ACADEMIC AREA : **FINANCE AND ACCOUNTING**

PROGRAMME : **BIM / UGTC LEVEL 2 IBPM**

PERIOD : **FALL**

COORDINATOR : **Mr. Fazal MUHAMMAD**

INSTRUCTOR(S) : **Mr. Fazal MUHAMMAD**

CONTACT HOURS : **24 hours**

STUDY TIME : **85 hours (Class preparation, homework and assessments)**

CREDITS : **4.0 ECTS**

PRE-REQUISITE MODULES :

An introduction to Basic financial and management accounting.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

Upon successful completion of the module, the student will be able to:

1. Understand the need for financial reporting and preparation of key financial statement (Income Statement, Statement of Financial Position, Retained earnings statement and the Cash Flow Statement) from basic data given.
2. Understand the key concepts related to Interest and more specifically simple interest, as well as computation and application of simple interest under various scenarios.
3. Understand the compound interest and its practical application in current financial system. Its computation in complex situation of some missing information.
4. Explain working capital concept, its management, working capital management importance and objectives. Understanding the need and computation of working capital requirements.

5. Understand the application several investment appraisal methods such as; the accounting rate of return (ARR), payback period (PBP), net present value (NPV), profitability index (PI), Internal rate of return (IRR) and modified internal rate of return (MIRR). Besides this, student will be able to explain the project evaluation and selection, including its: (a) calculation; (b) acceptance criterion; and (c) advantages and disadvantages. Investment appraisal decision making in context of Capital rationing.

TOPICS COVERED :

Financial Statements - Income Statement, Statement of financial position, Retained earnings statement and Cash Flows Statement.
Interest, Simple interest, maturity value, Compound interest, various compounding periods, continuous compounding,

Nominal & Effective Annual Rates, Proportional and Equivalent Rates.
Working capital, working capital management, working capital requirements, working capital cycle, cash conversion cycle, working capital management policy.
Accounting rate of return (ARR), payback period (PBP), net present value (NPV), profitability index (PI), Internal rate of return (IRR) and modified internal rate of return (MIRR), Capital rationing.

RESEARCH-LED TEACHING :

NA

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

NA

CSR NB HOURS :

0

SUSTAINABLE DEVELOPMENT GOALS COVERED :

-

TEACHING METHODS :

The teaching pedagogy comprises a mix of in-class lectures, reading material, slides, practice exercises posted on Moodle, and corresponding chapters of the prescribed topics covered.
There will be home assignments after each session and quizzes after each main topic covered in the class to assess the overall understanding of the students.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual		40%		1-5
Final	Individual	Final written exam	60%	2 hours	All

Assessment 1 details:

Continuous assessment will carry 40% of the total weight distributed as follows;
a) Home assignment (handwritten accepted only) after each session & class participation (10+5= 15%)
b) Quizzes (15%)
c) Moodle activity - Exercises for each session (10%)

ACADEMIC INTEGRITY :

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagram) of books or articles, another student's work or text, diagram, data from the internet without proper referencing etc. Adding your name to group work in which you have not participated or letting a student who has not participated add his/her name to work is also considered as an offence and will lead to disciplinary action for all involved.

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Other forms of academic dishonesty are subject to disciplinary sanctions. Academic dishonesty, other than plagiarism may take any number of forms such as submission of the work more than once whether the earlier submission was at another institution, unless prior approval has been obtained, cheating on an examination, aiding another student's dishonesty, unauthorized or inappropriate use of computers, calculators and other forms of technology in course work, assignments or examinations.

BIBLIOGRAPHY :

>   Stephen Ross, Randolph Westerfield, Bradford Jordan (2019) Fundamentals of Corporate Finance (12th edn). McGraw-Hill Higher Education.

>   Fundamentals of Financial Management, Latest Edition (by Eugene F. Brigham; Joel F. Houston). Cengage Learning.

Additional Reading

> James C. Van Horne., John M. Wachowicz, Jr. (2005). Fundamentals of Financial Mangement. (12th edn). Pearson Education.
> Vernimmen P. (Latest Edition). Corporate Finance: Theory and Practice, John Wiley & Sons. [eBook 2017 edn https://bit.ly/3Cx8zIM].
> Martínez-Abascal, Eduardo. Finance for Managers (available through McGraw-Hill or Amazon).

> Brealey R.A., Myers S. (2016). Principles of Corporate Finance. (12th edn). Mc Graw Hill Higher Education. [eBook 2016 edn https://bit.ly/3kOg2xm].

>> Also available in French: Brealey R.A., Myers S. (2006). Principes de gestion financière. Pearson Education
> Lawrence J. Gitman (latest edition). Principles of managerial finance
> Gibson C.H. (2013). Financial Statement Analysis. (13th edn). Cengage Learning.

 Students are strongly urged to read the financial press on a regular basis

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / Introduction to Financial operations and Introduction to financial statements / Lecture notes; Exercises Session 1.

Plan Session 02 :

2 / a) Working Capital Management / Lecture notes; Exercises Session 2

b) Quiz 1: Topics covered in Session 1

Plan Session 03 :

3 / a) Simple Interest / Lecture notes; Exercises Session 3

b) Quiz 2: Topics covered in Session 2

Plan Session 04 :

4 / Compound Interest (Part 1) / Lecture notes; Exercises Session 4

Plan Session 05 :

5 / Compound Interest (Part 2)/ Lecture notes; Exercises Session 5

Plan Session 06 :

6 / a) Investment appraisal methods (Part 1) / Lecture notes; Exercises Session 6

b) Quiz 3: Topics covered in Sessions 3 to 5

Plan Session 07 :

7 / Investment appraisal methods (Part 2) / Lecture notes; Exercises Session 7;

Plan Session 08 :

8 / a) Practice Exercises & discuss the issues in the course studied;

b) Quiz 4: Topics covered in Sessions 6 & 7.

ACADEMIC AREA : **STRATEGY AND INNOVATION**

PROGRAMME : **BIM / UGTC LEVEL 2 IBPM**

PERIOD : **FALL**

COORDINATOR : **Mr. Antoine DE PREMONVILLE**

INSTRUCTOR(S) : **Dr. Thomas FLICHY DE LA NEUVILLE**
Mr. Ronan HELIOT

CONTACT HOURS : **12 hours**

STUDY TIME : **36 hours (Class preparation, homework and assessments)**

CREDITS : **2.0 ECTS**

PRE-REQUISITE MODULES :

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

Lo1: Students will have a global vision of the world in 2023, of the forces at work, of the major international issues.
Lo4: They will analyse the cultural, religious, geographical and economic contexts, which are essential for understanding the diversity of the world.
Lo6: Students will know how to study a given global issue (mapping, context analysis, issues, risks).

TOPICS COVERED :

1 - Geopolitical trends 2023 ;
2 - Panorama of major state and inter-state crises;
3 - The Indo-Pacific: a powder keg and a new centre of gravity for business.

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

-

TEACHING METHODS :
1 - Lectures
2 - Academic tutorials

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Final	Individual	Final written exam	60%	30 minutes	1,4,6
Final	Group	Group project	40%	20 minutes	1,4,6

Assessment 1 details:

Final written exam. Detailed plan over a specific theme.

Assessment 2 details:

After choosing a topic from among those proposed, the students will present their analytical work in groups using a cartographic support of their work. Among the possible topics:
- China and rare earths
- Maritime routes and geopolitical tension points
- AUKUS
- The new silk routes
- Maritime disputes in the China Sea
- Iran under embargo
- Major environmental issues in the Indo-Pacific
- China's cultural and political influence in the Pacific
- EEZ and continental shelf, what is at stake?
- Sino-Iranian cooperation

ACADEMIC INTEGRITY :

This section contains the Academic Integrity statement of Rennes School of Business.

This is an accreditation requirement and as such the syllabus - representing the contract between the institution and the student - must provide and clearly outline the basis for disciplinary action in case of misbehaviour.

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagram) of books or articles, another student's work or text, diagram, data from the internet without proper referencing etc.

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BIBLIOGRAPHY :

Thomas FLICHY DE LA NEUVILLE, L'observatoire du nouveau monde - tendances 2023, Centre for Unframed Thinking, Rennes, 2022.

Ludovic LALOUX, Augustin NAUX, Antoine-Louis DE PRÉMONVILLE, La France au cœur des intérêts géostratégiques indopacifiques, Presses Universitaires Rhin & Danube, 2022.

Paul CHARON et Jean-Baptiste JEANGÈNE VILMER, Les opérations d'influence chinoises. Un moment machiavélien, rapport de l'Institut de recherche stratégique de l'École militaire (IRSEM), Paris, ministère des Armées, 2e édition, octobre 2021. https://www.irsem.fr/rapport.html

Marc HECKER, Elie TENENBAUM, La guerre de vingt ans. Djihadisme et contre-terrorisme au XXIe siècle, Robert Laffont, 2021.

Élie TENENBAUM, Morgan PAGLIA et Nathalie RUFFIÉ, « Confettis d'empire ou points d'appui ? L'avenir de la stratégie française de présence et de souveraineté », Focus stratégique, n°94, Ifri, février 2020.

Philippe CHAPLEAU et Jean-Marc MARILL (dir.), Dictionnaire des opérations extérieures de l'armée française. De 1963 à nos jours, Nouveau Monde éditions, 2018.

Antoine-Louis DE PRÉMONVILLE, Thomas FLICHY DE LA NEUVILLE, Géopolitique de l'Iran. De l'empire confiné au retour de la puissance, Presses Universitaires de France, 2017.

Qiao LIANG, Wang XIANGSUI, La guerre hors limites, Rivages poche, 2006.

Additional Reading

MODULE PLAN SESSIONS :

Plan Session 01 :

Introduction to geopolitics - Thomas Flichy de la Neuville - 3 h
2023: energy and food tensions on the horizon

1 - Energy and food tensions exacerbate conflicts in Africa
2 - Middle East, a slow shift towards the New Mongol Empire
3 - Accelerated Americanisation of the European continent
4 - Russian retreat versus Chinese progression, India as arbiter of Asia?
5 - South America's agricultural and mining potential attracts divergent geopolitical appetites

Plan Session 02 :

01 the Middle East and international crisis resolution (the various UN deployments and their shortcomings)

02 Africa and bilateral engagement with allied countries (the complex relationship between independent countries and former colonisers)

03 the deployment and role of sovereignty forces in the Pacific and Indian Ocean (the usefulness of Empire dust

Plan Session 03 :

The Indo-Pacific, the new geopolitical centre of gravity - Antoine-Louis de Prémonville - 3h00

1. The West: contested powers
a. United States: maintaining the lead
b. Australia: easy prey?
c. France, an Indo-Pacific nation in spite of itself
2. China: leadership at all costs
a. The emergence of a global power
b. Many challenges
c. Taiwan: a casus belli?
3. Iran: a confined regional power
a. Beyond Islamism
b. Overcoming diplomatic isolation
c. Questionable geopolitical choices

Plan Session 04 :

II/ - Case studies. 1 h 30
After having chosen a subject from among those proposed, the students will present in groups their analysis work based on a cartographic support of their work. Among the possible topics:
- China and rare earths
- Maritime routes and geopolitical tension points
- AUKUS
- The new silk routes
- Maritime disputes in the China Sea
- Iran under embargo
- Major environmental issues in the Indo-Pacific
- China's cultural and political influence in the Pacific
- EEZ and continental shelf, what is at stake?
- Sino-Iranian cooperation

SYLLABUS
IS201E_0108_22
Informations Systems and Web-based Operations

ACADEMIC AREA   : **SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS**

PROGRAMME   : **BIM / UGTC LEVEL 2 IBPM**

PERIOD   : **FALL**

COORDINATOR   : **Mr. Hadj BARKAT**

INSTRUCTOR(S)   : **Mr. Hadj BARKAT**

CONTACT HOURS   : **24 hours**

STUDY TIME   : **75 hours hours (Class preparation, homework and assessments)**

CREDITS   : **4.0 ECTS**

PRE-REQUISITE MODULES :

None.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Describe the fundamental principles of computing hardware, application software, networking and client / server applications and understand actual megatrends in Information and Communication Technologies (ITC).
2. Understand the meaning of web-based Information Systems (IS) and Information Technology (IT), concepts and applications. Understand how to manage an IS project.
3. Research and justify IS/IT related issues and explain how they work and their application to the business environment.
4. Identify and understand Enterprise Applications and Data Bases Management Systems (DBMS) technologies acting in business organizations.
5. Evaluate the main issues, impact, and trends in web-based information systems / information technologies and development of mobile applications (m-commerce for example
6. Explain the security and privacy issues for IS and Business today.

TOPICS COVERED :

. Principles of Information Technology and Information Systems
. Corporate ICT Trends : Cloud Computing : Software As A Service (SAAS), Infrastructure As A service (IAAS), Platform As A Service (PAAS)
. Web development
. Web services and mobile web
. E-Commerce : Feature of Web & Internet as commercial medium, Revenue Models, Issues and opportunities
. Enterprise Resource Planning (ERP) and Data Bases Management Systems (DBMS)
. IS Project Management
. Business Value of Security and Control : How to build an Organizational Framework for securing the corporation

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

As an innovation IT are changing the way we live, the way we learn, the way we work: new way to do banking, commerce, business, work ... It is a revolution.
Since Technology exists it is a wonderful tool to enhance and understand , to facilitate social links between members of groups.
IT reduces the impact pollution of traditional production tools by automating and rationalising the work.
Digital transformation for example reduces the use of paper, of vehicles, offices... It allows also the e-work and e-learning.
IT reduces and help in controlling the CO_2 production.

CSR NB HOURS :

2

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 09 - Industry, innovation and infrastructure
- 11 - Sustainable cities and communities
- 12 - Responsible consumption and production

TEACHING METHODS :

This is a hands-on practical exercise driven course as such the course will use a mix of following methods
1. In-class lectures
2. Hands-on software tutorials
3. Case Studies
4. Group work to promote peer to peer learning (with Teams or equivalent collaborative systems)
5. Videos

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Group project	30%	15 minutes	All
Final	Individual	Final written exam	50%	2 hours	All
Continuous	Individual	Participation	20%		All

Assessment 1 details:
The project files are due at the end of the 7th session
The oral presentation of the project through slides will be held on the 8th session
Weight: 50% for the Written Report and 50% for the Oral Presentation.

Assessment 3 details:
Participation is assessed through students interaction with the case studies preparation: students must upload their answers on moodle and participate during the processing of the case in class.

ACADEMIC INTEGRITY :

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BIBLIOGRAPHY :

-> Laudon K., Laudon J. (2020). Essentials of MIS. (14th edn). Pearson Education. [eBook https://bit.ly/3cR8SHn]
-> Tittel Ed., Noble J. (2011). HTML, XHTML & CSS for Dummies. (3rd edn). John Wiley & Sons. [eBook https://bit.ly/3Bu7aWN]
-> Wallace P. (2014). Introduction to Information Systems. (2nd edn). Pearson Education. [eBook https://bit.ly/3JjG724]

Additional Reading

Chaffey D., White G. (2011). Business Information Management. (2nd edn). Prentice Hall.
McKeen J.D., Smith H.A. (2015). IT Strategy: Issues and Practices. (3rd edn). Pearson Education.
Kroenke D. M. , Auer D. J. (2015). Databases Concepts, (7th edn). Pearson Education.

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / IT Infrastructure & Digital Technologies:
- Computer Hardware and Information Technology Infrastructure:
- Categories of Computers and Computer Systems : Servers, Clients
- Types of Software -Contemporary Tools for Systems Development

 Laudon Chapter 5 ;
Project step 1 : define the groups and explain the work to do for next weeks (planning)
IT and sustainability the good and the bad sides: Example of Google data centres.

Plan Session 02 :

2 / Enterprise applications & Data Management:
- Features of Enterprise Applications
- Four Major Applications : Enterprise Systems (Enterprise Resource Planning: ERP), Supply Chain Management Systems (SCM), Customer Relationship - Management Systems (CRM) and Knowledge Management Systems (KMS) - Enterprise Application Architecture
- Business Value of Enterprise Applications - Data Bases Management Systems (DBMS) & analytics :
- What are the problems solved by DBMS, Capabilities and Value of DBMS
- Evaluate Tools & Technologies for accessing information from databases to improve Business Performance & decision making - Data Hierarchy, Relational DBMS, SQL (Structured Query Language?) & No SQL Systems

- Entity - Relationship Diagram - Big Data / Laudon Chapter 2, 6

Plan Session 03 :

3 / Information and Communication Technology (ICT) and Information Systems (IS) :
- What is an ICT ? What is an IS ? - Dimensions of IS : Management, Technology and Organisation - IS Functions - IS Objectives - Different types of IS : .Transactional, Tactical, Strategic

Digital Transformation Strategy 1: What & How to build and implement a Digital Transformation?
The MIT Cap Gemini Conceptuel Model.
Case studies to be prepared for the next session

Moodle: document on the digital transformation strategy, case studies ans the impact of DTS on sustainability and CSR.

Plan Session 04 :

4 /Digital Transformation Strategy 2: What & How to build and implement a Digital Transformation?
The MIT Cap Gemini Conceptuel Model.
Case studies

Plan Session 05 :

5 / IS Project Management : -
 Objectives of Project Management
- Methods used for selecting & evaluating IS Projects
- How firms assess the business value of IS projects
- Principal risk factors in IS projects
- Strategies in managing IS Projects & System Implementation
 Laudon Chapter 14 ; Project step 4: Progress update on Team Projects

Plan Session 06 :

6 / Security :
- Why Systems are vulnerable : internet vulnerability, Wireless security challenges, Malware, Hackers & Computer Crime
- Types of Threats : Internal, External
- Legal & Regulatory Requirements
- Information Systems Controls
- Risk Assessment - Security Policy
- IS Audit
-IT security, Privacy & CSR: GDPR
 Laudon Chapter 8

Plan Session 07 :

7 /
Case studies
Quizzes
Exam Preparation
Discussion about the group project presentation

Plan Session 08 :

8 / Project examination : Group Project Presentation

ACADEMIC AREA : **MANAGEMENT AND ORGANIZATIONS**

PROGRAMME : **BIM**

PERIOD : **FALL**

COORDINATOR : **Mrs. Vanja RADOSAVLJEVIC**

INSTRUCTOR(S) : **Mrs. Lara BERTOLA**

CONTACT HOURS : **24 hours**

STUDY TIME : **75 hours (Class preparation, homework and assessments)**

CREDITS : **4 ECTS**

PRE-REQUISITE MODULES :

None

MODULE DESCRIPTION :

The overall purpose of this module is to help students better understand themselves and the people they work with. It will prepare them for their future role as business managers by providing a conceptual framework which will help them to more effectively assess, predict, and influence behaviour in organisations.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Identify the potential impact of human issues in the workplace
2. Understand their own behaviour and the impact that it can have on others
3. Assess and apply concepts, models and tools related to the fundamental principles of organisational behaviour at the individual, group and organizational level.

TOPICS COVERED :

Introduction, individual differences, personality
Motivation and emotions
Group dynamics & teamwork
Communication
Conflict management
Power, politics and persuasion
Organizational structure and culture

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

-

TEACHING METHODS :

The success of the individual learning experience relies on students' reading of module material, preparing assignments, and participating in class.
Each student has 3 hours class per week. See schedule on next page.
 - 90 minutes of lecture: presentation of key concepts
 - 90 minutes of workshop: application of key concepts, exercises, case analyses, role plays,...
Students are encouraged to ask questions during class. Participation is rewarded by bonus point. If they want to discuss a question more in-depth, they should make an appointment with their tutorial instructor.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Final	Individual	Final written exam	60%	2 hours	1, 2, 3
Continuous	Group	Group work	40%		1, 2, 3

Assessment 1 details:

2-3 mini-cases on the key topics of the course followed by open-ended questions.

Assessment 2 details:

Each team of 3-4 students will have to deliver 2-3 presentations on the analysis of cases throughout the course. The final grade for the continuous assessment is calculated as an average of the grades for the delivered presentations.

ACADEMIC INTEGRITY :

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BIBLIOGRAPHY :

-> Robbins, S. and Judge, T. A. (2016) Organizational Behavior. (17th Edn). Pearson Education. [eBook https://bit.ly/3AlswkO]
-> eBook : Northcraft & Neil (2001) Organizational Behavior, A Managerial Challenge. (3rd Edn). Lawrence Erlbaum Associates. [eBook https://bit.ly/3FuLw3o]

Additional Reading

-> Greenberg, J. & Baron, R. A. (2010). Behavior in Organizations, (10th edn). Pearson Education
-> Mullins, L. (2016). Management and Organisational Behaviour. (11th edn). Pearson Education.
-> Bloisi, W.; Cook, C. W. & Hunsaker, P. (2007). Management and Organisational Behaviour. McGraw Hill.
-> Buelens, M.; Van Den Broeck, H.; Vanderheyden, K.; Kreitner, R. & Kinicki, A. (2005). Organizational Behavior. (3rd edn). European Edition, McGraw Hill London.

These texts focus on managerial skill development:
-> Mainiero, L.A. & Tromley, C.L. (1994).   Developing Managerial Skills in Organizatoinal Behavior: Exercises, Cases, and Readings.(2nd edn). Prentice Hall.
-> Robbins, S. & Hunsaker, P. (2011). Training in Interpersonal Skills, (6th edn). Pearson Education.
-> Whetten, D. & Cameron, K. (2010). Developing Management Skills. (8th edn). Prentice Hall.

A selected reading list in French:
-> Alexandre-Bailly, F. et al. (2013). Comportements humains et management. (4e edn). Pearson Education.
-> Aubert, N. et al. (2010). Management : aspects humains et organisationnels. (9e edn). PUF.
-> Foudriat, Michel (2011). Sociologie des organisation. (3e edn). Pearson Education.
-> Robblins, S. ; Judge, T. & Gabilliet, P. (2011). Comportements organisationnels. (14e edn). Pearson Education.

Some examples of the many OB-related websites:
-> English. www.businessballs.com, http://www.fastcompany.com, www.bnet.com
-> French: www.journaldumanagement.com

MODULE PLAN SESSIONS :

Plan Session 01 :

Session 1
Lecture: Introduction & Individual Behavior, Personality, Personality-Organization Fit theory
Workshop: person-organization fit mini-case study, one presentation and discussion.

Plan Session 02 :

Session 2
Lecture: Motivation & Emotions
Workshop: Fat Change case study on person-organization fit, values and motivation, 2 presentations

Plan Session 03 :

Session 3
Lecture: Group Dynamics & Teamwork
Workshop:
- Motivation in Bad Times mini-case study, 2 presentations
- Three motivation scenarios activies

Plan Session 04 :

Session 4
Lecture: Communication
Workshop: role-play activity on feedback-giving, mini-case study on teamwork (New Product Team)

Plan Session 05 :

Session 5
Lecture: Conflict Management & Stress
Workshop: 4-5 presentations on persuasion

Plan Session 06 :

Session 6
Lecture: Power, Politics & Influence
Workshop: 2 mini-case studies - one on conflict management, one on political behavior, 2-3 presentations

Plan Session 07 :

Session 7
Lecture: Organizational Culture, Structure & Change
Workshop: mini-case study on organizational change, 1-2 presentations

Plan Session 08 :

Session 8
Summative lecture, intellectual game

ACADEMIC AREA   **: MANAGEMENT AND ORGANIZATIONS**

PROGRAMME   **: BIM / UGTC LEVEL 2 IBPM**

PERIOD   **: FALL**

COORDINATOR   **: Mrs. Irina PURCAREA**

INSTRUCTOR(S)   **: Mrs. Irina PURCAREA**

CONTACT HOURS   **: 24 hours**

STUDY TIME   **: null hours (Class preparation, homework and assessments)**

CREDITS   **: 4.0 ECTS**

PRE-REQUISITE MODULES :

Knowledge of marketing, market research and communication.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

At the end of the Reciprocity project, the student will be able to:
1. understand the challenges that non-profit organization face and their importance in society;
2. Apply your first year courses as part of a real project on behalf of an association or charity
(prospecting, communication, marketing research, teamwork and others)
3. Master the basics of project management:
 - Development of a feasibility study (if applicable)
 - Definition of the content of a project
 - Understanding and mastering the different characteristics of a project
 - Introduction to the Gantt chart (if beneficial) and its use, as well as other collaborative tools
 - Traceability, deliverables and preparation of the follow-up
4. manage a project in partial autonomy
5. manage a long-term client & service provider relationship
6. if applicable:
- understand and develop communications on social networks (e.g. marketing - digital com and advertorials
- contributor to the implementation of canvassing and fundraising
- develop a marketing project on behalf of humanitarian associations
7. Manage a social media infomercial
8. Make an oral presentation based on the work they have done during 3 months
9. Write an essay in relation to the third sector (non profit sector)

TOPICS COVERED :

The course prepares students to manage projects and events in various contexts. Students will master:
1 The Social and Solidarity Economy (importance, size, actors, structures, etc.)
2 Volunteering – key figures and reasons for getting involved
3 Project management and team building
4 The development of a service on behalf of an organization
5 Social networks
6 Fundraising
7 Marketing and management of non-profit organizations
8 Digital communication for non-profit organizations (social media strategies, fundraising
on social media, etc.)
9 Event management for non-profit organizations (planning a fundraising event
funds; milestones; key elements for the success of a non-profit event)
10 Oral presentation concerning the work carried out on the project during 3 months
11 Writing an essay on a topic

RESEARCH-LED TEACHING :

Not applicable

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

Initially, the aspect of the missions of companies in the third sector is addressed in class, in addition the classes focus on specific SDGs.
Then, the projects (real projects) carried out by the students all target social or environmental causes.
Students will thus discuss the SDGs through the course and their projects.

CSR NB HOURS :

30

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 01 - No poverty
- 02 - Zero hunger
- 04 - Quality education
- 05 - Gender equality
- 06 - Clean water and sanitation
- 10 - Reduced inequalities
- 11 - Sustainable cities and communities
- 12 - Responsible consumption and production

TEACHING METHODS :

During the first session students will learn about the different projects available to them.
They can also be proactive and offer their services to associations in Rennes. Students will formalize with
the help of the teacher a theme related to project management within the framework of Reciprocity.
The specificities and similarities of the projects define a certain part of the teaching;
 Students will work in groups on their projects and will present their work during certain courses (cf., course sessions)
The teaching is thus based on courses (presentations), presentations of videos and other media
relevant to ensure a proper understanding of the topics. Student presentations, interactions with classmates, and other contributions build the fundamental principles of knowledge co-production. Interactions inside and outside of class require readings, group work, and project progress presentations.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Essay	40%	Non applicable	ILO 1 & 9
Final	Group	Individual in class presentation	10%	20 minutes	ILO 8

Final	Group	Company evaluation	50%	3 months	ILOs 2 - 7

Assessment 1 details:

The final evaluation contains three elements, namely, an individual written project, secondly, an oral presentation and, thirdly, the evaluation of the group by the partner institution. The projects will thus be closed around mid-December by a final project review (final presentation). This meeting will be organized with all the teams and representatives of the partner organizations to discuss the results obtained (cf., deliverables set and expected in the project charter).

Students write their paper individually. The subject of the essay is: NGOs and the challenges they face. They must provide a solution to a problem.
Students are expected to:
 - Choose a field or sector of professional interest (health care; arts and culture; business and industry; education ; environment, agriculture, etc.)
 - Present some of the main challenges that NGOs in that sector or area of professional interest are currently facing or are confronted with (indicating sources and references)
- Based on these challenges/problems, students will propose areas for improvement: the students propose justified solutions (references and work for their partner association)
§ Students will/can use the examples of NGOs and projects/initiatives they have worked for /on
during the semester
§ Interviews with partners will enhance the work, if necessary
§ Essay length 3000-4000 words
§ Additional details (layout, references, cover page, etc.) will be provided during the second session
Deadline: December 1st, upload via Moodle

Assessment 2 details:

In mid-December, a final project review for each of the projects will be organized with all the teams and
representatives of partner organizations to discuss the results obtained (see explanations above:
deliverables set out in the project charter).
The discussion will focus on aspects such as:
§ Results of the project (including the infomercial and other videos produced);
§ Problems that occurred during the project;
§ Changes that occurred during the project such as objectives, deadlines, etc.;
§ Adaptation to the realities on the ground;
§ Discussion and feedback with the representative of the association: Satisfaction of the association vis-à-vis the results of the project;
Inputs for the group (and individual inputs) including lessons learned
Presentation of the team: 10 minutes (PPT with the link to the video created) + 10 minutes discussion.
Practical details: the slides (3 per sheet, commentary mode) are made available to the jury.
During (or before) the meeting, the association representative is invited to complete the evaluation form.

Assessment 3 details:

The relationship between Association, School and Students is formalized in an agreement.
Student groups work closely with their associations (their sponsors).
The deliverables must be presented to the partner in December before the final presentation. During the meeting, the company representative will be asked to complete the evaluation form.
A "partner evaluation sheet" specifies details.
The video infomercial is to be transmitted before the final presentations (the exact date will be communicated in time) with the PPT (uploaded in electronic format on Moodle). A paper copy of the slides is intended for the sponsor (sent by email or otherwise).
Length of the video: to be determined with the professor and the partner institution (e.g., 3-5 minutes).
Content: promotion of the association (vision, mission, actions); student involvement (tasks, missions, deliverables); results achieved (goals achieved)
All groups will publish the video validated by the partners and the teacher on YouTube, social networks and add the link in the PPT uploaded to Moodle (date and time will be communicated).

The correct Rennes School of Business logos, the Reciprocity logo and that of the partner will be included in the communication.

ACADEMIC INTEGRITY :

Plagiarism and other forms of unethical academic behavior may lead to disciplinary action. Unethical academic behavior includes but is not limited to the following actions:

1. Plagiarism, which is copying another person's work or ideas without citing the source. This can be excerpts from books or articles, tables, diagrams or unreferenced internet data.
2. Submit work that you have already submitted for another course or in another institution without prior validation.
3. Cheating on an exam.
4. Rendering work that isn't yours without citing the source.
5. Add your name to a group assignment you haven't participated in, or let a student who hasn't worked add their name to a group assignment.
6. Unauthorized or inappropriate use of computers, calculators or other technology in your work or during examinations.

Any unethical academic behavior will lead to disciplinary action for all involved.
See the student handbook for a detailed explanation.

BIBLIOGRAPHY :

French references :
Adary, A. and Mas, C. and Westphalen, MH. (2018). Communicator : Toute la communication à l'ère digitale ! (8e edn) Paris : Dunod.
Bladier, C. (2016). La Boîte à outils des réseaux sociaux. (4e edn) Paris : Dunod.
Drecq, V. (2020). Pratiques de Management de Projet : 46 outils et techniques pour prendre la bonne décision. (3e edn) Paris : Dunod.
Gallopel-Morvan, K. and Birambeau, P. and Larceneux, F. and Rieunier, S. (2021). Marketing et communication des associations. (3e edn) Paris : Dunod. [eBook https://bit.ly/3THH2yi]
Gasio, T. (2019). La boîte à outils du marketing vidéo. Paris : Dunod.
Larson, E.W. and Gray, Clifford F. (2014). Management de projet. (2e edn). Paris : Dunod.
Levallois-Midiere, N. et Maradeix, M. S. (2010). Fundraising : Stratégies pour la recherche et l'enseignement supérieur dans les secteurs public et privé. Paris : Eyrolles. [eBook https://vu.fr/kKop]

Anglo-Saxon references:
Krasniak, M. and Zimmerman, J. and Ng, D. (2021). Social Media Marketing All-in-one for Dummies. (5th edn) John Wiley & Sons. [eBook https://vu.fr/uPMc]
Kerzner, H. (2017). Project Management: A system approach to planning, scheduling and controlling. (12th edn.). John Wiley & Sons. [eBook https://vu.fr/61RK]
Meredith, J.-R. and Mantel, S.J., Jr. (2015). Project Management. A Managerial Approach. (9th edn.). John Wiley & Sons.

Additional Reading

-> Other sources of information : http://www.diagramme-de-gantt.fr/

MODULE PLAN SESSIONS :

Plan Session 01 :

Session 1

Course objectives:
Understand the challenges of the module, its dual interface content
Understand course milestones and projects within its pedagogical framework
 International students and projects
 Courses, follow-up, help and partners
 Understand the structure of the course and the means made available to stakeholders
 Understand the diversity of projects
 Understand course milestones and projects within this educational framework
 Approach potential partners, if necessary
 Contact partners and potential partners
Course content :
Presentation of Reciprocity
Presentation of the educational framework (DMOs) and presentation of the speakers
Past projects and current projects (to choose or create)
BVE and our expectations
Dates to respect
First steps
Team formation
Project, project sheet, deliverables, objectives
Project management 1/2

Work to be done for the future: Creation of project teams, contact the partners

Plan Session 02 :

Session 2

Course objectives:
Boost the ideas-opportunity-feasibility-project phase in connection with solidarity
Understand the fundamentals of project management
Understand the roles of stakeholders and their expectations
Discuss deliverables: unity in diversity (project – event)
Know how to apply the basics of project management: GANTT and others

Course content :
Project management 2/2
Project presentations: by the teams formed during Session 1
Framework and work on individual continuous assessment and discussion around content (writing on a chosen subject)

Work to be done for the future: Signing of agreements and explanations regarding the content of the essay

Plan Session 03 :

Session 3

Course objectives:
To understand - The third sector
To act
Students and the specific environment of humanitarian and solidarity institutions
Groups and their organization
Who is who, who does what in the project (roles and responsibilities)
Ideas, Questions and Continuing Steps

Course content :
Understand the environment of humanitarian and solidarity NGOs
Understand the management of humanitarian and solidarity non-profit organizations
Validation and Kick-off
Validation of individual subjects : I/III

Work to be done for the future: Be able to discuss the progress and the "Milestone" and script

Plan Session 04 :

Session 4

Course objectives:
- To understand the infomercial and
event management
- Present a report of the first meetings
- Individual project follow-up

Course content :
- Infomercial: script
- Event project management 1/2
Next work to be done:
- Proposal of detailed content for the infomercial
- Communication strategy (social marketing)

Plan Session 05 :

Session 5

Course objectives:
Understand and manage events
Application of a communication strategy

Course content :
Event project management 2/2
Communication strategy by project 1/3
Progress of individual projects n°II/III

Next work to be done:
Results expected by sponsors

Plan Session 06 :

Session 6

Course objectives:
- Understand and manage events
- Application of a communication strategy

Course content :
- Event project management 2/2
- Digital communication strategy 2/3
- Progress of Individual Projects II and work on the deliverables
Work to be done for the future
- Results expected by sponsors

Plan Session 07 :

Session 7

Course objectives:
Know how to close the project
Ability to analyze deliverables
Knowing how to present the project orally and in writing Closing the loop (delivering the service)
Manage digital communication

Course content :
Digital communication strategy 3/3
Progress of individual projects III/III

Next work to be done:
Video and other communications

Plan Session 08 :

Session 8

Course objectives:
Know how to close the project
Know how to analyze the delivered deliverables
Know how to present the project orally and in writing (PPT)

Course content :
Preparation for the defense
Duration: 20 minutes of presentation followed by questions and assessment
(The whole class is invited to the defenses)
Work completed

Next work to be done:
Report (video) to be submitted on Moodle and to the partner - TBD
Finalize the defense
Invitation sent to partners
Organization of the reception of partners
Individual project due December 1st

ACADEMIC AREA   **:** **MANAGEMENT AND ORGANIZATIONS**

PROGRAMME   **:** **BIM**

PERIOD   **:** **FALL**

COORDINATOR   **:** **Dr. Ahmed ATIL**

INSTRUCTOR(S)   **:** **Dr. Ahmed ATIL**
Mr. Omar EL GANAOUI

CONTACT HOURS   **:** **24 hours**

STUDY TIME   **:** **76 hours (Class preparation, homework and assessments)**

CREDITS   **:** **4.0 ECTS**

PRE-REQUISITE MODULES :

Le cours demande des connaissances en statistiques descriptives.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. De décrire les bases des modèles d'évaluation probabiliste,
2. D'évaluer le rôle de l'analyse probabiliste dans la gestion de l'entreprise,
3. De développer un esprit logique, méthodique et rigoureux.
4. D'utiliser les techniques probabilistes en tant qu'outils d'aide à la décision dans le métier de manager,
5. De mettre en application l'approche statistique probabiliste dans le Field management.

TOPICS COVERED :

. Modèles relatifs à la variable aléatoire,
. Induction statistique (échantillonnage, estimation).
. Corrélation et régression multiple

RESEARCH-LED TEACHING :

Research-lead teaching
The students are provided as additional readings with both academic papers as well as articles from industry journals such as FT and/or consulting reports. To promote sustainable industrialization as laid out in SDG 9, small and medium-sized enterprises can use data analytics to improve production; create new goods and services, improve processes and marketing strategies. To respond to some SDG indicators related to sustainable cities and communities (goal 11) and climate change (goal 13), for example, it requires utilizing data from mobile phone devices, and satellite imagery data.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

Systematic research and comprehensive analyses allow to monitor the implementation of the sustainable development goals.

The cours presents a few selected methods that will allow you to answer the CSR and sustainable development questions: how to gather data and how to analyse them?
Among the data collection methods presented in this course, we have chosen both: qualitative, in particular focus group interview, and quantitative—based on a questionnaire.

CSR NB HOURS :

2

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 02 - Zero hunger
- 09 - Industry, innovation and infrastructure
- 11 - Sustainable cities and communities
- 12 - Responsible consumption and production

TEACHING METHODS :

Le cours est construit autour d'un support de cours et d'exercices d'application. L'enseignant présentera le cours magistral (12 heures), ensuite propose, durant les travaux dirigés (12 heures) des exercices, répondra aux questions et proposera en fin de séance un résumé du chapitre.
Le cours permet aux étudiants d'être en contact direct avec le monde d'entreprise. La présentation des cas pratiques fait partie intégrante de l'enseignement du cours.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Written in class - Continuous	40%	1h	
Final	Individual	Final written exam	60%	3 h	

    Assessment 1 details:
L'examen continu comprend des questions à choix multiples et des questions à réponse courte.

    Assessment 2 details:
L'examen écrit final comprend des questions à réponse courte et une étude de cas. L'étude de cas est accompagnée d'une liste de questions qui demande aux étudiants de réfléchir à l'information et de formuler une réponse

ACADEMIC INTEGRITY :

Le plagiat et d'autres formes de comportements académiques non éthiques peuvent conduire à une action disciplinaire. Le comportement académique non éthique comprend de façon non exhaustive les actions suivantes:

1. Le plagiat, c'est-à-dire copier le travail ou les idées d'une autre personne sans citer la source. Cela peut être des extraits de livres ou articles, des tableaux, des diagrammes ou des données internet non référencées.
2. Rendre un travail que vous avez déjà rendu pour un autre cours ou dans une autre institution sans validation préalable.
3. Tricher lors d'un examen.
4. Rendre un travail qui n'est pas le vôtre sans citer la source.
5. Ajouter votre nom à un travail de groupe auquel vous n'avez pas participé, ou laisser un étudiant qui n'a pas travaillé ajouter son nom à un travail de groupe.
6. L'utilisation non-autorisée ou inappropriée d'ordinateur, calculatrice ou autre technologie dans vos travaux ou pendant les examens.

Tout comportement académique non éthique conduira à une action disciplinaire pour tous ceux qui sont impliqués.
Voir le livret de l'étudiant pour une explication détaillée.

BIBLIOGRAPHY :

-> Bowerman, B. and O'Connell R. (2014). Essentials of Business Statistics. (5th edn). McGraw-Hill.

Additional Reading

-> Biales, C. (1998). Analyse statistique des données: Applications et cas pour le marketing. Ellipses.
-> Giard, V. (2007). Statistique appliquée a la gestion. (8e edn). Economica.
-> Py, B. (2007). Statistique descriptive : Nouvelle méthode pour bien comprendre et réussir. (5ème edn). Economica.
-> https://sites.google.com/a/esc-rennes.fr/ibpm1-l-ouvre-boite-2014-15/
-> Site Internet du cours « ST@TIL » sur Google Apps Education
-> Newbold, P. et al. (2012). Statistics for business and economics. (8th edn). Pearson.
-> Grais, B. (2003). Méthodes statistiques. (3e edn). Dunod.
-> Biales, C. (1998). Analyse statistique des données: Applications et cas pour le marketing.Ellipses.

MODULE PLAN SESSIONS :

Plan Session 01 :

 Chapitre 1) Variable aléatoire discrète et lois de distribution :

- Définitions - variable aléatoire discrète et continue
 - Fonction de répartition
 - Paramètres d'une variable aléatoire discrète et continue

Plan Session 02 :

TD 1 / Révision du cours descriptive statistics (1ere année)

L'étudiant devrait maîtriser le cours acquis pendant la première année notamment les paramètres de tendances et les paramètres de dispersion

Plan Session 03 :

 Chapitre 2) Variable aléatoire continue et lois de distribution :

 - Variable aléatoire continue -Introduction de la loi binomiale

-Introduction de la loi de poisson
 -Introduction de la loi normale standard
- La loi normale centrée réduite
 -Approximation de la loi binomiale et la loi de Poisson par la loi normale ;

Plan Session 04 :

 TD 2 / Préparer les exercices du TD 1 ;

    L'étudiant doit comprendre l'intérêt d'introduire des lois.
    Faire les différences entre chaque loi et une autre et savoir interpréter les résultats donnés par chaque loi

Plan Session 05 :

Chapitre 3) Echantillonnage & Estimation :
- Introduction de l'échantillonnage
 - La DEM - Estimation avec intervalles de confiance ;

Plan Session 06 :

 TD 3 / Préparer les exercices du TD 2
        Introduction du principe de l'échantillonnage avec des exemples. ;
        L'étudiant doit comprendre pourquoi échantillonner et quelles relations lient la population aux échantillons ?
        Savoir estimer des paramètres avec des intervalles de confiance et faire le lien avec le monde de l'entreprise

Plan Session 07 :

Chapitre 4) L'ajustement et la corrélation linéaire :
 - L'ajustement linéaire
 - Le coefficient de corrélation linéaire - Le coefficient de détermination ;
 - Corrélation et régression multiple

Plan Session 08 :

 TD 4 / Préparer les exercices du TD 3 & TD 4 ;

Comprendre les différents types d'ajustement et comprendre l'ajustement linéaire avec la méthode des moindres carrés.
 Comprendre le principe de minimisation et savoir exploiter l'ajustement pour prédire les résultats dans le futur

ACADEMIC AREA : **MARKETING**

PROGRAMME : **UGTC LEVEL 2 IBPM**

PERIOD : **FALL**

COORDINATOR : **Mrs. Katrina GLEBOVA**

INSTRUCTOR(S) : **Mrs. Katrina GLEBOVA**

CONTACT HOURS : **24 hours**

STUDY TIME : **null hours (Class preparation, homework and assessments)**

CREDITS : **4.0 ECTS**

PRE-REQUISITE MODULES :
English language knowledge and marketing (general course) are requirements for prior learning used in curriculum design to ensure progression or to produce pathways in the Services Marketing Management module.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Cognitive
Knowledge of module's units, ideas of services delivery and improvement, attention to particular characteristics and dimensions in services
2. Performative
Service assessment, classification and implementation skills and abilities to evaluate services delivery in a constructive manner
3. Affective
Values, ambitions, professional attitudes

TOPICS COVERED :

1. Introduction to Services Marketing, Understanding Service Characteristics, Product versus Services,
Classification of Services, Services Marketing Environment.
2. 7Ps of Services Marketing Mix, Purchase Process for services.
3. Customer Expectations and Perceptions of Services through Marketing Research, CRM in services.
4. Service Quality issues and Models on Service Quality.
5. The Service Segmentation, Targeting, Positioning a Service in the marketplace, Understanding Positioning
Maps, Developing Service Blueprint.
6. Service Product & Operation, Understanding Employees and Customers' Role in Service Delivery

RESEARCH-LED TEACHING :

During the sessions, I mentioned a few pieces of my research about CX and CRM

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

We spend an hour discussing how marketing services can be more sustainable and meet SDG

CSR NB HOURS :

1

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 01 - No poverty
- 02 - Zero hunger
- 03 - Good health and well-being
- 04 - Quality education
- 05 - Gender equality
- 06 - Clean water and sanitation
- 07 - Affordable and clean energy
- 08 - Decent work and economic growth
- 09 - Industry, innovation and infrastructure
- 10 - Reduced inequalities
- 11 - Sustainable cities and communities
- 12 - Responsible consumption and production
- 13 - Climate action
- 14 - Life below water
- 15 - Life on land
- 16 - Peace, justice and strong institutions
- 17 - Partnership for the goals

TEACHING METHODS :

Mixed method: lecture, interactivity, open discussion, role play, group work tasks, individual work

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Individual in class presentation	20%		
Final	Individual	Final written exam	60%		
Continuous	Group	Group work	20%		

ACADEMIC INTEGRITY :

This course has been developed and delivered based on six fundamental values: honesty, trust, fairness, respect, responsibility, and courage.

BIBLIOGRAPHY :

Lovelock, C., & Patterson, P. (2021). Services marketing. (9th edn). Scientific Publishing Company.

Berry, L. L., & Parasuraman, A. (1991). Marketing services: Competing through quality. The Free Press.

.

Additional Reading

Booms, B. H., & Bitner, M. J. (1982). Marketing services by managing the environment. Cornell Hotel and Restaurant Administration Quarterly, 23(1), 35-40.

Hole, Y., Pawar, S., & Bhaskar, M. P. (2018). Service marketing and quality strategies. Periodicals of Engineering and Natural Sciences (PEN), 6(1), 182-196

MODULE PLAN SESSIONS :

Plan Session 01 :

Introduction to Services Marketing
Understanding Service Characteristics
Product versus Services

Plan Session 02 :

Service Marketing Environment

Plan Session 03 :

7Ps of Services Marketing Mix

Plan Session 04 :

Purchase Process for services

Plan Session 05 :

Customer Expectations and Perceptions of Services through Marketing Research

Plan Session 06 :

CRM in services

Plan Session 07 :

Service Quality issues and Models on Service Quality
SGD in Services Marketing Management

Plan Session 08 :

The Service Segmentation
Targeting, Positioning a Service in the marketplace

Plan Session 09 :

Understanding Positioning Maps
Developing Service Blueprint

Plan Session 10 :

Service Product & Operation
Understanding Employees' and Customers' Role in Service Delivery