entrepreneurship, 30 ECTS – minimum B2 level in French required</i>	32
<i>Financial Markets: Asset & Risk Management, 30 ECTS</i>	32
<i>Supply Chain Management & Purchasing, 30 ECTS</i>	32
SPECIALIST GRADUATE TRACKS.....	33
<i>Supply Chain Track (MSc), 25-30 ECTS</i>	33

FRENCH LANGUAGE & CULTURE COURSES	33
REIMS CAMPUS	34
UNDERGRADUATE SPRING OFFER	34
GRADUATE SPRING OFFER	36
<i>ADVANCED GRADUATE TRACKS – MIM PROGRAMME</i>	<i>36</i>
<i>Accounting, Auditing & Advisory.....</i>	<i>36</i>
<i>Brand & Business Development, 30 ECTS</i>	<i>37</i>
<i>Corporate Finance, 30 ECTS</i>	<i>37</i>
<i>Digital Expertise for Marketing, 30 ECTS</i>	<i>37</i>
<i>Entrepreneurship, 30 ECTS – minimum B2 level in French required</i>	<i>37</i>
<i>Human Resources and Consulting, 30 ECTS</i>	<i>38</i>
<i>Luxury Marketing, 30 ECTS</i>	<i>38</i>
<i>Real Estate and Wealth Management, 30 ECTS.....</i>	<i>38</i>
SPECIALIST GRADUATE TRACKS.....	39
<i>Global Management (MSc), 25-30 ECTS.....</i>	<i>39</i>
FRENCH LANGUAGE AND CULTURE.....	39
GRADING SYSTEM	40
COURSE DESCRIPTIONS	41
COURSE: Operations Management	42
COURSE: Psychology and Organisational Behaviour	43
COURSE: Business and Government	44
COURSE: Macroeconomics.....	45
COURSE: Foundations of Investments	46
COURSE: Economics 1	47
COURSE: Critical Thinking	49
COURSE: Culture, Conflict and Religion	50
COURSE: The Social Impact of Globalisation and Innovation	51
COURSE: Strategic Management.....	52
COURSE: Human Resource Management	53
COURSE: Management Accounting and Control	54
COURSE: Entrepreneurship	55
COURSE: Developing Concepts in Marketing	56
COURSE: Principles of Marketing	57
COURSE: Introduction to statistics and Data Analysis (Previously Quantitative Methods)	58
COURSE: Doing Business in Emerging Countries	59
COURSE: Geopolitical Analysis and International Business	60
COURSE: History of Financial Innovations	61
COURSE: International Relations	62
COURSE: Business Implications of Artificial Intelligence	63
COURSE: Marketing Trends	64
COURSE: Social Media Communication	65
COURSE: Leadership and Organization Development.....	66
COURSE: Data Analysis & Business Intelligence	67
COURSE: Final Business Simulation	68
COURSE: Intrapreneurship	70
COURSE: Advanced Project Management.....	71
COURSE: Sales and Business Development 1	72
COURSE: Sales and Business Development 2	73
COURSE: Supply Chain Management 1	74
COURSE: Supply Chain Management 2	75
COURSE: Advanced Team Management	76
COURSE: Behavioral Finance	77

COURSE: Blockchain Revolution : from Cryptocurrencies to other Finance App.....	78
COURSE: Brand Management and Story Telling	79
COURSE: Capital Budgeting and Financing.....	80
COURSE: Contrôle de gestion	81
COURSE: Décisions d'investissement et de financement.....	82
COURSE: Décrypter les futurs : prospective et scénarios	83
COURSE: Des comptes sociaux aux comptes consolidés	85
COURSE: Dilemmes de l'entrepreneur : croissance versus contrôle	86
COURSE: Discrimination, diversité et inclusion en entreprise	87
COURSE: Droit du travail.....	88
COURSE: E - Business Communication	89
COURSE: Economie de l'innovation.....	90
COURSE: Entreprises Ressource Planning	91
COURSE: Financement public de l'innovation.....	92
COURSE: Money and Banking (Previously Financial and Banking Regulation Challenges).....	93
COURSE: Fondamentaux de la communication	94
COURSE: Fundamentals of Communication	95
COURSE: Gestion de projets	96
COURSE: Global Marketing.....	97
COURSE: Human Resources & Organization.....	98
COURSE: Imposition des entreprises et de leurs managers	99
COURSE: Innovation Management.....	100
COURSE: Intelligence économique, veille stratégique et lobbying	101
COURSE: International trade.....	102
COURSE: Introduction aux Entreprises Ressource Planning (ERP) : une application avec SAP	104
COURSE: Introduction to IFRS (International Financial Reporting Standards).....	105
COURSE: Introduction to Operations Research	106
COURSE: Introduction to R	107
COURSE: Investments (EN).....	108
COURSE: Investments (FR).....	109
COURSE: Leading Change	110
COURSE: Management Accounting	111
COURSE: Management de la marque.....	112
COURSE: Management de la Supply Chain (FR)	113
COURSE: Management des activités de service.....	114
COURSE: Management des opérations	116
COURSE: Manias, Panics and Crises : Doing Business under Turbulence.....	117
COURSE: Mobile Business Model : Innovation and API Economy	118
COURSE: Mondialisation : enjeux économiques, stratégiques et géopolitiques	119
COURSE: Negotiation	120
COURSE: Operations Management	121
COURSE: Public Funding of Innovation	122
COURSE: Ressources humaines et organisation	123
COURSE: Revenue Management	125
COURSE: Search Engine Marketing and Community Management	126
COURSE: Stratégie.....	127
COURSE: Strategy.....	129
COURSE: Supply Chain Management	130
COURSE: The Economics of Culture	131
COURSE: Financial Issues for Project Management	132
COURSE: Managing Individuals and Teams: an Experiential Approach.....	133
COURSE: Multi-project Portfolio Management	134
COURSE: Negotiation Strategies and Dispute Resolution	135
COURSE: Strategies of Development across Countries and Cultures	136
COURSE: Information Systems for Supply Chain Management	137

COURSE: Management Science	138
COURSE: Strategic Purchasing	139
COURSE: Introduction to Strategic Supply Chain Management	140
COURSE: Operations and Process Management	141
COURSE: Boosting your Employability in France	142
COURSE: Découvrir et comprendre la culture française	143
COURSE: Discovering and Understanding French Culture	144
COURSE: French for Business	145
COURSE: French for Communication	146
COURSE: Business Ethics	147
COURSE: Comptabilité générale	148
COURSE: Contrôle de gestion	149
COURSE: Economie	150
COURSE: Economie collaborative.....	152
COURSE: Ethique et responsabilité sociale.....	153
COURSE: Fondamentaux du marketing	155
COURSE: Fundamentals of Finance.....	156
COURSE: Gestion juridique de l'entreprise.....	157
COURSE: Globalization and Innovation.....	158
COURSE: Globalisation et innovation.....	159
COURSE: Histoire de l'art	160
COURSE: Les fondamentaux de la finance	161
COURSE: Management des ressources humaines.....	162
COURSE: Management stratégique.....	163
COURSE: Marketing stratégique.....	164
COURSE: Méthodes quantitatives de gestion	165
COURSE: Relations interpersonnelles.....	166
COURSE: Rhétorique et persuasion.....	167
COURSE: Business Analytics	168
COURSE: Change Management in IT Environment	169
COURSE: Digital Business Strategy.....	170
COURSE: Project Management Methodologies	171
COURSE: Digital Communication & Social Media	172
COURSE: Experiential Marketing & Customer Centric Culture	173
COURSE: Supply Chain Optimization	174
COURSE: IS Consulting	175
COURSE: Big Data.....	176
COURSE: Digital Innovation & New Businesses.....	178
COURSE: Innovation & Entrepreneurship	179
COURSE: Leadership	180
COURSE: Design Thinking & UX	181
COURSE: Disruptive Marketing	182
COURSE: Digital Governance	184
COURSE: E-Supply Chain Management	185
COURSE: Cross-cultural Management in Global Business	186
COURSE: Financial Analysis for Business Decision Making	187
COURSE: International Service Marketing.....	188
COURSE: Organizational Behaviour & International Negotiation	190
COURSE: Responsibility, Sustainability and Organizational Misconduct in Global Business.....	191
COURSE: Statistics for Business and Economics	192
COURSE: Blockchain and Fintech.....	193
COURSE: Brand Marketing.....	194
COURSE: Companies and Geopolitical Risk.....	195
COURSE: Comptabilité de gestion	196
COURSE: Corporate finance	197

COURSE: Corporate Finance	198
COURSE: Cost Accounting	199
COURSE: Economics 2	200
COURSE: Economie 2	201
COURSE: Emerging Industries	202
COURSE: Emerging Multinational Companies.....	203
COURSE: Entrepreneuriat	204
COURSE: Entrepreneurship	205
COURSE: Explorer de nouvelles frontières en finance	206
COURSE: Finance comportementale	207
COURSE: Finance d'entreprise	208
COURSE: Financial Derivatives and Risk Management	209
COURSE: Histoire des maisons de luxe	210
COURSE: History & Leadership.....	211
COURSE: Innovation et créativité.....	213
COURSE: Innovation Management.....	214
COURSE: Integrated Marketing Communication & Digital.....	215
COURSE: International distribution networks.....	216
COURSE: Introduction to Organizational Behavior	217
COURSE: La transition vers une bioéconomie : enjeux et perspectives	218
COURSE: Les prix Nobel en économie	219
COURSE: Project Management.....	220
COURSE: Purchasing, Procurement and Supply Chain Management	221
COURSE: Software & Data Analytics	222
COURSE: Strategic Marketing.....	223
COURSE: Supply Chain 2	224
COURSE: Sustainable business	225
COURSE: The Digital Organisation	226
COURSE: Web Marketing.....	227
COURSE: International Management	228
COURSE: Macroeconomics : Economic Policy and Global Context	229
COURSE: Organisational and People Challenges in the Service and Collaborative Economy	230
COURSE: Strategic Marketing.....	232
COURSE: Watch, Competitive Intelligence and Lobbying	233
COURSE: International Procurement	234
COURSE: Logistics and Transportation	235
COURSE: Managing Quality for Supply Chain Management	236
COURSE: Revenue Management	237
COURSE: Risk and Project Management.....	238
COURSE: Informatique et analyse de données.....	239
COURSE: Data Analysis & Business Intelligence.....	240
COURSE: Entrepreneuriat	242
COURSE: Entrepreneurship	243
COURSE: Entreprise Digitale	244
COURSE: Leadership and Organization Development.....	245
COURSE: Leadership et développement des organisations	246
COURSE: Management de l'innovation.....	247
COURSE: Management des opérations	248
COURSE: Marketing de la marque.....	249
COURSE: Négociation.....	250
COURSE: Negotiation	251
COURSE: Business Game	252
COURSE: Digital Socio-Economic Environment.....	254
COURSE: Global Governance & Trade.....	255
COURSE: Leadership and Management Competences.....	256

COURSE: Managerial Accounting	257
COURSE: Operations & Supply Chain Management	258
SPECIALIZATION « Brand & Business Development »	259
SPECIALIZATION “Corporate Finance”	265
SPECIALIZATION « Digital Expertise for Marketing »	269
SPECIALIZATION « Financial Markets: Asset and Risk Management »	274
SPECIALIZATION « Luxury Marketing »	279
SPECIALIZATION « Real Estate & Wealth Management (REWM) »	285
SPECIALIZATION “Creative and Cultural Industries”	290
Specialisation « Entrepreneurship »	296
SPECIALIZATION in partnership with KPMG.....	296
Specialization « Accounting, Auditing & Advisory (AAA) »	298
SPECIALIZATION « Supply Chain Management and Purchasing»	311
SPECIALIZATION “HR & CONSULTING”	313

QUICK PROGRAMME GUIDE FOR EXCHANGE STUDENTS



- ✓ Taught in Reims & Rouen
- ✓ Undergrad. & grad class offer
- ✓ Advanced tracks offered
- ✓ 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.

[More information](#)



- ✓ Taught in Reims
- ✓ Undergrad. class offer
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English & French

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.

[More information](#)



- ✓ Taught in Rouen
- ✓ Undergrad. class offer
- ✓ Offers Advanced Track
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English

The Global BBA 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.

[More information](#)



- ✓ 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.

[More information](#)



- ✓ Taught in Reims & Rouen depending on specialisation
- ✓ Offers postgraduate classes
- ✓ Specialist stand-alone tracks
- ✓ Classes taught in English

Taught in English and designed for students of all nationalities, NEOMA BS full time MSc degree programmes offer you the idea gateway to the world of international business. Drawing on the school's well-established reputation for research and academic excellence, our MSc degrees are constantly reviewed and developed to respond to the ever-changing requirements of a continually evolving corporate world.

[More information](#)

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

REIMS

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

ROUEN

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



FALL SEMESTER

**COURSE
CATALOGUE**

2019-2020

ROUEN CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 -Y4 ONLY as an advanced track- from the programmes Global BBA (GBBA) & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) & Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Operations Management	GBBA	Y2	45	EN	6
Psychology and Organisational Behaviour	GBBA	Y2	45	EN	6
Business and Government	GBBA	Y2	15	EN	3
Macroeconomics	GBBA	Y2	45	EN	6
Foundations of Investments	GBBA	Y2	45	EN	6
Economics 1	MIM	Y3	30	EN	5
Critical Thinking	GBBA	Y3	15	EN	3
Culture, Conflict and Religion	PGE	Y3	15	EN	3
The Social Impact of Globalisation and Innovation	GBBA	Y3	45	EN	6
Strategic Management	GBBA	Y3	45	EN	6
Human Resource Management	GBBA	Y3	45	EN	6
Management Accounting and Control	GBBA	Y3	45	EN	6
Entrepreneurship	GBBA	Y3	30	EN	5
Developing Concepts in Marketing	MIM	Y3	15	EN	3
Principles of Marketing	MIM	Y3	30	EN	5
Introduction to statistics and Data Analysis	MIM	Y3	30	EN	5
Doing Business in Emerging Countries	MIM	Y3	15	EN	3
Geopolitical Analysis and International Business	MIM	Y3	15	EN	3
History of Financial Innovations	MIM	Y3	15	EN	3
International Relations	MIM	Y3	15	EN	3
Business Implications of Artificial Intelligence	MIM	Y3	15	EN	3
Marketing Trends	MIM	Y3	15	EN	3
Social Media Communication	MIM	Y3	15	EN	3

ADVANCED UNDERGRADUATE TRACK – GBBA PROGRAMME

When choosing the advanced track from the GBBA programme, students can only take classes within this track and a French language class (optional).

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Core Courses				
Data Analysis & Business Intelligence	Y4	45	ENG	6
Leadership and Organization Development	Y4	45	ENG	6
Final Business Simulation	Y4	30	ENG	5
Elective - choose one from :				
French Language	Y4	30	FRE	2
Public Speaking and Advanced English Writing	Y4	30	ENG	2
Concentrations - Choose one from :				
<i>Sales and Business Development Concentration:</i>				
Sales and Business Development 1	Y4	45	ENG	6
Sales and Business Development 2	Y4	45	ENG	6
<i>Supply Chain Management Concentration :</i>				
Supply Chain Management 1	Y4	45	ENG	6
Supply Chain Management 2	Y4	45	ENG	6
<i>Project Management Concentration :</i>				
Intrapreneurship	Y4	45	ENG	6
Advanced Project Management	Y4	45	ENG	6

GRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	15	ENG	3
Blockchain Revolution : from Cryptocurrencies to other Finance App	MIM	Y4	15	ENG	3
Brand Management and Story Telling	MIM	Y4	30	ENG	5
Capital Budgeting and Financing	MIM	Y4	30	ENG	5
Contrôle de gestion	MIM	Y4	30	FRE	5
Décisions d'investissement et de financement	MIM	Y4	30	FRE	5
Décrypter les futurs : prospective et scénarios	MIM	Y4	15	FRE	3
Des comptes sociaux aux comptes consolidés	MIM	Y4	30	FRE	5
Dilemmes de l'entrepreneur : croissance versus contrôle	MIM	Y4	15	FRE	3
Discrimination, diversité et inclusion en entreprise	MIM	Y4	15	FRE	3
Droit du travail	MIM	Y4	30	FRE	5
E - Business Communication	MIM	Y4	15	ENG	3
Economie de l'innovation	MIM	Y4	15	FRE	3
Entreprises Ressource Planning	MIM	Y4	30	FRE	5
Financement public de l'innovation	MIM	Y4	15	FRE	3
Money and Banking (Previously Financial and Banking Regulation Challenges)	MIM	Y4	15	ENG	3
Fondamentaux de la communication	MIM	Y4	30	FRE	5
Fundamentals of Communication	MIM	Y4	30	ENG	5
Gestion de projet	MIM	Y4	15	FRE	3
Global Marketing	MIM	Y4	30	ENG	5
Human Resources & Organization	MIM	Y4	30	ENG	5
Imposition des entreprises et de leurs managers	MIM	Y4	15	FRE	3
Innovation Management	MIM	Y4	30	ENG	5
Intelligence économique, veille stratégique et lobbying	MIM	Y4	30	FRE	5
International Trade	MIM	Y4	30	ENG	5
Introduction aux ERP : une application avec SAP	MIM	Y4	30	FRE	5
Introduction to IFRS (International Financial Reporting Standards)	MIM	Y4	30	ENG	5
Introduction to Operations Research	MIM	Y4	30	ENG	5
Introduction to R	MIM	Y4	15	ENG	3
Investments (EN)	MIM	Y4	30	ENG	5
Investments (FR)	MIM	Y4	30	FRE	5

Leading Change	MIM	Y4	30	ENG	5
Management Accounting	MIM	Y4	30	ENG	5
Management de la marque	MIM	Y4	30	FRE	5
Management de la supply chain	MIM	Y4	30	FRE	5
Management des activités de service	MIM	Y4	30	FRE	5
Management des opérations	MIM	Y4	30	FRE	5
Manias, Panics and Crises : Doing Business under Turbulence	MIM	Y4	15	ENG	3
Mobile Business Model : Innovation and API Economy	MIM	Y4	15	ENG	3
Mondialisation, enjeux économiques, stratégiques, géopolitiques	MIM	Y4	30	FRE	5
Negotiation	MIM	Y4	30	ENG	5
Operation Management	MIM	Y4	30	ENG	5
Public Funding of Innovation	MIM	Y4	15	ENG	3
Ressources humaines et organisation	MIM	Y4	30	FRE	5
Revenue Management	MIM	Y4	30	ENG	5
Search Engine Marketing and Community Management	MIM	Y4	30	ENG	5
Stratégie	MIM	Y4	30	FRE	5
Strategy	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	15	ENG	3

ADVANCED GRADUATE TRACKS – MIM PROGRAMME

When choosing the advanced graduate track from the MIM programme, students can only take classes within their chosen track and a French language class (optional).

Brand & Business Development, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Consumer Behaviour and Insights	Y5	30	ENG	5
Marketing research Methods	Y5	30	ENG	5
Brand Strategy	Y5	30	ENG	5
Product, Design and innovation	Y5	30	ENG	5
International Marketing	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Corporate Finance, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Corporate Finance	Y5	30	ENG	5
Corporate Valuation	Y5	30	ENG	5
Risk Management and Derivatives	Y5	30	ENG	5
Cash Management & Short Term Financing	Y5	30	ENG	5
Corporate Governance	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Culture & Creative Industries, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Cultural marketing and digitization	Y5	30	ENG	5
The art Market in the World	Y5	30	ENG	5
Music: Strategies and opportunities in the digital revolution	Y5	30	ENG	5
Majors, independents, globalisation : the Movie industry	Y5	30	ENG	5
Intellectual property and contracts in the creative industries	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Digital Expertise for Marketing, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Navigating Technology and digital disruptions	Y5	30	ENG	5
Digital and Mobile Commerce	Y5	30	ENG	5
Digital Advertising	Y5	30	ENG	5
Traffic management and search engine marketing	Y5	30	ENG	5
Influence and social media strategies	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Supply Chain Management & Purchasing, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Logistics and Transportation	Y5	30	ENG	5
Supply chain Modeling	Y5	30	ENG	5
Strategic Purchasing	Y5	30	ENG	5
Multivariate Data Analysis for Business Intelligence	Y5	30	ENG	5
Challenges in supply chain management	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

International Project Development Track (MSc), 25-30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Financial Issues for Project Management	Y5	30	ENG	5
Managing Individuals and Teams : an Experiential Approach	Y5	30	ENG	5
Multi-project Portfolio Management	Y5	30	ENG	5
Negotiation Strategies and Dispute Resolution	Y5	30	ENG	5
Strategies of Development Across Countries and Cultures	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Supply Chain Management Track (MSc), 25-30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Information Systems for Supply Chain Management	Y5	30	ENG	5
Management Sciences	Y5	30	ENG	5
Strategic Purchasing	Y5	30	ENG	5
Strategic Supply Chain Management	Y5	30	ENG	5
Sustainable Operations and Process Management	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

FRENCH LANGUAGE AND CULTURE

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
FL - French Intensive Session	N/A	6	FRE	0
FL - Boosting your Employability in France	N/A	30	FRE	5
FL - French for Communication A1 – B2	N/A	30	FRE	5
FL - Discovering and Understanding French Culture	N/A	30	FRE	5
FL - French for Business B1-B2	N/A	30	FRE	5
FL - Découvrir et comprendre la culture	N/A	30	FRE	5

REIMS CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 from the programmes CESEM, Global BBA (GBBA) & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM), Master in Innovation & Digital Management (TEMA) and Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Business and Government	GBBA	Y2	15	ENG	3
Business Ethics	CESEM	Y3	45	ENG	6
Comptabilité générale	MIM	Y3	30	FRE	5
Contrôle de gestion	CESEM	Y3	45	FRE	6
Culture, Conflict and Religion	MIM	Y3	15	ENG	3
Developing Concepts in Marketing	MIM	Y3	15	ENG	3
Doing Business in Emerging Countries	MIM	Y3	15	ENG	3
Economics of Globalisation	GBBA	Y2	45	ENG	6
Economics 1	MIM	Y3	30	ENG	5
Economie 1	MIM	Y3	30	FRE	5
Economie collaborative	MIM	Y3	15	FRE	3
Ethique et responsabilité sociale	CESEM	Y3	45	FRE	6
Fondamentaux du marketing	MIM	Y3	30	FRE	5
Foundations of Investments	GBBA	Y2	45	ENG	6
Fundamentals of Finance	CESEM	Y3	45	ENG	6
Geopolitical Analysis and International Business	MIM	Y3	15	ENG	3
Gestion juridique de l'entreprise	MIM	Y3	30	FRE	5
Globalisation et innovation	CESEM	Y3	45	FRE	6
Globalization and Innovation	CESEM	Y3	45	ENG	6
Histoire de l'art	MIM	Y3	15	FRE	3
History of Financial Innovations	MIM	Y3	15	ENG	3
Human Resource Management	CESEM	Y3	45	ENG	6
International Relations	MIM	Y3	15	ENG	3
Business Implications of Artificial Intelligence	MIM	Y3	15	ENG	3

Les fondamentaux de la finance	CESEM	Y3	45	FRE	6
Management Accounting and Control	CESEM	Y3	45	ENG	6
Management des ressources humaines	CESEM	Y3	45	FRE	6
Management stratégique	CESEM	Y3	45	FRE	6
Marketing stratégique	CESEM	Y3	45	FRE	6
Marketing Trends	MIM	Y3	15	ENG	3
Méthodes quantitatives de gestion	MIM	Y3	30	FRE	5
Operations Management	GBBA	Y2	45	ENG	6
Principles of Marketing	MIM	Y3	30	ENG	5
Psychology and Organisational Behaviour	GBBA	Y2	45	ENG	6
Introduction to statistics and Data Analysis	MIM	Y3	30	ENG	5
Relations interpersonnelles	MIM	Y3	15	FRE	3
Rhétorique et persuasion	MIM	Y3	15	FRE	3
Social Media Communication	MIM	Y3	15	ENG	3
Strategic Management	CESEM	Y3	45	ENG	6

GRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	15	ENG	3
Blockchain Revolution : from Cryptocurrencies to other Finance App	MIM	Y4	15	ENG	3
Brand Management and Story Telling	MIM	Y4	30	ENG	5
Capital Budgeting and Financing	MIM	Y4	30	ENG	5
Contrôle de gestion	MIM	Y4	30	FRE	5
Décisions d'investissement et de financement	MIM	Y4	30	FRE	5
Décrypter les futurs : prospective et scénarios	MIM	Y4	15	FRE	3
Des comptes sociaux aux comptes consolidés	MIM	Y4	30	FRE	5
Dilemmes de l'entrepreneur : croissance versus contrôle	MIM	Y4	15	FRE	3
Discrimination, diversité et inclusion en entreprise	MIM	Y4	15	FRE	3
Droit du travail	MIM	Y4	30	FRE	5
Economie de l'innovation	MIM	Y4	15	FRE	3
Financement public de l'innovation	MIM	Y4	15	FRE	3
Money and Banking (Previously Financial and Banking Regulation Challenges)	MIM	Y4	15	ENG	3
Fondamentaux de la communication	MIM	Y4	30	FRE	5
Fundamentals of Communication	MIM	Y4	30	ENG	5
Gestion de projet	MIM	Y4	15	FRE	3
Gestion de projets	MIM	Y4	30	FRE	5
Global Marketing	MIM	Y4	30	ENG	5
Human Resources and Organization	MIM	Y4	30	ENG	5
Imposition des entreprises et de leurs managers	MIM	Y4	15	FRE	3
Innovation Management	MIM	Y4	30	ENG	5
Intelligence économique, veille stratégique et lobbying	MIM	Y4	30	FRE	5
International Trade	MIM	Y4	30	ENG	5
Introduction aux ERP : une application avec SAP	MIM	Y4	30	FRE	5
Introduction to IFRS (International Financial Reporting Standards)	MIM	Y4	30	ENG	5
Introduction to Operations Research	MIM	Y4	30	ENG	5
Introduction to R	MIM	Y4	15	ENG	3
Investments (EN)	MIM	Y4	30	ENG	5
Investments (FR)	MIM	Y4	30	FRE	5
Leading Change	MIM	Y4	30	ENG	5
Management Accounting	MIM	Y4	30	ENG	5

Management de la marque	MIM	Y4	30	FRE	5
Management de la supply chain	MIM	Y4	30	FRE	5
Management des activités de service	MIM	Y4	30	FRE	5
Management des opérations	MIM	Y4	30	FRE	5
Manias, Panics and Crises : Doing Business under Turbulence	MIM	Y4	15	ENG	3
Mobile Business Model : Innovation and API Economy	MIM	Y4	15	ENG	3
Mondialisation : enjeux économiques, stratégiques et géopolitiques	MIM	Y4	30	FRE	5
Negotiation	MIM	Y4	30	ENG	5
Operation Management	MIM	Y4	30	ENG	5
Public Funding of Innovation	MIM	Y4	15	ENG	3
Ressources humaines et organisation	MIM	Y4	30	FRE	5
Revenue Management	MIM	Y4	30	ENG	5
Search Engine Marketing and Community Management	MIM	Y4	30	ENG	5
Stratégie	MIM	Y4	30	FRE	5
Strategy	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	15	ENG	3

ADVANCED GRADUATE TRACKS – MIM PROGRAMME

When choosing the advanced graduate track from the MIM programme, students can only take classes within their chosen track and a French language class (optional).

Accounting, Auditing & Advisory

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Consulting services	Y5	30	ENG	5
External Financial Reporting Decisions	Y5	30	ENG	5
Introduction to financial reporting	Y5	30	ENG	5
Managing financial decisions	Y5	30	ENG	5
Planning, Budgeting and Forecasting	Y5	30	ENG	5

Brand & Business Development, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Consumer Behaviour and Insights	Y5	30	ENG	5
Marketing research Methods	Y5	30	ENG	5
Brand Strategy	Y5	30	ENG	5
Product, Design and innovation	Y5	30	ENG	5
International Marketing	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Corporate Finance, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Corporate Finance	Y5	30	ENG	5
Corporate Valuation	Y5	30	ENG	5
Risk Management and Derivatives	Y5	30	ENG	5
Cash Management & Short Term Financing	Y5	30	ENG	5
Corporate Governance	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Digital Expertise for Marketing, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Navigating Technology and digital disruptions	Y5	30	ENG	5
Digital and Mobile Commerce	Y5	30	ENG	5
Digital Advertising	Y5	30	ENG	5
Traffic management and search engine marketing	Y5	30	ENG	5
Influence and social media strategies	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Entrepreneurship, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
CSR innovation for social change	Y5	30	ENG	5
Business Model, Digital and disruptive strategies	Y5	30	ENG	5
Open Innovation and digital platform	Y5	30	ENG	5
Managing Growing Companies and Internationalisation	Y5	30	ENG	5
Project Management and supply chain	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Human Resources and Consulting, 25-30 ECTS – min. B2 level in French required

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Droit du travail	Y5	30	FRE	5
Work Psychology and Organizational Behavior	Y5	30	ENG	5
Macro Organizational Development	Y5	30	ENG	5
Sociological and clinical approaches of work	Y5	30	ENG	5
Developing HR strategy and creating value	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Luxury Marketing, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Brand as narratives assets in luxury markets	Y5	30	ENG	5
Consumer Intelligence	Y5	30	ENG	5
Luxury economics and perspectives	Y5	30	ENG	5
Strategic marketing process in luxury companies	Y5	30	ENG	5
Territorial marketing	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Real Estate and Wealth Management

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Ethical and Professional Standard in the Real Estate Industry	Y5	30	ENG	5
Real Estate Companies and Markets	Y5	30	ENG	5
Hospitality & Luxury Industry	Y5	30	ENG	5
Corporate Finance & Wealth Creation	Y5	30	ENG	5
Risk & Portfolio Management	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

SPECIALIST GRADUATE TRACKS

When choosing a specialised track from the Master in Innovation & Digital Management (TEMA) or a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

Innovation & Digital Management (Master) – TEMA Programme

This track has four different options. Please note that the Intensive tracks are taught as week-long seminars.

1. Intermediate Graduate Track - 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Business Analytics	Y4	30	ENG	5
Change Management in IT Environment	Y4	30	ENG	5
Digital Business Strategy	Y4	30	ENG	5
Project Management methodologies	Y4	30	ENG	5
SPECIALISATIONS (each specialisation consists of two 30 hour classes. Only one specialisation can be chosen)				
Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> • Digital communication & social media • Experiential marketing & customer centric culture 	Y4	60	ENG	10
Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> • Supply chain optimization • IS consulting 	Y4	60	ENG	10

2. Advanced Graduate Track – 31 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Big Data	Y5	30	ENG	5
Innovation & Entrepreneurship	Y5	45	ENG	6
Digital Innovation & New Businesses	Y5	30	ENG	5
Leadership	Y5	30	ENG	5
SPECIALISATIONS (each specialisation consists of two 30 hour classes. Only one specialisation can be chosen)				
Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> • Design Thinking & UX • Disruptive Marketing 	Y5	60	ENG	10
Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> • Digital Governance • E-Supply Chain Management 	Y5	60	ENG	10

3. Intensive Track Disruptive Marketing & New Markets - 20 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Digital communication & social media	Y4	30	ENG	5
Experiential marketing & customer centric culture	Y4	30	ENG	5
Design Thinking & UX	Y5	30	ENG	5
Disruptive Marketing	Y5	30	ENG	5

4. Intensive Track Digital Transformation & New Business Models – 20 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Supply chain optimization	Y4	30	ENG	5
IS consulting	Y4	30	ENG	5
Digital Governance	Y5	30	ENG	5
E-Supply Chain Management	Y5	30	ENG	5

Global Management Track (MSc) – 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Cross-cultural Management in Global Business	Y5	30	ENG	5
Financial Analysis for Business Decision Making	Y5	30	ENG	5
International Service Marketing	Y5	30	ENG	5
Organizational Behaviour & International Negotiation	Y5	30	ENG	5
Responsibility, Sustainability and Organizational Misconduct in Global Business	Y5	30	ENG	5
Statistics for Business and Economics	Y5	30	ENG	5

FRENCH LANGUAGE AND CULTURE

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
FL - Discovering and Understanding French Culture	N/A	30	FRE	5
FL - French for Business B1-B2	N/A	30	FRE	5
FL - French for Communication A1 – A2	N/A	30	FRE	5
FL - Découvrir et comprendre la culture	N/A	30	FRE	5

SPRING SEMESTER

**COURSE
CATALOGUE**

2019-2020

ROUEN CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 from the programmes Global BBA (GBBA) & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) & Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Blockchain and Fintech	GBBA	Y4	45	ENG	6
Brand Marketing	GBBA	Y4	45	ENG	6
Companies and Geopolitical Risk	MIM	Y3	15	ENG	3
Comptabilité de gestion	MIM	Y3	15	FRE	3
Corporate Finance	GBBA	Y3	45	ENG	6
Corporate Finance	MIM	Y3	30	ENG	5
Cost Accounting	MIM	Y3	15	ENG	3
Data Analysis & Business Intelligence	GBBA	Y4	45	ENG	6
Developing Concepts in Marketing	MIM	Y3	15	ENG	3
Economics 2	MIM	Y3	15	ENG	3
Economie 2	MIM	Y3	15	FRE	3
Emerging Industries	GBBA	Y3	15	ENG	3
Emerging Multinational Companies	MIM	Y3	15	ENG	3
Entrepreneuriat	MIM	Y3	15	FRE	3
Entrepreneurship	MIM	Y3	15	ENG	3
Explorer de nouvelles frontières en finance	MIM	Y3	15	FRE	3
Finance comportementale	MIM	Y3	15	FRE	3
Finance d'entreprise	MIM	Y3	30	FRE	5
Financial Derivatives and Risk Management	GBBA	Y4	45	ENG	6
Histoire des maisons de luxe	MIM	Y3	15	FRE	3
History & Leadership	MIM	Y3	15	ENG	3
History of Financial Innovations	MIM	Y3	15	ENG	3
Informatique et analyse de données	MIM	Y3	30	FRE	5
Innovation et créativité	MIM	Y3	15	FRE	3
Innovation Management	GBBA	Y3	45	ENG	6

Innovation Management	GBBA	Y4	45	ENG	6
Integrated Marketing Communication & Digital	GBBA	Y3	45	ENG	6
International Distribution Networks	GBBA	Y4	45	ENG	6
Introduction to Organizational Behavior	MIM	Y3	15	ENG	3
La transition vers une bioéconomie : enjeux et perspectives	MIM	Y3	15	FRE	3
Leadership and Organization Development	GBBA	Y4	45	ENG	6
Les prix Nobel en économie	MIM	Y3	15	FRE	3
Marketing Trends	MIM	Y3	15	ENG	3
Operations Management	GBBA	Y3	45	ENG	6
Project Management	GBBA	Y3	45	ENG	6
Purchasing, Procurement and Supply Chain Management	GBBA	Y4	45	ENG	6
Social Media Communication	MIM	Y3	15	ENG	3
Software & Data Analytics	MIM	Y3	30	ENG	5
Strategic Marketing	GBBA	Y3	45	ENG	6
Supply Chain 2	GBBA	Y4	45	ENG	6
Sustainable Business	GBBA	Y4	45	ENG	6
The Digital Organisation	GBBA	Y3	45	ENG	6
Web Marketing	GBBA	Y4	45	ENG	6

GRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	15	ENG	3
Blockchain Revolution : from Cryptocurrencies to other Finance App	MIM	Y4	15	ENG	3
Brand Management and Story Telling	MIM	Y4	30	ENG	5
Capital Budgeting and Financing	MIM	Y4	30	FRE	5
Financial and Banking Regulation Challenges	MIM	Y4	15	ENG	3
Fundamentals of Communication	MIM	Y4	30	ENG	5
Global Marketing	MIM	Y4	30	ENG	5
International Management	MIM	Y4	30	ENG	5
International Trade	MIM	Y4	30	ENG	5
Introduction aux ERP : une application avec SAP	MIM	Y4	30	FRE	5
Investments	MIM	Y4	30	ENG	5
Macroeconomics : Economic Policy and Global Context	MIM	Y4	30	ENG	5
Management Accounting	MIM	Y4	30	ENG	5
Negotiation	MIM	Y4	30	ENG	5
Organisational and People Challenges in the Service and Collaborative Economy	MIM	Y4	15	ENG	3
Revenue Management	MIM	Y4	30	ENG	5
Strategic Marketing	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	15	ENG	3
Watch, Competitive Intelligence and Lobbying	MIM	Y4	30	ENG	5

ADVANCED GRADUATE TRACKS – MIM PROGRAMME

When choosing the advanced graduate track from the MIM programme, students can only take classes within their chosen track and a French language class (optional).

Brand & Business Development, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Area specific marketing: services	Y5	30	ENG	5
Digital communication	Y5	30	ENG	5
Ethics & Critical Marketing	Y5	30	ENG	5
Integrated marketing communication	Y5	30	ENG	5
Retail and channel management	Y5	30	FRE	5
Sales leadership and negotiation	Y5	30	FRE	5

Corporate Finance, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Debt Instruments	Y5	30	ENG	5
Mergers and Acquisitions	Y5	30	ENG	5
Venture Capital & Private Equity	Y5	30	ENG	5
Corporate Restructuring	Y5	30	ENG	5
Digital Finance	Y5	30	FRE	5
Ethical Issues in Finance	Y5	30	FRE	5

Culture & Creative Industries, 25-30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Contemporary issues the publishing industry	Y5	30	ENG	5
Cultural policies and public cultural institutions	Y5	30	ENG	5
The Performing Arts: project management and organizational agility	Y5	30	ENG	5
Strategies in the arts	Y5	30	ENG	5
Value and reputation	Y5	30	ENG	5
<i>French (optional)</i>	N/A	30	FRE	5

Digital Expertise for Marketing, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Digital tools for creativity	Y5	30	ENG	5
Data Analytics	Y5	30	ENG	5
E-CRM	Y5	30	ENG	5
Ethics, Consumption and technology	Y5	30	ENG	5
Unstructured data Analytics	Y5	30	ENG	5
User experience Design (UX)	Y5	30	ENG	5

Entrepreneurship, 30 ECTS – minimum B2 level in French required

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Managing Teams	Y5	30	ENG	5
Environnement Juridique de l'Entreprise	Y5	30	FRE	5
Digital Marketing and Commercialisation	Y5	30	ENG	5
Web Development	Y5	30	ENG	5
Startup Financing and Business Plan	Y5	30	ENG	5
<i>Leaving the Entrepreneurial Experience through a Project</i>	Y5	30	ENG	5

Financial Markets: Asset & Risk Management, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Digital transformation of international finance	Y5	30	ENG	5
Fixed-income instruments and forex derivatives	Y5	30	ENG	5
Financial risk management	Y5	30	ENG	5
Commodities	Y5	30	ENG	5
Introduction to advanced topics in financial practice	Y5	30	ENG	5
Ethical Issues in Finance	Y5	30	ENG	5

Supply Chain Management & Purchasing, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Green SCM and CSR	Y5	30	ENG	5
Information Systems for SCM	Y5	30	ENG	5
Introduction to programming and simulation	Y5	30	ENG	5
Lean Management	Y5	30	ENG	5
Managing Quality for SCM	Y5	30	ENG	5
Operations and Process Management	Y5	30	ENG	5

SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

Supply Chain Track (MSc), 25-30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
International Procurement	Y5	30	ENG	5
Logistics and Transportation	Y5	30	ENG	5
Managing Quality for Supply Chain Management	Y5	30	ENG	5
Revenue Management	Y5	30	ENG	5
Risk and Project Management	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	<i>FRE</i>	5

FRENCH LANGUAGE & CULTURE COURSES

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
FL - French Intensive Session	N/A	6	FRE	0
FL - Boosting your Employability in France	N/A	30	FRE	5
FL - French for Communication A1 – B2	N/A	30	FRE	5
FL - Discovering and Understanding French Culture	N/A	30	FRE	5
FL - Découvrir et comprendre la culture	N/A	30	FRE	5
FL - French for Business B1-B2	N/A	30	FRE	5

REIMS CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 from the programmes CESEM & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) and Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Analyse de données & informatique décisionnelle	CESEM	Y3	45	FRE	6
Brand Marketing	CESEM	Y3	45	ENG	6
Companies and Geopolitical Risk	MIM	Y3	15	ENG	3
Comptabilité de gestion	MIM	Y3	15	FRE	3
Corporate Finance	MIM	Y3	30	ENG	5
Cost Accounting	MIM	Y3	15	ENG	3
Data Analysis & Business Intelligence	CESEM	Y3	45	ENG	6
Developing Concepts in Marketing	MIM	Y3	15	ENG	3
Economics 2	MIM	Y3	15	ENG	3
Economie 2	MIM	Y3	15	FRE	3
Emerging Multinational Companies	MIM	Y3	15	ENG	3
Entrepreneuriat	CESEM	Y3	45	FRE	6
Entrepreneuriat	MIM	Y3	15	FRE	3
Entrepreneurship	CESEM	Y3	45	ENG	6
Entrepreneurship	MIM	Y3	15	ENG	3
Entreprise digitale	CESEM	Y3	45	FRE	6
Explorer de nouvelles frontières en finance	MIM	Y3	15	FRE	3
Finance comportementale	MIM	Y3	15	FRE	3
Finance d'entreprise	MIM	Y3	30	FRE	5
Histoire des maisons de luxe	MIM	Y3	15	FRE	3
History & Leadership	MIM	Y3	15	ENG	3
History of Financial Innovations	MIM	Y3	15	ENG	3
Informatique et analyse de données	MIM	Y3	30	FRE	5
Innovation et créativité	MIM	Y3	15	FRE	3
Innovation Management	CESEM	Y3	45	ENG	6

Introduction to Organizational Behavior	MIM	Y3	15	ENG	3
La transition vers une bioéconomie : enjeux et perspectives	MIM	Y3	15	FRE	3
Leadership and Organization Development	CESEM	Y3	45	ENG	6
Leadership et développement des organisations	CESEM	Y3	45	FRE	6
Les prix Nobel en économie	MIM	Y3	15	FRE	3
Management de l'innovation	CESEM	Y3	45	FRE	6
Management des opérations	CESEM	Y3	45	FRE	6
Marketing de la marque	CESEM	Y3	45	FRE	6
Marketing Trends	MIM	Y3	15	ENG	3
Négociation	CESEM	Y3	45	FRE	6
Negotiation	CESEM	Y3	45	ENG	6
Operations Management	CESEM	Y3	45	ENG	6
Social Media Communication	MIM	Y3	15	ENG	3
Software & Data Analytics	MIM	Y3	30	ENG	5
The Digital Organization	CESEM	Y3	45	ENG	6

GRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	15	ENG	3
Blockchain Revolution : from Cryptocurrencies to other Finance App	MIM	Y4	15	ENG	3
Brand Management and Story Telling	MIM	Y4	30	ENG	5
Business Game	MIM	Y4	30	ENG	5
Financial and Banking Regulation Challenges	MIM	Y4	15	ENG	3
Fundamentals of Communication	MIM	Y4	30	ENG	5
Global Marketing	MIM	Y4	30	ENG	5
International Management	MIM	Y4	30	ENG	5
International Trade	MIM	Y4	30	ENG	5
Investments	MIM	Y4	30	ENG	5
Macroeconomics : Economic Policy and Global Context	MIM	Y4	30	ENG	5
Negotiation	MIM	Y4	30	ENG	5
Organisational and People Challenges in the Service and Collaborative Economy	MIM	Y4	15	ENG	3
Revenue Management	MIM	Y4	30	ENG	5
Strategic Marketing	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	15	ENG	3
Watch, Competitive Intelligence and Lobbying	MIM	Y4	30	ENG	5

ADVANCED GRADUATE TRACKS – MIM PROGRAMME

When choosing the advanced graduate track from the MIM programme, students can only take classes within their chosen track and a French language class (optional).

Accounting, Auditing & Advisory

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced management accounting	Y5	30	ENG	5
Data and Analytics for strategic decisions	Y5	30	ENG	5
Financial statement analysis	Y5	30	ENG	5
Managing social responsibility, governance & Ethics	Y5	30	ENG	5
Risk Management and internal controls	Y5	30	ENG	5
Strategic Performance Management	Y5	30	ENG	5

Brand & Business Development, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Area specific marketing: services	Y5	30	ENG	5
Digital communication	Y5	30	ENG	5
Ethics & Critical Marketing	Y5	30	ENG	5
Integrated marketing communication	Y5	30	ENG	5
Retail and channel management	Y5	30	ENG	5
Sales leadership and negotiation	N/A	30	FRE	5

Corporate Finance, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Debt Instruments	Y5	30	ENG	5
Mergers and Acquisitions	Y5	30	ENG	5
Venture Capital & Private Equity	Y5	30	ENG	5
Corporate Restructuring	Y5	30	ENG	5
Digital Finance	Y5	30	ENG	5
Ethical Issues in Finance	Y5	30	ENG	5

Digital Expertise for Marketing, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Digital tools for creativity	Y5	30	ENG	5
Data Analytics	Y5	30	ENG	5
E-CRM	Y5	30	ENG	5
Ethics, Consumption and technology	Y5	30	ENG	5
Unstructured data Analytics	Y5	30	ENG	5
User experience Design (UX)	Y5	30	ENG	5

Entrepreneurship, 30 ECTS – minimum B2 level in French required

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Managing Teams	Y5	30	ENG	5
Environnement Juridique de l'Entreprise	Y5	30	FRE	5
Digital Marketing and Commercialisation	Y5	30	ENG	5
Web Development	Y5	30	ENG	5
Start-up Financing and Business Plan	Y5	30	ENG	5
<i>Leaving the Entrepreneurial Experience through a Project</i>	Y5	30	ENG	5

Human Resources and Consulting, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Consulting	Y5	30	ENG	5
Talent Management	Y5	30	FRE	5
Managing Employee relations	Y5	30	ENG	5
People analytics, Big Data and HR	Y5	30	ENG	5
Equity, diversity and inclusion	Y5	30	ENG	5
HR Work and Work Organization	Y5	30	ENG	5

Luxury Marketing, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Ethics in luxury marketing	Y5	30	ENG	5
Luxury experience in retail	Y5	30	ENG	5
Luxury experience through communication	Y5	30	ENG	5
Product and collection design	Y5	30	ENG	5
Wine Management and Value Creation	Y5	30	ENG	5
Wine Marketing	Y5	30	ENG	5

Real Estate and Wealth Management, 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Finance & Investments Analysis	Y5	30	ENG	5
Real Estate Valuation	Y5	30	ENG	5
Real Estate Law and Taxation	Y5	30	ENG	5
Sustainable Real Estate Development	Y5	30	ENG	5
Technology, Digitalisation and Construction	Y5	30	ENG	5
Ethical Issues in Finance	Y5	30	ENG	5

SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

Global Management (MSc), 25-30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Digital Socio-economic environment	Y5	30	ENG	5
Global Governance and Trade	Y5	30	ENG	5
Leadership and Management Competences	Y5	30	ENG	5
Managerial Accounting	Y5	30	ENG	5
Operations & Supply Chain Management	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	<i>FRE</i>	5

FRENCH LANGUAGE AND CULTURE

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
FL - Boosting your Employability in France	N/A	30	FRE	5
FL - French for Business B1-B2	N/A	30	FRE	5
FL - French for Communication A1 – A2	N/A	30	FRE	5

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

COURSE DESCRIPTIONS

**Fall & Spring
Rouen & Reims**

COURSE: Operations Management

CODE: SC32012E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Psychology and Organisational Behaviour

CODE: ML32027E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Business and Government

CODE: EC ou GS

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Macroeconomics

CODE: EC32008E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

- **PRESENTATION:**

- **Learning Goal:**

The main goal of the course is to make students understand the mechanisms of economic fluctuations, and how government policies can either boost or hamper those mechanisms such as consumption, investment, employment, inflation, economic growth, and foreign trade. The course exposes students to short, medium and long run analyses, and whether public policy is efficient or desirable in each context. The main point is to show students that government intervention has both intended and unintended consequences in correcting economic fluctuations.

- **Learning Objective:**

The objective of this course is to provide students with the analytical tools to understand both the macroeconomic mechanisms of consumption, saving/investment, employment, inflation, economic growth, and foreign trade. In order to show the boosting and hampering effects of public policy, the students will be presented with both mathematical and argumentative tools capable of apprehending macroeconomic phenomena in a concise manner.

- **PREREQUISITE:**

Good level of spoken english
Terminal SES-like economic knowledge
Prépa EC common core-like economic knowledge
Algebra

LEARNING OUTCOMES:

-

TEACHING METHODS:

Teaching is centred on 15 class sessions of 3 hours each. 75% of class time shall consist of lectures supported by PPT slides and other material selected by instructors, as well as, interactions with students regarding the arguments and mechanisms presented. 25% of class time shall be dedicated to the practice of exercises and analysis of policy argumentation. Students are required to read the course material (textbook chapters) *before* each session, and trying to solve chapter exercises previously indicated by the Head of the Course. Students are strongly encouraged to present their questions on course material, exercises, and economic current affairs related to the course. Instructors might complement the main lectures with additional material contextualizing course content with economic current affairs.

[Back to the top](#)

COURSE: Foundations of Investments

CODE: FI32---E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

This compulsory course is designed to familiarize students with the basic tools and concepts of finance, and enables them to pursue additional courses in investments, corporate finance, capital markets, and financial institutions. It considers some of the most important issues on how firms make optimal investment and financing decisions. The course starts with topics on time value of money, different investment decision criteria and fundamentals of capital budgeting. It then progresses into a discussion on stock and bond valuation, the risk and return trade-off and the cost of capital. The objective of this course is to provide an understanding of both the fundamental theory of finance and the application to the real world problems.

PREREQUISITE:

- Basic economics, statistics, algebra and accounting

LEARNING OUTCOMES:

- understand the time value of money
- apply different investment decision rules
- estimate a project's free cash flows
- value stocks
- value bonds
- measure the risk and return
- estimate the cost of capital

TEACHING METHODS:

- **Group Exercise:** A problem set will be given as group exercises almost every session. Assigned group exercises should be submitted by the end of each class. Late submission will not be accepted. The assignments will be graded by an effort basis. In the first class session, you will be asked to form groups for the purposes of working on group exercises and group project. You will be doing a lot of work as a group in this course, thus you are encouraged to self-select into groups such that there are numerous mutually agreeable times that you can work together. Once groups are formed you will not be allowed to change your group membership for the entire course.
- **Group Project:** Each group is required to analyze a company of your choice using knowledge and tools you learn from the course and present your work in the final session. You must work in the same group as for group exercises. All group members are required to make a presentation. If you are absent, your group project grade will be deducted unless a supporting document is submitted.
- **Final Exam:** There will be one final exam. The exam is closed book. No computer or cell phone is allowed. I will provide a formula sheet for use in the exam. Calculators are permitted and necessary during the exam.

[Back to the top](#)

COURSE: Economics 1

CODE: EC31004E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Core Course	LANGUAGE: EN
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.

Students will have a clear understanding of the supply and demand mechanisms (insisting on elasticity) as well as the role of the public sector and the impact of its intervention on the market. Students will be able to identify the key different market structures in which companies operate and its impact on the pricing decision. They will also understand the consequences of the introduction of imperfect information on individuals and consequently on firms behaviour allowing for strategic behaviour and emphasizing on reputation.

PREREQUISITE:

Good level of spoken english

LEARNING OUTCOMES:

- Calculate consumer and producer surplus and the deadweight loss
- Calculate demand and supply elasticity both in the short and long run and apply the concept to explain market situations
- 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
- Use the supply and demand to analyze and interpret current market situations

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. 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. The course PPT will be available on Moodle ONLY AT THE END OF THE SEMESTER in order to make sure that students take notes during class.

The continuous assessment is partly based on exercises during class. The exercises done in team train students for the final exam designed on the same format. Teamwork creates emulation among students and those who face troubles understanding the course are able to get some help. Teams are expected to present the solution to the class. The midterm is a way for students to rehearse before the final exam and make sure they adjust their workload between the midterm and the final.

Finally, the final exam take the essential of the module learned during the semester so that instructors could verify that they have well understood key notions discussed in class.

[Back to the top](#)

COURSE: Critical Thinking

CODE: GS32019E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

The purpose of this course is to invite future responsible leaders to participate in a collective and individual critical business educational environment from interdisciplinary, sustainable, systemic, transcultural and postcolonial perspectives. The course follows the Principles for Responsible Management Education (PRME)

PREREQUISITE:

LEARNING OUTCOMES:

- Apply high standards of Integrity, Ethics and Social Responsibility
- Demonstrate critical thinking skills and the ability to perform in a culturally diverse environment
- Demonstrate leadership, Interpersonal and communications skills
- Develop and practice a sense for innovation, entrepreneurship and creativity
- Develop and practice critical thinking to become a more sustainable future manager.
- Enhance personal development as a globally responsible leader.
- Exchange with other students different views and solutions related to the issues being discussed.
- Incorporate humanities and social sciences in the topic chosen for the course and the assignments.
- Integrate global humanism and postcolonial theory as a part to the business learning curriculum.
- Understand from systemic and transcultural perspective economic, social and technological issues related to our global environments.

[Back to the top](#)

COURSE: Culture, Conflict and Religion

CODE: GS34025E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION: The religious question is now an important issue both nationally and internationally. At the beginning of the last century, the human sciences predicted the end of religious beliefs in favor of beliefs adapted to the modern world. The analysis of the relationship between religion and modernity has long been dominated by the idea of non-compatibility between the two notions. We have been witnessing different forms of religious revitalization that touch on different domains: social, political, economic, identity. The sociology of religions has been mobilized to better understand the logic of this "return of the religion" and the different transformations to which this process has been subjected. The objective of this course is to return to the birth and evolution of each of the major religions to better understand how they are rooted in societies. This will allow students to become familiar with the general principles of religions, the only way to acquire real intellectual autonomy in the face of multiple interpretations. Then, we will use the sociological approach of the religious through different key concepts (modernity, secularization, secularism, religious extremism, etc.) that will provide students with new reading lenses, essential to understanding current issues in the world.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the origins and the evolution of different religions

Take a distanced and critical look at the religious issue today

Apply new reading grids on some conflicts in the world associated with religions

TEACHING METHODS:

-

[Back to the top](#)

COURSE: The Social Impact of Globalisation and Innovation

CODE: GS32017E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course deals with the emerging disciplines like sociology of globalization and innovation. The impact of globalization and innovation can be as disruptive for society and our current understanding of the national environment, as for industries. Students – future managers in such a new context – need to have an understanding and critical reflection on these developments, and how they impact on our local context.

PREREQUISITE:

LEARNING OUTCOMES:

- Go beyond traditional discussions of internationalisation and multicultural settings (i.e., meeting of two or more national environments / cultures),
- Foster an understanding of the constitutive impact of the globalisation and innovation dynamics on our societies, their fragmentation and reintegration (at another scale) via networks.

[Back to the top](#)

COURSE: Strategic Management

CODE: ST32008E

PROGRAMME: Global BBA / CESEM

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Human Resource Management

CODE: RH32009E

PROGRAMME: Global BBA / CESEM	LEVEL: Undergraduate
--------------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION: This course is required of third year GBBA and CESEM students. It aims to give you a deep understanding of key topics in human resource and management theory. We will delve into mastering the various challenges of finding, cultivating, and managing human capital within organizations, with a particular focus on understanding the role that managers play in dealing with these various issues. This course will also cultivate your skills as a future employee and manager by developing your communication and presentation skills during class discussions and presentations and by building your teamwork skills during in-class group exercises and a final group project.

We begin the class by exploring how contributions from the field of organizational behavior shapes our current knowledge of HR and management. We then delve into the challenges of finding, attracting, and retaining talent in organizations. Once in the organization, we move on to analyzing various challenges of managing people both at the individual level, (e.g., communication, evaluating performance, career management) and the group level (e.g. conflict management and team building). Finally, we explore challenges at the broader organizational level that managers deal with such as navigating change, managing across countries, and diversity.

PREREQUISITE:

LEARNING OUTCOMES:

Understand major concepts in human resource and management theory

Identify and assess key challenges of hiring, cultivating, and managing people

Comprehend theories of motivation and compensation

Develop own people management skills for:

- Relevant and convincing communication
- Effective conflict management
- Team building
- Intercultural management

Analyze people management challenges at individual and organizational level (e.g. retaining and cultivating talent, career management, organizational change)

Evaluate the normative role of managers and organizations for issues of diversity

Conduct meaningful interviewees with real managers and/or HR executives

Collaborate with team members

Deliver an effective group presentation for the class.

TEACHING METHODS:

[Back to the top](#)

COURSE: Management Accounting and Control

CODE: CG32016E (CG32014E)

PROGRAMME: Global BBA/ CESEM

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen-Reims

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

[Back to the top](#)

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 intrapreneurial 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 / field work, topical readings, team projects and guest speakers (tbc). The course believes in LEARNING BY DOING.

ATTENTION: For this course, you must complete a pre-course assignment.

PREREQUISITE: For this course, you must complete a pre-course assignment.

LEARNING OUTCOMES:

- Apply the Lag-User Method for idea generation and business creation
- 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.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Developing Concepts in Marketing

CODE: MK34001E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: EN
TERM: Fall/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

[Back to the top](#)

COURSE: Principles of Marketing

CODE: MK31002E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Core Course	LANGUAGE: EN
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:

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

[Back to the top](#)

COURSE: Introduction to statistics and Data Analysis (Previously Quantitative Methods)

CODE: MQ41006E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

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:
 Descriptive statistics
 Basic probability
 Discrete and continuous distributions.
 Hypothesis testing-decision making
 Forecasting time series
 Linear regression analysis

TEACHING METHODS:
 •

[Back to the top](#)

COURSE: Doing Business in Emerging Countries

CODE: ST34004E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION: The course will give an overview of the major factors affecting business in key emerging economies, with special attention to BRIC countries and South-East Asia. The learning objectives are 1) to enhance the knowledge of the students and their skills on getting information and reporting on the major emerging economies and business environment; 2) To develop the problem-solving capabilities of the students with respect to issues relating to the economic and business environment in emerging countries. The course consists of a series of lectures, class discussion, case studies and group assignment.

PREREQUISITE:

LEARNING OUTCOMES:

Enhance the knowledge of the students and their skills on getting information and reporting on the major emerging economies and business environment

Develop the problem-solving capabilities of the students with respect to issues relating to the economic and business environment in emerging countries

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Geopolitical Analysis and International Business

CODE: GS34026E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION: The course offers an advanced learner's approach to the geopolitical environment of international business. The objective is to increase students' familiarity with the practical effects of international relations on international business. It is primarily dedicated to reinforcing analytical and methodological competencies, as they relate to country and political risk management. It concludes with a session on the pivotal issue of the geopolitical ramifications of information and technology.

PREREQUISITE:

LEARNING OUTCOMES:

- Formulate coherent, comprehensive and analytical positions on problems relating to global politics and international business
- Apply international risk management and opportunity recognition methodologies
- Apprehend the connection between information and geopolitical reality, and be primed for professional roles in cyber-security, information warfare and economic intelligence

TEACHING METHODS:

-

[Back to the top](#)

COURSE: History of Financial Innovations

CODE: FI34007E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Disruptive innovation has been at the heart of finance: professional lenders in ancient Mesopotamia, birth of the bond market and modern banking in Renaissance Italy, development of futures contracts in 17th century Japan and issuance of equity shares in 18th century Netherlands.

In this course, we analyse how financial product innovation has solved a variety of economic problems, such as scarcity of financing source, and uncertainty in the prices of raw materials. We also analyse the relation between financial innovation and the speculative bubbles of the 17th, 18th and 19th century.

PREREQUISITE:

LEARNING OUTCOMES:

1. To understand the emergence of financial innovation in history.

2. To analyse how innovation has shaped the structure and operations of modern financial markets.

• Learning Objective : To understand how the combination of human creativity and financial innovation help solve economic problems.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: International Relations

CODE: GS34002E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: EN
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

[Back to the top](#)

COURSE: Business Implications of Artificial Intelligence

CODE: ST34---E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

This course is designed to bring awareness about the past and current developments and application of artificial intelligence (AI) in the business domain as well as to draw students' attention and imagination toward possible future developments of AI in business and society. Studies conducted by leading management consulting firms (including the Boston Consulting Group and Deloitte) in collaboration with leading research universities (including Massachusetts Institute of Technology) show that, globally, two thirds of companies are at least aware about the immensity of the power that AI could bring to their businesses. And yet, fewer than one in five companies are intimately engaged with developing and incorporating AI into their capabilities. More importantly, a third of companies remain distant from any concrete grasp about what AI means to the future of their businesses and what they could do to gain and keep competitive advantages with the help of AI. Overall, this course is designed to assist current and future business leaders to form a fundamental grasp about artificial intelligence in the context of business and society.

PREREQUISITE:

This course is intended for an audience interested in the basics of artificial intelligence and how this powerful field of computer science and information technology shapes and will continue to shape the face of business across industries, market segments, and geographies. Students from a broad range of educational background are encouraged to take this course as it covers the aspects of commercial application of AI without inclination toward the technical foundations. No requirement on programming skills applies.

LEARNING OUTCOMES:

Upon finalizing this course, students will be expected to have mastered the following blocks of knowledge about AI:

- Commercial opportunities and limitations of AI.
- The basic economics of AI.
- The functioning of AI.
- Tools of AI.
- Strategic implications of AI.
- Socio-economic implications of AI.
- Planning for AI implementation in firms.

TEACHING METHODS:

- In-class lectures and exercises.

[Back to the top](#)

COURSE: Marketing Trends

CODE: MK34003E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall/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.

[Back to the top](#)

COURSE: Social Media Communication

CODE: MK34005E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

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.

The emphasis of this course starts from gaining an understanding of the methodological concepts of marketing analytics. The goal of this course is to provide you with a set of approaches and concepts to consider and develop the ability to formulate effective marketing strategy for a real world marketing problem.

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

- Examines the process of developing, implementing and analyzing strategies for successfully marketing a variety of existing and potential products and services on a digital space. Special attention devoted to the tools and techniques unique to the electronic media

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Leadership and Organization Development

CODE: ML42029E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION: The (global) business environment is placing increased demands on leadership that happens on different levels in the organization. While top level leadership needs to provide vision and guidance on a strategic level to ensuring organizational success, leadership on all levels need to communicate organizational goals, ethics, and visions and motivate employees to engage with those organizational goals, ethics, and visions. This involves the ability to learn and adapt to new contexts and new people, often managing relationships across personalities, cultures, functions, and distance. This course will therefore address the knowledge and competencies needed for leading within such diverse contexts. In line with the strategic vision of Neoma, the emphasis will be on developing students' own leadership skills.

More background: 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: Introduction to Management

LEARNING OUTCOMES:

- Understand and know how to develop self- and other awareness in the context of leadership
- Understand and understand how to manage diversity from a leadership perspective
- Develop skills in people management across a global context

TEACHING METHODS:

To achieve these specific learning objectives, this course uses an experiential and action learning approach that focuses directly on students as a Personal Case Study by which learning takes place in the moment. In particular, the course uses a combination of lecture, case studies, film, experiential exercises, self-assessment techniques, peer feedback, and team projects to enhance students' learning and development as a leader. Each week prior to class, students will complete the e-session of class lasting one hour.

IMPORTANT -- Each week we will have 1 face-to-face class (3 hours) and 1 e-session to be completed prior to our face-to-face session (1.5 hours). For the e-session, students will watch a short video and complete the instructed assessments. The e-session portion is intended to maximize learning outcomes by preparing students in advance of class and the collective learning experience.

[Back to the top](#)

COURSE: Data Analysis & Business Intelligence

CODE: MQ42006E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION: Data is the new oil and the most valuable commodity of the digital age. Companies adopting data-driven decision-making have achieved significant productivity gains over other firms. In industry, the hottest job these days is the Data Scientist. Data scientists combine technical and statistical skills, analytical thinking, and business insight. One of the complaints about the data scientists trained in computer science departments is that they are “just technical”; understanding algorithms well, but lacking important skills in problem formulation, evaluation, and analysis. On the other hand, those trained in business schools tend to have underdeveloped technical skills. This course will cover aspects of both.

To help future managers use and understand analytics, this course provides students with a solid foundation of DA and BI that is reinforced with hands-on practice. This course takes a managerial approach to Business Intelligence, emphasizing the applications and implementations behind the concepts. This approach allows students to understand how DA and BI works in a way that will help them adopt these technologies in future managerial roles. Real world cases will be covered that present a challenge, solution, and results. Each case is paired with questions for students to dig into the details and think critically about the case.

PREREQUISITE: Basic Statistics

LEARNING OUTCOMES:

Recognize trends, detect outliers, and summarize data sets concisely.

Analyze relationships between variables.

Develop and test hypotheses to inform managerial decisions

Craft sound survey questions and draw conclusions from samples of a larger population.

Perform single and multiple variable regression analysis using SPSS and interpret the output and so on.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Final Business Simulation

CODE: BG42002E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

The international management simulation provides a serious management tool which integrates the functions of production, finance, marketing and financial management in the highly competitive global environment. Supply chain, inventories and human resources management are required (optionally) in the third year program. The simulation provides valuable hands on experience and allows participants to immediately put to use the ideas and concepts obtained through lectures as well as the simulation itself.

The simulation requires students to think independently while developing teamwork skills essential in designing successful multinational business. Each round, accounting, financial, production, marketing and strategy decisions are made. You have the results one minute after the end of the round.

This final simulation for GBBA4 includes also specific aspects in logistics.

This simulation, places students in a practical and realistic situation where they must mobilize the knowledge acquired in the two first years of the program, for the first version, and all other courses, in the last year of the Program.

The focus is on the following dimensions:

- Competition: companies compete with each other; the goal is not only to make the "right" decision, as long as it exists, but to make better decisions than competitors;
- Temporal and operational dynamics: projects and decisions are placed in time and duration, in the context of international development;
- The organization of the team work, which must entrust the different members with distinct responsibilities and foresee the way in which coordination will be ensured; At distance, with existing communication tools, it needs to be organized and up to date with IT.
- Integration of the different functions of the company (production / supply, marketing, human resources, finance) and the proper use of the accounting information system and management tools;
- The need to justify projects and report results to stakeholders, in this case the facilitators acting as investors;
- The creation and maintenance of a "group dynamic" that allows teams to take full advantage of the diversity of skills and temperaments of its members, and where everyone contributes actively and positively to the success of the group.

PREREQUISITE:

LEARNING OUTCOMES:

Analyze a market and competitive positions, and implement strategies in different management fields.

Make the link between the different production / procurement operational decisions, marketing, human resources) and their financial impact.

Conceive a perspective of development in the long run.

Analyze a team dynamic and contribute positively.

Mobilize 'in situ' the knowledge acquired in the fundamental lessons of the first year of PGE

Manage and develop a competitive activity.

Our main objective is to allow students to progress towards a global perception of the company, worthy for executives who may ultimately be senior executives.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Intrapreneurship
CODE: EN43002E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

What is intrapreneurship and how may companies profit from it? What are the skills, strategies and behaviours allowing employees to collaborate in the process of innovation inside companies?

In face of the enhanced competition, shortened product life-cycles, and increasing pressures for cost and time reduction, the conception, discussion, and implementation of intrapreneurial projects have become crucial not only for the gain of competitive advantage, but also to the survival of organizations. In addressing these and other related questions, this course aims to prepare students to understand and successfully navigate nowadays business environment. More specifically, the mix of conceptual discussion and practical examples seeks to offer students a comprehensive understanding over the threats, difficulties, and opportunities emerging from the management of ideas inside companies.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the fundamental concepts of Intrapreneurship

- Identify an intrapreneurial program
- Evaluate advantages and disadvantages to Intrapreneurship in different organizational cultures and structures
- Apply the planning and execution procedures that are involved in intrapreneurial endeavors
- Connect innovation and social intrapreneurship to the impact they carry to organizations
- Identify and apply best practice tools to intrapreneurial projects

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Advanced Project Management

CODE: EN43003E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
------------------------------	--------------------------

TERM: Fall	CAMPUS: Rouen
-------------------	----------------------

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

This course explores the close link between Intrapreneurship and Innovation from a strategic perspective.

We further the understanding of the intrapreneurial behavioral and the role of leadership to the creation of competitive advantage, aiming to prepare students to be able to lead the path to innovative projects.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the fundamental traits of Strategic Intrapreneurship and Innovation

- Design an intrapreneurial program

- Identify and understand with the leadership role on Intrapreneurship

- Develop the skills necessary to undergo an intrapreneurial path

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Sales and Business Development 1

CODE: MK43006E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION: There is no business without sales and no sales without customers. The bridge that spans business-to-business (b-to-b) sales/business development and their customers is termed a buyer-seller relationship. Both sides are changing at a rapid pace due to several trends such as the changing nature of competition, an ongoing shift from products to services, the internal dynamics in the customer's buying unit, and advances in technology that has made it easier for customer to access information. This has resulted in an increased scrutiny on best practices of salespeople to deal with such situations.

The contemporary buyer-seller environment presents salespeople with the challenge of finding ways to overcome the current ineffectiveness of many previously effective sales. The effectiveness of many sales approaches has been questioned based on the ongoing paradigm shift in the purchasing domain. Purchasing based changes have had, and are expected to continue to have a tremendous influence on the buying process. In this light, this Business Development course will guide students to the new era of professional selling, and help them to identify and create value for their future customers. Because in the end, everything is about selling.

PREREQUISITE:

LEARNING OUTCOMES:

Understand what customer value is

- be able to sell a product/service to a buyer following the SPIN-technique
- have a helicopter view on what good sales managers sets apart from good salespeople?

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Sales and Business Development 2

CODE: MK43007E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The program is an introduction to the sales trades. It will be addressed both the technical and methodological aspects of the sale, but also the set of management tools available to the sales department to drive the performance of the teams.

The course is composed of both recent theoretical elements through studycases, presentations and videos, as well as practical exercises with student situations through role play exercises.

The performance of the students is evaluated through individual work, group exercises and and final studycase.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the roles, functions, careers opportunities & challenges of sales People and Mananagers

within the new global Business

learn & Practice some advanced Sales technics from basic transactional to complex KAM Solution Sales practices.

understand the environment of the Sale activities from purchasing process alignment to regulations & ethics consideration.

understand some key points of Sales Management activities from hiring people, motivating tam and driving sales performance by monitoring business with CRM and sales metrics.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Supply Chain Management 1

CODE: SC43005E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
------------------------------	--------------------------

TERM: Fall	CAMPUS: Rouen
-------------------	----------------------

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

As it is the case for several enterprises (Toyota, IKEA, Dell, Wal Mart, Apple, Amazon, among others), the control of supply chains represents a potential source of competitive advantage. It is, in most of the times, even a basic condition for success: without efficient supply chains, there are no products available for sale, no sales and...no profit! The control of the supply chain gains relevance, particularly in face of the strong globalization of production and consumption markets, the development of complex flows of raw material, finished goods, information and funds, and, along with that, the need for a more sustainable development. The main goal of the course is to give students a solid comprehension of what Supply Chain Management is. Some of the main questions targeted include: Where does this approach come from? 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? An emphasis is put on the critical managerial aspects of the supply chain function.

PREREQUISITE:

LEARNING OUTCOMES:

Define logistics and supply chain management

- identify the actors of supply chains and their relationships

- understand the major environmental and social issues of transportation and logistics

- know the various jobs within supply chains

- comprehend the relevance of logistics and supply chain management for the implementation of

- corporate strategies

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Supply Chain Management 2

CODE: SC43006E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
------------------------------	--------------------------

TERM: Fall	CAMPUS: Rouen
-------------------	----------------------

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

In answer to the increasing pressure for products to be delivered exactly on time, in the desired places, in perfect conditions, and at competitive prices, companies have recognized the importance of efficiently managing physical flows not only within their organizational borders, but also in the operations conducted by their upstream and downstream supply chain partners. On that regard, the discipline **Supply Chain Management 2** focuses on the main quantitative tools and approaches employed by companies all over the world, offering students the capacity to gain fundamental knowledge for the successful development of their careers

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Advanced Team Management

CODE: RH53008E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Behavioral Finance

CODE: FI44001E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

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 financing decisions, investment, and capital structure. Moreover, it allows students to understand the role of information, its interpretation as well as its impact on prices, and financial decisions. Finally, the proposed course provides a holistic view of the key concepts of behavioral finance like, loss aversion, framing, heuristics in decision making and prospect theory.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the principles and concepts of behavioral finance.

Understand the role and the impact of information in finance and its interpretation.

Identify the main cognitive biases, their interaction and key heuristics in decision making

Applying behavioral finance to different fields of finance, including financing decisions, capital structure, investments, and external growth.

[Back to the top](#)

COURSE: Blockchain Revolution : from Cryptocurrencies to other Finance App

CODE: FI34006E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

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:

Good knowledge of English language

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

[Back to the top](#)

COURSE: Brand Management and Story Telling

CODE: MK42056E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Capital Budgeting and Financing

CODE: FI42069E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Core Course	LANGUAGE: EN
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Contrôle de gestion

CODE: CG42009F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Rouen-Reims

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:

- 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)
- 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
- situer les principes et enjeux généraux des démarches de contrôle de gestion
- calculer des écarts sur charges directes ainsi que des écarts sur chiffre d'affaires et les interpréter

[Back to the top](#)

COURSE: Décisions d'investissement et de financement

CODE: FI42068

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION: L'objectif de ce cours est d'aider les étudiants à développer les aspects avancés sur la question de savoir comment les firmes choisissent leur investissement et le financement.

Ce cours obligatoire est destiné aux étudiants du Programme Grande Ecole en 2ème année (M1), après suivre le cours « Finance d'entreprise » en leur 1ère année. Il couvre 3 thèmes essentiels de la finance d'entreprise moderne : décision d'investissement et de financement ainsi que le structure de capital.

Décision d'investissement consiste à comment une firme fait une décision d'investissement pour augmenter la valeur de la firme. Ce cours commence par le concept fondamental de la valeur temps de l'argent. Celui-ci est ensuite appliqué à la décision d'investissement en utilisant les différentes critères d'investissement et en calculant les flux de trésorerie disponibles.

Ensuite, ce cours analyse les options de financement des firmes, à savoir capitaux propres et dette. En ce qui concerne le marché des actions, ce cours introduit plusieurs méthode d'évaluation des actions et discute la procédure de l'introduction en bourse. Quant au marché obligataire, on couvre l'évaluation des obligations et l'émission des obligations corporate.

Enfin, la dernière partie de ce cours réunit les actions et les obligations ensemble en développant le concept du coût moyen pondéré du capital.

PREREQUISITE:

LEARNING OUTCOMES:

Comprendre la valeur temps de l'argent ;

Appliquer les différentes règles de la décision d'investissement ;

Calculer les flux de trésorerie disponible d'un projet ;

Évaluer les actions ;

Évaluer les obligations ;

Comprendre comment les firmes financent par des actions et des obligations ;

Calculer le coût du capital

[Back to the top](#)

COURSE: Décrypter les futurs : prospective et scénarios

CODE: ST44001F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION: Cet électif est tourné vers le futur, l'innovation, le caractère disruptif des évolutions technologiques et digitales et plus largement s'interroge sur les transformations sectorielles mais également sociétales de demain. Quelles sont les dilemmes, les enjeux, les menaces, les dangers et les opportunités dans 5 ou 10 ans ? Et comment fait-on pour appréhender le futur alors même que l'on sait qu'il est impossible de prévoir dans un monde qui est de plus en plus volatile, incertain, complexe et ambigu... Les prospectives sectorielle et stratégique sont des réponses.

Mais qu'est-ce que la Prospective ? Pas seulement de l'anticipation... Pas de la prévision... Encore moins de la prédiction ! La prospective permet aux managers d'appréhender les évolutions possibles de leurs environnements en intégrant les ruptures et les inerties, les signaux faibles, les temps longs, les turbulences, les freins et les moteurs de changement sectoriels et intersectoriels.

L'intérêt dans un parcours académique de programme Grande Ecole. A mesure que les changements s'accroissent, il devient de plus en plus difficile de poser un bon diagnostic stratégique. Or les mutations et les transformations peuvent s'avérer de vraie catastrophe pour certaines entreprises. L'objectif d'une démarche de prospective sectorielle et stratégique n'est donc pas de « prédire » mais de se mettre en position d'être proactif face à des menaces et des opportunités qui ne seront avérées que dans quelques années. La finalité est d'éviter de subir car cela conduit les entreprises à rester dans une posture adaptative non choisie.

Cet électif est orienté vers deux types de prospective : la prospective sectorielle et la prospective stratégique. Il s'agit dans cet électif d'en découvrir à la fois les aspects méthodologiques (notamment la méthode des scénarios) mais aussi de voir appliquer ces méthodes à des secteurs aussi divers que : la banque, le livre, le cinéma et la télévision, la publicité, l'automobile, la presse, l'hôtellerie, le commerce...

L'objectif de cet électif est également de comprendre la nature des transformations actuelles et futures : les multiples impacts du digital, les transformations de modèles économiques ou de chaînes de valeur, les impacts de l'économie collaborative ou du partage, etc. Comment le secteur bancaire sera-t-il impacté par les fintech et les néobanques ? Comment le secteur de l'hébergement continuera-t-il à être impacté par AirBnB ? Comment le secteur de la télévision restera impacté par Netflix ? ou encore comment les secteurs du livre, de la publicité, de la presse ou de l'automobile sont et seront impactés par les GAFAs et les nouvelles technologies... ? A partir de cet angle sectoriel, cet électif vise à initier une réflexion plus large positive mais critique sur l'évolution de la société...

PREREQUISITE:

LEARNING OUTCOMES:

- L'étudiant aura acquis la logique de pensée et les concepts sous-jacents aux démarches de prospective et acquis les principes de la méthode des scénarios
- Exemples : paradigme (déterminisme, constructivisme, etc.) ; différence entre postures (réactive, adaptative, préactive, proactive) ; système et systémique ; futurs possibles/futurs souhaités, incertitude/complexité ; les différentes catégories de ruptures et la notion de disruption ; temps longs/turbulence ; diffusion des innovations et facteurs d'inertie (freins, verrou, etc.) ; catalyseurs et

moteurs de changement ; signaux faibles, les points d'inflexions et les tendances lourdes

- Cerner l'intérêt de la dimension participative des démarches de prospective
- Elaborer des scénarios avec les principales méthodes utilisées aujourd'hui (analyse structurelle, stratégie des acteurs, analyse morphologique, Delphi, etc.)
- L'étudiant aura acquis la logique de pensée et les concepts sous-jacents aux démarches de prospective sectorielle et stratégique et acquis les principes de la méthode des scénarios dans ces deux domaines
- Cerner les objectifs, les finalités mais aussi les leviers et les limites d'une démarche de prospective sectorielle et stratégique
- Mieux cerner l'intérêt de l'échelle du secteur industriel (et de la chaîne de valeur du secteur) pour appréhender aujourd'hui les transformations, les changements et les mutations à venir ou les opportunités de changements et mutations
- Appréhender les dynamiques temporelles et les vecteurs d'accélération ou d'inertie des évolutions sectorielles
- Comprendre la logique de construction des scénarios sectoriels
- Comprendre la logique de construction des scénarios stratégiques
- L'étudiant sera en mesure d'articuler la logique de la prospective sectorielle et stratégique avec les nouvelles logiques de flexibilité stratégique, d'innovation ainsi que de veille stratégique
- Mieux comprendre les finalités des politiques favorisant les innovations dans les organisations et comment on articule ces politiques avec les démarches de prospective
- Savoir resituer les démarches de prospective dans l'élaboration d'un projet stratégique
- Savoir articuler prospective et veille stratégique

[Back to the top](#)

COURSE: Des comptes sociaux aux comptes consolidés

CODE: CP42008F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION: L'objectif de ce cours est la préparation à la spécialisation de la filière expertise comptable. Il a pour vocation l'approfondissement du cours de comptabilité de première année, 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

Comprendre la présentation de la déclaration de TVA

Comprendre les opérations de clôture et de réouverture des comptes

[Back to the top](#)

COURSE: Dilemmes de l'entrepreneur : croissance versus contrôle

CODE: EN44002F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

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 :

(i) quand, à quelle étape de sa carrière créer ?;

(ii) faut-il créer en solo ou en équipe ? Quels cofondateurs?; (iii) A différentes étapes du développement de la startup, quel type de personnes engager ?

(iii) 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.

[Back to the top](#)

COURSE: Discrimination, diversité et inclusion en entreprise

CODE: RH44001F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION: Comprendre les enjeux économiques, juridiques, sociaux et humains de la discrimination, de la diversité et de l'inclusion dans les entreprises.

PREREQUISITE:

LEARNING OUTCOMES:

Les séances seront découpées en 5 grands blocs, et systématiquement composées de présentations, d'études de cas de vidéos et d'exercices collectifs, ainsi que, occasionnellement, de débats et de jeux de rôle.

[Back to the top](#)

COURSE: Droit du travail

CODE: AJ42017F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

Ce cours a pour but de permettre aux futurs professionnels qui travailleront en entreprise de connaître les principales règles actualisées après les ordonnances Macron, relatives aux relations individuelles de travail et ce afin de manager efficacement les équipes en respectant la législation du travail.

PREREQUISITE:

LEARNING OUTCOMES:

résoudre des problèmes de droit en utilisant la méthodologie du cas pratique explicitée en cours et en utilisant les principes, exceptions de droit ainsi que la jurisprudence
 faire des recherches utiles sur Légifrance et autres sites pour résoudre les problèmes juridiques
 assurer une veille jurisprudentielle

[Back to the top](#)

COURSE: E - Business Communication

CODE: LV4X---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

[Back to the top](#)

COURSE: Economie de l'innovation

CODE: EC44002F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Rouen-Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours est destiné à initier les étudiants aux comportements des entreprises innovantes. Les étudiants auront des séances magistrales leur expliquant les bases conceptuelles et les principaux résultats sur les stratégies d'innovation. Les exemples présentés seront liés à différents secteurs (e.g. internet, bioéconomie, l'automobile, pharmacie)

PREREQUISITE:

LEARNING OUTCOMES:

- Maîtriser les concepts et les grandes stratégies d'innovation
- Etre capables d'articuler les outils économiques pour mener une analyse stratégique
- Commencer à analyser de manière systématique des cas d'innovation dans différents secteurs
- Mettre en place des stratégies pour des innovations qui n'existent pas encore.

[Back to the top](#)

COURSE: Entreprises Ressource Planning

CODE: SC42026F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

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...) reposant sur une base de donnée unique et partagées entre les différentes applications.

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:

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

[Back to the top](#)

COURSE: Financement public de l'innovation

CODE: EC44003F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

L'objectif de ce cours est de fournir aux étudiants les clés de compréhension globales concernant les différents outils de financement publics de l'innovation

Ce cours est destiné aux étudiants de deuxième année du Programme Grande Ecole. Il couvre surtout les aspects microéconomiques du financement public de l'innovation.

Il replace tout d'abord la question du financement public de l'innovation dans le cadre général du financement des entreprises et des projets innovants. Après avoir défini ce qu'est l'innovation, il explique pourquoi un soutien public est nécessaire au financement de l'innovation à la fois d'un point de vue microéconomique (défaillances de marchés) et macroéconomique (lien entre innovation et croissance).

Il présente ensuite successivement les différents dispositifs de financement public (français et européens) de l'innovation en adoptant une approche par nature : (subventions, prêts/garantie, apports en capital, dispositifs d'exonération fiscale) en s'attachant à identifier les acteurs publics en charge, et le stade de développement de l'entreprise innovante ou le caractère de l'innovation visé par le dispositif.

De nombreux exemples et cas pratiques sont proposés tout au long du cours

PREREQUISITE:

LEARNING OUTCOMES:

Déterminer la structure idéale (financement publics vs financements privés) de financement d'un projet

ou d'une entreprise innovante en fonction de son stade de développement...

Comprendre les enjeux liés aux financements publics de l'innovation

Connaitre les différents dispositifs de financement public de l'innovation

Savoir vers quel(s) acteur(s) public(s) se tourner en fonction du type d'innovation à financer

Concevoir un dossier de demande de financement public

•

[Back to the top](#)

COURSE: Money and Banking (Previously Financial and Banking Regulation Challenges)

CODE: EC44004E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Ten years after the worst financial debacle with the collapse of Lehman Brother, the question of regulating the financial and banking sectors remain a top priority for any country. In Europe, the question has been taken seriously with the design of the European Banking Union. At the international level, countries members of the G-20 have created the Financial Stability Board to watch systemic financial institutions after the last major financial crisis. In the major countries affected by the crisis, regulators have been redesigning the supervisory scheme of financial markets and banking activities taking into account the strong connection between the 2 sectors. Central banks have endorsed broader supervisory power. This course aims at providing an understanding of the transformation at work since the “subprime” crisis and the European sovereign debt crisis. This is a very complex topic since it requires a good understanding of the banking and financial activities. The course starts with an overview of the major changes the banking sector underwent through the past 30 years because of financial deregulation and globalization. Then it will explain the mechanisms underlying securitization and the reason for the strong development of the subprime market that led to the 2007 crisis. This helps to understand the interconnectedness of banks and financial markets. Then the course will focus on the banking regulation and supervision, in particular the capital regulation. A special attention will be dedicated to the Basel Accord. Basel III is about to be fully implemented at the European level and we will discuss the merits of the changes introduced in the light of the crisis.

PREREQUISITE:

LEARNING OUTCOMES:

The organization of the financial and banking system in developed economies. They should have a clear view of the role played by the banking system and a basic understanding of banking activities..

- Liquidity risk and the role of the lender of last resort
- Bank failures and deposit insurance system
- Securitization, rating agencies and regulation of financial innovation
- Banking regulation through capital requirements, micro and macro prudential regulation

[Back to the top](#)

COURSE: Fondamentaux de la communication

CODE: MK42058F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: FR
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

Contexte: 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

[Back to the top](#)

COURSE: Fundamentals of Communication

CODE: MK42059E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: EN
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Gestion de projets

CODE: ML41002F/SI42017F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15 OR 30	CREDITS: 3 or 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
- Maitriser les principales fonctionnalités du logiciel MSPROJECT

[Back to the top](#)

COURSE: Global Marketing

CODE: MK42061E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: EN
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Human Resources & Organization

CODE: RH41003E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Core Course	LANGUAGE: EN
TERM: Fall	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Imposition des entreprises et de leurs managers

CODE: FS44---F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: FR
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Ce cours permet à l'étudiant :

- D'acquérir la culture fiscale minimale nécessaire à tout étudiant en management et futur dirigeant ;
- De donner les bases nécessaires aux étudiants qui souhaitent se spécialiser en Finance, Audit, Entrepreneuriat et Droit.
- De comprendre l'importance de l'éthique dans le monde des affaires : réflexion sur les risques liés à la fraude fiscale et ses conséquences sociétales.
- D'intégrer les grands principes de la fiscalité française pour comparer à terme avec des fiscalités de pays étrangers
- De prendre conscience de l'importance des conséquences fiscales sous-jacentes à toute décision stratégique de l'entreprise dans le cadre d'une bonne gestion des risques.

PREREQUISITE:

Ce cours a pour objectif de donner l'ouverture et la culture fiscale minimum à tout futur manager quel que soit son orientation professionnelle future. Il permettra à l'étudiant d'intégrer le risque fiscal lié à toute décision stratégique et à savoir le gérer. Il est fortement recommandé à tous les étudiants qui se destinent à une spécialisation en finance, en real Estate and wealth Management, en audit, entrepreneuriat et en droit des affaires.

Axe : culture fiscale et financière

Compétence : gestion des risques fiscaux

Un cours de comptabilité générale de base

LEARNING OUTCOMES:

- comprendre une problématique fiscale simple
- pouvoir procéder à une analyse critique d'articles professionnels relatifs à l'économie, la fiscalité, la finance et la pratique des affaires
- faire le lien entre les décisions stratégiques et financières de l'entreprise et la gestion des risques fiscaux et patrimoniaux

[Back to the top](#)

COURSE: Innovation Management

CODE: ST42036E (ST53008E)

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.

[Back to the top](#)

COURSE: Intelligence économique, veille stratégique et lobbying

CODE: EC42011F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

Le lobbying regroupe toutes les stratégies d'influence du processus décisionnel public par un groupement d'intérêts privés issu de la sphère économique ou sociétale. C'est « l'art et la manière », active ou réactive, de faire entendre sa voix auprès du législateur et ainsi de contribuer à façonner la loi en fonction de ses propres intérêts. (les lobbyistes sont entre 25000 et 30000 à Bruxelles, davantage encore à Washington).

Si le lobbying renvoie une image souvent négative et sulfureuse, c'est en raison de pratiques et comportements douteux de certaines entreprises aux moyens financiers considérables. Cette réalité ne doit pas masquer une autre réalité, celle du lobbying « éthique », positif et utile à l'exercice de la démocratie.

L'intelligence économique consiste, quant à elle, en la recherche, le traitement et la diffusion de l'information. Face à la mondialisation de l'économie et au développement des technologies de l'information et de la communication, la maîtrise de l'information revêt de plus en plus clairement une dimension stratégique pour les entreprises.

PREREQUISITE:

LEARNING OUTCOMES:

- D'effectuer la distinction entre intelligence économique et lobbying
- De mesurer l'importance stratégique de l'intelligence économique et du lobbying pour toutes les entreprises y compris les PME
- De comprendre la réalité de l'intelligence économique et du lobbying et faire fi des idées reçues

TEACHING METHODS:

[Back to the top](#)

COURSE: International trade

CODE: EC42012E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Reims - Rouen

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

<p>PRESENTATION:</p> <p>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. The course will especially emphasize the impact of trade policies on business activities. It will relate to recent and ongoing issues such as BREXIT, US protectionism, bilateral and multilateral trade negotiations.</p> <p>Questions that will be answered include: 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, (CP)TTP, EU-ASEAN, EU-ACP, etc. How do firms and economic sectors formulate and defend their interests in the context of trade negotiations?</p> <p>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).</p> <p>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, US-EU and USN-China trade conflicts, TTIP, CETA, EU-Mercosur negotiations, geo-politics of energy, French industrial policy/protectionism debate, etc.</p> <p>The students will be trained in formulating and defending the interests of a specific economic sector vis-à-vis policy-makers and trade negotiators</p>

PREREQUISITE:

<p>LEARNING OUTCOMES:</p> <p>Formulate a negotiation position in an international trade context.</p> <ul style="list-style-type: none"> Understand how interests are represented in trade negotiations Understand the relevance of international trade negotiations for specific firms, multinational companies, and economic sectors
--

Understand how trade policy instruments work and what their effects are.

Understand the logic behind Global Value Chains (GVCs).

Assess the contribution of trade and investment to globalization.

Analyze international trade and investment data.

Identify the main drivers behind trade and investment flows.

Understand the basic economic logic behind international trade and direct investment flows.

[Back to the top](#)

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

CODE: SC42015F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: French
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

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

[Back to the top](#)

COURSE: Introduction to IFRS (International Financial Reporting Standards)

CODE: CP42---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

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

[Back to the top](#)

COURSE: Introduction to Operations Research

CODE: SC42016E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

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 and software
- model main problems encountered in supply Chain via operations research techniques
- use Optimization and decision aid software

TEACHING METHODS:

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

[Back to the top](#)

COURSE: Introduction to R

CODE: MQ44001E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims - Rouen

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

This course aims at providing students with a basic/intermediate knowledge of R for data analysis. Students will familiarize with R through RStudio being its integrated development environment (IDE). The course will start introducing the main programming tools and their use when working with dataset. While learning the R language, students will recall and use some of the main statistical concepts such as: (1) basic descriptive statistics (2) hypothesis testing (3) linear regression analysis. In addition, students will be able to familiarize with the practice of forecasting financial time series. Finally, the student will be introduced to the potentials of data visualization using R. During each class, the student will be continuously challenged while measuring/evaluating/interpreting dataset concerned with the business and financial world. This is crucial in order to turn numbers into knowledge for decision-making.

PREREQUISITE:

LEARNING OUTCOMES:

- To be able to use R software to conduct basic computing tasks
- To be able to develop program logic for specific problems
- To be able to collaborate on a R project

TEACHING METHODS:

[Back to the top](#)

COURSE: Investments (EN)

CODE: FI42098E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course will introduce students to the theoretical concepts in investment management and their practical applications through exercises and short case studies. The course is divided into two parts.

Part I will focus on the functioning of financial markets. The students will gain an in-depth understanding of the investment environment, the various asset classes and financial instruments and the different trading mechanisms. The process of short-selling and buying on margin will also be discussed. Finally, we conclude Part I with a detailed analysis of the relation between risk and return of a security and present the essential tools for estimating expected returns and risk from historical data.

Part II will concentrate on capital allocation to risky assets, in particular, the proportion of risky vs. riskfree asset in a portfolio. The course will highlight the potential gains from diversification and examine the process of efficient diversification in a portfolio consisting of multiple risky assets. We will discuss the Capital Asset Pricing

Model, which is the centrepiece of modern finance theory and its various applications in corporate finance and investment management.

PREREQUISITE:

Knowledge of economics

Basic calculus and statistics

Intermediate level knowledge of Excel

LEARNING OUTCOMES:

Will understand how financial markets operate, and , appreciate the differences between the various financials assets.

Will be able to analyse attractiveness of various financial instruments based on their risk-return profile.

Will have a thorough understanding of modern portfolio theory including mean variance analysis, optimal

risky portfolio and index models.

Will have an in-depth understanding of the CAPM, its relevance and various applications.

•

TEACHING METHODS:

[Back to the top](#)

COURSE: Investments (FR)

CODE: FI42099F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours va permettre aux étudiants de devenir familier d'un point de vue théorique avec la gestion des investissements en produits financiers et de mettre en pratique ces connaissances à travers des exercices et des cas concrets. Le cours est divisé en deux parties.

La première partie se concentrera sur le fonctionnement des marchés financiers. Au cours de ce cycle, les étudiants vont acquérir une connaissance approfondie des différentes classes d'actif et produits financiers. Les concepts de vente à découvert et de trading à la marge seront abordés. Nous conclurons cette partie en analysant en détail la relation risque/rendement et présenterons les outils essentiels pour estimer le rendement espéré et le risque des actifs financiers.

La deuxième partie se concentrera sur l'allocation de capital et en particulier le ratio actifs risqués versus actifs non risqués dans un portefeuille. Le cours mettra en lumière les avantages potentiels de la diversification dans un portefeuille contenant plusieurs actifs risqués. Enfin, nous discuterons le modèle CAPM (modèle d'évaluation des actifs financiers) qui est l'une des pierres de voûte de la finance moderne et nous décrirons ses applications en finance d'entreprise et en gestion de fonds.

PREREQUISITE:

Connaissances de base en économie

Connaissances en algèbre et en probabilités élémentaires

Niveau de maîtrise intermédiaire en Excel

LEARNING OUTCOMES:

Comprendre le fonctionnement des marchés financiers et des principaux produits financiers

D'analyser l'attractivité des différents produits financiers en fonction de leur ratio risque/rendement

Comprendre en profondeur la théorie moderne du portefeuille, et entre autre, l'analyse mean-variance et la construction d'un portefeuille optimal

Maîtriser en profondeur le modèle CAPM et ses applications.

TEACHING METHODS:

[Back to the top](#)

COURSE: Leading Change

CODE: ML42014E (ML53019E)

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen - 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, 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

[Back to the top](#)

COURSE: Management Accounting

CODE: CG42010E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Core Course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Management de la marque

CODE: MK42078F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: French

TERM: Fall

CAMPUS: Rouen-Reims

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 management 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

maîtriser et utiliser les principaux outils de diagnostic des marques

savoir analyser les marques et identifier les leviers stratégiques pour les développer

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

intégrer les problématiques de droit des marques dans les réflexions stratégiques

[Back to the top](#)

COURSE: Management de la Supply Chain (FR)

CODE: SC42018F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

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 Business Outlook propose dans un premier temps de faire découvrir aux étudiants ce que sont la logistique et le supply chain management. Puis, cette spécialisation professionnalisante 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

[Back to the top](#)

COURSE: Management des activités de service

CODE: ST42028F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: FR
TERM: Fall	CAMPUS: Rouen-Reims

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.
- connaît 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.

[Back to the top](#)

COURSE: Management des opérations

CODE: SC31008F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: Français
TERM: Fall/Spring	CAMPUS: Rouen - Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

L'objectif de ce cours est d'initier les étudiants aux divers aspects de la gestion des opérations et des chaînes logistiques. Il est aussi de donner un aperçu sur les méthodes et techniques utilisées dans ces disciplines.

Mis en situation de résoudre des problèmes logistiques (tels que des problèmes d'optimisation des réseaux, de régulation du transport, de gestion des stocks ou de planification de la production), le futur cadre que vous êtes devrait être en mesure de catégoriser le problème, d'utiliser les outils conceptuels informatiques adéquats. Il s'agit de donner un panorama des approches et méthodes adaptées à cette discipline. Nous insisterons sur la nature complexe des problèmes de management des chaînes logistiques et sur le besoin de développer des solutions combinant simplicité et efficacité. L'objectif est qu'un non spécialiste puisse être un interlocuteur sérieux pour les spécialistes du domaine et, s'il le désire, puisse par son cursus futur exercer dans ce domaine aux potentialités multiples et en plein essor.

PREREQUISITE:

- Un niveau de connaissances mathématiques de seconde
- Connaître le fonctionnement de base d'un tableur

LEARNING OUTCOMES:

- Décrire les différents aspects du management des chaînes logistiques, y compris dans leur liaison avec la production..
- Esquisser une solution à ces problèmes
- Identifier les problèmes d'ordres opérationnel et logistique.
- Mettre en œuvre les principes de la gestion des chaînes logistiques performantes.
- Reconnaître les opportunités en matière de bonne gestion logistique.

TEACHING METHODS:

- Cours théorique pour un apport de connaissances fondamentales
- Exercices pratiques en classe et en ligne sur Moodle
- Modules Cross Knowledge conseillés
- Lectures demandées
- Discussion de cas en classe (participation fortement souhaitée)

[Back to the top](#)

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

CODE: EC44006E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen - Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

The 2008 subprime crisis demonstrated that business cycles are an inescapable aspect of the reality of modern economies. Ever since the advent of industrial economies, business cycles not linked with the weather or other natural causes became the rule. Periods of economic boom are followed by crisis and recession. This suggests that economic booms are economically unsustainable and a source of instability. However, what is the source of this unsustainability? This course adopts a heterodox position where business cycles imply a cluster of entrepreneurial errors and malinvestments during the boom that are triggered by warping of market signals necessary for investment evaluation such as capital availability, interest rates, and regulation. Moreover, credit creation during the boom amplifies the cluster formation by worsening the divergence between financial and real capital available to sustain new expanding investment projects. This course thus aims at giving students a broad view of this process by means of a historical and theoretical analysis of business cycles. Particular attention is paid to project evaluation during cycles, government policy, technological evolution, outsourcing, and other phenomena linked to business cycles.

PREREQUISITE:

- Basic notions of national accountancy—definitions of GDP, inflation, interest, unemployment, budget surplus/deficits, etc.

LEARNING OUTCOMES:

- Explain the process of malinvestment clustering
- Identify possible countermeasures to business cycles
- Explain the role of finance in business cycles

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Mobile Business Model : Innovation and API Economy

CODE: ST44002E (ST42030E)

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

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.

[Back to the top](#)

COURSE: Mondialisation : enjeux économiques, stratégiques et géopolitiques

CODE: EC42009F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

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

TEACHING METHODS:

[Back to the top](#)

COURSE: Negotiation

CODE: RH42010E (RH53010E)

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen – Reims

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

[Back to the top](#)

COURSE: Operations Management

CODE: SC42---E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen – Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

The objective of this course is to introduce students to various aspects of operations management and supply chains. The course provides also an overview on the methods and techniques used in these disciplines.

The students should be able solve logistical problems (such as network optimization problems, transportation problems, inventory management or production planning), in such a way they can utilize the adequate computational tool for solving real problems.

The content of the course emphasizes the complex nature of supply chain management problems and the need for developing solutions that combine simplicity and efficiency.

At the end of the course, a student should have the skills to work together with a supply chain specialist or to specialize in operations management and/or supply chain management.

PREREQUISITE:

LEARNING OUTCOMES:

- Describe the different aspects of the supply chain management
- Identify the opportunities arising from the adequate operations management
- Apply the principles of efficient supply chains
- Identify the problems concerning operations and logistics
- Implement solutions for the problems concerning operations and logistics

TEACHING METHODS:

[Back to the top](#)

COURSE: Public Funding of Innovation

CODE: EC44005E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen – Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

The objective of this course is to provide students with the global keys to understanding the different public funding tools for innovation.

This course is intended for second year students of the Grande Ecole Program.

It mainly covers the microeconomic aspects of public financing of innovation. First, it puts the issue of public financing of innovation in the general framework of corporate finance and innovative projects.

After defining what innovation is, he explains why public support is needed to finance innovation both from a microeconomic (market failures) and macroeconomic (innovation-growth) point of view.

It then successively presents the different public financing mechanisms (French and European) of innovation by adopting an approach by type of tools : (subsidies, loans / guarantees, capital investment, tax exemption mechanisms) by focusing on identifying the public actors in charge, and the stage of development of the innovative firm or the character of the innovation targeted by the scheme.

Many examples and practical cases are offered throughout the course.

PREREQUISITE:

LEARNING OUTCOMES:

- Define ideal structure (public financing vs private financing) of financing a project or an innovative company according to its stage of development ...
- Understand global issues related to public funding of innovation
- Know the different public financing mechanisms for innovation
- Know which public actor (s) to look for according to the type of innovation to be financed
- Complete a public funding application

TEACHING METHODS:

[Back to the top](#)

COURSE: Ressources humaines et organisation

CODE: RH41002F

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Rouen – Reims

TEACHING HOURS: 30

CREDITS: 5

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, habiliter (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 obligatoire offre donc 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.

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)

Un objectif d'apprentissage essentiel dans les écoles de commerce est de s'assurer que les résultats d'apprentissage sont transférables aux cadres organisationnels réels. La capacité à manager et à travailler efficacement avec des collaborateurs divers et variés est une des clés de réussite au travail. Le développement de telles capacités et compétences tend à renforcer les chances d'insertion et de progression professionnelle.

TEACHING METHODS:

[Back to the top](#)

COURSE: Revenue Management

CODE: SC42017E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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.

[Back to the top](#)

COURSE: Search Engine Marketing and Community Management

CODE: MK42079E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

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.

PREREQUISITE: Principles of Marketing, Fundamentals of Marketing

LEARNING OUTCOMES:

- Understand the principles of Search Engine Marketing
- Learn the cutting-edge knowledge from the researchers and the industry experts
- Learn how to use search engines for advertising services and products
- Understand how to effectively design and manage search engine campaigns
- Examines the process of developing, implementing and analyzing strategies for successfully marketing a variety of existing and potential products and services on a digital space. Special attention devoted to the tools and techniques unique to the electronic media

[Back to the top](#)

COURSE: Stratégie

CODE: ST41002F

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Core course	LANGUAGE: French
TERM: Fall	CAMPUS: Rouen-Reims

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)
 - Analyser l'environnement stratégique
 - Identifier les capacités stratégiques
 - Evaluer les options stratégiques possibles
 - Formuler des orientations stratégiques et un plan stratégique
 - Appréhender les problèmes liés à la mise en œuvre de la stratégie

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

[Back to the top](#)

COURSE: Strategy

CODE: ST41003E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Core Course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Supply Chain Management

CODE: SC42019E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: The Economics of Culture

CODE: GS44006E (GS42032E)

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Elective	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

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:

- 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

[Back to the top](#)

COURSE: Financial Issues for Project Management

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.

[Back to the top](#)

COURSE: Managing Individuals and Teams: an Experiential Approach

CODE: RH53007E

PROGRAMME: MSc in International Project Development	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 4
---------------------------	-------------------

PRESENTATION:

The course introduces and reviews a selection of the most important topics in the area of people management, taking a practical and experiential approach. It helps students understand through experience what characterizes individual, group, and organization-wide behavior in a company embedded in a constantly changing environment

PREREQUISITE:

Fluent in English

LEARNING OUTCOMES:

- identify personal strengths and weaknesses in leading teams and projects
- increase their understanding of some critical behavioral processes in organizations
- increase their analytical skills in diagnosing and solving behavior-related problems in real organizations

TEACHING METHODS:

[Back to the top](#)

COURSE: Multi-project Portfolio Management

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 give 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.

[Back to the top](#)

COURSE: Negotiation Strategies and Dispute Resolution

CODE: ML53003E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Sometimes reduced to the techniques required to sell a 24-volume encyclopedia to a recalcitrant octogenarian or to the art of obtaining a pay rise, learning how to negotiate is not simply a question of how to make the biggest possible profit. Negotiation is part 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...

the aim of this course is to teach students the fundamentals of negotiating, based on both practice and psychosocial theories. Students will familiarize themselves with negotiation practices through role-play exercises and case studies.

PREREQUISITE:

Very good level of English

LEARNING OUTCOMES:

- Distinguish between integrative and distributive negotiations
- Lead a successful multiparty negotiation
- Lead a successful one-to-one negotiation
- Understand common biases in negotiation
- 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:

[Back to the top](#)

COURSE: Strategies of Development across Countries and Cultures

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.

[Back to the top](#)

COURSE: Information Systems for Supply Chain Management

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.

[Back to the top](#)

COURSE: Management Science

CODE: SC53023E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

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.

[Back to the top](#)

COURSE: Strategic Purchasing

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

[Back to the top](#)

COURSE: Introduction to Strategic Supply Chain Management

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.

[Back to the top](#)

COURSE: Operations and Process Management

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

[Back to the top](#)

COURSE: Boosting your Employability in France

CODE: LV3X122F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: FR

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

[Back to the top](#)

COURSE: Découvrir et comprendre la culture française

CODE: LV3X135F

PROGRAMME: Echange

TYPE: Echange

LANGUAGE: FR

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.

[Back to the top](#)

COURSE: Discovering and Understanding French Culture

CODE: LV3X134F

PROGRAMME: Exchange

TYPE: Language course

LANGUAGE: EN

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

[Back to the top](#)

COURSE: French for Business

CODE: LV3X123F/LV3X124F/LV3X125F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: FR

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:

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

[Back to the top](#)

COURSE: French for Communication

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

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: FR

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:

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

[Back to the top](#)

COURSE: Business Ethics

CODE: DD32009E (DD32007E)

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Students will reflect on current challenges of social responsibility and ethics; They will understand the dynamic that leads from public debate and controversy to the appearance of new behavioural principles for firms.

The course will cover all principal tools and references related to CSR/SD and ethics, in every department of the company. Students will understand the potential for innovation and reconfiguration that CSR/SD represents for firms, the economy and society as a whole

PREREQUISITE:

LEARNING OUTCOMES:

- Acquaint students with general approaches to business ethics along with problems that attend ethical theory to apply the vocabulary of ethics to concrete business situations.
- Distinguish between Sustainable Development, Corporate Social Responsibility and Ethics
- Present the major current CSR/SD issues for each department in a company

[Back to the top](#)

COURSE: Comptabilité générale

CODE: CP31001F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

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:

Aucun

LEARNING OUTCOMES:

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

[Back to the top](#)

COURSE: Contrôle de gestion

CODE: CG32015F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Core course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

La fonction contrôle de gestion propose d'importants débouchés pour les jeunes diplômés et présente des perspectives intéressantes d'évolution de carrière. Le cours permet d'acquérir les connaissances de base sur les outils et processus de contrôle de gestion pour des étudiants souhaitant travailler en contrôle de gestion ou dans la sphère comptabilité-finance d'entreprise. Il traite à la fois des démarches traditionnelles et des évolutions récentes du contrôle de gestion. Il vise également à rendre les étudiants conscients des avantages, limites et inconvénients des différentes techniques de contrôle de gestion afin de savoir les choisir et/ou les utiliser de manière « éclairée ».

PREREQUISITE:

LEARNING OUTCOMES:

- Calculer des coûts de produits selon différentes approches (centres d'analyse, ABC, direct costing, imputation rationnelle des frais fixes, target costing)
- Choisir le type de coûts à utiliser en fonction de la décision à prendre ou de la problématique à éclairer
- identifier les besoins en prix de cession et déterminer les prix de cession adaptés dans le cadre d'une responsabilisation des services sur leurs performances financières
- Réaliser l'ensemble des budgets par fonction et leur synthèse financière dans un processus simplifié
- caractériser les différentes démarches de prévision à moyen terme (planification) et à court terme (budgétisation), leurs avantages et inconvénients
- Analyser un écart sur charge variable
- construire un tableau de bord stratégique, un tableau de bord de gestion, un balanced scorecard
- mettre en œuvre les principaux outils de contrôle de gestion de la masse salariale
- Faire preuve de capacité d'analyse et d'esprit critique à l'égard des démarches de contrôle de gestion
- réaliser sous Excel des démarches calculatoires de contrôle de gestion

[Back to the top](#)

COURSE: Economie

CODE: EC31003F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Core Course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

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 importants de concepts de gestion approfondis par ailleurs dans les cours fondamentaux des 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.

À l'issue de ce cours, l'étudiant aura éprouvé l'intérêt et les limites des concepts microéconomiques, en particulier le coût d'opportunité, pour l'analyse d'une situation réelle, qu'il s'agisse d'un choix ou d'une décision individuelle ou de l'appréciation d'un marché. Il aura une compréhension claire du fonctionnement de l'offre et de la demande et du rôle du gouvernement et son impact sur les marchés.

LEARNING OUTCOMES:

- Identifier les différentes formes de marchés dans lesquelles les entreprises évoluent d'après leur comportement en matière de prix et de quantités produites.
- Comprendre la conséquence de l'imperfection de l'information sur le comportement des individus et des entreprises notamment en matière d'enjeux stratégiques et de réputation.
- 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 coût marginal, le coût moyen et le coût total. Identifier le coût d'opportunité ainsi que distinguer le profit comptable du profit économique
- Calculer les surplus du consommateur et du producteur ainsi que la perte sèche
- 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
- Utiliser les concepts d'offre et de demande pour analyser des problèmes économiques actuels

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 uniquement rappelés en début de séance. Les séances de cours sont consacrées essentiellement à la présentation des concepts complexes et à leur application à travers des exercices. Il est donc impératif de lire le manuel avant le cours afin de pouvoir être préparé aux différents thèmes de la séance.

Les supports du cours seront disponibles sur Moodle à la fin du semestre uniquement pour faciliter les révisions. Aucun PPT ne sera disponible pendant la durée du cours afin de favoriser la prise de notes efficace pendant les cours. Par contre des quizzes d'auto-évaluation seront postés sur Moodle pour que les étudiants puissent suivre leur progression tout au long du semestre. De même un ou deux exercices seront à préparer pour chaque séance et seront corrigés par les étudiants lors de la séance de cours.

[Back to the top](#)

COURSE: Economie collaborative

CODE: EC34001F (EC53006F)

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Airbnb, Uber, Blablacar, KissKissBankBank etc. : le succès de ces start-ups témoigne de l'essor actuel d'une nouvelle économie dite « collaborative ». De nombreux chercheurs n'hésitent plus à affirmer que nous assistons à une nouvelle révolution industrielle. Ces multiples start-ups et plus largement l'ensemble des nouvelles activités dans lequel elles s'inscrivent sont en effet en train de bouleverser de très nombreux pans de notre « vieille » économie. L'objectif du cours est de prendre du recul par rapport à cette nouvelle économie, de dégager les principaux ressorts organisationnels sur lesquels elle s'appuie (notamment la participation active du particulier), et ses principaux business models.

PREREQUISITE:

LEARNING OUTCOMES:

Situer le développement d'une « économie collaborative » dans les dynamiques économiques

- Contemporaines
- Comprendre la diversité des modèles d'économie collaborative
- Comprendre les ressorts des modèles d'économie collaborative
-

[Back to the top](#)

COURSE: Ethique et responsabilité sociale

CODE: DD32008F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

La société et l'économie sont de plus en plus confrontées aux enjeux du Développement Durable (DD). Dans ce cadre, les entreprises, quels que soient leur secteur d'activité, leur taille, leur implantation, doivent faire évoluer leur vision et leurs pratiques dans tous les domaines : recherche & développement, supply chain management, marketing, business model, management, communication, contrôle de gestion, avec des impacts significatifs sur leurs coûts et leur stratégie.

Ces évolutions conduisent à des débats, des négociations et des compromis entre les différentes parties prenantes impactées par l'activité des entreprises. Elles se manifestent aussi dans la jurisprudence, le changement des attentes des clients en B to C comme en B to B ou dans de nouvelles normes et lois.

Pour l'entreprise, la RSE et le DD relèvent aussi bien de la gestion des risques techniques, légaux et financiers que de l'innovation et du développement de nouveaux modèles d'affaires, dont certains peuvent déboucher sur des changements de société. Face à ces enjeux, elle peut adopter des réactions variées : défensive, suiviste ou proactive.

Ces évolutions ont aussi des conséquences au niveau individuel ; alors qu'émergent de nouvelles exigences sociales et légales, chaque acteur dans l'entreprise peut se trouver confronté à un dilemme personnel : quelle attitude adopter face à un comportement ou une pratique non responsable ?

Ce cours a pour but de préparer les étudiant-e-s aux évolutions actuelles et futures des entreprises et de leurs métiers, liées à la nécessité pour les entreprises de prendre davantage en compte les impacts de leurs activités sur l'environnement physique, économique et social.

Il leur permettra :

- de comprendre l'articulation entre les enjeux du développement durable, de la responsabilité sociale et de la prise de parole éthique ;
- de comprendre les dynamiques qui conduisent du débat public et des controverses à l'apparition de nouveaux principes de comportement pour les entreprises, que celles-ci perçoivent ces principes comme des opportunités ou comme des contraintes
- de connaître et de comprendre les démarches et outils en matière de RSE/DD et d'éthique, dans chaque domaine de l'entreprise ;
- de percevoir le potentiel d'innovation et de reconfiguration que comporte la RSE/DD pour les entreprises, les activités économiques voir la société dans son ensemble, et ce dans les pays développés comme dans les pays en développement

PREREQUISITE:

LEARNING OUTCOMES:

Différencier Développement Durable, Responsabilité Sociale et Éthique ;

Analyser une situation d'entreprise concrète du point de vue des enjeux RSE/DD et en tirer un diagnostic et des axes d'action ;

Identifier dans une situation donnée les parties prenantes, le cadre de leur implication et la dynamique de son évolution ;
Présenter et expliquer les principes des principaux outils et référentiels RSE/DD pour l'entreprise et ses différentes fonctions (approvisionnement, production, marketing, management, etc.) ;
Expliquer les nouveaux business models associés à la RSE/DD ;
Présenter les principaux débats RSE/DD actuels pour chaque fonction de l'entreprise ;
Mobiliser une démarche réfléchie pour faire face personnellement à des situations ou à des comportements non-éthiques en entreprise ;
Porter une appréciation informée et critique sur la stratégie RSE/DD d'une entreprise ou d'un secteur d'activité et la façon dont elle est déclinée et mise en œuvre.

[Back to the top](#)

COURSE: Fondamentaux du marketing

CODE: MK31001F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Core Course	LANGUAGE: FR
TERM: Fall	CAMPUS: Reims

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.

[Back to the top](#)

COURSE: Fundamentals of Finance

CODE: FI32011E

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

This course lays the fundamentals concepts of Finance. Students will learn how to estimate a project's cash flows. They will examine the principles of project valuation and selection. They will also appreciate the importance of risk and its relation with return. This course is suitable for any future manager and is a prerequisite for a specialization in finance.

PREREQUISITE:

LEARNING OUTCOMES:

- Be able to evaluate cash flows
- Acquire the tools for valuation and financial decisions making
- Estimate the risk and return of a project
- Understand the concept and applications of the tradeoff between risk and return
- Calculate the cost of capital

[Back to the top](#)

COURSE: Gestion juridique de l'entreprise

CODE: AJ31001F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Core Course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

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...

[Back to the top](#)

COURSE: Globalization and Innovation

CODE: GS32018E

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Understand and analyse the phenomenon of globalization and its various aspects and effects. The first half of the seminar is dedicated to a general approach to globalization : history, structure, actors, dynamics. The second half is dedicated to an analysis theme by theme: territory, culture, finance, business, innovation

PREREQUISITE:

LEARNING OUTCOMES:

Students will be capable of analysis the globalisation phenomons

Understand the impact of globalisation and innovation

[Back to the top](#)

COURSE: Globalisation et innovation

CODE: EC32007F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Comprendre et analyser le phénomène de la mondialisation et ses différents aspects et effets.

La première moitié du séminaire est consacrée à une approche générale de la mondialisation : histoire, structure, acteurs et dynamiques. La seconde moitié du séminaire est consacrée à une analyse thématique de la mondialisation : territoire, culture, finance, entreprise, innovation.

PREREQUISITE:

LEARNING OUTCOMES:

D'analyser les phénomènes de la Mondialisation

Comprendre l'impact de la mondialisation et de l'innovation

[Back to the top](#)

COURSE: Histoire de l'art

CODE: GS34004F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

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

[Back to the top](#)

COURSE: Les fondamentaux de la finance

CODE: FI32010F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Core course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Ce cours expose les concepts fondamentaux de la finance. Les étudiants estimeront dans le cadre de ce cours les flux de trésorerie d'un projet d'investissement. Ils examineront les principes d'évaluation et les critères de sélection des projets.

La relation "risque et rentabilité" sera abordée ainsi que les outils nécessaires à leur appréciation.

Ce cours permet d'appréhender les méthodes d'évaluation des actifs financiers de base, plus particulièrement les actions et les obligations. Le cours s'appuie sur des applications Excel en utilisant des données financières réelles tirées de Bloomberg, (salle des marchés).

Ce cours destiné à tout futur manager est un préalable à une spécialisation en finance.

PREREQUISITE:

LEARNING OUTCOMES:

Sera capable d'évaluer les flux de trésorerie

Devrait maîtriser les différentes méthodes d'évaluation et la prise de décision d'investissement

Devrait maîtriser la notion des risques et de la rentabilité financière

[Back to the top](#)

COURSE: Management des ressources humaines

CODE: RH32011F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Core course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Chaque séance se déroulera selon deux modalités :

Une modalité consiste en l'animation par les étudiants d'un cours en mode « classe renversée ». Chaque groupe d'étudiants sera amené à réaliser des lectures obligatoires en amont des séances, et animera un cours en classe renversée, sur un thème précis pré-déterminé, et sur une durée minimale de 25 minutes.

Le cours en classe renversée devra :

- exposer les notions fondamentales relative au thème d'étude,
- exposer les pratiques managériales de trois pays différents (préférentiellement partenaires du CESEM),
- exposer un cas d'entreprise illustratif, récent (moins de 2 ans)
- mettre en exergue les « tactiques » et « astuces pratiques » : à savoir ce qui est à faire, ce qui n'est pas à faire (Do-Don't), puis ce qui se fait parfois et ce qui pourrait se faire en situation réelle.

Une seconde modalité consiste en travaux d'équipes autour d'un cas concret de gestion opérationnelle des ressources humaines.

L'intervenant participe aux travaux d'équipes et procède au debrief du cas.

PREREQUISITE:

LEARNING OUTCOMES:

D'identifier les enjeux stratégiques de la gestion des ressources humaines dans un contexte français et international.

D'utiliser ses compétences opérationnelles en matière de gestion des Hommes dans l'organisation

De considérer ces aspects stratégiques et opérationnels de manière transversale entre les thèmes étudiés en cours

[Back to the top](#)

COURSE: Management stratégique

CODE: ST32009F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Core course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Ce cours vise à mettre en évidence les connaissances et pratiques fondamentales de base en Stratégie d'entreprise ainsi que la théorie des organisations en lien avec la stratégie. Ce cours met en lumière les concepts fondamentaux en stratégie en s'appuyant sur l'étude des cas d'entreprise et des articles afin de mieux appréhender les choix stratégiques des entreprises dans un marché globalisé et compétitif.

PREREQUISITE:

LEARNING OUTCOMES:

Diagnostiquer et évaluer la situation d'une entreprise

Comprendre et évaluer la trajectoire de l'entreprise à long terme

Evaluer l'insertion de l'entreprise dans son marché, vis à vis de ses concurrents et dans son environnement global

Evaluer son organisation et son fonctionnement interne au regard des choix stratégiques

Proposer des orientations stratégiques et d'organisation tenant compte de l'environnement et du marché

[Back to the top](#)

COURSE: Marketing stratégique

CODE: MK32035F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Core course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

The big changes took place in the last few years at economic, technological and social level. It brought some growing turbulence and called for strategic readjustments among the industry key players. Due to the new situation, (more precisely new customer behaviors : with uberisation / digitalization / Ethical revolution ...) « marketing » has to involve and it's a real necessity for student to understand new rules and adopt a strategic vision.

1° Part : Students have to read articles before courses, in order to participate to exercices during the 1st course.

2° Part : En classe – discussion on articles . Professor share vision on strategic marketing with students.

3° Part: Workshop : illustration of strategic marketing vision with a real case study.

PREREQUISITE:

LEARNING OUTCOMES:

Analyze a market, some actors and stake holders

Develop a strategic marketing plan : Brands and products portfolio – Brand diagnostic

Use marketing tools and establish a launching strategic plan.

[Back to the top](#)

COURSE: Méthodes quantitatives de gestion

CODE: MQ31002F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Core course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Il s'agit dans cet enseignement de mettre à la disposition des futurs gestionnaires un certain nombre d'outils mathématiques ou statistiques qui facilitent la prise de décision.

Ces outils seront étudiés en fonction de leur domaine d'application : études de marchés, sondages, choix d'investissements, contrôle de la qualité, communication de résultats, prévision des ventes et la finance etc.

PREREQUISITE:

- Bases de mathématiques,
- Probabilités
- Statistique descriptive

LEARNING OUTCOMES:

- Avoir un regard critique sur les résultats obtenus
- Choisir la bonne méthode en fonction du problème qu'il a à résoudre, la mettre en application, à l'aide de logiciel de statistique.
- Utiliser ces méthodes dans les autres matières de l'enseignement pour prendre des décisions

[Back to the top](#)

COURSE: Relations interpersonnelles

CODE: ML34001F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: FR
TERM: Fall	CAMPUS: Reims

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.

[Back to the top](#)

COURSE: Rhétorique et persuasion

CODE: GS34003F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

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

[Back to the top](#)

COURSE: Business Analytics

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

[Back to the top](#)

COURSE: Change Management in IT Environment

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

[Back to the top](#)

COURSE: Digital Business Strategy

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.

[Back to the top](#)

COURSE: Project Management Methodologies

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.

COURSE: Digital Communication & Social Media

CODE: MK43004E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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

[Back to the top](#)

COURSE: Experiential Marketing & Customer Centric Culture

CODE: MK43005E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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? ☐ 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

COURSE: Supply Chain Optimization

CODE: SC43006E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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)

[Back to the top](#)

COURSE: IS Consulting

CODE: SI43005E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

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

[Back to the top](#)

COURSE: Big Data

CODE: SI52003E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective 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.

The practical and concrete cases presented in this course allow participants to learn to analyze real business situations in order to develop strategies and make better decisions by transforming this mass of data into information necessary for the conduct of business.

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

TEACHING METHODS:

[Back to the top](#)

COURSE: Digital Innovation & New Businesses

CODE: SI52004E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective 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:

At the end of the course participants should be able to

- 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:

COURSE: Innovation & Entrepreneurship

CODE: EN52006E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective 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 growth-oriented 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:

- Will understand key concepts of innovation management (types, processes, ...)
- Will know what disruptive innovation means, why most of incumbent firms often fail to respond to it and how firms can respond to disruptive innovation.
- Will understand main differences among various groups of adopters and will be able to design a proper innovation diffusion process for each group.
- Will be able to craft an innovation strategy and know how to manage innovation portfolio.
- Will be able to design a stage-gate model to manage an innovation project.
- Will be able to explain what factors are challenging the Closed Innovation and what is Open Innovation and what mechanisms to apply.
- Will 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.
- Will understand the importance of entrepreneurship to market economies and to get a complete overview of the entrepreneurial process.
- Will understand the key issues surrounding the entrepreneurial process, and current approaches for improving the development of business ideas and new ventures.
- Will be inspired and motivated to apply an entrepreneurial mindset in their future career, either as self-employed entrepreneurs or as managers.

COURSE: Leadership

CODE: ML52007E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective 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:

[Back to the top](#)

COURSE: Design Thinking & UX

CODE: MK53---E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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:

[Back to the top](#)

COURSE: Disruptive Marketing

CODE: MK53---E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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.

In previous years / other programs, the students worked in collaboration with SFR, Renault, Aldberan Robotics, iHealth, Tesla, Microsoft, etc. on emerging technologies.

•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

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

TEACHING METHODS:

[Back to the top](#)

COURSE: Digital Governance

CODE: SI53022E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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:

COURSE: E-Supply Chain Management

CODE: SI53023E

PROGRAMME: TEMA	LEVEL: Graduate
------------------------	------------------------

TYPE: Elective Course	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:

[Back to the top](#)

COURSE: Cross-cultural Management in Global Business

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.

[Back to the top](#)

COURSE: Financial Analysis for Business Decision Making

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.

[Back to the top](#)

COURSE: International Service Marketing

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.

[Back to the top](#)

COURSE: Organizational Behaviour & International Negotiation

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

[Back to the top](#)

COURSE: Responsibility, Sustainability and Organizational Misconduct in Global Business

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:

In class collective assignments and case studies are combined with performance in one brief written exam. The exam evaluates students’ capacity for critical application of ethical reasoning to business situations. Finally, a written report is to be assigned by the guest lecturer of the module.

COURSE: Statistics for Business and Economics

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.

[Back to the top](#)

COURSE: Blockchain and Fintech

CODE: FI42100E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester 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.

This is an interactive course to deepen students’ understanding of the economics of FinTech and blockchains and also encourage students’ creative and entrepreneurial spirit. A key component of the course is a collaborative team student project: each team will analyze an existing early-stage venture. At the end of the semester, each team will present its project to the class.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the impact of recent technological advances on the fast-changing financial industry
- Understand the core of Blockchain technology and its potential applications
- Develop the technical, financial and strategic skills to analyze and create new solutions and processes in the Fintech industry

TEACHING METHODS:

[Back to the top](#)

COURSE: Brand Marketing

CODE: MK32039E

PROGRAMME: Global BBA/CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

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:

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:

[Back to the top](#)

COURSE: Companies and Geopolitical Risk

CODE: GS34028E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Never in many years has the world experienced such instability: whether it is the Middle East conflicts - in Syria, Iraq but also in Yemen - those of North Africa - particularly in Libya - but also tensions between Russia and Ukraine, or even those between China and its neighbours or between North Korea and its neighbours in North-East Asia.

We can also add the recurrent actions of terrorist groups, which know no borders.

The dominant analytical framework in the business community is the one of a globalization understood as an irreversible dynamic of intensification of trade and financial exchanges which may have had the effect of ignoring the logic of power and to minimize the role of States. Even if the geopolitical risk has never really disappeared, it must be acknowledged that it is now making a comeback in force, with more and more frequent situations in which the economy is eroding in the face of political imperatives.

PREREQUISITE:

LEARNING OUTCOMES:

The ambition of this elective is therefore to encourage future business leaders to integrate geopolitical risk in their forecasting efforts to improve their capabilities of anticipation.

Through this course, we hope to help future managers develop a monitoring method and analysis to combine instant and trend reading of the the trajectory followed by the States in which they are interested, to improve their understanding of their leaders, and finally to realize how the triangular United States relations, Russia, China affect their activities.

TEACHING METHODS:

[Back to the top](#)

COURSE: Comptabilité de gestion

CODE: CG31009F (CG31006F)

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: Français
TERM: Spring	CAMPUS: Rouen-Reims

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 photocopies 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.

[Back to the top](#)

COURSE: Corporate finance

CODE: FI32009E (FI32007E)

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

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
- Be able to evaluate a business proposition
- Estimate the risk and return of a project
- Understand how firms create value and mitigate risks
- Understand how to make sound investment decisions

[Back to the top](#)

COURSE: Corporate Finance

CODE: FI31013E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

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.

[Back to the top](#)

COURSE: Cost Accounting

CODE: CG31010E (CG31007E)

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Economics 2

CODE: EC31032E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Economie 2

CODE: EC31031F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

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

[Back to the top](#)

COURSE: Emerging Industries

CODE: EC34002E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This class will help you to identify, to assess and to understand how to create and invest in emerging industries.

The combination of technological advances, new regulations, and a strengthening economy has, in the past, created some of the best opportunities for new enterprise. Today, the atmosphere again seems ripe for new industries to emerge and grow.

Emerging industries can be defined as the establishment of an entirely new industrial value chain, or the radical reconfiguration of an existing one, driven by a disruptive idea (or convergence of ideas), leading to turning these ideas/opportunities into new products/services with higher added value.

The course consists of a series of lectures, class discussion, case studies and personnel assignments.

PREREQUISITE:

LEARNING OUTCOMES:

- demonstrate an understanding of analytical tools to successfully launch an emerging industry
- demonstrate a capacity for problem-solving and applying concepts
- improve the ability to analyse emerging sectors in the international and the international market
- improve the analytical and critical abilities at understanding creative business models

[Back to the top](#)

COURSE: Emerging Multinational Companies

CODE: GS34029E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

This course examines new multinational corporations from emerging economies (e.g. China, India and Brazil) that have internationalized both regionally and globally. We focus on 1) specific features of these companies, such as competitive (dis)advantages, strategic positioning, internationalisation process, market entry modes, and managerial practices; 2) impact of the home countries on their development path from economic and institutional perspectives and 3) business and strategic implication on the Western economy and multinational corporations. The course takes a case based learning approach with group presentation and reports.

PREREQUISITE:

LEARNING OUTCOMES:

acquire theoretical foundation and specific characteristics of EMNEs

understand key features of EMNs and their internationalisation process and strategy

develop problem-solving skills in dealing with EMNEs

[Back to the top](#)

COURSE: Entrepreneuriat

CODE: EN31003F

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: French

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

Ce cours d'introduction à l'entrepreneuriat vise à familiariser les étudiants avec l'entrepreneuriat et à les sensibiliser au potentiel entrepreneurial que chacun d'entre eux recèle. Il est centré sur la compréhension de ce que recoupe l'entrepreneuriat, des processus entrepreneuriaux, comprenant la reconnaissance d'une opportunité d'affaires, les analyses de faisabilité, le développement d'un modèle d'affaires (business model) viable, la méthode lean startup, la présentation d'un business plan et le lancement de l'activité. Ce cours permet aux étudiants d'analyser les succès et de s'interroger sur les risques associés à l'entrepreneuriat. Dans ce cours d'introduction à l'entrepreneuriat, l'approche est inter-disciplinaire, traitant aussi bien de stratégie que de finance.

PREREQUISITE:

LEARNING OUTCOMES:

- D'appréhender les concepts fondamentaux liés à l'entrepreneuriat
- De comprendre les différents process entrepreneuriaux
- D'apprécier l'importance du développement d'un business model efficace pour une startup
- De comprendre les défis associés au lancement d'une start up et les qualités requises pour les relever.

[Back to the top](#)

COURSE: Entrepreneurship

CODE: EN31004E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Elective

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 15

CREDITS: 3

PRESENTATION:

This 15-hour introductory course on “Entrepreneurship” will familiarize the students with the concept of entrepreneurship. It focuses on describing what entrepreneurship is, the entrepreneurial processes including opportunity recognition, feasibility analyses, development of an effective business model, lean startup methodology, writing a business plan, and processes involved in launching an entrepreneurial firm. This course will enable the students to learn, with the help of a combination of lectures, real world examples and case studies, and in-class activities, about the successes and risks associated with entrepreneurship. Since this is an introductory course, it has an inter-disciplinary approach where it covers basic ideas from various disciplines such as strategy, finance, entrepreneurship, etc.

PREREQUISITE:

LEARNING OUTCOMES:

- Will be able to comprehend the basic concept of entrepreneurship and related concepts
- Will have an understanding of various entrepreneurial processes.
- Will be able to appreciate the benefits of developing an effective business model for a startup
- With the help of real world examples and case studies, will be able to understand the challenges associated with launching startups and the qualities required to address those challenges.

[Back to the top](#)

COURSE: Explorer de nouvelles frontières en finance

CODE: CP34003F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

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.

PREREQUISITE:

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.

Ce 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

[Back to the top](#)

COURSE: Finance comportementale

CODE: FI34008F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Un investisseur est-il rationnel ou simplement normal ? les marchés sont-ils vraiment efficaces après avoir créé autant de bulles spéculatives et essuyé autant de krachs ? Ces questions restent sans réponse en finance moderne alors qu'elles sont au cœur de la finance comportementale. La finance comportementale s'interroge en effet sur 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 pour la perte, l'excès de confiance en soi ou encore l'incertitude réelle sur les décisions financières. Que ce soit du point de vue du choix d'investissement dans des projets économiques, des décisions de financements, ou de placements sur les marchés, cet électif montre comment intégrer l'impact de certains biais cognitifs sur les décisions financières.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les principes et concepts de la finance comportementale
- Repérer pour mieux les maîtriser, les principaux biais cognitifs
- Appliquer les apports de la finance comportementale à différents champs de la finance qu'elle soit d'entreprise ou de marché.
- Intégrer les comportements humains dans la prise de décision financière

[Back to the top](#)

COURSE: Finance d'entreprise

CODE: FI31014F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: Français
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

Ce cours se compose de deux parties :

1^{ère} partie : théorie et concepts : 5 séances de 3 heures. Chaque séance fonctionnera avec alternance d'applications pratiques et d'apports didactiques de concepts et d'outils. Une bonne assimilation des thèmes traités nécessitera la préparation de cas.

2^{ème} partie : Applications de la théorie et des concepts : Cas de finance : CREAMIN pour appropriation de ces concepts et outils

Grâce à la simulation financière, les étudiants seront amenés à :

- 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.

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

[Back to the top](#)

COURSE: Financial Derivatives and Risk Management

CODE: FI42101E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester Course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

The course aims at providing strong knowledge in financial risk management techniques. We focus on interest rate and currency risks. Hedging 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:

LEARNING OUTCOMES:

Know how to apply the strategies to protect the company against currency and interest rate risk.

Understand the mechanics of vanilla derivatives

Understand how to manage foreign exchange and interest rate risks.

[Back to the top](#)

COURSE: Histoire des maisons de luxe

CODE: ST34006F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Le cours d'Histoire des Maisons de luxe présentera aux étudiants le fonctionnement général des maisons de luxe. Après une étude du marché avec chiffres clés; la culture et les codes appliqués au secteur du luxe seront mis en avant. Les étudiants seront en mesure de comprendre les subtilités appliquées au Marketing et à la Communication des Maisons de luxe. L'accent sera porté sur la Communication digitale & Social Media. Enfin, les étudiants découvriront tout le panorama sectoriel du luxe avec un grand nombre de références

PREREQUISITE:

LEARNING OUTCOMES:

- Connaitre dans les grandes lignes les codes, la culture, et le marché du luxe
- Comprendre comment est organisée une Maison de luxe
- Comprendre les subtilités appliquées au Marketing & à la Communication au sein des maisons de Luxe
- Comprendre le fonctionnement d'une campagne digitale & Social Media au sein d'une Maison de luxe
- Comprendre l'environnement juridique de l'industrie du luxe
- Connaitre le panorama sectoriel du Luxe (secteurs & maisons)

[Back to the top](#)

COURSE: History & Leadership

CODE: ML34004E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

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).

The module's other focus is on followership. As the British leadership scholar Keith Grint found in his monograph Leadership, Management and Command (2008), world historical events remain heuristically inaccessible, if one tries to explain them through the strategies and moves of a few lone geniuses. This basic idea is already posited in Tolstoy's War and Peace. Grint's book is concerned with the teamwork that made possible the Allied landing in Normandy ('Overlord'), on 6 June 1944.

On the other hand, just as the leader cannot totally obliterate context, neither can context completely eliminate the impact of the leader. Like good generals, good leaders do make a difference and success often goes to the side which is well led. A better way of conceptualizing leaders is to not see them as prodigies or heroes, but as cases where man and mission converge, as examples of leaders in context. This denotes a compromise formula between Carlyle's 'great man' and Tolstoyan insistence on zeitgeist, i.e. a context that requires no directive, centralised leadership, and where leaders are the mere playthings of historical forces.

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.

PREREQUISITE:**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

-

[Back to the top](#)

COURSE: Innovation et créativité

CODE: EN34002F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

L'innovation et la créativité sont considérées comme les sources de l'avantage concurrentiel durable des entreprises à travers le monde. En effet, la culture de l'innovation et de la créativité est à la base du succès de nombreuses entreprises emblématiques (Apple, Google, Free, Ventreprivée.com, EasyJet, Virgin, Alibaba, ...). Cette culture constitue également un des ingrédients principaux qui ont permis aux leaders de ces entreprises de sortir des schémas habituels de pensée et de développer des concepts et approches alternatifs tranchant avec les approches dominantes de leur époque. C'est donc une dimension à développer par les futurs leaders des entreprises ou organisations, appelés à évoluer dans un environnement compétitif mondialisé où le changement est devenu plus la règle que l'exception, où la remise en question perpétuelle est devenue une condition nécessaire de survie.

Au travers d'exercices et travaux divers en classe et en dehors de la classe, ce cours 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

[Back to the top](#)

COURSE: Innovation Management

CODE: ST32012E/ ST42037E

PROGRAMME: Global BBA/CESEM	LEVEL: Undergraduate
------------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

The course aims to equip students with knowledge and skills to understand, to analyze, and to evaluate issues regarding innovation management. Four key aspects are covered. The first part examines how firms organize its internal process and resource. Emphasizing the importance of managing internal and external knowledge, topics such as strategic alliance, technology transfer, and open innovation are introduced. In terms of profiting from innovation, the course goes beyond business value and discusses how firms can capture also social value and learning through innovating. The course ends in reviewing the impacts of innovation by presenting its diffusion process and by evaluating its impact at national level.

PREREQUISITE:

LEARNING OUTCOMES:

- Present key issues regarding innovation management.
- Assess the process of new product and service development.
- Identify challenges related to resource allocation.
- Evaluate different options of knowledge management.
- Examine the possibilities of capturing various types of values from innovation.
- Analyze the consequence of innovation at both organizational and national levels.
- Apply frameworks and tools to analyze business cases.

[Back to the top](#)

COURSE: Integrated Marketing Communication & Digital

CODE: MK32---E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Integrated Marketing Communication & Digital en GBBA": This course aims at mastering the various communication disciplines and tools, to develop an efficient Integrated Marketing Communication strategy for a brand/company in the digital age. It is designed to prepare students for marketing careers dealing with communication issues in companies or communication agencies. Integrating latest digital changes, it examines mainly advertising, media planning, direct marketing, promotion, sponsorship and PR.

Key words

- Integrated Marketing Communication
- Advertising
- Copy strategy
- Media planning
- Promotion
- Direct marketing
- Sponsorship and events
- PR

PREREQUISITE:

LEARNING OUTCOMES:

-

[Back to the top](#)

COURSE: International distribution networks

CODE: MK42080E (MK42054E)

PROGRAMME: Global BBA

LEVEL: Undergraduate

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:

Basics of Marketing Management

LEARNING OUTCOMES:

- 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;
- Know how to successfully link business strategy with channel execution;
- Master the different stages of channel design;
- Master tools which can be used to focus attention and resources on the day-to-day management of on-going channel relationships

[Back to the top](#)

COURSE: Introduction to Organizational Behavior

CODE: ML34006E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

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. By doing so, 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., Humanités et Management) and diverse elective courses in organizational behavior and human resource management (e.g., human resource management; leadership; team management; talent management).

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the nature of individual differences and motivation that contribute to the enhancement of performance and well-being of individuals at work
- Identify important components of group dynamics and leadership
- Learn theoretical knowledge and practical tactics that lead better collaborations.

[Back to the top](#)

COURSE: La transition vers une bioéconomie : enjeux et perspectives

CODE: EC34003F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Depuis le début des années 2010, l'utilisation du terme « bioéconomie » se développe, notamment au niveau des politiques publiques européennes, nationales ou régionales. La bioéconomie se définit comme la production de ressources renouvelables (d'origine agricole, forestière ou marine) et leur usage pour la production alimentaire, de matériaux/chimie et de bioénergie. Elle est donc au cœur des transitions énergétiques, environnementales et sociales entamées par les économies et acteurs responsables. Quels sont les enjeux d'une telle économie basée sur la biomasse ? Quels périmètres recouvrent cette bioéconomie ? Quelles sont les stratégies des différentes parties prenantes ? Quels sont les modes d'organisations et de financement de cette bioéconomie ? Pourquoi les consommateurs adopteraient-ils des produits biosourcés ? Quels sont les problèmes de soutenabilité ?

Porté par la chaire de Bioéconomie Industrielle de Neoma Business School, ce cours s'adresse aux étudiants qui veulent mieux comprendre pourquoi et comment sauver la planète. Le but de ce cours est plus précisément de proposer aux participants une introduction aux problématiques de la bioéconomie et de la nécessaire transition écologique autour des thèmes suivants : bioéconomie, soutenabilité et stratégies d'acteurs, les coopératives agricoles dans la bioéconomie, le marketing des produits biosourcés et « verts », les politiques de financement et de régulation des activités d'exploitation et d'exploration des acteurs de la bioéconomie.

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre les enjeux de la bioéconomie
- Saisir les enjeux entrepreneuriaux de la bioéconomie
- Saisir les dynamiques d'innovation de la bioéconomie

[Back to the top](#)

COURSE: Les prix Nobel en économie

CODE: EC34004F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

Depuis 1969, des dizaines de chercheurs ont remporté le prix Nobel en sciences économiques. En quoi leurs travaux sont-ils révolutionnaires dans leur discipline ? En quoi ont-ils transformé l'interprétation du monde qui nous entoure et déterminé de nouvelles pratiques ?

Ce cours sera le produit d'un « travail d'équipe ». Chaque cours sera enseigné par un professeur spécialiste du ou des prix Nobel présentés en une séance. Plusieurs prix Nobel peuvent en effet être regroupés s'ils forment une thématique jugée pertinente par le professeur. Les cours seront concentrés sur la description et l'analyse de la contribution du ou des prix Nobel en économie. Ils peuvent aussi aborder leur vie et le contexte de leur œuvre.

Les cheminements intellectuels et leurs enjeux ainsi que leur postérité seront exposés dans leur globalité ou certains coups de projecteur seront menés pour traiter de sujets d'actualité ou de questions existentielles : êtes-vous toujours rationnel ? La main invisible existe-t-elle ? Doit-on faire payer au patient une franchise sur leurs médicaments? Vos parents ont-ils eu raison pendant 15 ans de tricher une fois sur quatre dans leur déclaration de revenu? Doit-on aider les monopoles à innover ou doit-on plutôt compter sur les entreprises en concurrence pour cela ? Les agences de rating sont-elles utiles ? Comment partager les ressources communes pour les préserver ? Doit-on subventionner Airbus face à Boeing ? Trump va-t-il gagner sa guerre commerciale face à la Chine ?

PREREQUISITE:

LEARNING OUTCOMES:

Maîtriser les concepts et les théories des auteurs

Comment cerner les idées nouvelles et leurs impacts, les sélectionner et les communiquer

Saisir et suivre le cheminement de pensées révolutionnaires et leur diffusion.

Interpréter les faits : les étudiants doivent être en mesure de relier le travail des lauréats du prix Nobel aux problèmes qui ont affecté ou affectent nos sociétés.

[Back to the top](#)

COURSE: Project Management

CODE: ST32013E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

The objective of this course is to present students with the fundamentals of project management, as well as the skills and behaviors that can allow companies and employees not only to achieve successful outcomes, but to take a strategic view towards gaining competitive advantage through the management of complex projects.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the fundamental concepts of Project Management
- Identify the necessary skills required to successfully manage complex projects
- Evaluate the impact of leadership and team coordination on successful projects
- Understand how to navigate through the challenges and opportunities faced within the management of different projects
- Gain an overview of different issues that impact project management – cross-cultural and international settings

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Purchasing, Procurement and Supply Chain Management

CODE: SC42027E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

The module will cover some aspects of purchasing operational activities, sourcing and contracts, but the focus will be on understanding supply chain management in a holistic frame and position sourcing agreements to enable students to maximise profits when working as supply chain manager

PREREQUISITE:

LEARNING OUTCOMES:

- Use and propose multiple procurement contracts and calculating their impact on total landed costs.
- Understand the consequences of sourcing strategies and their role within particular SC designs.
- Discuss and evaluate impact of supply chain complexity and product proliferation.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Software & Data Analytics

CODE: MQ31022E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
--	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

Data analysis here refers to the analysis of quantitative data resulting from questionnaires or databases.

Methods will be implemented on Excel in the context of a study connected to the interdisciplinary storyline of the academic year.

PREREQUISITE:

LEARNING OUTCOMES:

Data Analysis Skills

Conduct all phases of a quantitative study, i.e.

- Design a questionnaire aimed to test research hypotheses
- Manage a data table
- Describe variables and test hypotheses
- Communicate the results

IT Skills

- Master the main Excel features
- Model with a spreadsheet
- Manage and process data with Excel
- Learn independently about Excel expert-level features

TEACHING METHODS:

- Group work: completion of a questionnaire survey related with the storyline of the academic year, i.e. related to Ferrero Company and the launch of a new product
- Self-training, equivalent to 15h face-to-face:
- Development of a Questionnaire
- Excel Fundamentals
- Data Processing with Excel
- 5 sessions of 3 hours face-to-face:
- Stabilization of the knowledge and practices acquired in self-training
- Discussion about teamwork
- Input of additional topics
- Assessment

[Back to the top](#)

COURSE: Strategic Marketing

CODE: MK32031E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

This course offers participants an analytic decision-oriented framework for the development and implementation of international marketing programs 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 the curiosity of the student, in order to understand how to achieve global competitiveness, through the design and implementation of market-responsive programs and awareness of all aspects of the emerging global economic order.

PREREQUISITE:

LEARNING OUTCOMES:

- decision to internationalise
- selection of markets to enter
- Choice of entry modes
- design, implementation and coordination of a global marketing program

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Supply Chain 2

CODE: SC43006E

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

In answer to the increasing pressure for products to be delivered exactly on time, in the desired places, in perfect conditions, and at competitive prices, companies have recognized the importance of efficiently managing physical flows not only within their organizational borders, but also in the operations conducted by their upstream and downstream supply chain partners. On that regard, the discipline **Supply Chain Management 2** focuses on the main quantitative tools and approaches employed by companies all over the world, offering students the capacity to gain fundamental knowledge for the successful development of their careers.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply some of the most commonly used quantitative tools in Supply Chain Management.
- Comprehend the adequacy of each method to specific business situations.
- Decisively contribute to fast and accurate decision making processes

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Sustainable business

CODE: DD42017E (DD42016E)

PROGRAMME: Global BBA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Core Course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

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

[Back to the top](#)

COURSE: The Digital Organisation

CODE: SI32015E

PROGRAMME: Global BBA/CESEM

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course will give an understanding of how IT really matters and how business processes can be redesigned through information technology; insights and skills with respect to the following subjects: relationship between business and IT strategy, electronic business and commerce, IT security issues, business process reengineering, enterprise systems, building new information systems, IT outsourcing and realising business value through IT; understand the relationship between IT and the business.

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).

[Back to the top](#)

COURSE: Web Marketing

CODE: MK42081E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

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:

Understand why and how to use digital marketing within a larger marketing strategy

understand the major digital marketing channels (Digital display, mobile, and social media)

learn to develop and execute a comprehensive integrated digital marketing strategy

[Back to the top](#)

COURSE: International Management

CODE: ST42038E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to encourage debates likely to advance the understanding of numerous aspects of international management in general. We will look at different features of globalization, international strategy, global mobility, knowledge transfer and exerting control on different context such as multinationals and global sourcing. This course aims to promote critical awareness of the merits and complexities of international management.

The cases covered in the course represent a variety of industries and settings. Additional reading materials in the form of recommended readings that can be useful readings are optional and are intended to provide elaboration on some of the key topics covered in the sessions. Preparation in advance and active participation in class is the

best way to further develop both your learning skills and understanding. The cases for the all sessions will be given in-hand during the first session of the course.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop different management tools in an international environment
- Recommend appropriate approach to develop and implement activities across countries
- Discuss and understand the mechanisms and complexity of transferring knowledge, of exerting control and of implementing effective communication between geographical dispersed teams
- Identify and analyze complex issues and problems in expatriation and develop appropriate solutions regarding different context (multinationals and global sourcing)
- Identify benefits and challenges associated with expatriation
- Develop an understanding of cultural differences and its role in different context
- Produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience
- Participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team to achieve specified outcomes
- Instill a critical, analytical, flexible and creative mindset

[Back to the top](#)

COURSE: Macroeconomics : Economic Policy and Global Context

CODE: EC42013E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed to provide an understanding of the challenges raised by globalization for government action and economic policy. Since half of century the world has changed structurally as there has been an increase in global transactions. This globalization of economic activity involves the expansion of international trade between nations, but the growth in international financial flows has been much more significant. The 2007 crisis is a good illustration of how international financial flows spill over the US crisis to the rest of the world. Since then governments have been struggling to implement the “right “ economic policy to stabilize their economy and restart their economic activity. The revival of protectionism is an expression of discontent by the population in front of governments judged “unable” to improve the economic situation. The recent crises underlined the complexity of the globalized economic and the interconnectedness of the financial markets at the international level. It also underlined the tight links between financial markets and the banking sector. In front of that complexity central banks seems to believe that they had to “reinvent” monetary policy and they step into unexplored territories, especially the ECB given its young experience. Indeed the standard toolbox of macroeconomics has proven to be inadequate at the very early stage of the crisis. Monetary policy seems to have emerged as a powerful instrument to resume economic activity at least in the US. Today central banks actions have significant consequences especially on money markets but even on capital markets as well. At the same time the efficiency of their actions depend on the monetary regime. This point can be illustrated by comparing FED and ECB decisions in the last 10 years.

PREREQUISITE:

LEARNING OUTCOMES:

- The balance of payments, the different balances and their economic interpretation
- The foreign exchange market and the determinant of exchange rates
- The monetary system and the different exchange rate regimes
- International financial markets and international banking
- Economic policy under floating exchange rate system and fixed exchange rate system.
- Economic policy dilemma under a monetary union regime
- The European debt sovereign crisis challenging the Euro area as a monetary union
- Unorthodox monetary policies
- Government spending, government deficit and government debt under control of international investors

[Back to the top](#)

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

CODE: ML44001E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Semester Course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
---------------------------	-------------------

PRESENTATION:

The service sector today occupies a central place in contemporary developed economies, not to mention several emerging ones. Indeed, most advanced economies have come to be called 'service economies'. Services are not only the principal contributor to national GDP: 80% of value added in countries like France, the United States, Great Britain, derives from firms in the tertiary sector. They have also become the biggest employer providing jobs to millions of low and high skilled people around the world. The unique features of the service sector compared to the manufacturing sector also means that managing people here raises distinct challenges. The key role played by the customer in service transactions has resulted in transforming the traditional dual relation between employer and employee into a triangular relation characterized by a specific set of dynamics. It is therefore essential for students to acquire an understanding of these issues. For instance, how to manage employees and the customer who both jointly co-produce the service? What is the nature of the division of labor established between them? How do they fulfill their respective roles? How to address possible customer dissatisfaction?

Alongside the ascendance of the service sector, the last decade has witnessed the emergence of what is commonly known as the 'collaborative' or 'sharing' economy. A 21st century phenomenon, it has exploited the power of internet communication to shake the status quo in accommodation, transport, personal services, media and entertainment sectors. Brands such as Uber, Airbnb and BlaBlaCar, have become household names almost overnight. One of the goals of this elective therefore is to explore the connections between this relatively new framework of digitally mediated exchanges and the conventional service economy. It is important for students to know precisely what is being shared, by whom and at what cost, and think about the role of communication technology in shaping new consumer experiences.

This elective is designed to complement mandatory marketing courses by focusing on problems and challenges specific to the management of people in service organizations and the collaborative economy. The emphasis will be on service universals rather than on any particular industry. However, concepts will be illustrated using examples from a broad range of organizations. The course is aimed not just at students interested in careers in the human resource departments of service organizations, but for all those who will be leading and supervising teams in different functional departments (marketing, sales, supply chain, etc.) across the industry.

PREREQUISITE:

LEARNING OUTCOMES:

- identify and understand the issues underpinning service interaction management
- understand the implications of the collaborative economy in redefining service delivery
- understand and explain the specific nature of HRM policies and practices in delivering service quality
- identify and explain the different roles played by key actors (front line employees, customers, management) in the service delivery process

understand and explain the different skill sets front line employees need to develop to provide service quality
identify and illustrate practical application of contemporary HRM policies in different service sectors

[Back to the top](#)

COURSE: Strategic Marketing

CODE: MK42082E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Most of the frameworks, processes, and analyses developed by marketing researchers, consultants, and managers are focused on solving four fundamental marketing problems.

1. All customers differ
2. All customers change
3. All competitors react
4. All resources are limited

Using the relevant marketing frameworks, processes, and analyses to solve each of these four underlying marketing problems is termed the First Principles of Marketing Strategy and represents the focus of this course. Specifically, the first two lectures provide an overview of marketing strategy, introduce each of the First Principles of Marketing Strategy, and outline the basic research methods and analyses needed in marketing strategy. The next five lectures provides an in depth coverage of the First Principles of Marketing Strategy. Finally, the last session consists of students' team presentations.

This course builds on the topics explored in Marketing Management by focusing on specific marketing strategies (e.g., developing and launching innovative products, building customer loyalty) and critical marketing tools/processes (e.g., cluster and conjoint analysis, choice models) in greater detail and accentuating the integrative nature of the marketing function through the development of a marketing plan.

Some critical success factors for business leaders include framing the business issue or problem (frameworks), outlining the steps for solving problems (processes), collecting data and applying analysis tools to inform problems (data collection and analyses), and weighting and integrating information to make choices (decisions). Thus, the overall objective of the readings, lectures, in-class exercises, and assignments will focus on these critical success factors.

The first part uses lectures to present and discuss course topics. Reading the assigned material prior to class and active involvement during the lecture will increase the value you gain from the class, as well as make it more interesting for everyone. Similar to the expectations in your other classes, preparation is paramount to making the class discussion valuable.

PREREQUISITE:

LEARNING OUTCOMES:

This course focuses on strategically analyzing and solving marketing problems from a decision makers' perspective. Specifically, the course has two key learning objectives:

1. Understanding and effectively using the fundamental frameworks, processes, and analysis tools of marketing strategy
2. Using the "first principles" of marketing strategy to solve business problems

COURSE: Watch, Competitive Intelligence and Lobbying

CODE: EC42014E (EC53009E)

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen - Reims

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

PRESENTATION:

Monitoring, economic intelligence and lobbying have become strategic issues in business. Economic intelligence consists of collecting, analysing and passing on information. Faced with a global economy and the development of information and communication technologies, understanding information is increasingly important in business strategy. Lobbying first appeared in the United States in the 19th century. It covers all strategies developed to influence public decision-making processes by economic or societal private interest groups.

PREREQUISITE:

LEARNING OUTCOMES:

- Be familiar with persuasion techniques
- Be aware of the need to include economic intelligence and lobbying, at national or European national level, in any business development strategy

[Back to the top](#)

COURSE: International Procurement

CODE: SC53015E

PROGRAMME: MSc in Supply-Chain Management	LEVEL: Graduate
--	------------------------

TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen

TEACHING HOURS: 30	CREDITS: 5
---------------------------	-------------------

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

[Back to the top](#)

COURSE: Logistics and Transportation

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.

[Back to the top](#)

COURSE: Managing Quality for Supply Chain Management

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.

[Back to the top](#)

COURSE: Revenue Management

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.

[Back to the top](#)

COURSE: Risk and Project Management

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.

[Back to the top](#)

COURSE: Informatique et analyse de données

CODE: MQ31021F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Par analyse de données, on entend ici l'analyse de données quantitatives issues de questionnaires ou de banques de données.

Les méthodes seront mises en œuvre sur Excel, dans le contexte d'une étude reliée au cas interdisciplinaire (« cas fil rouge ») de l'année académique.

PREREQUISITE:

LEARNING OUTCOMES:

Compétences en analyse des données

Mener toutes les phases d'une étude quantitative :

- Construire le questionnaire adapté pour tester les hypothèses de recherche
- Gérer les données
- Décrire les variables
- Tester les hypothèses
- Communiquer les résultats obtenus

Compétences en informatique :

- Maitriser les principales fonctionnalités d'Excel
- Modéliser avec un tableur
- Gérer et traiter des données avec Excel
- Se former de manière autonome à des fonctionnalités d'Excel de niveau expert

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Data Analysis & Business Intelligence

CODE: MQ32004E

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

This course is intended for students who wish to better understand the impact of Information and Communication Technologies on the behavior of managers. In fact, ICTs have a profound influence on working methods, managerial relations, human resources management, internal and external communication, the ability of a company to be agile and to develop competitive advantages.

By data analysis, we mean here the analysis of quantitative data, a set of methods required for empirical studies and research as well as qualitative methods. This course allows you to start analyzing data from questionnaires or databases. It also provides keys to understanding publications of research work.

Information and business intelligence are at the heart of managerial decisions. However, many new issues arise for managers, such as the overabundance of information (big data), misinformation, cybercrime, lack of traceability of information ... Consolidating ones information system (IS) is therefore a major issue strategic

There are also many societal issues that digital technology raises or is causing. Attempt to answer philosophers, sociologists, psychologists, economists or anthropologists, whose reflections lead exciting debates unfortunately too far from the interests of the general public and managers, wrongly.

The objective of this course will be to raise these questions and to provoke discussions articulating at the same time the individual, interpersonal, organizational and societal levels, and mobilizing various disciplines. The aim of this course is also to adopt a critical posture in relation to the digital world by returning to the theories of communication and opening new perspectives of interpretation of its use and its role in society.

PREREQUISITE:

LEARNING OUTCOMES:

- Build a questionnaire
- Manage a database
- Describe variables and test hypotheses
- Communicate the results
- Implement these phases with Qualtrics and SPSS
- Understand the multiple definitions of digital
- Identify the questions it raises and their consequences on society
- Identify the challenges that digital represents for the global economy, businesses and individuals
- Build an opinion based on multidisciplinary knowledge from the best specialists in the field;
- Know the uses of new digital tools such as social networks, serious games, CRM and SRM electronic tools, e-sourcing ...
- Describe the issues associated with MOOCs

- Align the three human, organizational and technological dimensions of IS
- Understand the relationship between information systems optimization and organizational performance
- Analyze new ways and methods used by businesses to communicate, advertise, recruit, manage information and knowledge
- Have a more critical view of information and communication technologies
- Analyze the uses of ICT and distinguish the different positive and negative aspects of these uses
- Challenge their own use of ICTs and have a more complete vision of the potentialities and dangers of ICTs
- Develop their sensitivity to recent and future developments in ICTs
-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Entrepreneuriat

CODE: EN32015F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Le séminaire porte sur l'exploration d'une « re création » de PME pour montrer aux étudiants les aspects fascinants, émouvants et instructifs de l'entrepreneuriat (sous toutes ses formes)..

« Re création » signifie reproduire et modéliser la création de l'entreprise étudiée, après avoir compris et intégré le contexte et l'histoire personnelle du créateur (exposés en cours).

Cette formalisation s'intègre dans un business plan (BP) soutenu devant un jury (le créateur et la coordinatrice).

Les étudiants prendront la position d'investisseurs (jeu de rôle) pour évaluer les projets de leurs camarades.

Certains groupes d'étudiants à la fibre entrepreneuriale pourront présenter des sujets libres ; autrement dit une idée de création ex nihilo (« partir de la feuille blanche »).

En principe, à la fin de ce module d'entrepreneuriat, les étudiants pourront, avec bon sens, relier leurs connaissances théoriques (en gestion) aux nécessités pratiques de la création d'entreprise.

PREREQUISITE:

LEARNING OUTCOMES:

Formaliser et défendre une pensée entrepreneuriale

Maitriser toutes les dimensions d'un projet de création d'entreprise et la liaison entre eux à travers le business plan (stratégie, marketing, RH, logistique, droit, finance...)

Se positionner par rapport à l'acte d'entreprendre

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Entrepreneurship

CODE: EN32---E

PROGRAMME: CESEM/TEMA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Entreprise Digitale

CODE: SI32016F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

« Si les technologies et systèmes d'information contribuent au fonctionnement quotidien de toute entreprise, privée ou publique, leur adéquation aux besoins et attentes de chaque organisation reste un défi permanent... ces besoins et attentes étant eux-mêmes changeants. L'ampleur des mutations technologiques oblige les entreprises à effectuer des choix complexes en matière de systèmes d'information, choix régulièrement remis en cause par la rapidité des évolutions externes (environnement concurrentiel, réglementations, innovations et obsolescences technologiques, etc.) mais aussi par les changements stratégiques et opérationnels décidés par l'organisation. Les interactions entre l'environnement, l'entreprise, les technologies et les systèmes d'information sont complexes, variables et multiples. Leur compréhension est nécessaire à tout manager, quel que soit son métier, l'entreprise où il exerce et le secteur d'activité de celle-ci. »
(Laudon et Laudon – édition française par S. Costa – Management des SI)

PREREQUISITE:

LEARNING OUTCOMES:

- Comprendre l'avènement de l'entreprise digitale
- Appréhender les enjeux et défis des entreprises face à la transformation digitale
- Savoir concevoir et réaliser une application mobile sur un secteur d'économie de partage

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Leadership and Organization Development

CODE: ML32026E

PROGRAMME: CESEM/TEMA	LEVEL: Undergraduate
------------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

Competences: leadership, self-management, project collaboration, inclusion

The (global) business environment is placing increased demands on leadership that happens on different levels in the organization. While top level leadership needs to provide vision and guidance on a strategic level to ensuring organizational success, leadership on all levels need to communicate organizational goals, ethics, and visions and motivate employees to engage with those organizational goals, ethics, and visions. This involves the ability to learn and adapt to new contexts and new people, often managing relationships across personalities, cultures, functions, and distance. This course will therefore address the knowledge and competencies needed for leading within such diverse contexts. In line with the strategic vision of Neoma, the emphasis will be on developing students' own leadership skills.

The course will emphasize interactive learning involving discussions, team exercises, simulations, case studies, and presentations. In addition to developing knowledge and skills in leadership suited for a global context, students will be asked to prepare a group project (presentation) and individual report that will also serve as the final exam.

PREREQUISITE:

LEARNING OUTCOMES:

- To understand and know how to develop self- and other awareness in the context of leadership
- To understand and understand how to manage diversity from a leadership perspective
- To develop skills in people management across a global context

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Leadership et développement des organisations

CODE: ML32025F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

L'environnement professionnel accroît la demande en leadership aux différents niveaux de l'organisation.

Alors qu'au top niveau on recherche un leadership visionnaire à un niveau stratégique qui entraîne le succès de l'organisation, le leadership à tous les niveaux impose de communiquer des objectifs organisationnels, éthiques et visionnaires qui motivent les employés à atteindre ces différents objectifs.

Ce cours traitera des connaissances et des compétences nécessaires pour mener à bien les situations dans ces différents contextes. En phase avec la vision stratégique de Neoma BS, l'emphase sera mise sur le développement des qualités de leadership de chacun d'entre vous.

Ce cours est conçu pour fournir aux étudiants des éléments d'apprentissage qui renforceront la prise de conscience individuelle des étudiants et leur capacité à prendre des décisions dans les organisations. Les étudiants travailleront sur leur "étude de cas personnel", qui leur permettra de maximiser l'intérêt des éléments de cours en réalisant leur propre expérience significative.

PREREQUISITE:

LEARNING OUTCOMES:

Comprendre et savoir comment développer sa propre prise de conscience et celle des autres dans un contexte de Leadership.

Comprendre comment manager la diversité à partir d'une perspective de leader

Développer les qualités utiles pour manager dans un contexte global.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Management de l'innovation

CODE: ST32---F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: French

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Management des opérations

CODE: ST32---F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Marketing de la marque

CODE: MK32---F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Négociation

CODE: MK32---F

PROGRAMME: CESEM	LEVEL: Undergraduate
-------------------------	-----------------------------

TYPE: Semester course	LANGUAGE: French
TERM: Spring	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
---------------------------	-------------------

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Negotiation

CODE: ML32020E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Business Game

CODE: BG4242003E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The international management simulation provides a serious management tool which integrates the functions of production, finance, marketing and financial management in the highly competitive global environment.

Supply chain, inventories and human resources management are required (optionally) in the third-year program. This simulation provides valuable hands on experience and allows participants to immediately apply ideas and concepts obtained through lectures as well as the simulation itself.

The simulation requires students to think independently while developing teamwork skills essential in designing successful multinational business. Each round, accounting, financial, production, marketing and strategy decisions are made. You have the results one minute after the end of the round. You must be present during all this session.

Simulation in M2, and specifically in M2 S5 or S7, includes additional themes (Inventories, supply chain,).

This simulation, places students in a practical and realistic situation where they must mobilize the knowledge acquired in the two first years of the program, for the first version, and all other courses, in the last year of the Program.

The focus is on the following dimensions:

- Competition: companies compete with each other; the goal is not only to make the "right" decision, as long as it exists, but to make better decisions than competitors;
- Temporal and operational dynamics: projects and decisions are placed in time and duration, in the context of international development;
- The organization of the team work, which must entrust the different members with distinct responsibilities and foresee the way in which coordination will be ensured; At distance, with existing communication tools, it needs to be organized and up to date with IT.
- Integration of the different functions of the company (production / supply, marketing, human resources, finance) and the proper use of the accounting information system and management tools;
- The need to justify projects and report results to stakeholders, in this case the facilitators acting as investors;
- The creation and maintenance of a "group dynamic" that allows teams to take full advantage of the diversity of skills and temperaments of its members, and where everyone contributes actively and positively to the success of the group

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze a market and competitive positions, and implement strategies in different management fields. Make the link between the different production / procurement operational decisions, marketing, human resources) and their financial impact.
- Conceive a perspective of development in the long run. Analyze a team dynamic and contribute positively.
- Mobilize 'in situ' the knowledge acquired in the fundamental lessons of the first year of PGE Manage and develop a competitive activity.
- Our main objective is to allow students to progress towards a global perception of the company, worthy for executives who may ultimately be senior executives.

TEACHING METHODS:

-

[Back to the top](#)

COURSE: Digital Socio-Economic Environment

CODE: EC52003E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

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.

[Back to the top](#)

COURSE: Global Governance & Trade

CODE:

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

•

TEACHING METHODS:

[Back to the top](#)

COURSE: Leadership and Management Competences

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:

[Back to the top](#)

COURSE: Managerial Accounting

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:

[Back to the top](#)

COURSE: Operations & Supply Chain Management

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.

[Back to the top](#)

PGE - 2019-2020 Academic Year

SPECIALIZATION « Brand & Business Development »

Program leader

Isabelle ULRICH

NEOMA Business School, Rouen campus

Isabelle.ulrich@neoma-bs.fr

Français / French

Main teaching language

Anglais / English

Presentation

This specialization aims at preparing students for the diversity of marketing careers, in current international marketplace characterized by a radical digital change.

It centers on the efforts to create, communicate and deliver value with brands, products and services attractive for consumers, and on the ways to manage beneficial customer relationships for the organization, in order to develop the business.

Thus, the program covers the main fields of latest marketing expertise, associating the engagement of professional experts sharing real-life business examples, and academic knowledge. The program deals first with consumer intelligence and marketing research, then continues with brand and product management, marketing communications, retail-channels and sales management. The overview continues with international marketing, area-specific marketing focusing on services, and ethics issues.

Learning objectives

At the end of the program, students should have acquired the following skills:

- Understand and analyze markets/consumer insights/culture/behaviors, by using the main marketing research methodologies, in order to recommend efficient marketing strategies and develop relevant action plans
- Master the fundamentals of brand and product management, with a good knowledge of key branding concepts, analytical thinking skills about brands and key assets to leverage them, and a deep understanding of innovation and design processes.
- Know how to develop efficient Integrated Marketing Communication strategy and integrate digital communication, to best communicate the brands' value to customers
- Know how to develop their business multi-channel performance, by building on sales force management and trade marketing actions on the one hand, and developing successful management of retail operations and category management on the other hand.
- Master the fundamentals of international marketing and know how to develop a realistic and potentially viable global market entry strategy for the launch of a product/service into a previously unserved country
- Understand the specificities of services marketing and know how to develop successful marketing strategies in this domain
- Understand the ethical issues that arise in marketing contexts and develop skilful ethical decision making habits, in relation to all marketing decisions involved in the marketing mix.

Pedagogical Methods

The program combines diverse pedagogical methods varying with the examined topic, building on the engagement of marketing professionals, and academic professors. Overall, courses combine a) academic teaching, b) professional conferences, c) case-studies and challenges in partnership with companies, d) virtual immersive case-studies, business games, simulations or workshops when appropriate, e) flipped classroom exercises and online-content.

- For each module, there is at least one written individual evaluation (final exam), and the final overall grade involves at least two grades (many modules involve projects in group which are graded).
- References are provided for each course in the corresponding syllabus.

Required qualities

Careers in marketing are various and exciting, combining creativity, rational/analytical decisions, and leadership challenges.

- The first set of required qualities regroups a strong motivation and a hard-working capacity.
- The second set of qualities gathers analytical skills and project management skills
- The third set of qualities englobes communication skills, creativity, initiative, and leadership skills.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Consumer behavior & insights - 30 hours

To conceive and implement successful marketing strategies, companies operating worldwide need to understand and anticipate consumer behavior in today' s globalized universe where culture can impact purchasing decisions. The goal of this course is to enhance students' understanding of the key concepts related to cognitive, emotional and cultural models of consumer behavior, reviewing variables such as perception, learning, attitude change, values, decision making, etc. To best master consumer insights, the course also integrates a seminar on panel data.

Key words

- Consumer behavior
- Consumer intelligence
- Consumer culture
- Perception, learning, attitude
- Purchase decision
- Panel data

2. Marketing research methods - 30 hours

This course describes the methods and analyses marketers use to understand the behaviors and events they are interested in. It reviews the main qualitative methodologies (interviews, focus groups, netnography, observation...). It integrates the use of methodology with the statistical techniques used in psychological research. The course will focus on the development of skills that enable you to identify the scientific process, understand and apply research designs to answer your questions about behavior, and to select and use appropriate analyses to interpret what you observe.

Key words

- Marketing research
- Qualitative studies
- Interviews, focus groups, netnography, observation
- Quantitative studies
- Statistical analysis

3. Brand strategy - 30 hours

Brand strategy is an increasingly important area of strategic marketing, crucial for business success, and key for students targeting a marketing career. This course aims at advancing students' knowledge of strategic brand management and development of brand equity. It reviews main branding concepts and key analytical tools to evaluate brand equity. The module examines strategies for growing strong brands and for articulating consistent brands' portfolio. It integrates the notions of brand communities, brand narratives and storytelling that are critical to successful brand strategy.

Key words

- Brand strategy
- Brand equity
- Brand management
- Positioning
- Brand identity, awareness and image
- Brand narrative and storytelling
- Brand community

4. Product, Design & Innovation - 30 hours

This module complements the Brand strategy course, by focusing on the creation and development of branded products. It reviews the new product development process: concept generation and testing, design research and creativity, prototype testing and test market, and innovation process (open innovation, coproduction, crowd sourcing). It equips students with main methodologies, processes and tools (illustrator..) required in these areas.

Key words

- Concept development
- Product development
- Innovation
- Creativity
- Design
- Product testing

5. Integrated marketing communication - 30 hours

This course aims at mastering the various communication disciplines and tools, to develop an efficient Integrated Marketing Communication strategy for a brand/company in the digital age. It is designed to prepare students for marketing careers dealing with communication issues in companies or communication agencies. Integrating latest digital changes, it examines mainly advertising, media planning, direct marketing, promotion, sponsorship and PR.

Key words

- Integrated Marketing Communication
- Advertising
- Copy strategy
- Media planning
- Promotion
- Direct marketing
- Sponsorship and events
- PR

6. Digital communication - 30 hours

This module provides the main fundamentals of digital communication, to enable students to work efficiently with digital/social media experts, and to further develop a career in this specific digital area at the industry or agency level. It examines the main digital-related disciplines: digital strategy planning, display advertising, search and visibility on the net, social media management, community management and influence.

Key words

- Digital communication
- Display advertising
- Search, SEO, SEM
- Social media management
- Community management
- Brand reputation

7. Sales leadership and negotiation - 30 hours

This course aims at understanding the fundamentals of sales force management to develop successful business performance. It reviews sales management, sales performance, key account management and trade marketing, sales forecasting and finally social selling. It enables students to acquire negotiation skills, to be able to activate growth levers for brands and to use market analytics to monitor business performance and customer relationships.

Key words

- Sales management
- Key account management
- Sales performance
- Negotiation techniques
- Sales forecasting
- Trade marketing
- Social selling

8. Retail and channel management - 30 hours

This course is designed to study both sides of retailing field, i.e. management of retail operations and category management, in order to equip all marketers with key notions and tools in this field. The course is crucial for students interested in careers in retail, trade marketing and category management. The omnichannel retailing, retail business model, category management, merchandising and e-merchandising forms the core of this advanced-level course.

Key words

- Retail Strategy
- Retail Business model
- Omnichannel Retailing
- Category Management
- Merchandising Management

9. International Marketing - 30 hours

This course provides a pragmatic perspective on international marketing, with particular attention to the service marketing strategy modifications that organizations must consider in extending their activities to the world marketplace. It reviews concepts relevant to all international marketers, at an advanced level. The course deals with problems such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics in relation to national market needs or constraints, and coordinating strategies in global markets

Key words

- International marketing
- Global marketing
- International market selection
- Market entry strategy
- Global economic environment

10. Area specific marketing: services - 30 hours

Services can be defined as deeds, processes, and performances provided by firms and individuals to create customer experiences. Services dominate many economies: with only 18% of the GDP in manufacturing and 1.9% in agriculture, services are critical to the success of world economies. The objective of this course is to supplement basic marketing courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful marketers to overcome these difficulties will be discussed. The emphasis will be on service universals rather than on any particular industry. However, concepts will be illustrated using cases and exercises in services such as financial planning, airlines, hospitality industry, and communication as well as manufacturing and high tech industries.

Key words

- Services marketing
- Hospitality management
- Service delivery and service recovery
- Service quality
- Customer satisfaction
- Customer Relationship management
- Services communication

11. Ethics & Critical Marketing - 30 hours

This course provides students with a basic understanding of the issues involved in ensuring ethical marketing decision-making. Topics covered include: defining marketing ethics, relevant theories to examine ethical questions, code of conducts and ethical guidelines, ethics in relation to marketing decisions (market research, segmentation, product, price, distribution, advertising/marketing communications and search engine optimization, international marketing), socially controversial products (alcohol, tobacco..), marketing to vulnerable consumer groups.

Key words

- Ethics in marketing
- Ethical decision-making
- Corporate social responsibility
- Socially controversial products
- Marketing to vulnerable population

Career opportunities

- Brand manager, Product manager, Operational Marketing project manager, Innovation manager, International marketing coordinator ..
- Market analyst, Consumer insight manager, Research manager, Consulting manager..
- Digital project manager, Advertising manager, Promotion manager, Strategy planner, Social media manager, Media planner,..
- Trade marketer, Junior category manager, Purchasing manager, Store manager, Retail marketer, E-commerce manager, Merchandising manager..
- Sales manager, Customer relationship manager, Key account manager, Online sales manager..
- Services project manager, Services process manager, Customer contact employee, Hotel manager, Tourism project manager..

Examples of internships or jobs carried out by students after the specialization

- Assistant Brand Manager at Strategic International Marketing Department of multinationals in FMCG, Luxury or High-tech industry
- Operational marketing project manager at the affiliate level, in France or other international locations, for product/services firms
- Trade marketer, Promotion manager or Merchandising manager for multinationals
- Junior category manager, Purchasing manager, store manager for retailers
- Market analyst for Consulting/Research companies
- Digital manager, Advertising manager or Social media manager in an advertising agency
- Marketing manager in the tourism and hotel sector

Sales rep or Junior category manager

SPECIALIZATION “Corporate Finance”

Program leader

Imen MEJRI, Phd
NEOMA Business School, Reims campus
Imen.mejri@neoma-bs.fr

Français / *French*

Main teaching language

Anglais / *English*

Presentation

The NEOMA BS Corporate Finance specialization aims at training students for careers in Corporate Finance: Corporate and Investment Banking, Mergers & Acquisitions, Private Equity, Financial Analysts and Chief Financial Officers. It aims to help students develop key skills required by professionals in corporate finance.

Its purpose is to help students develop key skills required by professionals in the corporate finance area:

- A solid and a double competence in two complementary areas: corporate finance and financial engineering;
- A cross-disciplinary vision of the company financial issues: Understanding strategic and financial transactions; finding (for insiders) and offering (for outsiders) adequate financial solutions.

Learning objectives

At the end of the program, in terms of knowledge and skills, participants should be able to:

- Leverage financial data for strategic decision-making
- Assess the level of a company's risk and implement hedging strategies
- Get an opinion of the value of a company for a financial transaction (fund raising, merger, acquisition, IPO, etc.)
- Understand the determinants of corporate financial policy (capital structure, dividend policy; cash management ...) and optimize its choice with an objective of value creation and maximization
- Master the techniques of corporate finance operations
- Advise firms and investors in the realization of complex financial schemes
- Advise businesses in setting up their acquisitions or equity participation (LBO, private equity, etc.)
- Understand the stakes of the technological transformations for corporate finance
- Propose argued solutions integrating the different dimensions analyzed.

Pedagogical Methods

The articulation of the Corporate finance specialization is based on an alternation between theoretical and practical seminars (using case studies and concrete examples).

Presentations by several experts from the financial industry are organized at the end of each course.

The content of the major is built on a cross-disciplinary vision of the contemporary issues of corporate finance.

Students play an active role in the learning process, based on “Think-Pair-Share” and reciprocal teaching.

Required qualities

Students who wish to follow "Corporate Finance" specialization should:

- Demonstrate analytical skills,
- Show motivation, rigor and organization,
- Have the required skills to understand the theoretical concepts and technical tools and their relationship to professional practice,

- Be able to have a broad vision of the issues studied,
- Have a comprehensive understanding of business issues and financial institutions.

Prerequisite and recommended electives

- Blockchain revolution: From Cryptocurrencies to other Finance Applications (15 h)
- Behavioral finance (15 h)
- Investments /Marchés Financiers & Risque (30h)

Courses description

1. Advanced corporate finance - 30 hours [FI]

Main learning goals and major outlines

This course focuses on the two main corporate decisions: Capital structure and Payout policy.

The first learning goal is to understand and assess the firm's capital structure decision:

- The relative proportions of debt, equity, and other securities that a firm has outstanding);
- Effect of leverage on the equity cost of capital;
- Optimal capital structure; trade-off theory; Modigliani & Miller (in perfect capital markets; interest tax shield and costs of bankruptcy and financial distress);
- Agency costs of debt (under-investing, debt overhang, asset substitution problems and leverage);
- Asymmetric information, signaling and capital Structure; Pecking order theory; Market timing; etc.

The second learning goal is to understand the firm's payout policy:

- Different forms of distribution to shareholders of available income;
- The choice between paying dividends and repurchasing shares;
- Optimal dividend policy with and without taxes; Modigliani & Miller;
- Signaling with payout policy; etc.

2. Cash Management & Short Term Financing - 30 hours [FI]

Main learning goals and major outlines

- Understand the short-term financing decision / Be familiar with short term debt instruments: marketable debt securities; commercial paper... etc.
- Know the different functions of a treasury manager and understand his main roles and interactions in a firm.
- Master the Treasury Function as a key player in Risk Management
- Cash Management and group consolidation: Cash pooling
- Fintech and cash management.

3. Corporate valuation - 30 hours [FI]

Main learning goals and major outlines:

- Master the main methods of corporate valuation as Discounted Cash Flows (DCF); Valuation based on comparable firms; Adjusted Net Asset, Economic Value Added (EVA) and Excess Earnings (Goodwill); etc.
- Be able to identify what method is relevant given the company's sector, economic environment.
- Be able to use corporate valuation methods in complex situations and in various contexts (M&A, PE, IPO, Equity research; etc.)
- Master the techniques of financial modeling and valuation using VBA.

4. Risk management and Derivatives - 30 hours [FI]

Main learning goals and major outlines

- Understand the characteristics of derivative instruments (Options, FRA, Futures; etc.);
- Study the hedging strategies that can be implemented by firms to hedge financial risks (stocks; commodities; exchange rates etc.);
- Put into practice derivative instruments in arbitrage and trading strategies;
- be able to evaluate derivatives, in particular financial options, and use this approach to evaluate flexibility in corporate finance (real options).

5. Debt instruments - 30 hours [FI]

Main learning goals and major outlines

- Understand the process of raising bonds both in domestic and international markets;
- Understand main bond features: Issuers and investors; Auction and syndication; other features (callable, convertible, puttable, Seniority...); Collateral (secured, covered), etc.
- Evaluate bond prices; Term structure of interest rates; Credit risk and ratings; Yields.
- Study the hedging debt risk: Foreign currency denominated bonds; Floating rates; Credit risk; Interest rate swaps; Cross-currency swaps; Credit derivatives.
- Understand the mechanics of securitization (typology and process).

6. Corporate Restructuring - 30 hours [FI]

Main learning goals and major outlines

The course provides a thorough understanding of the corporate financial restructuring process of financially troubled firms. The course focuses on the financial as well as the strategic and legal issues involved.

- Analyze the firm's solvency and liquidity performances.
- Analyze various restructuring mechanisms: out-of-court workouts; exchange offers; Chapter 11 bankruptcy.

7. Corporate governance - 30 hours [FI]

Main learning goals and major outlines

- Understand the fundamental theories and practices of modern corporate governance.
- Recognize the three major players in corporate governance: shareholders, board of directors, and managers, and appreciate their roles in determining corporate direction and the obstacles interfering with their ability to do so.
- Study the principal-agent model (how to mitigate agency conflicts between managers and shareholders); executive compensation incentives; the role of the board of directors; shareholder activism; corporate takeover and takeover defenses, etc.

8. Mergers & Acquisitions - 30 hours [FI]

Main learning goals and major outlines

The M&As represent a major part of business development. In this course, the focus is clearly long-term growth strategy with emphasis on deals logics and synergies and legal implementation. More specifically, this course will cover the following topics :

- The M&A worldwide market, the corporate and strategic aspects of M&A,
- M&A versus organic growth with regards to value creation, outcomes and analysis of success / failure of large deals in the case of listed companies,
- Cash deals versus share exchange deals and subsequent value creation impact,
- Alternative to M&A (strategic alliances vs plain Vanilla M&A deals),
- The deal process (from the origination to post-deal integration),
- Mergers tax system,
- Post-merger integration issues, financial engineering (including control protection and defense).

9. Venture Capital & Private Equity - 30 hours [FI]

Main learning goals and major outlines

Venture capital and private equity constitute the so-called "alternative" asset class as opposed to conventional investments in stocks, bonds and commodities. Many start-ups and entrepreneurial firms require substantial capital. Venture capital and private equity organizations finance these high-risk but potentially high reward companies.

This course aims to apply the corporate finance's key-concepts to the venture capital and private equity market and to be familiar with the structure of contracts, institutions and selection process in the venture capital and private equity industry:

- Understand how VCs and PE firms work and invest
- Be familiar with preferred securities
- Understand how to do an LBO and how PE firms evaluate and finance LBO deals (structured finance)
- Focus on Mezzanine investments.
- Apprehend the exit routes in PE transactions (IPO; Trade sale; Secondary Buyout; Leveraged Recapitalization).

10. Digital Finance (Finance 2.0) - 30 hours [FI]

Main learning goals and major outlines

Disruptive innovation has been at the heart of finance. The latest shockwave comes from financial technology or digitalization. FinTech companies use technology to change the nature and delivery of financial services with a more customer-driven approach than traditional financial institutions.

The main learning goal of this course is to understand the stakes of the technological transformations for corporate finance (Crowdfunding; P2P lending; Block chain; ICO... etc.).

11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

11. Bankers advising on mergers and acquisitions transactions;
12. Analysts mergers and acquisitions ;
13. Business Officers and directors of investment in private equity;
14. Advisors in Private banking
15. CFOs (especially large listed companies);
16. Financial Auditors;
17. Analysts' Equity sell side and buy side in financial institutions;
18. Credit analysts in banks and rating agencies;
19. Financing/ Leasing managers;
20. Cash managers;
21. Officers of specialized business finance large businesses (corporate banking in "coverage" or structured finance), etc.

Examples of internships or jobs carried out by students after the specialization:

22. Analysts mergers and acquisitions ;
23. Bankers advising on mergers and acquisitions transactions;
24. Credit analysts;
25. Advisors in Private banking;
26. Business Officers in private equity;
27. Financing / Leasing Managers;
28. Consultants and managers in Transaction Services, etc.

SPECIALIZATION « Digital Expertise for Marketing »

Program leader

Alena KOSTYK
NEOMA Business School, Reims campus
Alena.kostyk@neoma-bs.fr

Main teaching language

Français / French

Anglais / English

Presentation

The Specialization « Digital Expertise for Marketing » aims to train students in up-to-date digital marketing techniques, as well as give them the ability to adapt to rapidly changing job environment in the omnichannel digital business world. This is achieved by developing strategic vision, market research skills, as well as exposure to the leading product digitalization methods.

Learning objectives

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

- Implement digital transformation in companies based on the global strategic vision, and knowledge of digital disruption techniques.
- Design digital marketing communications, and effectively deliver these communications to the target audience using a mix of digital media.
- Analyze quantitative and qualitative company-level and industry-level data, and draw managerial insights based on this data analysis.
- Implement multichannel distribution strategies driven by the the e-commerce and m-commerce sales.
- Understand the basics of designing successful digital products (websites and apps).

Pedagogical Methods

The pedagogical method used in the specialization « Digital Expertise for Marketing” is the classical teaching method. It is combined with the “Active learning” with the real-life case studies, company visits, guest speakers, and students’ project teamwork.

- Each module contains at least one writing examination.
- Each module contains at least one active learning project component (team and/or individual).
- References and reading materials are specified by the head of each course.

Required qualities

Careers in digital marketing are well known for being challenging and exciting due to the fantastic opportunities that they provide.

- The first quality required by this major is a strong motivation, a real interest, a hard-working capacity, and an ability to adapt and learn fast.
- The second quality required is the technical proficiency, including analytical skills and advanced computer skills.
- The third quality is the spirit of innovation.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Navigating technology and digital disruptions - 30 hours

As the first course in the specialization, this course develops strategic vision in relation to the digitalization of the marketplace. The students acquire the strategic knowledge they need to become effective digital leaders, and to help their organization successfully transform itself to meet the ever-changing needs of the marketplace and its customers. The course introduces students to the emerging technologies, artificial intelligence and machine learning, and basic concepts related to coding.

Key words

- digital disruption
- digital capabilities
- digital transformation
- business models of the digital giants
- emerging technology trends
- artificial intelligence
- machine learning

2. Digital advertising - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. The students learn to design marketing messages in the digital context. They are introduced to programmatic advertising, advertising on social media, email and mobile advertising, and interactive advertising. Future evolutions of advertising are also discussed. This course includes Facebook Ad certification, and Google Ads individual qualification.

Key words

- social media advertising
- Facebook Ads
- Google Ads
- programmatic advertising
- email advertising
- mobile advertising
- interactive advertising

3. Traffic management & Search engine marketing - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. It focuses on customer acquisition through successful web traffic management. The course introduces students to the search engine marketing: search engine optimization, paid search, sponsored links, and online partnerships. Website design implications are also discussed. This course includes Google Analytics certification.

Key words

- search engine optimization (SEO)
- web traffic
- traffic management
- paid search
- affiliate marketing
- conversion rate
- landing page

4. Influence & Social Media Strategies - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. The students are introduced to the social media management, community management, e-PR, influencer marketing, content marketing and brand reputation marketing. This course includes HubSpot Academy Content Marketing Certification.

Key words

- social media
- community management
- influencer marketing
- content marketing
- brand communities
- brand fans

5. E-CRM - 30 hours

This course is part of the Consumer Intelligence block. The course focuses on the principles of consumer-centricity, and generating sales through building customer loyalty. Students are introduced to consumer journey in the digitalized marketplace, customer relationship management (CRM), marketing campaigns optimization, profitability goals, and key marketing performance metrics. This course includes training in a CRM software (e.g., Salesforce).

Key words

- customer relationship management (CRM)
- consumer journey
- sales
- sales leads
- customer loyalty
- key performance indicators (KPIs)
- profitability

6. Data Analytics - 30 hours

This course is part of the Consumer Intelligence block. It trains students in the basics of quantitative data analytics, from (1) data exploration and preparation, to (2) data analysis and (3) data visualization and reporting. Through practical exercises, quantitative analysis methods are introduced, e.g.: predictive modeling methods, sales forecasting, etc. This course requires basic understanding of the mathematics and statistics. This course includes training in a quantitative data analysis software (e.g., MsExcel, SPSS).

Key words

- data collection
- quantitative data analysis
- predictive modeling
- forecasting
- data visualization

7. Unstructured data Analytics - 30 hours

This course is part of the Consumer Intelligence block. It trains students in the basics of qualitative data analytics. Specifically, students learn how to collect unstructured data using online communities, social media (e.g., Twitter), and other sources. Students practice performing netnography, text mining, semantics analysis, and sentiment analysis of this data. This course includes training in a qualitative data analysis software (e.g., Atlas.ti).

Key words

- netnography
- text mining
- semantics analysis
- sentiment analysis
- qualitative data analysis

8. Ethics, Consumption and technology - 30 hours

This course deepens students' strategic vision in relation to the digitalization of the marketplace. Critical marketing perspective is introduced, and consumers' relationships with the digital technologies are discussed. Students engage in discussions of the impact of digital technologies on consumption practices, online consumer behavior, and critical approaches to digitalization. Ethical questions related to the digitalization are covered: e.g., technology addiction, health issues, consumers' misbehavior.

Key words

- critical marketing
- online consumer behavior
- technology adoption
- technology addiction
- ethics
- sustainability

9. Digital and mobile commerce - 30 hours

This course introduces students to the multichannel distribution strategy and tactics. E-commerce (web distribution channel) and m-commerce (mobile distribution channel) are discussed in detail. Students learn about online sales, e-merchandising, online "atmospherics", online retail analysis, hybrid retail systems & growth hacking techniques.

Key words

- multichannel business strategy
- retail management
- distribution
- operations management
- marketplaces
- e-merchandising
- retail metrics
- hybrid retail systems
- growth hacking

10. User experience Design (UX) - 30 hours

This course is part of the Product and Design block. The course teaches students to understand user needs based on the universal principles of design. It includes introduction to the new product development process, basics of Web and app design, as well as evaluation of designs with users, and conducting UX research.

Key words

- user experience
- design principles
- new product development
- concept testing
- web design
- app design
- UX research

11. Advanced Digital tools for creativity - 30 hours

This course is part of the Product and Design block. It teaches students the basics of creative process necessary for the new product development. Additionally, it trains students in advanced software tools for design, such as Adobe Photoshop, Illustrator, and several web site & app creation tools.

Key words

- creativity
- creative process
- design software
- Adobe Photoshop
- Web design
- App design

Career opportunities

- Technology evangelist
- Product manager in a technology-driven industry
- Data analyst
- Web/digital analyst
- Social media manager
- Web traffic manager
- Content manager
- Community manager
- CRM manager
- Digital designer (CDO)
- UX designer

SPECIALIZATION « Financial Markets: Asset and Risk Management »

Program leader

Mrs. Jian WU
NEOMA Business School, Rouen campus
jian.wu@neoma-bs.fr

Français / French

Main teaching language

Anglais / English

Presentation

The major in “Financial markets” aims to prepare students for various careers in the sector of financial markets. To this end, the program provides first to students an overall view on the financial markets. Then, it equips them with some mathematical and computer tools which can help them to better understand how these markets work. Finally, it presents the different aspects (including the mechanism, the pricing, and the hedging) of the main instruments used by investors to make relevant decisions relative to their objectives of risk and return.

Learning objectives

At the end of the program, students should have acquired the following skills:

- Understand the mechanism of the principal financial instruments (including stocks, interest-rate instruments, exchange-rates, financial derivatives);
- Know how to price these instruments with the theories developed in modern finance (including CAPM and APT) and in mathematical finance (including arbitrage theory and Black & Scholes model);
- Know how to put into place some operational tools with the help of Excel programming and Bloomberg data;
- Know how to use classic financial instruments and other alternative instruments (including structured products, hedge-funds, private equity, real-estate, commodities) to meet with investors’ specific need;
- Have a good knowledge on different job positions provided in financial markets as well as the professional practice in asset and risk management.

Pedagogical Methods

The pedagogical method used in the major of “Financial markets” is the classical teaching method. It is nevertheless completed with the method of “Active learning” with the help of case studies, co-teaching, outdoor visit, conferences, and students’ presentation in teamwork.

- For each module, there is at least one writing examination. In most modules, there are two writing examinations with a mid-term one and a final one. The overall grade is based on these two exams.
- References are specified in each course. Handouts are prepared by the professor in charge of the course on the basis of the principal reference of the course.

Required qualities

Careers in financial markets are well known for being challenging and exciting due to the fantastic opportunities that they provide.

- The first quality required by this major is a strong motivation, a real interest, and a hard-working capacity.
- The second quality required is the technical proficiency including mathematical skills and specialized knowledge in economics and finance.
- The third quality is the spirit of innovation and entrepreneurship.

Prerequisite electives

- Blockchain revolution: From Cryptocurrencies to other Finance Applications (15 h)
- Behavioral finance (15 h)
- Investments /Marchés Financiers & Risque (30h)

Courses

1. Quantitative tools for finance (FM 1) - 30 hours [FI]

As the first of the “tool course”, the course makes preparations for other courses. It aims to equip students with some mathematical tools and programming languages such as Excel VBA. Meanwhile, it shows how to make simulations with random variables in different situations.

Key words

- Optimization under constraints with Lagrange Multiplier
- Variance-covariance matrix
- Big data and data management with statistic tools
- Simulations with random variables
- Introduction to computer languages used in finance
- Introduction to the main econometric tests used in empirical finance
- Partial derivative equations to resolve financial derivative pricing problems

2. Financial programming (FM2) - 30 hours [FI]

As a second “tool course”, this course teaches students how to use Excel VBA as a working tool to be able to resolve operational problems with VBA programming. In this way, students will be able to put theoretical results into practice. In addition, some other computer languages like Python and Java will be introduced.

Key words

- Draw the Markowitz's Frontier
- Compute the VaR of a portfolio
- Write programs permitting to realize an arbitrage between futures prices and spot prices
- Write programs to price European options with Black-Scholes-Merton formula
- Write programs to price American options with Monte-Carlo simulations
- Write programs to compute Greek letters for option sensitivity analysis

3. Money market instruments (FM3) - 30 hours [FI]

This course examines the main money market instruments, presents the various types of interest rates, and analyzes the different amortization schemes of a debt repayment. It also helps students to understand the link between the money market and the forex markets, as well as the impacts of the Central Bank's monetary and exchange policies on this market.

Key words

- Discount and capitalization
- Simple interest and compound interest
- Annual equivalent rates
- Short-term debt instruments (T-Bills, Certificate deposits, Commercial papers)
- Repo and reverse repo
- Euro-dollars and LIBOR
- Fed Fund and ECB's Refi Rate
- Interest-rates and exchange rates
- Main amortization schemes

4. Portfolio management and other alternative investments (FM4) - 30 hours [FI]

This course permits students to get a deeper understanding of the key concepts (risk, return, diversification, efficient frontier) and theories (index models, CAPM, APT) developed in portfolio management after the introductory course entitled "Investment". In addition to the classic financial instruments such as stocks, bonds, and bills, the course also introduces other alternative instruments including structured-funds, hedge-funds, and private equity.

Key words

- Efficient portfolio
- Single-Index and multiple-index models
- Capital asset pricing model
- Arbitrage pricing model
- Behavioral finance
- Structured funds
- Hedge funds
- Private equity

5. Digital transformation of international finance (FM5) - 30 hours [FI]

The Financial Technology (FinTech) is transforming the financial sector. The use of digital technologies is the norm. This course aims to introduce digital transformation of international finance to students. Meanwhile, the development of cryptocurrencies and their empirics will be presented and its impact on the international financial system will be analyzed.

Key words

- Currencies and exchange rates
- Exchange rates and interest-rates
- Two aspects of international finance: exchange rate markets and international implementation
- Financial technology transformation
- Development and mechanism of cryptocurrencies
- Impacts of cryptocurrencies on international financial system

6. Fixed-income instruments and forex derivatives (FM6) - 30 hours [FI]

This course is devoted to long-term fixed-income instruments and derivatives based on exchange-rates. On the one hand, it develops knowledge related to yield curve, sensitivity, duration, convexity, and the pricing of fixed-income instruments. On the other hand, it deals with pricing and hedging problems of financial derivatives (futures, forwards, options) based on exchange-rates.

Key words

- Yield curve
- Sensitivity, duration, and convexity
- Pricing of fixed-income instruments
- Futures and forward contracts based on exchange-rates
- Options based on exchange-rates

7. Financial risk management (FM7) - 30 hours [FI]

This course aims to present key tools and models to measure market risk (ex. calculation of VaR) and credit risk (ex. pricing of CDS). It also permits students to understand the mechanism of securitization and the principle of structured credit products such as ABS and CDO.

Key words

- Financial risk management
- Various types of financial risks
- Value at risk
- Credit default swap
- Asset-backed securities, Collateralized debt obligations
- Mechanism of securitization

8. Financial derivative products (FM8) - 30 hours [FI]

This course aims to knowledge on financial derivatives both from the point of view of investors and sellers by putting the main focus on plain-vanilla options with an extension to some exotic profiles. It permits students to know how to use binomial trees and Black-Scholes formula for pricing and hedging. It also explains regulations on trading (after 2008), emphasizes trading limits, inner control, and ethics in different jobs in financial markets (sales, trading, structuring).

Key words

- Futures and forward contracts
- Plain-vanilla options
- Exotic options
- Binomial trees
- Black & Scholes model
- Regulations on trading and ethics in financial markets
- Risk control and management in financial institutions

9. Commodities (FM9) - 30 hours [FI]

The commodity market has expanded during the 2000's, a period of "financialisation of commodities". In the context of a tight employment market, the commodity sector offers fantastic job opportunities to our students both in physical and derivative markets. By trying to give students a sector specialization, this course develops knowledge on commodity. In this way, students will understand the specificity of the storable commodity asset class, get a first comprehension on how futures markets on commodities work, and how these derivative products are priced.

Key words

- Importance of commodities on the world economy
- Commodities and their financialisation
- Storable and non-storable commodities
- Futures markets on commodities
- Pricing of futures contracts on commodities

10. Introduction to advanced topics in financial practice (FM10) - 30 hours [FI]

This course has two goals. The first one is to introduce some advanced topics, which are lately developed both in theory (ex. micro-structure approach, behavioral finance) and in practice (ex. capital-guaranteed funds, high-frequency trading, evolution of Exchanges and Clearing-houses, Socially responsible investment). The second one is to let student know how it happens concretely in the professional world. For this, practitioners in financial establishments based in Paris and London (many of them are Neoma Business School alumni) will be invited to share their experiences through presentations on job opportunities provided by different departments in financial markets (trading rooms, FO, MO/BO, risk management, compliance) as well as the practice in asset and risk management.

Key words

- Capital-guaranteed funds
- Commodity trading and hedging
- Private equity
- Credit, debt, funding valuation adjustment
- Corporate social responsibility (CSR) or Environment, social and governance (ESG)
- Socially responsible investment (SRI)

11. Ethical Issues in Finance - 30 hours [FI]***Career opportunities***

- Sales on the trading floor in a CIB (Corporate Investment Bank)
- Fund managers in an Asset-management company
- Risk managers in an financial institution
- External auditors for specialized funds (such as structured funds)
- Financial experts in regulation bodies
- CRM (Customer Relationship Management) or "Investment Specialist" in an AM (Asset Management)
- Brokers in brokerage firms
- General inspector and internal auditor in a bank
- Financial analyst / Credit analyst in a financial institution

Examples of internships or jobs carried out by students after the major

- "Sales" in a CIB (ex. SG CIB, BNP Paribas CIB, CA CIB)
- "Investment Specialist" or "Client Relationship Management" in an AM (ex. Amundi, Lyxor, BNP Paribas AM)
- "Sales" or "traders" in commodities (ex. SG soft commodities, Alpiq)
- "Traders" in banks (ex. Mizuho Bank and Morgan Stanley of CDS, collateral and X-Valuation Adjustment)
- "Structurers / Sales" of structured products (ex. CSFB, Arfima)
- "Strategists" in a CIB (ex. Shanghai Stock Exchange, China Investment Bank)
- "Inspectors" in Inspection Générale in a banque (ex. SG CIB, CA CIB)
- "Risk Management", "MO" or "BO" in banks (ex. SGCIB Asia Pacific)
- "Financial analysts" (ex. HSBC France) or "Consultants" in Big 4 (ex. Deloitte)

SPECIALIZATION « Luxury Marketing »

Program leader

Molka ABBES
NEOMA Business School, Rouen campus
Molka.abbes@neoma-bs.fr

Main teaching language

Français / French

Anglais / English

Presentation

Luxury companies need vanguard aspirational marketing content, excellent design skills, outstanding craftsmanship, and the ability to deliver unique customer luxury experiences. Luxury companies have to launch new challenges and master Customer Centric Culture (CCC) to flourish their brand strategies, innovation, digital exclusivity, luxury experience, omni-channel retailing, generational challenges, value creation and sustainable competitive advantage.

The Luxury Marketing specialization prepare to solid and successful careers in the luxury industry. Its major aim is to develop experts and multicultural executives in luxury marketing with innovative perspectives and creative skills.

The specialization offers an innovative pedagogy combining high-level and deepened academic lectures covered by academic experts/professors in luxury marketing; sessions covered by professional experts and partners from the French luxury industry; and learning by doing sessions engaging students in “Active learning”, real-life case studies, company visits, guest speakers, and students’ project teamwork.

Learning objectives

At the end of the spcialization, students should have acquired the following skills:

- Understand and predict customer behavior in multi-cultural environments and implement successful marketing strategies in luxury industries.
- Master the brand management process in luxury industries and how to develop brand equity and construct strong brand portfolio.
- Apply critical and analytical skills when developing, evaluating and criticizing luxury marketing strategies.
- Know how to examine and develop strategies for launching products and services in the luxury industry.
- Master product and collection design tools and processes, value creation and sustainable competitive advantage for luxury branded products.
- Master the different communication disciplines and tools in order to develop efficient IMC strategies for luxury brands and companies.
- Master the fundamentals of digital communication processes in luxury industries. Know how to work efficiently with digital/social media experts in order to create value and relevant digital content through the digitalization of communication processes for luxury brands.
- Master the fundamentals of experiential & sensorial marketing in luxury retailing and create value for customers.

- Know how to develop hedonic and experiential omni-channel strategies providing luxury experiences all-over customer journeys.
- Know how to use digitalization in luxury hospitality to personalize luxury service and build online exclusivity and loyalty.
- Master how to take the in-store luxury experience online, and the online experience in-store.
- Know how to manage a luxury brand with an origin and manage brand heritage.
- Understand the specificities of hospitality marketing and know how to develop successful marketing strategies in this domain
- Understand the ethical issues that arise in luxury marketing contexts and develop skilful ethical decision-making practices.

Pedagogical Methods

The specialization combines several innovative pedagogical methods varying with the covered topics, building on the engagement of marketing professionals, and academic professors. The pedagogical method used in the specialization “Luxury Marketing” is combining academic teaching with “Active learning”, real-life case studies, company visits, guest speakers, and students’ project teamwork.

- Each module contains at least one writing examination.
- Each module contains at least one active learning project component (team and/or individual).
- References and reading materials are specified by the head of each course in the syllabus and during the course.

Required qualities

Luxury marketing offers exciting career opportunities. This rhymes with a significant desire to master heritage brands and network with niche market segments. Careers in luxury marketing are challenging due to the fantastic opportunities that they provide in terms of creativity, innovation and leadership experiences.

- The first quality required by this major is a strong motivation, a real interest, a hard-working capacity, and an ability to adapt and learn fast.
- The second quality required is the technical proficiency, including analytical skills and advanced computer skills.
- The third quality is curiosity, real interest to human interactions and the spirit of innovation.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Luxury economics and perspectives - 30 hours

This first specialization course aims to explore the luxury universe, explain the luxury industry, and give an overall view of the luxury market and its main trends and evolving facets and representations. Students will better understand luxury markets’ and examine their structure and competitive dynamics. They will also explore different business models and identify the main key players.

The students will examine the value chain in the luxury industry and identify the main key resources for building a sustainable competitive advantage.

Key words

- Luxury sector
- Luxury issues, trends and challenges
- luxury market overview
- Luxury goods market segmentation
- Emerging markets
- Digital disruption

2. Consumer Intelligence - 30 hours

Understanding and predicting consumer behavior in multi-cultural environments is essential to conceive and implement successful marketing strategies in luxury industries. The goal of this course is to enhance students' understanding of the psychological, sociological, cultural and decision-making concepts and models that shape postmodern consumers' behaviors and decision-making. Besides, it is essential for future luxury marketing managers to master qualitative and quantitative methods and research designs enabling them to identify and analyse the consumer's behavioral process. The second part of the course aims to induct and apply the adequate qualitative and quantitative methodologies and research designs in order to better understand customer behavior and fasten insightful marketing strategies in luxury branding and retail.

Key words

- Consumer behavior and purchase decision in the luxury context
- Luxury customers' psychology and typologies
- Consumer culture and luxury consumption in multi-cultural environments
- Customer Centric Culture (CCC)
- The new luxury consumer & millennial mindset
- Luxury consumption in emerging markets
- Luxury consumption challenges, postmodern consumer behavior and explosion of subjectivity
- Qualitative studies (Interviews, observation, ethnography, netnography)
- Quantitative studies
- Panel data

3. Brand as narratives assets in luxury markets - 30 hours

In a context where the customer is more and more volatile, hyper informed and highly solicited due to offer abundance, communication, touchpoints, it is fundamental for a brand to have a clear, powerful and consistent brand strategy. The goal of this course is to enhance students' understanding of the role of brands in luxury industries. They have to master the brand management process in the luxury industries and how to develop brand equity and construct strong brand portfolio. The course treats of brand strategy and brand management for luxury brands, brand equity, brand community and the essential communication tools such as storytelling and brand narratives.

Key words

- Brand strategy and brand management for luxury brands
- Branding models
- Brand equity in a luxury context
- Brand identity, awareness and image
- Brand visibility, desirability and territory
- Main communication tools: Storytelling and brand narratives
- Brand community

4. Strategic marketing process in luxury companies - 30 hours

The course offers an integrative and dynamic view of strategic luxury marketing management within a brand, customer, and competitor-perspective. The course aims to enhance critical and analytical skills when developing, evaluating and criticizing different marketing strategies. The module enables students to examine and develop strategies for launching products and services in the luxury industry. The course

focuses on the essential concepts and issues in strategic marketing process in luxury companies: marketing plan process, STP (Segmentation, Targeting, and Positioning), value creation and sources of sustainable competitive advantage for luxury products and services.

Key words

- Strategic Marketing
- Marketing analysis process
- STP (Segmentation, Targeting, and Positioning)
- Marketing plan in a luxury context

5. Product and collection design - 30 hours

Product design is a key factor for value creation and sustainable competitive advantage. The course deals with the creation and development of luxury branded products. It reviews the new product development process in the luxury context: concept generation and testing, design research and creativity, prototype testing and test market, and innovation process (open innovation, coproduction, crowd sourcing). It equips students with main methodologies, processes and tools required in these areas.

The course focuses also on the fundamentals of a successful collection design process. It deals with the cultural and technical aspects, the research and conception processes, the creation and fashioning steps and finally the presentation of the brand collection portfolio.

The course will focus on the fashion/apparel sector but will also reference other luxury products such as spirits and jewelry brands as these provide interesting learnings.

Key words

- Evolution of Business Models in luxury design and fashion
- Concept development & luxury content generation
- Luxury products design
- Design process for products and collections
- Fashion development
- Creativity
- Innovation
- Value creation
- Co-creating value for luxury brands
- Brand heritage protection

6. Luxury experience through communication - 30 hours

This course has a double objective: first, it enables the students to master the different communication disciplines and tools in order to develop an efficient IMC (Integrated Marketing Communication) strategy for luxury brands and companies. It is designed to prepare students for marketing careers dealing with luxury companies' communication culture and facing their issues and challenges.

The course provides also the main fundamentals of digital communication processes in luxury industries. It enables students to work efficiently with digital/social media experts in order to create value through the digitalisation of communication processes for luxury brands. It examines the main digital-related disciplines: digital strategy planning, display advertising, search and visibility on the net, social media management, community management and influence.

Key words

- Integrated Marketing Communication
- Advertising
- Media planning
- Sponsorship and events
- Digital communication
- Display advertising
- Search, SEO, SEM
- Social media management
- Community management
- Brand reputation

7. Luxury experience in retail - 30 hours

The first part of this course focuses on Retail strategy and retail business models in the luxury industry. The second part focuses on the customer retail experience in store and on line. The third part aims to enable students to better understand and master alternative concepts to classical merchandising and store atmosphere techniques in the luxury field. It examines and operationalises the concepts of experiential and sensorial marketing for luxury brands.

Students will master the fundamentals of experiential marketing and understand how it can help to create value for customers as part of a successful luxury marketing strategy.

Key words

- Luxury retail strategy
- Retail business model in luxury industries
- Merchandising and store atmosphere
- Experiential retailing
- Experiential Luxury
- Experiential and sensorial marketing in luxury retailing
- Co-creation and customer merchandising participation
- Social channels
- Omni-channel retailing and generational challenges for luxury brands
- Luxury experiences through customer journeys.
- Evaluating customer experience in luxury retailing

8. Territorial marketing - 30 hours

Terroir, place, region, country-of-origin. All ways to add value to a brand, or not? As the world becomes smaller, marketers are more than ever forced to think global but act local. What exactly does being “glocal” mean, and how can marketers use this sort of strategy? Expanding on the base principles of marketing, this class will focus on what it means to manage a luxury brand with an origin. With a special focus on wine and champagne, but also looking at other types of products we consider how brand heritage related to a place can be an advantage if and when properly developed.

Key words

- Territory
- Origin products (local, regional, national, etc.)
- Luxury Products
- Dimensions of origin markers
- Keys to managing territory

9. Wine Management and Value Creation - 30 hours

While the wine and spirits sector is experiencing sustained global growth, it is still undergoing profound mutations. New competitors and rising demand from emerging countries change the way wine is developed and sold and forces actors to change their strategies by focusing on management and value creation.

The course extend the operational and strategic marketing tools applied to the wine and spirits sector. It also enhances the understanding of the issues of value creation, premiumisation and brand development.

- Cross-cultural wine management
- Branding and positioning your wine
- Promotion, Pricing and value propositions
- Design and packaging in wine and spirits
- Value creation
- Digital marketing in the wine and spirits industry

10. Wine Marketing - 30 hours

The focus of the course “Wine Marketing” will be on analysis, understanding and an intelligent perspective on how a wine may be marketed, by incorporating basic wine knowledge with marketing knowledge.

Key words

- Understanding of how consumers evaluate wines perceptually
- Gather knowledge about the field of sensory marketing
- Qualitative and quantitative techniques for advanced studies of consumer behavior with and toward wine
- Understanding the value of experiences and authenticity for wine as a product
- Understanding the value of situated and embodied cognition and learning by doing

11. Ethics in luxury marketing - 30 hours

This course provides students with a basic understanding of the issues involved in ensuring ethical marketing decision-making. Topics covered include: defining marketing ethics, relevant theories to examine ethical questions, code of conducts and ethical guidelines, ethics in relation to marketing decisions (market research, segmentation, product, price, distribution, advertising/marketing communications and search engine optimization, international marketing), socially controversial products (alcohol, tobacco..), marketing to vulnerable customer groups.

Key words

- Ethics in marketing
- Ethical decision-making
- Corporate social responsibility
- Socially controversial products
- Marketing to vulnerable population

Career opportunities

- Luxury Marketing Manager;
- Luxury Sales Advisor,
- Luxury Fashion Buyer,
- Luxury Retail Manager / Merchandiser
- Luxury Store Manager;
- Luxury Junior/Senior Sales Advisor,
- Luxury Brand Manager,
- Luxury Visual Merchandiser,
- Customer Relationship Manager,
- Communication & Public Relations Manager in Luxury Industries,
- Luxury Consultant
- Etc.

Examples of internships or jobs carried out by students after the specialization

- Assistant Luxury Store Managers,
- Assistant Luxury Fashion Buyer
- Assistant Luxury Event Manager
- Etc.

SPECIALIZATION « Real Estate & Wealth Management (REWM) »
Powered by PWC Luxembourg

Program leaders

Mme. Maryline THENOT

Mr. Stéphane FOURNEAUX

NEOMA Business School, Reims campus
maryline.thenot@neoma-bs.fr

NEOMA Business School, Reims campus
stephane.fourneaux@neoma-bs.fr

Main teaching language

Français / *French*

Anglais / *English*

Presentation

Wealth creation has become a major challenge for countries, companies, and individuals. Managing portfolio and risks to satisfy clients' concerns requires relevant skills in many areas. The major REWM focuses on the entrepreneur and family wealth management with specific focus on transition and estate planning. In the asset allocation process, we focus on the real estate and all its features to understand perfectly this challenging and performing investment.

This program aims to train students in Real Estate & Wealth Management based on the techniques used by professionals of asset management.

Learning objectives

In terms of knowledge and skills, students will acquire at the end of the program:

- Strong knowledge in private wealth management
- A perfect understanding of the real estate market
- Relevant skills in all the aspects of an investment decision process (planning, legal and tax impacts, performance)
- Ability to solve complex problems

They will also have the opportunity to meet and collaborate with professionals in the financial (Euronext, HSBC...) and the real estate sectors (Tristan Capital Partners, PWC Luxembourg...)

Our approach involves international, national and local actors in the wealth management and real estate industry.

Pedagogical Methods

- With examples and practical cases, these courses allow students to quickly assimilate knowledge because the approach remains very concrete and synthetic;
- Students play an active role in the learning process, based on "Think-Pair-Share" and reciprocal teaching;

Required qualities

Students who wish to follow this specialization should demonstrate:

- Motivation, good economic and financial culture
- Understanding of asset management principles
- Mastering key concepts in financial mathematics

Prerequisite electives

- Investments/Marchés Financiers et Risque
- Imposition des entreprises et de leurs managers

Courses

1. ENTREPRENEUR'S WEALTH MANAGEMENT (REWM 1) - 30 hours [FI]

The class will explain the market of firms' transmission and transition with the wealth impact on managers.

- Entrepreneur's wealth management
- French entrepreneur's status (liberal, artisan...)
- Stock options
- Successor's transition
- Family business
- Family governance and wealth transfer
- Entrepreneur's challenges of growing a business

2. wealth engineering & investments (REWM 2) - 30 hours [FI]

This class will review all the investment process in order to satisfy the clients' objectives. Building investment strategies and managing risks corresponding to their concerns in particular for retirement period and estate plans for future generations.

- Wealth planning
- Traditional & alternative asset classes (equity, bonds and cash)
- Investment Policy Statement
- Life insurance in Estate Planning
- Estate planning and wealth transfer
- Strategic financial analysis for business evaluation

3. Equity Financing & Wealth Creation (REWM 3) - 30 hours

The course seeks to familiarize students with the Private Equity and Venture Capital industry. Both are crucial forms of financing when entrepreneurs have run out of other options for growth. Those options start with angel money and run through various forms of venture investments to fund new technology, make acquisitions, expand working capital, and to bolster and solidify a balance sheet.

- The Private Equity Market in Europe
- European leveraged buyouts
- Corporate Venture
- Growth, Turnaround and other Private Equity
- Commercial Diligence
- Management Packages
- Sale & Purchase Agreements
- Private Equity Real Estate

4. Assets & Portfolio Management (REWM 4) - 30 hours [FI]

This class examines the theoretical basis and practical approach to the management assets. The course objective is to acquaint students with the theoretical foundation of modern portfolio theory, to master practical skills in investment management and to justify major investment portfolio management strategy for assets (equity, fixed-income instruments, real estate...).

- Risk and return management
- Modern Portfolio Theory
- Valuation models
- Market Price Behavior
- Behavioral finance
- Active and passive portfolio management
- Strategic Asset Allocation
- Performance Measures & benchmarks
- Alternative investment with a specific focus on real estate

5. Real Estate Industry (REWM 5) - 30 hours [FI]

The class will explain the economical, spatial and societal components of the Real Estate markets. It will also explain the contribution of the real estate industry to the economy.

- Real estate protagonists
- Real estate markets
- Real estate and business cycle
- International real estate comparisons
- Financial real estate instruments
- Urban & rural real estate
- Residential property
- Social housing
- Commercial property
- Infrastructure
- Real estate project Investment

6. Hospitality & Luxury Industry (REWM 6) - 30 hours

Powered by a local partner, Société DOMAINE LES CRAYERES (SOFIC)

The class will explain the interaction between the hospitality and the luxury industry, its growth and development, industry segments and their distinguishing characteristics, trends and current concerns. Students are introduced to career opportunities and the employability skills needed to succeed in specific hospitality fields.

- History and Profile of the Hospitality Industry
- Best practices and success factors
- Prime locations
- Luxury hotels and resorts
- The French Palaces
- Managing Guest Services
- Food, Beverage and Accommodation Management
- Building and Facility Management
- Hospitality, profitability and financial statements

7. REAL ESTATE LAW AND TAXATION (REWM 7) - 30 hours [FS]

The class objective is to focus on the legal and taxation implications of real estate investments.

- Contracts fundamentals
- Law of real estate transactions
- Insurance and responsibilities
- Dispute resolution
- Building regulations
- Leasing & letting
- Finance & taxation
- Taxation of construction and development operations
- Taxation of real estate income, capital gains and mutations

8. Real Estate Securitisation & Funds Structuring (REWM 8) - 30 hours [FI]

The course places considerable emphasis on securitisation, the funding and risk transfer method of choice for an increasing number of issuers and the largest growing contribution to the global capital markets.

- Market overview and trends
- Securitisation players
- Types of credit enhancement
- Taxation in securitisation
- Phases of the securitisation process
- Structuring Phase
- The Luxembourg Securitisation Law – Key features
- Forms of securitisation vehicles
- Regulation of securitisation vehicles
- Asset classes
- Forms of securitisation transactions
- Tax specificities of securitisation funds
- IFRS – Consolidation accounting issue
- Risks on securitisation vehicles

9. Sustainable Real Estate Development (REWM 9) - 30 hours

This course will introduce the principles and elements of sustainable development. It will show how strategies are being applied to achieve outcomes that improve the financial bottom line and are good for the environment. The costs and benefits of green buildings will be discussed and students will learn how different sustainable design features contribute to asset value.

- Social, financial, and environmental sustainability
 - Definition of sustainable architecture
 - Conceptual design for sustainable buildings
 - Conservation & restoration
 - Greener portfolios with Investment Management
 - Managing green buildings with Property Management
 - Construction management
 - Geomatics
-
- Building materials & defects
 - Ethical buildings

10. Technology, Digitalisation And Construction (REWM 10) - 30 hours

The course objective is to list the digital innovations which will change economies and real estate markets, reinventing the way business is done in all industries across the globe. Students will discover that the real estate industry will become a catalyst for change, influencing organizations to invest in business infrastructure, redesign spaces and transform their business models to become more competitive within the global marketplace.

- Digital disruption
- Traditional offices vs workplace of the future
- Omnichannel and the retail industry
- Warehouse and the supply chain
- The real estate and the bloc chain revolution
- Technologies and building systems (Prop Tech)

11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

- Financial Analyst in M&A
- Sales
- Brokers
- Financial analyst
- Junior Asset manager
- Real Estate Buyer Specialist
- Debt Portfolio Manager
- Land Acquisition and Development Manager
- Retail Development & Construction Manager
- Acquisitions & Development Analyst
- Commercial Real Estate Investment Sales
- Financing/ Leasing manager

Examples of internships or jobs carried out by students after the major

- Conseiller Gestion Banque Privée, en patrimoine financier, Investissements immobiliers, en FUSAC en Banque d'Investissement
- Sales
- Brokers
- Developper
- Analyste Financier/Crédit Junior
- Asset manager junior (actifs financiers/ immobiliers)

SPECIALIZATION “Creative and Cultural Industries”

Program leader

Sébastien DUBOIS

NEOMA Business School, Rouen campus

sebastien.dubois@neoma-bs.fr

Main teaching language

Français / *French*

Anglais / *English*

Presentation

The program aims to provide students with a deep theoretical and empirical knowledge of the creative/cultural industries sector. It will introduce students to the core issues of this sector (production, distribution, digitization, marketing specificities etc.). It deals with every branch of the cultural sector: music, cinema, books, the visual arts and the performing arts. It thus prepares the students to careers in the cultural/creative industries. Lectures have both academic and professional backgrounds. The program will not only focus on the management of the arts, but also look at the economic, social and cultural issues raised by the current transformation of the creative/cultural industries.

Learning objectives

This major aims to:

- introduce the students to the core and contemporary issues of the creative/cultural industries
- develop students' critical and creative thinking
- provide students with the skills and knowledge necessary to develop a career in the creative and cultural industries

Students will also have the opportunity to meet and collaborate with many professionals in the arts sector (Centre Pompidou, Musée de Rouen, Ladiray Gallery, TF1, Netflix and Canal+ producers, Editions du Seuil, Editions de la Découverte, Centre National du Cinéma, Believe Music, Warner, Uzik, microçlıma, Théâtre du Relais, Normandie Impressionisme, Opéra de Rouen...). Many of these professionals are alumni.

Pedagogical Methods

- theoretical lectures
- case studies on the birth or development of artistic genres, firms, artists
- art works analysis in relation to their commercial strategy
- use of social media (Internet, social media)
- teamwork and creative work

Required qualities

To choose this major, it is essential :

- To be interested in the arts: careers in the arts are vocational and creative, we look for creative and passionate students
- Have a critical perspective and intellectual curiosity

Courses

▪ **Cultural marketing and digitization**

As cultural goods are experience goods and customers' satisfaction subjective, commercial success remains always uncertain in the cultural and creative industries. 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. Marketing is thus crucial for cultural firms and entrepreneurs to reduce that uncertainty, and bring customers to their products, be it goods or services. The general objectives of the course are to teach the specific uses of marketing concepts in the artistic and cultural area. It will be articulated around the organization of the cultural production, the evolution of the individual and collective cultural consumption and the emergence of creative industries. Cultural and creative industries have proved to be very innovative in designing marketing strategies, through notably the use of new technologies.

▪ **Strategies in the arts: art, markets and society**

Art and society are closely intertwined. The development or emergence of new cultural forms and markets is directly related to social changes, from royal patronage to multinational firms. Similarly, entrepreneurs and artists strategies are embedded in a social context that they have to appraise. Social change and cultural innovation results from the entrepreneurship and leadership of both cultural entrepreneurs and artists. The course will for instance look at the segmentation of cultural market, with the emergence of new artistic genres such as the modern novel or music (rock, soul, rap). The course will analyze these strategies, using economics, sociology, leadership and management as its theoretical basis. This interdisciplinary course will deal with the fine arts as well as the cinema, literature or music.

▪ **The Art Market in the World**

The program will expose the students to a large variety of art market's professionals, and to the interconnectivity of the art world. Topics to be considered include: dealer's motivation and strategy, artist's image, art advisory, importance of museum relations, typology of collectors...We will also give an overview of all the principles that together comprise today's art market, including the institutions that compete to shape the market. It will focus on the financial structure that underlies the art market, the rise of art as an asset class, the prevalence of investors, and the rapid growth of the art market in emerging economies, especially in China and in Arabic area. In the meantime, the courses will offer an overview of the concept of value in the art market, examining how value is estimated in historical art as well as in contemporary art, and taking into consideration how valuation differs in a variety of evaluation contexts. The course is livened by a professional gallerist and courtier with extensive experience in France and in England.

- **Music: strategies and opportunities in the Digital revolution**

The music industry has undergone dramatic changes in the past 10 years. The market has fallen down by more than 30% and starts recovering from this crisis. The paradox is that we have never probably listened so much to music. Music companies have now to reinvent their business model to take into account these innovations which have revolutionized production and even more distribution,. In an industry pushed by technological but also economic and organizational innovation, new business models have emerged (legal downloading, streaming...) reframing the strategies of the music industry actors: majors, labels, artists, distributors. This course will be provide to the students a survey of the music industry, highlighting the mains areas where music and business are interconnected. The focus of this 30 hours seminar will be to develop a transcultural understanding of the global music industry, analyzing the general landscape of the music business industry, the changes and the opportunities in the job market: the emerging trends, distribution, promotion and the different ways the companies and partners develop their strategies. The course also question the main issues that are left unresolved such as profitability, or the remuneration of the actors, especially artists who have turned (back) to live performances to make money. The course is led by Carlos Rabasso with the participation of professionals (Warner Music, Believe, Nancy Jazz Festival...).

- **Majors, independents, globalization: the movie industry**

The movie industry has been one of the first to experience a post-Fordist organization. As such, it is often advocated that the movie industry is a kind of economic and organizational laboratory for innovation. It has a specific organization based on short-term projects, multiple arrangements independent companies (production, special effects, soundtracks, trailers etc.) which participate to the manufacturing of a movie. Outsourcing is thus a key strategy in the movie industry. If majors dominate the industry, the cinema rests on of a nebulous of innovative independent actors which provides production, post-production or marketing. Indeed, marketing is now fully part of cinema making, not only in promotion but also from creation to distribution. Multiple actors then manage copyrights, on which revenues are shared on the basis of percentages. As films budgets are growing, producers have to find money from various sources, and the movie industry has experienced highly financialized funding (from hedge funds for instance) as well as public funding. Movie producers must also internationalize and diversify sales on various supports (DVDs, TV channels, digital, by-products...) to face rising costs. The course will deal with these different issues, looking at the strategies/constraints of the different actors. The course under the aegis of an alumni with a huge experience in the sector welcomes professionals (TF1, Netflix, Canal+, CNC).

- **The Performing Arts: project management and organizational agility**

The sector of the performing arts is very diverse (theaters, music halls, festivals, theater troupes, orchestras, tour organizers...), but shares a common feature: goods are produced alive. The performing arts are organized into an economy of short-term projects that are never fully reproducible: every tour is different, and within a tour or a series of theater performances each performance is at least slightly different. Facing the famous “cost disease”, performing arts managers have to manage both operational and artistic costs and a dilemma: how much to invest in order to limit their costs while attracting the wider possible audience? Costs come first from labor, as the performing arts rest on the unsteady but highly qualified jobs (actors, musicians, sound engineers etc.). The sector is rapidly changing, with the entrance of multinationals as well as businessmen and financiers who have been buying theatres, new actors such as tour organizers. On the other hand, the sector largely rests on public funding. The course will introduce the students to the relations between these actors (commercial contracts, employment contracts etc.) to help the students understand how the industry functions and prepare them to hold positions as performing arts managers.

- **Value and Reputation: how to create value in the arts?**

Reputation lies at the heart of the economics of culture. Cultural goods are unusual ones: they must create their own market while their value remains uncertain. As the price of an artwork does not depend (or only slightly) on its material characteristics, its value lies in the perception key actors or the wider public make about it. Reputation has thus given birth to a flow of literature on which this course will draw. Reputation comes out of social processes this course will illuminate. We will first look into details at this strange immaterial thing reputation is. We will also answer key questions for the economics of art: Are reputations stable? Do they last over time? How to explain reputation-building, that is, where do artists' fame come from? How can artistic organizations develop the reputation of their artists, which are their core assets? We will also introduce students to methodologies used to assess reputation, both qualitative and quantitative.

- **Contemporary issues the publishing industry**

The publishing industry is maybe unexpectedly one of the biggest cultural industry. It plays a key role in society, as it is responsible for the transmission of knowledge, and that of culture as books are the main support for all kinds of knowledge. At the same time it is also an entertainment industry offering highly marketed goods. The gatekeeping process – selecting manuscripts – is at the heart of the publishing industry as it conditions success. The publishing industry involves multinational commercial companies oriented toward profit as well as smaller ones focusing on cultural value and artistic innovation. One of the main (and often underestimated) issue is that of distribution, which largely governs the industry, book distribution being a highly industrialized operation. Distribution strategies often condition success or, for smaller publishers, economic survival. The publishing industry has also been partly digitized, even if digitization has not shaped strategies as much

as in the case of the music industry, but it remains an open question for the future of the industry.

- **Cultural policies and public cultural institutions**

Cultural policies have developed throughout the world, as the rising number of museums demonstrates. The course will look at cultural diplomacy, and the rise of soft power through cultural institutions as well as their positioning at a time when museums, operas but also non-profit organizations (museums, libraries, orchestras) blossom. The course will introduce students to the strategies and organization of cultural institutions, with a non-exclusive but specific focus on communication and marketing strategies. It will also introduce students to the daily operational functioning of cultural institutions. A specific session will be dedicated to careers in public and non-profit cultural organizations to help students organize their job search.

- **Intellectual property and contracts in the creative industries**

Intellectual property is the economic basis in the creative industries. Firms, artistic agents and artists manage copyrights. Companies make money in the arts only if they hold copyrights on works, with the exception of the works having fallen in the public domain. Contracts in the cultural sector are thus specific. The course is delivered by intellectual property professionals specialized in the cultural industries. The course will look at copyrights legal basis and management, including moral rights, property rights and neighboring rights as well as contractual issues.

- **CSR, Innovation for social change**

This course is designed to provide a broad understanding of the principles of corporate social responsibility (CSR) and its implications for social dynamics and transformation. Students will have the opportunity to gain insights into the importance of CSR dimensions and the nexus between socially responsible actions and sustainable social value. A particular emphasis is placed on the role of corporate social responsibility in transforming business and society and its impact on corporations, business practices and models and managerial actions and choices. Participants will have a hands-on exposure to CSR innovation and will have the ability to critically assess CSR dimensions in conjunction with social enterprise strategies. The study of the real-world examples and case studies provide the opportunity to recognize the importance of sustaining CSR innovation as a requisite for socially responsible ventures and social transformation.

Career opportunities

- Cinema and TV production
- Sales manager in the cultural industries
- Marketing and communication manager in the cultural industries
- Fundraising and sponsorship
- Executive and administrative positions in artistic institutions (museums, foundations, theatres...)

Examples of internships or jobs carried out by students after the major

- chef de produit interface TV Canal +
- sales assistant Coproduction (Berlin)
- marketing assistant international sales Wild Bunch
- product manager Centre Beaubourg
- chef de produit Glénat
- chef de produit Stock
- attaché de presse et de communication musée
- assistant de production 3B Production
- chef de projet Firststage Productions
- Responsable marketing Aranametrix
- Operations officer Soundcharts
- Assistant opération E-Commerce Ubisoft
- chargée de mission Fondation Culture & Diversité

**Specialisation « Entrepreneurship »
SPECIALIZATION in partnership with KPMG**

Responsable de la spécialisation / Program Manager

Sylvie GUIDICI

sylvie.guidici@neoma-bs.fr

03 26 77 46 34

Reims Campus

Sylvie GUIDICI

sylvie.guidici@neoma-bs.fr

03 26 77 46 34

Main teaching language Anglais / English, with at least 2 courses in French

Program presentation

The Entrepreneurship specialisation is oriented towards entrepreneurship in a broad sense: Creating a company (Entrepreneurship), creating a social activity and project management in an existing company (Intrapreneurship). Company creation and entrepreneurial initiative in a broad sense have always been at the core of economic renewal and provide a path for personal development, attracting more and more managers. Examples of successful companies and non-profit organisations, created thanks to the determination of entrepreneurs guided by their vision and their conviction are multiplying. An entrepreneurial project chosen by the students in groups, will allow them to put into practice all the theoretical and practical tools and techniques developed in the classes by professors and guest speakers: creativity, innovation, business models, strategy, marketing, financing, law, project management, etc.

Learning objectives

This specialisation aims to:

- Encourage entrepreneurial behaviour, attitudes and initiative not only individually but also in existing organisations;
- Present the best practices in the archetype of entrepreneurial initiative : creation, innovation and business development or growth;

Prepare students to launch a project, either creating a company or developing a new activity in an existing company.

Required qualities

To choose this specialisation, it is essential :

- To be open to all disciplines of management and to be flexible;
- To be willing to develop qualities such as autonomy, teamwork, self-confidence, responsibility, intellectual curiosity and an ability to question existing systems;
- To be able to create and maintain strong values

Courses

- CSR Innovation for social change
- Open innovation and digital platform
- Business Model, Digital and disruptive strategies
- Managing teams (FR et EN)
- Web development
- Environnement juridique de l'entreprise (FR)
- Digital Marketing and Commercialisation
- Project management and supply chain
- Financement des startup et Business Plan (FR et EN)
- Managing growing companies and internationalisation
- Living the entrepreneurial experience through a project

The contents of these courses are given below. Contents can be changed if needed to share with the students the best practices.

Afin de proposer aux étudiants les cours les plus proches des pratiques managériales, des modifications peuvent être apportées aux contenus de la spécialisation.

- | | |
|---|--|
| <ul style="list-style-type: none">• Entrepreneur (Startuper), business buyers and managers• Managers of profit centres• Consultants in entrepreneurship, strategy or mergers & acquisitions | <ul style="list-style-type: none">• Business managers in venture capital companies• Advisors in public or private organisations providing support for businesses (incubators, chambers of commerce)• Project managers in a start-up, a SME |
|---|--|

Specialization « Accounting, Auditing & Advisory (AAA) »

Program leader

Charles DAUSSY

NEOMA Business School, Reims campus

charles.daussy@neoma-bs.fr

Français / French

Main teaching language

Anglais / English

Presentation

The “**Accounting, Auditing & Advisory**” specialization aims at preparing students to various careers in accounting and finance with a focus on how to “**building quality financial practices into the organization through decision support, planning, and control over the organization’s value-creating operations.**”

Beyond advanced skills in accounting and financial management such as financial planning, analysis, control, and decision support, the purpose of this specialization is to prepare future management accountants / controllers for the key challenges of the organizations of tomorrow:

- Strategic thinking with or beyond the numbers;
- Deployment and control of the value creation processes that meets the expectations of a multiplicity of stakeholders (including an ever greater societal awareness);
- Support of the disruptive evolution of organizations in the use of new technologies (data & analytics, AI, etc.).

The AAA specialization is designed with the objective of being **CMA® (Certified Management Accountant)** designated.

CMA® is a globally recognized professional certification in management accounting that gives visibility to this specialization.

The students who follow the AAA specialization can chose to take the CMA exam in order to get the certification. Passing this exam will bring more value to the student when she (he) comes to the market because “*the CMA® program recognizes the unique proficiencies required for success in this challenging profession [management accountants / controllers].*”

On CMA® exam:

“The Institute of Certified Management Accountants (ICMA®) regularly reviews the content of the Certified Management Accountant (CMA®) exam to ensure that current topics are appropriately updated and relevant to business practice. Connectivity of a practical Body of Knowledge to the workplace is important. The CMA exam aligns with the knowledge, skills and abilities that an accountant or finance professional in business uses on the job today – financial planning, analysis, control, and decision support. These skills are critical to the success of finance teams.

The CMA program has been designed to meet the evolving needs of business – today and tomorrow. We look forward to helping you achieve excellence as a professional. Certification will confirm your proficiency in your chosen field and your dedication to personal and professional growth.”

CMA Handbook

To be as close as possible to the needs of the market, on some topics, the AAA specialization is designed in co-construction with recognized professionals such as audit firms or consulting companies.

Learning objectives

In terms of knowledge and skills, students will acquire at the end of the program:

- Strong skills in management accounting based on strong knowledge bases in financial accounting and finance;
- A strong understanding of strategic thinking and how to support strategic management;
- A strong understanding of the challenges of tomorrow's organizations (how to accompany major and sometimes disruptive changes).

Pedagogical Methods

“Active teaching”: a relevant combination of theoretical content, practical cases and case studies / simulations co-organized with partners.

Required qualities

Students who wish to follow this specialization should demonstrate:

- A strong knowledge base in accounting and corporate finance;
- Analytical and synthesis capabilities;
- A strong motivation to make this program a unique opportunity to increase their value in the market;
- An ability to push the boundaries to overcome existing models;
- A natural curiosity to imagine the organizations of tomorrow

Prerequisite electives

- IFRS introduction

Courses

1. INTRODUCTION TO FINANCIAL REPORTING (AAA1) - 30 hours

The objective of this course is to enhance students' knowledge and understanding of the International Financial Reporting Standards (IFRS) and to improve their ability to apply IFRS for financial reporting. In addition, this course will provide students with a fundamental understanding of the basic principles for preparing consolidated financial statements. Throughout the course, students will use various practical issues with regard to recording business transactions and preparing financial reports from a global/international perspective. If the courses focuses on IFRS principles, key differences between IFRS and US GAAP will be highlighted.

Key topics

- Financial reporting Environment;
- Conceptual framework;
- Review of the accounting process (Accounting equation, process of preparation of financial statements, principles of recording transaction in journals ledgers, balance, post-closing trial balance, etc.);
- The statement of financial position and financial disclosures;
- The income statement;

- The statement of cash flows, the changes in equity statement;
- Property, plant, and equipment;
- Impairment of assets;
- Scope and consolidation process;
- Consolidation Techniques and Procedures.

2. ADVANCED MANAGEMENT ACCOUNTING (AAA2) - 30 hours - CMA®

This course consists of two parts – cost management and decision analysis. The first part focuses on the process of determining how much it costs to produce a product. Topics covered include several types of cost accumulation, cost measurement and cost allocation systems as well as sources of operational efficiency and business process performance for a firm. An important concept in the section that deals with business process performance is the concept of competitive advantage, how a firm can attain it. Secondly, any job in management or planning entails decision-making. The goal of decision-making is to maximize the benefits and/or reduce the costs to the company by selecting the best option from among the available options.

This course will prepare students wishing to sit the CMA exams for “Cost Management” (Part 1-D.) and “Decision Analysis” (Part 2-C.).

Key topics

- **Cost management**
 - Process Costing;
 - Job Order Costing;
 - Cost Allocation and Activity-based Costing;
 - Life-cycle Costing;
 - Joint Product and By-product Costing;
 - Variable and Absorption Costing;
 - Estimating Fixed and Variable Costs;
 - Supply Chain Management.
- **Decision analysis**
 - Cost-volume-profit analysis (or breakeven analysis);
 - Marginal analysis;
 - Pricing.

3. PLANNING, BUDGETING AND FORECASTING (AAA3) – 30 hours - CMA®

As prerequisites, students have to master the main issues in financial accounting. The purpose of this course is to show how budgets help companies to increase their level of performance. In order to become a win-to-win course, this process of forecasts has to be understood by students (as it is by companies) as a learning machine. To work out a department budget, and to improve forecasts, require to know accurately the causation between means and outputs.

The three steps of the process (strategic plan, budgets and analysis of the achievements) will be studied, highlighting some topics that are usually left in the dark such as capital budget, supporting budget schedules or constrained optimization.

This course will prepare students wishing to sit the CMA exams for “Planning, Budgeting and Forecasting” (Part 2-C.).

Key topics

- **From strategy to budgets**

- Different steps of long term planning;
- Budgeting process (types of budgets, main actors...);
- Stocks budgets.

- **Operating budgets**

- Revenues budget (Ordinary least squares);
- Production budget (efficient time, constrained optimization);
- Procurement budgets (Wilson Economic Order Quantity formula);
- Support services budgets;
- Activity based budgeting;
- Project budgeting;
- Flexible budgeting.

- **Financial budgets**

- Capital budget;
- Budgeted income statement;
- Cash budget;
- Budgeted balance sheet;
- Budgeted statement of cash flows.

4. EXTERNAL FINANCIAL REPORTING DECISIONS (AAA4) - 30 hours - CMA®

This course builds on the principles introduced in AAA1 and focuses on more advanced financial accounting topics. Students will gain an understanding of how the requirements of international (IFRS) and US standards lead to transparent and comparable financial information. The standards cover how business transactions, and assets and liabilities are recognized, derecognized and measured in financial statements and how companies are required to communicate relevant information about these matters in corporate reports. Students will use the information presented in companies' financial statements to develop an understanding of key accounting policies. By considering a range of practical examples, they will begin to learn how the exercise of judgement about accounting policy choices affects the results and financial position that a company reports.

While the course assumes a good understanding of fundamental accounting techniques, in all cases, the accounting underpinning the relevant areas will be explained as necessary.

In conjunction with course AAA1, this course will prepare students wishing to sit the CMA exams for "External Financial Reporting Decisions" (Part 1-A.).

Key topics

- Revenue from contracts with customers;
- Leasing transactions;
- Tax;
- Inventories and construction contracts;
- Intangible assets;
- Investments;
- Liabilities and equity, and equity transactions.

5. MANAGING FINANCIAL DECISIONS (AAA5) - 30 hours - CMA®

The purpose of this course is to understand the long-term financial and investment decisions.

- a) We will go through the question of investment, with the capital budgeting and the working capital;
- b) The course will also cover the financial decisions, through the capital structure and the raise of capital;
- c) We will address the return on capital, through cost of capital and cash-flow analysis;
- d) The course will approach some notion of risk linked to the financial decisions.

In conjunction with other courses in the AAA specialization, this course will prepare students wishing to sit the CMA exam for “Corporate Finance” (Part 2-B.) and “Investment Decisions” (Part 2-E.).

Key topics

- Risk and return;
- Long-term financial decisions and capital structure (cost of capital, raising capital, dividend policy...);
- Working capital management;
- Corporate restructuring (mergers and acquisition, bankruptcy...);
- Capital budgeting;
- Cash-Flow analysis;
- Risk analysis in capital investment.

6. RISK MANAGEMENT AND INTERNAL CONTROLS (AAA6) - 30 hours - CMA®

This course consists of two parts – Enterprise risk management and Internal controls. Enterprise Risk Management can be defined as “a structured and disciplined approach: It aligns strategy, processes, technology, and knowledge with the purpose of evaluating and managing the uncertainties the enterprise faces as it creates value.” It is a truly holistic, integrated, forward-looking, and process-oriented approach to managing all key business risks and opportunities—not just financial ones—with the intent of maximizing shareholder value as a whole.” Risks are events that might cause harm to a business. They are not certain to occur, but if they occur, they will have a negative impact on the business. In addition, internal control examines all of the controls that the company has set up and put in place to help achieve its objectives. We often think of internal controls as trying to prevent something from going wrong, but they are really set up to assist the organization in the achievement of its objectives. It is important to be very familiar with the objectives of internal control.

This course will prepare students wishing to sit the CMA exams for “Risk Management” (Part 2-D.) and “Internal Controls” (Part 1-E.).

Key topics

- **Risk management**
 - Types of risk (business, hazard, financial, operational, strategic, legal compliance and political risk);

- Risk mitigation;
- Risk analysis;
- ERM (Enterprise Risk Management).

- **Internal controls**

- Corporate governance;
- Internal control risk, environment, procedures, and standards;
- Responsibility and authority for internal auditing;
- Types of audits; assessing the adequacy of the accounting information system controls;
- Business continuity planning.

7. FINANCIAL STATEMENT ANALYSIS (AAA7) - 30 hours - CMA®

This course is designed to provide a thorough understanding of financial statement analysis and to develop students' ability to apply the essential techniques to the real world cases. It covers calculation and interpretation of financial ratios, evaluation of the performance by using multiple ratios, comparison between market value and book value, profitability analysis, analytical issues including impact of foreign operations, effects of changing prices and inflation, off-balance sheet financing, and earnings quality.

In addition, this course aims at helping students who would like to pursue management accountancy as a career for their professional development.

This course will prepare students wishing to sit the CMA exams for "Financial Statement Analysis" (Part 2-A.).

Key topics

- **Basic financial statement analysis**
 - Common size financial statements;
 - Common base year financial statement.
- **Financial ratios**
 - Liquidity;
 - Leverage;

- Activity;
- Profitability;
- Market;
- General issues.

- **Profitability analysis**

- Income measurement analysis;
- Revenue analysis;
- Cost of sales analysis;
- Expense analysis.

8. STRATEGIC PERFORMANCE MANAGEMENT (AAA8) - 30 hours - CMA®

This course focuses on the implementation of the strategy within an organization and how it is deployed across the business units.

- 1) The course will address the management control process in a decentralized organization with the notion of responsibility centers, transfer pricing and the management by exception.
- 2) The course will explain how to deploy the strategy to answer the stakeholder requirements, with the balanced scorecard and its four perspectives, and how to choose and follow relevant key indicators.
- 3) The course will also cover the variance analysis to understand how management control masters performance by encouraging employees' behavior and decisions.

In conjunction with other electives in the AAA specialization, this course will prepare students wishing to sit the CMA exam for "Performance Management" (Part 1-C.).

Key topics

- Balanced scorecard ;
- Key performance indicators: return on investment, customer profitability...
- Responsibility centers, reporting and transfer pricing;
- Variances analysis, flexible budget and standard cost.

9. DATA & ANALYTICS FOR STRATEGIC DECISIONS (AAA9) - 30 hours

Big Data heavily affects the way organizations are doing business. Management accountants / controllers – as they are primary users of data to support strategic management and decision-making processes – contribute to this disruptive digital evolution.

This course aims at covering how the management control systems take the opportunity of Big Data to manage performance more effectively and efficiently.

Key topics

- **Data and decision-making process:** an overview of the current situation and challenges

- Organization of data: BI systems; data lakes; etc.

- BI tools; data analysis;

- AI and Finance.

- **Data & Analytics:** tools to visualize and analyze data for decision-making (workshops and practical cases on using these tools: Power BI; Tableau; Qlik sense).

- **IT and finance**

- IT financial governance;

- Technology cost, value and decisions.

- **How the digital transformation affects the job.**

This course is co-built and co-taught with audit firms and consulting firms.

10. MANAGING SOCIAL RESPONSIBILITY, GOVERNANCE AND ETHICS (AAA10) - 30 hours

How organizations respond to ethical and societal challenges. An ever-greater societal awareness is becoming a stakeholder as such and the organizations must meet new expectations.

Reputation of organizations is at stake. Beyond potential competitive advantages, not complying with regulation or/and not meeting stakeholders' expectations may jeopardize the future of organizations as they may lose their "license to operate."

This course aims at presenting how organizations develop their management systems to cope with these new challenges.

This course will prepare students wishing to sit the CMA exam for “Professional Ethics” (Part 2-F.).

Key topics

- **Monitoring CSR objectives and managing corporate social performance**

- An overview of the challenges in terms of ESG (Environment, Social & Governance);
- Regulation (soft law) and reporting frameworks (NRE; Grenelle 2; GRI; ISO26000; etc.);
- ESG Key Performance Indicators (KPIs) to manage social performance (incl. Sustainability Balanced Scorecard (SBSC)); relationship between social and financial performance;
- Non-financial information (certification by independent 3rd parties; Integrated Reporting; etc.): a new challenge.

Part of this course is co-built and co-taught with audit firms and consulting firms.

- **Professional ethics (CMA®)**

- Ethical considerations for management accounting professionals and for the organization.

11. CONSULTING SERVICES (AAA11) - 30 hours

This course presents raising consulting services provided by consulting firm in organization and / or strategy, by financial services companies as well as other companies offering similar types of services or by audit companies (for non-audit services).

At the end of the course the student will be able to:

- Help companies reducing the risk of fraud thanks to forensic accounting & investigation services;
- Understand processual and change management issues related to the implementation of IFRS;
- Participate to process revues for ending financial year;
- Contribute to auditors' advisory missions in projects of merger & acquisition.

Key topics

- **Introduction to consulting services**

- Overview of the main consulting services;
- Overall presentation of the main actors, their business model and their market shares;
- Salary, career perspective, etc.

- **Consulting in organization** (*Establishing a process diagnosis Running an organizational change project*)

- Before sales phase: answering a call for tender / writing a proposal (methodology: Agile/scrum);
- Change management related to the implementation of new technologies.

- **Consulting in audit firms**

- Transaction services / M&A;
- Cash management diagnosis;
- Restructuring.

- **Other issues**

- Interim management of medium-sized businesses;
- Training for job interviews in consulting firms.

Career opportunities

- Management accountant / controller
- Business analyst
- Cost accountant / controller
- Internal auditor
- Auditor / manager in audit firms
- Advisory manager in audit firms
- Consultant in consulting firms
- Risk manager
- Finance manager / CFO

Examples of internships or jobs carried out by students after the major

- Junior management (cost) accountant
- Assistant auditor in audit firms
- Junior consultant in audit firms and consulting companies

SPECIALIZATION « Supply Chain Management and Purchasing »

Responsable de spécialisation/Program leader

Alejandro Lamas

NEOMA Business School, Rouen campus

alejandro.lamas@neoma-bs.fr

Main teaching language

Anglais / English

Présentation du programme / Presentation

The specialization in Purchasing and Supply Chain Management provides robust knowledge about the business activities carried out in Supply Chains consisting of large or small firms.

The content of the Purchasing and Supply Chain Management specialization gives a full view of the Supply Chain with particular emphasis in Purchasing and Development and a balanced professional training between Strategy, Processes, Organization, and Information Systems. The specialization combines class sessions, in which students can develop the theoretical skills, with practical experiences such as visit to firms in which students can learn from the on-site operations and decisions. Thus, the structure of the specialization meets the expectation of recruiters.

The Supply Chain Management and Purchasing specialization may be also interesting for students envisaging a professional career on Finance or Marketing, because the inter-relationship of such subjects with SC are essential for the success of an organization.

The specialization is held on Rouen Campus.

Objectifs d'apprentissage/Learning objectives

The main objective of the specialization is that students learn the tools for making decisions that lead to maximizing the performance of the firms in terms of organization, planning, productivity, quality, and cost reductions in competitive environments.

In particular, by the end of the specialization the students will be able:

- To understand and to implement the different tools for optimizing the organization of a firm.
- To model the business processes and operations for the continuous improvement of a firm.
- To understand and to deal with the impact of working in Supply Chain environments.

Qualités requises et attentes par rapport au contenu / Required qualities

- An analytical mindset,
- An open mind for tangible and quantitative approaches,
- Organisational ability,
- Good communication skills.

Métiers préparés /Job opportunities

- Leader of Supply Chain projects
- Purchasing Responsible
- Supply Chain / Purchasing / Operations Consultant
- Demand Manager
- Supply Chain Responsible
- Procurement Responsible
- Logistics Director
- Planning Manager
- Flow Manager

SPECIALIZATION “HR & CONSULTING”

Responsable de spécialisation/Program leader

Rachel BEAUJOLIN

Neoma Business School, Reims Campus

rachel.beaujolin@neoma-bs.fr

Main teaching language

Anglais / English

Présentation du programme / Presentation

The purpose of the “HR & Consulting specialization” is to develop student’s skills and competencies in HR & Consulting:

1. in a context of complexity: permanent organizational transformations, digitization, multi-actors, individualities and changing expectations, etc.
2. From an innovation perspective: vision, to think out of the box, etc.

This specialization aims students who wish to specialize in human resources management and/or internal or external consulting, particularly in the fields of organization, human resources, working conditions, employee management relations, recruitment and redeployment. The specialization takes a cross-functional approach to human and social problems linked to organizational development, in a context of almost permanent change. Our mission is to develop both the employability of students in the labor market and their reflexivity on the main theoretical frameworks and HRM practices.

Objectifs d’apprentissage/Learning objectives

The aim of this specialization is to prepare the student for a career in consulting or human resources management. Students will learn to:

- Analyze working situations and identify current and future challenges linked to the organization of work;
- Know, appropriate, criticize the main HRM & work organization Models;
- Identify main trends in HRM (structure, architecture, tools, methods, position, ...) and explain their implications;
- Design HR strategies and policies, in particular in a context of change;
- Decline these policies into operational plans to support them (recruitment, career management, training, industrial relations, employee relations management, working conditions, change management);
- Evaluate the relevance of HR tools and decide upon them;
- Outline the different ways in which HRM can contribute to change;
- Understand critically the links between HRM and performance;
- Understand the consulting market, its actors and areas of intervention;

- Find their place in a team of consultants and with regard to the client;
- Understand the professional techniques of the junior & senior consultants;
- Explore the relationships between CSR, social innovation and HRM.

Qualités requises et attente par rapport au contenu / Required qualities

Students who wish to follow this specialization must have good knowledge of sociological theories of organizations and the principal dimensions of the HR function, and be interested in individual and group human relations.

COURSES :

1 - DROIT DU TRAVAIL

DECOUVRIR l'environnement juridique comme élément du fonctionnement de l'entreprise.

STRUCTURER SES SAVOIRS comprendre les interactions entre le fonctionnement de l'entreprise et les conséquences juridiques de ses choix.

- Acquérir les fondamentaux
- Identifier des problématiques simples et savoir proposer des solutions adaptées
- Maîtriser du vocabulaire juridique

2- WORK PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOR

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. By doing so, 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 and human resource management (e.g., human resource management; leadership; team management; talent management).

- Identify important components of group dynamics and leadership
- Learn theoretical knowledge and practical tactics that lead better collaborations
- Understand the nature of individual differences and motivation that contribute to the enhancement of performance and well-being of individuals at work

3- MACRO ORGANIZATIONAL DEVELOPMENT

This course is designed to equip full-time PGE students with a deeper understanding of how to design and develop organizations. The goal is to understand better the functions and responsibilities of top management and the problems associated with shaping the character and performance of an organization. In addition to learning the material, the single most difficult challenge for you in this course is to begin the development of a unique and personal point of view about how organizations should be managed and the learning goals are as follows:

- To increase your appreciation of the role organization design and development plays in driving firm performance and effectiveness over time

- To expand your understanding and practical ability to lead an organization through a re-design process
- To increase your capacity to design and lead complex, large-scale change processes in a developmental way

4-SOCIOLOGICAL AND CLINICAL APPROACHES OF WORK

This course will provide in-depth insight on the themes:

- Sociology of Work
- Ethnography
- Clinical approaches of work

5-CONSULTING

This module will deal with the job market for NEOMA BS students intending to work as consultants, and with the different types of HR and organization consultants; analysing a consulting project and its methodology, answering a call to tender, and interacting in the team of consultants and with the client system.

- Analyse a client's demand and build a commercial proposal
- Buy a consultancy service
- Know about different consulting methodologies
- Understand the job market and different types of consultancy

6-TALENT MANAGEMENT

This course will revolve around the following talent management themes:

- Talent Acquisition, Recruitment
- Employee development, career, training
- Compensation and benefits

7-MANAGING EMPLOYEE RELATIONS

This course is part of the « HR & Consulting » specialization. This specialization aims at training students in the exercise of the HR function and in the consulting business, in a context of complexity (permanent transformations, digitization, multi actors, individuality and employees changing expectations ...) and from an innovation perspective. Its purpose is to develop both the employability of students in the labor market and their reflexivity on the main theoretical frameworks and HRM practices.

This course dedicated to "employee relations and change" will explore the role of the HR function in the management of organizational transformations and in accompanying changes in employment (redundancies, changes in skills, redeployment, and professional mobility). It implies to adopt a stakeholder perspective and to develop a deep understanding of industrial relations systems, of bargaining and disputes processes, of resistance and participation mechanisms.

8- PEOPLE ANALYTICS, BIG DATA AND HR

Outlines of this course :

- Méthodes quantitatives / statistiques appliquées aux RH
- HR tools using quantitative data (with critical awareness): engagement surveys, HRIS, workforce planning

9- DEVELOPING HR STRATEGY AND CREATING VALUE

This course is part of the « HR & Consulting » specialization. This specialization aims at training students in the exercise of the HR function and in the consulting business, in a context of complexity (permanent transformations, digitization, multi actors, individuality and employees changing expectations ...) and from an innovation perspective. Its purpose is to develop both the employability of students in the labor market and their reflexivity on the main theoretical frameworks and HRM practices.

This course dedicated to “strategic HRM” will explore in particular the roles of the HR function, the choices in how to structure and organize HR department, the debates between “best fit” and “best practices” perspectives on SHRM, the content and process perspectives of HR strategy, the links between HRM and performance outcomes, the HRM practitioners competencies, the trends in SHRM.

This will enable Strategic HRM students to develop their own understanding of the field, and to inform their practices as HRM professionals.

10- CSR AND SEMINAR PAPER

This course will cover the following subjects:

- Discrimination, diversity and inclusion (e.g. H/F, handicap)
- Methods of research

11 - HR AND WORK ORGANIZATION

There is no emphasis in claiming work is in crisis today. Workers suffering, professional disease spreading, and dissatisfaction growing: institutionalized models of work organization clearly fail to address the issues of the reality of work. On the other hand, there is clear evidence of a movement towards a reinvention of work organizations, thanks to new technologies, new ways to cooperate, and new ideologies too. The course purpose is to engage critical discussion

and reflection among aspiring be HR students, about the relationship between HRM and work organization: what kind of HR tools and policies could foster the development of more appropriate work organization? What kind of representation of work is embedded within HR tools and practices? How could HR department help to transform work? The course will provide with theoretical approaches to work and guide students' reflection on the role of HR regarding work and people at work within organizations.

Given the large scope of the topic and the variety of expertise and scientific disciplines involved, the course does not pretend to cover it all or to turn students into work specialists. Nevertheless, it is based on the premise that students will use their autonomy and curiosity to guide and sustain their learning dynamic. With that intent, a large amount of online resources (even developed by the students) will be available.

Métiers préparés /Job opportunities

- HR auditing/Social auditing
- Organisational consulting and auditing
- Change support consulting
- Recruitment consulting
- Human resources strategy and policy consulting
- Management consulting
- Quality of life at work and psychosocial risk consulting
- HRIS consulting
- CSR auditing
- Human resources manager
- Training manager
- Recruitment manager
- HR studies officer
- Career manager
- Social controlling manager
- Competences and Talent manager
- Community manager
- Employer brand manager
- CSR manager

Examples of internships carried out by students prior to the specialization

- Consultancy in human resources management and organisation
- Consultancy in recruitment
- Consultancy in quality of life at work
- Management consultancy
- Human resources manager
- Recruitment, partnerships and school relations officer
- International HR office, HR and teleworking project manager
- Careers advisor
- Management Development & HR Control
- Training methods assistant; Compensation & Benefits Analyst