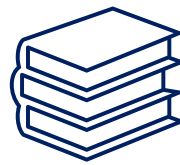# COURSE DESCRIPTION – EXCHANGE STUDENTS LEVEL 4

SPRING 2024

How do I select my courses?

1- Choose between 4 and 7 MANAGEMENT Modules (up to 30 ECTS)

2- Prepare a back up list as the courses are available on a "**first come = first served**" basis during the official selection online process

3- You may select additional language courses (French and/or French Culture)

A student must choose minimum 16 ECTS in management modules per semester. The total maximum number of credits is 34 ECTS with language modules.
A full-time workload in Europe is equivalent to 30 ECTS.

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1- MANAGEMENT MODULES – Choose up to 4 modules

Please select a minimum of 4 management modules.

SYLLABUS
AC412E
Financial & Managerial Accounting

FINANCE AND ACCOUNTING

SPRING

30 hours

null hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Appraise & manage company performance in accordance with relevant quality processes & legislation

MORE DETAILS *Coming Soon!*

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MANAGEMENT AND ORGANIZATIONS

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mr. Madeg LE GUERNIC

30 hours

null hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

None

MODULE DESCRIPTION :

The purpose of this course is to develop a good understanding of the 'raison d'être' of social enterprises, of their diversity as well as their strengths and weaknesses to meet the sustainable development goals in a world of competitive market pressure, social expectations and limited-environmental resources.

The module leads students to engage in individual & group reflections on the role of organisations as drivers of growth and development:

- Why are there so many different organisational forms (Investor-owned firms (IOFs), family businesses, cooperatives, mutuals, charities, B corporations, 'Sociétés à missions'...)?

- What are social enterprises? Why do they exist in the first place? Is there a common definition? Can we recognize similarities despite different local backgrounds and national frameworks?

- What are their differences, their purposes, their peculiarities? What are their governance rules? How are they different from the conventional organisations you know?

- How can we measure the impacts of economic organisations which do not solely focus on profit maximisation? What is social value?

The course focuses on the essential link between the organisational forms and their specific ownership structures (e.g. 'one member, one vote' rule in cooperatives) and the implications in terms of governance and performance. We will cover many different types and conceptions of Social Enterprise to answer this question: how the organisational form you choose for your business can make you a key player for sustainability... or not!

The course will also largely address the concept of Corporate Social Responsibility (CSR) of business ventures, its roots and connections with Social Economy and Social Enterprises. We will also deeply focus on the intrapreneurship phenomenon: how change-makers inside established companies can make an positive impact and achieve sustainable development goals?

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Apply high standards of ethics, CSR and professional responsibility to transform business and society for the better

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Understand the responsibility of business organisations in respect of society and environment,
2. Understand the difference between a conventional business venture and a social enterprise,
3. Understand the linkages between the organisational form and the social and environmental impacts,
4. Identify the strengths and the challenges of combining economic activity and social purposes within the enterprise,
5. Analyse real social and environmental challenges and suggest appropriate interventions that could be carried out by companies,

TEACHING METHODS :

Each of the sessions will include several activities, such as group discussions, presentations, debates, case study activities, etc.

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SYLLABUS

CR413E

Social Entrepreneurship

STRATEGY AND INNOVATION

SPRING

Mrs. Jbid ARSENYAN

Mrs. Jbid ARSENYAN

30 hours

null hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

PGE1 Modules

MODULE DESCRIPTION :

{Description du module.Module}

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Apply high standards of ethics, CSR and professional responsibility to transform business and society for the better

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

The primary goals of this course are to develop your intellectual, personal and professional skills so as to enable you to explore the possibilities of social and sustainable entrepreneurship as they become global practices. This course aims to:

1. Increase your awareness of the pervasiveness and complexity of social and environmental challenges and how those challenges can create entrepreneurial opportunities.

2. Provide you with the tools and conceptual framework to evaluate entrepreneurial business opportunities in the social sector.

3. Deepen your understanding of social/sustainable entrepreneurship as a tool (with strengths and limits) for achieving significant lasting social change.

4. Examine the challenges and rewards of creating and developing social purpose organizations.

5. Build the knowledge, skills and attitudes necessary for responding to these challenges.

TOPICS COVERED :

Social/Sustainable Entrepreneur(ship)
Societal Challenges and Sustainable Solutions
Social Innovation, Sustainable Innovation, Frugal Innovation, Reverse Innovation
Social Enterprise Business Model Canvas

TEACHING METHODS :

The format of the course will consist of lectures, quizzes, group activities and discussions, live presentations and feedback sessions, and possible guest speakers on distinct topics.

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SYLLABUS
FI402E
Financial Markets and Portfolio Management

FINANCE AND ACCOUNTING

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mrs. Dima TAWIL

Mrs. Dima TAWIL

30 hours

95 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

Corporate Finance Fundamentals (FI443E or equivalent) and/or Financial Analysis (FI403E or equivalent)

MODULE DESCRIPTION :

This module gives students insight into jobs which are found in banks, investment firms and insurance companies, such as investment analyst, money manager, portfolio manager or financial planner.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Appraise & manage company performance in accordance with relevant quality processes & legislation
Demonstrate advanced technological literacy to enhance business performance in the work place

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Identify the different types of markets organizations and their constituents,
2. Classify the market participants according to their objectives and their behaviour,
3. Differentiate the main financial instruments used for investing purposes,
4. Evaluate the risks attached to the use of financial instruments
5. Define an investing strategy and build a stock portfolio,
6. Select a methodology to implement a strategy,
7. Monitor the evolutions of an investment strategy,
8. Assess an investment strategy according to its objectives and asset mix.

TOPICS COVERED :

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

TEACHING METHODS :

Theoretical knowledge is provided through the lectures. Technical skills are transferred through exercises. Homework based on Bloomberg may be proposed for further training. Students are encouraged to regularly read the business pages of a quality English or French newspaper, such as the Financial Times, Forbes or Les Échos.

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MANAGEMENT AND ORGANIZATIONS

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mr. Dermot BRESLIN

Mr. Dermot BRESLIN

30 hours

95 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

Organizational Behavior or equivalent.

MODULE DESCRIPTION :

The aim of this module is to provide students with a conceptual framework and practical skills which will equip them to critically assess and deal with strategic HR issues facing international companies.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Appraise & manage company performance in accordance with relevant quality processes & legislation
Develop critical thinking and strategic perspective to lead & solve complex problems in ambiguous global environments

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

Knowledge-based learning outcomes - At the end of this module, students should be able to:
1. Critically assess the link between company strategy / culture and HRM
2. Identify key success factors in attracting, developing, and retaining key competences.
3. Analyse how HRM can contribute to a successful international, multicultural organisation
4. Assess the impact of cultural forces on HRM
5. Assess strategic issues in diversity management and employer-employee relations
Skill-based learning outcomes - At the end of this module, students should be able to:
6. Write a job description
7. Plan and carry out an employment interview
8. Plan and carry out a performance review.
9. Design a simple training program
10. Design a compensation package

TOPICS COVERED :

. Introduction: why and how HRM is strategic
. Talent management
. Employee engagement
. Strategic HR planning
. Strategic and operational recruiting
. The strategic management of expatriate talent
. Performance management
. Training and development, strategic career planning
. Compensation management
. Strategic HRM in international organization
. Diversity management and employer-employee relations

TEACHING METHODS :

Students are expected to participate in class, answer questions and complete assignments, thus allowing them to make a positive contribution to the classroom discussion.
Class sessions are designed to be an active interchange between students and professor and among students themselves. The 3-hr. class sessions seek to balance theory and
practice. Comments, questions, and examples dealing with the topic are welcome. Readings will be assigned to supplement the in-class material and when available, electronic
versions of documents will be posted on the module's Moodle site.

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SYLLABUS
HR444E
Recruiting and Training

MANAGEMENT AND ORGANIZATIONS

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mrs. Céline GRENIER

30 hours

90 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :
Students are expected to have successfully completed a module of Organizational Behavior or Introduction to Management.

MODULE DESCRIPTION :
This module is designed to provide students considering a career in Human Resources Management the concepts and tools they will need to be effective in an entry-level HR position, which often involves managing recruiting or training.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :
Develop critical thinking and strategic perspective to lead & solve complex problems in ambiguous global environments

MODULE INTENDED LEARNING OUTCOMES (ILOs) :
1. Develop an employer branding strategy
2. Write an effective job ad
3. Design and carry out an effective job interview
4. Recommend other appropriate testing and selection techniques
5. Design an effective training program: objectives, delivery, methods, evaluation
6. Make recommendations concerning training venues and providers
7. Evaluate the effectiveness of leadership development and other training programs

TOPICS COVERED :
Recruiting
. Employer branding and other recruiting strategies
. Sourcing candidates and writing job ads
. The make or buy dilemma: internal vs. external recruiting
. The use of social media in recruiting
. The legal context: recruiting for diversity and avoiding discrimination in the hiring process
. Interview design, techniques, questions
. Psychometric testing, competency testing, and other selection techniques

Training
. Adult learning theory
. Training program design
. Training methods
. Trainer selection
. Internal and external coaching
. Leadership development
. Cross-cultural training
. Evaluating the effectiveness of training and development programs

TEACHING METHODS :

Students are expected to come to class having completed the pre-reading and other assignments, thus allowing them to make a positive contribution to the classroom discussion.

Class sessions are designed to be an active interchange between students and professor and among students themselves. The 3-hr. class sessions seek to balance theory and practice. Comments, questions, and examples dealing

with the topic are welcome. Readings will be assigned to supplement the in-class material and when available, electronic versions of documents will be posted on the module's Moodle site.

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SYLLABUS

IS403E

Introduction to Coding

SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS

SPRING

30 hours

null hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Demonstrate advanced technological literacy to enhance business performance in the work place

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SYLLABUS
IS444E
Implementation of Business Information Systems

SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mr. Hadj BARKAT

Mr. Hadj BARKAT

30 hours

120 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

Students should normally also follow IS410E Information Technology Management

All business professionals and managers need to know how to get the best from Information Systems: how to use them, how to build or and procure them, and how to manage relationships with the ICT professionals who build and maintain them. In addition, the executives of the organization are together responsible for setting the information strategy of the organization. This information strategy is an integral part of the overall business strategic planning process and must also be fully aligned with it.

MODULE DESCRIPTION :

This module is an introduction to the principles of content-oriented web publishing and of what are called data-driven websites. These provide access to a company's databases and content for web users. Typical examples of database-driven websites are B2C e-commerce sites and B2B e-business sites. The course shows how the essential components of all such systems are web pages specific to each client which show the contents of a database at that precise time. The database itself is shared at that time by lots of users, all of whom are given access to their own specific viewpoint.
By learning how to implement Web-based Business Information Systems (WBIS) students will be in a position to manage critical information system / technology resources on the basis of an experiential understanding of the fundamental infrastructure components of Web-Based Information Systems (WBIS) and their underlying information and communications technologies (ICT).

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Demonstrate advanced technological literacy to enhance business performance in the work place

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1.   Identify the objectives, techniques and strategies associated with the Implementation and management of information   systems.
2.   Describe and evaluate the management of the activities of IS professionals.
3.   Analyze the IS/ IT requirements and the needs for business
4.   Analyze and assess assets, complementary assets, skills and liabilities while building or rebuilding an Information   System.

TOPICS COVERED :

Definition of the different Information Systems' Dimensions
How information systems are used by managers to assist them in their decision-making and control
How to manage an IT project
How to implement an Information System
How to manage the activities of in-house ICT (Information and Communications Technology) staff; and how to procure and manage outsourced ICT-related services provided by services suppliers and consultants.
Business Perspective: Reengineering Information Systems: Business Process Reengineering with UML (Unified Modelling Language):
IS as a whole system: Use Case Diagram
Business Process design: Event Process Chain
Data design: Data Flow Diagram
        Entity Relationship Diagram

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TEACHING METHODS :

The rising importance of ICT and IS in organizations means that students are required to have a level of working knowledge from their earliest days on their careers.

Consequently, the class combines traditional in-class lectures with the following to enable each student to acquire and incorporate the subject matter into their know-how, as well as their knowledge.

Implementation of IS has two broad lines of learning for business students:

- Developing and deploying information systems that enable organizations to achieve their goals; and
- Organizing and analyzing data to improve organizational strategy and operations.

The course provides both information about relevant data disciplines and a great deal of in-class and out-of-class work to reinforce the application of MIS. For every hour of class contact there will be four hours of effort required to fulfill course requirements with a high mark. Business leaders need both knowledge and know-how to excel in their disciplines.

Multiple media including case studies, videos, and online resources will be used for teaching. Fundamental concepts and methods will be explained during lectures.

Through this process, IS444E students are intended to emerge with their ILOs achieved and a broader set of skills and tools to apply to the rest of their schooling and their careers.

Nowadays IS are tremendously important to companies. IS allow to companies to achieve 6 strategic objectives:
Operational excellence
New products, services, and business models
Customer and supplier intimacy
Improved decision making
Competitive advantage
Survival
These allow to any company to operate globally (ubiquity).

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MARKETING

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Dr. Pradeep Kumar DIVAKARAN PONNAMMA

Dr. Pradeep Kumar DIVAKARAN PONNAMMA

30 hours

95 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

Marketing Fundamentals (MK301N / MK302E or equivalent).

MODULE DESCRIPTION :

The general objective of this module is to provide students with an understanding of the concepts related to designing, launching, planning and managing products and brands, with a focus on new product development (from ideas to product launch and sales evaluation).

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Combine broad & deep knowledge creatively to formulate and implement innovative business solutions
Communicate & collaborate effectively in multicultural & multisituational management contexts
Develop critical thinking and strategic perspective to lead & solve complex problems in ambiguous global environments

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Describe and explain all the actions required for each stage of the product and brand management process which include designing, launching, planning and managing.
2. Conduct a brand audit which consists of analysing and evaluating company's existing brand by applying a set of relevant and specific analytical tools following a defined process.
3. Generate and evaluate new ideas (Idea generation and screening), develop concepts for the chosen idea and then test it (concept testing).
4. Design a comprehensive brand plan for new product launch.

TOPICS COVERED :

. How do you define and assess a brand name ?
. How do you build brand equity?
. How can brand equity be measured?
. How do you capitalize on brand equity to expand your business?
. How do you manage a brand portfolio?
. What is the innovation process?
. How do you manage each phase of the innovation process ?
. What is the role of branding in the innovation process ?

TEACHING METHODS :

The lectures provide the theoretical framework of the module. Each session covers a specific topic. Tutorials provide opportunities for students to apply the concepts through a brand audit. Based on the brand audit, you will be asked to generate innovation ideas, evaluate these ideas, choose the idea with the highest potential, and develop a launch plan. You will work in the same team as for the brand audit. Tutorials will be dedicated to the application of the theory according to your "foreseen brand extension".

The tutorial sessions are focused on "real world" situations. Moreover, students will be analysing the branding strategy of real world companies (chosen by students in small
teams), and will perform a rigorous brand audit, and thereafter identify potential ideas for innovations and improvements as well as make recommendations for future strategic goals from a branding perspective.

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SYLLABUS

RM403E

Interdisciplinary Approaches to Global Challenges

MANAGEMENT AND ORGANIZATIONS

SPRING

30 hours

null hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :
Apply scientific research skills to create original & entepreneurial contributions to the business community

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

TOPICS COVERED :

MORE DETAILS *Coming Soon!*

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SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mr. Jason BIAN

Mr. Jason BIAN

30 hours

95 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

Principles of SCM

MODULE DESCRIPTION :

The main objective of this course is to understand the importance, objectives and mechanism of logistics systems. In this module, the decisions related to planning of logistics systems including forecasting, location, supply, storage and distribution are highlighted and the concept of sustainable logistics will be elaborated.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Combine broad & deep knowledge creatively to formulate and implement innovative business solutions

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Describe the importance, objectives & mechanism of logistics systems.
2. Explain the main concepts and decisions related to logistics management.
3. Understand the basic forecasting techniques to project logistics requirements.
4. Acquire some skills to analyze and evaluate facility location decisions.
5. Master the inventory and warehouse management models and methods.
6. Understand basics of distribution & transportation network design.

TOPICS COVERED :

- Introduction to logistics systems
- Forecasting logistics requirement
- Location strategies
- Inventory management & Control
- Warehouse design & Management
- Distribution networks
- Transport and related issues such as choice of mode and routing

TEACHING METHODS :

The primary method of instruction will be lectures and presentations on the part of the instructor. This will be supplemented and reinforced through the use of timely and current written case studies with associated questions and exercises. Theory and taught concepts will also be reinforced through the use of in-class problems and examples, homework, review quizzes and an obligatory group project.

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SYLLABUS

MK444E

Business to Business Marketing

MARKETING

HBBA / PGE / UGTC LEVEL 4 PGE

SPRING

Mr. Guillaume REGNAULT

Mr. Guillaume REGNAULT

30 hours

95 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

Marketing Fundamentals (MK301N / MK302E or equivalent).

MODULE DESCRIPTION :

This course explores business-to-business marketing in a contemporary business world.

It examines marketing activities as they occur in value chains of interconnected business networks when customers are businesses and other organisations (e.g. public and private institutions).

The aim is to provide conceptual frameworks to analyse and cope with marketing situations in such a context covering the topics of markets analysis, customer behaviour, strategy development (incl. segmentation and targeting), product development, distribution, pricing, market communication and sales.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

Apply high standards of ethics, CSR and professional responsibility to transform business and society for the better
Communicate & collaborate effectively in multicultural & multisituational management contexts

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Demonstrate a coherent and substantial knowledge of B2B marketing concepts and models.
2. Accurately apply those concepts and models for analyzing value creation processes in business markets.
3. Identify and assess the recent developments in the field of B2B marketing with special attention to innovation
4. Show familiarity with current research in the field of B2B marketing.
5. Understand current challenges faced by B2B marketing professionals and to act upon these.
6. Manage own learning in connection to project work.

TOPICS COVERED :

 • Distinctive features of b2b markets compared to b2c
• Purchasing behavior of businesses and other organizations
• Market segmentation, targeting and positioning
• Value creation in business networks - ethical and non-ethical practices
• Product and service development - the key factors
• Pricing issues in b2b - how to establish a price
• Promotion and sales management related to pricing and communication
• Communication and customer relationships management
• Distribution and routes to market
• B2b future - Covid and other geopolitical events

TEACHING METHODS :

This module involves exercises, student presentations and lectures (possible including practitioners' testimonials).

The principal method of instruction is lectures with group assignments and in-class cases to further the students' understanding of the dynamics of marketing in the business-to-business context.

Academic research is integrated through in-class discussions of articles published in peer-reviewed journals. Students are expected to get prepared for each session by reading the assigned chapters, cases or articles and attend classes

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