



SYLLABUS

HR301E_B_0108_22

International Human Resource Management

ACADEMIC AREA	: MANAGEMENT AND ORGANIZATIONS
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Dr. Ronald CLARKE
INSTRUCTOR(S)	: Dr. Ronald CLARKE Mr. Joshua SMITH Mrs. Lara BERTOLA Mrs. Magali GENTIL Mrs. Mary LE GAL
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

OB202E (Organizational behaviour) or equivalent.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Analyse the differences between domestic and international human resources management theory and practices.
2. Assess the risks related to managing an international workforce.
3. Assess how the cultural and institutional environments can affect the effectiveness of HRM practices.
4. Evaluate how the following HR activities, compensation, recruitment and retention, training and development, performance appraisal and mergers and acquisition can be developed in an international context.
5. Analyse emerging International HRM challenges and developments.

TOPICS COVERED :

- . International Human Resource Management and its roles in the organizational context.
- . Job analysis: steps in job analysis; job description; and job specification.
- . Work force planning and employment: organizational staffing requirements; recruitment; in an International setting.
- . International Compensation.
- . International HRM and performance appraisal.
- . International HRM and Work motivation, learning and developing.
- . International industrial and labour Relations.
- . Human resource ethics.
- . Human Resource Management challenges in the 21 Century.

RESEARCH-LED TEACHING :**CSR AND SUSTAINABLE DEVELOPMENT GOALS :****CSR NB HOURS :****SUSTAINABLE DEVELOPMENT GOALS COVERED :**

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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.

Specifically, teaching methods include:

1. Lectures.
2. Graded HR skill exercises and presentation.
3. Guided discussions.

In general, a 3-hr. class session will be half lecture (1) and half "another" (points 2-4 under assessment).

- . Company case studies and examples discussed in class.
- . Students may be required to conduct independent research on companies of their choice or as assigned.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Final	Individual	Final written exam	65%	3 hours	1-5
Continuous	Individual	Quiz	5%	15 minutes	1-5 depending on topic
Continuous	Group	Group work	30%		1-5

Assessment 1 details:

3 or 4 open-ended questions with a closed book.

Assessment 2 details:

Individual Quiz to be completed after each session.

Assessment 3 details:

HR exercises or case studies (one per session).

ACADEMIC INTEGRITY :

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagrams) 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.

Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

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 :

-> Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. (14th edn). London, Kogan Page. [eBook 2012 edn urlr.me/8b7Zs]

-> Dowling, Peter J., Welch, Dennis E., Schuler, Randall S. (Latest Edition). International Human Resource Management: Managing People in a Multinational Context. Thomson-South-Western. [eBook urlr.me/Wwndk]

Additional Reading

-> Briscoe, Dennis R., Schuler, Randall S. (2015) International human resource management: Policies and Practices for Multinational Enterprises, (5th edn). Routledge. [eBook available]

-> Case studies, articles and online resources to be provided on Moodle prior to start of term.

-> Websites: CIPD.co.uk, Mindtools.com

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / Introduction to course and evaluation. ; HR theory - comparing domestic and international ; HRM in an organisational context (design). ; Mergers and acquisitions / Differences between domestic and international human resource management. International Human Resource Management (5th Ed.) Peter J Dowling et al. ; Chap. 37 The International HRM framework. ; Chap. 38 The practice of international HRM. ; Reading Handouts

Plan Session 02 :

2 / Employee engagement and talent management. / Chap. 15 Employee engagement. ; Chap. 20 Talent management. ; Reading Handouts

Plan Session 03 :

3 / Culture and ethics. / Chap. 8 The Ethical dimension of HRM. ; Reading Handouts

Plan Session 04 :

4 / Work-force planning. / Chap. 17 Workforce planning ; Reading Handouts

Plan Session 05 :

5 / Recruitment and selection. / Chap. 18 Recruitment and selection. ; Chap. 50 Interviewing. ; Reading Handouts

Plan Session 06 :

6 / Performance management and Compensation. / Chap. 25 Performance management. ; Chap. 71 Job evaluation. ; Chap. 26 Reward management – strategy and systems; Chap. 27 The practice of reward management

Reading Handouts

Plan Session 07 :

7 / Learning and Development. / Chap. 23 The practice of learning & development. ; Chap. 24 Leadership and management development.
; Reading Handouts

Plan Session 08 :

8 / Presentation of an HR experience through an interview with an HR manager



SYLLABUS

NG302E_B_0108_22

International Negotiation Skills

ACADEMIC AREA	: MARKETING
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Dr. Yann DUZERT
INSTRUCTOR(S)	: Dr. Yann DUZERT Mrs. Fabiana CAMERA Mrs. Valérie SAUVAGE
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

None.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Take into account cultural, organisational and environmental factors impacting on negotiations,
2. Recognise in themselves and others different negotiating styles and preferences,
3. Prepare negotiations and evaluate possible acceptable/unacceptable outcomes.
4. Communicate efficiently as part of the negotiation process.

TOPICS COVERED :

The psychology of negotiation, cognitive aspects and decision-making process.
The need for good communication skills.
Stages in the bargaining process and mutuality.
Negotiation strategies and sources of powers.
Collaborative approach and values creation.
Cultural influence and environmental effects.

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

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TEACHING METHODS :

The class meetings will be devoted to lectures, case discussions, real-life examples and role-plays. Students are advised to read the recommended books in advance and therefore be fully prepared to take an active part in class discussion.

All the homework and assignments will be detailed at the end of each session for the following one and will be available on the Rennes Business School e-learning website. Please check the e-learning website regularly.

The topics covered in the course reflect what is practiced by business firms every single day - negotiating in various cultural and/or organizational contexts.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Group work	40%		1,2,3,4
Final	Individual	Study case	60%		1,2,3,4

Assessment 1 details:

During the course we will analyze how the students can define the problem or issues during our role-playing. It's very important to understand how to build the working relationship, use an active listening, create value and ideas to solve problems, and plan a good communication strategy during our simulations.

Assessment 2 details:

The student will have to do research about an real negotiation and will have to describe it through the lens of the methodology that will be taught throughout all the sessions. Some of them will be chosen to present during the last class. It should take up to 15 min and all students will have to deliver a written report.

The report (without appendices and tables/graphs) should contain at least 1500 words. The purpose of the work is to help you understand how the methodology that will be taught can be applied in any negotiation context and to take into account cultural, organizational, and environmental factors which impact negotiations. The deadline and submission method for sending the report will be given in class and appear on the RSB e-learning website very soon. Any DELAY will be penalized, with 10 points deducted from the final grade per day of delay.

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.

Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

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BIBLIOGRAPHY :

- Y. Duzert, L. Jaunaux. E. Koenig. Neogociation. Editions Pearson. 2020
- > Fisher, R. & Ury, W.L. (2011). Getting to Yes: Negotiating Agreement Without Giving In. Penguin Books. [eBook <https://cutt.ly/UmgjDKs>]
- > Lewicki, R., Saunders D. & Barry B. (2020). Essentials of Negotiation. (7th edn). McGraw-Hill.
- > Duzert, Y. & Zerunyan, Frank (2019). Newgotiation for Public Administration Professionals. Vandeplass publishing.

Additional Reading

- > Cellich, C. and Jain, S. C. (2016). Creative Solutions to Global Business Negotiations. (2nd edition) New-York: Business Expert Press. [eBook <https://cutt.ly/imgjMix>].

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / Introduction (ONLINE): overview of the course. Definition. Objectives
Risk, Information and Decision science
Molecules of emotions
Neurosciences applied to Negotiation
Read before class: Lewicki: CHp 1 AND CHp 10. Duzert: CHp 1

Plan Session 02 :

2 / What is the International Negotiation architecture? (ON LINE);
Context analysis: What are the historical, social, economic, cultural, environmental, and organizational impacts on negotiation? Elements
interest, options
Coopetition and Newgotiation mindset.
Read before class: Lewicki: CHp 11 (about International and cross-cultural negotiations); Duzert: CHp 2

Plan Session 03 :

3 / Negotiation styles and emotions applied to branding and reputation Negotiator's Styles (Thomas Kilmann)
The Prisoner's Dilemma
Game theory approach
What is BATNA?
What is ZOPA?

Read before class: Read before class: CHp 9 (about relationships in Negotiation).

Plan Session 04 :

4 / Negotiation pre-planning, process and tools. ;

Elements of the matrix of complex negotiation Strategy of Integrative Negotiation.

How the negotiator can create value?

Read before class: Lewicki: CHp 3 (about Collaborative negotiations) and CHp 4 (the importance of good preparation).

Plan Session 05 :

5 / Negotiation Strategies.

Small Vs. Big companies negotiation strategies.

Facilitator and Mediator in the environment and social conflicts.

Read before class: Lewicki: CHp 2 (about distributive negotiations) ; Role Playing: Lord Restaurant

Plan Session 06 :

6 / Perception Cognition and Emotions. The framing effect.

Cognitive biases in Negotiation

The Verbal and non-verbal communication. How to improve communication in negotiation.

Read before class: CHp 6 (about Cognitive aspects) and CHp 7 (About Communication). Role Playing : Sanatol

Plan Session 07 :

7 / Multiple Parties, Group and Teams in Negotiation.

Source of Power. How to deal with others who have more power. Revisiting the key concepts before the group's presentation.

Read before class: CHp10 (about multiple parties, groups, and teams in negotiation) Role-Playing: Shaun Consortium

Plan Session 08 :

8 / Group presentations: Groups will have to do research about a real negotiation and will have to describe it through the lens of the methodology that will be taught throughout all the sessions.



SYLLABUS

ST302E_B

Strategy

STRATEGY AND INNOVATION

IBPM / UGTC LEVEL 3 IBPM

SPRING

Dr. Anke PIEPENBRINK

Dr. Anke PIEPENBRINK

Mr. Marc SINNASSAMY

Mr. Raphael BELLIER

Mr. Shubho CHAKRABORTY

24 hours

75 hours (Class preparation, homework and assessments)

4 ECTS

PRE-REQUISITE MODULES :

An acceptable level in the key disciplines of management (economics, marketing and finance) is necessary.

MODULE DESCRIPTION :

This module aims at introducing students with two major perspectives of strategic analysis, namely external analysis and internal analysis. While external analysis helps students understand how firms structurally analyze both macro and industry environment, internal analysis enables students to diagnose firms' activities, resources and (dynamic) capabilities. Combining these two perspectives, students can further learn how to develop strategies at three different levels: business strategy, corporate strategy and international strategy.

Strategy is a key part of a firm's decision making and it impacts most activities within the firm. Business readings, firms' disclosure such as annual reports or information from their website will demonstrate the importance and ubiquity of strategic issues.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

The intended ILOs reflect the various steps in strategic problem solving.

1. Understanding the strategic question or problem in a given situation.
2. Collection of data and information and assessment of source and efficient use of given or collected data.
3. Application of appropriate concepts and tools.
4. Drawing proper conclusion from the analysis.
5. Consistent and concise communication in presenting and writing.

TOPICS COVERED :

- . Analytic toolkits for the external environment.
 - PESTEL framework for the macro-environment,
 - Porter's Five Forces for the industry environment

- Dynamic and uncertain environments
- . Analytic toolkits for the internal environment.
 - Resources and capabilities with VRIN/VRIO,
 - Value chain and value net analysis
 - Business models
- . Analytic toolkits for business strategy.
 - Three Generic Strategies based on competitive advantage and scope
- . Analytic toolkits for corporate strategy.
 - The Ansoff Matrix, the BCG Matrix, the GE-McKinsey Matrix; role of corporate parents
 - Organic development (DIY), mergers and acquisitions (BUY), and strategic alliances (Ally), and the “Buy, Ally or DIY” Matrix.
- Evaluating strategies
 - Performance assessment
 - Options assessment

RESEARCH-LED TEACHING :

Two themes will be interwoven into the course and serve as context of strategic issues: The extended cloud computing ecosystem and climate change and firms' actions.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

The two interwoven themes address directly two SDGs: The extended cloud ecosystem addresses SDG 9 with the increasingly important infrastructure of cloud computing and climate change and firms' actions addresses SDG 13.

CSR NB HOURS :

6

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 09 - Industry, innovation and infrastructure
- 13 - Climate action

TEACHING METHODS :

In order to achieve the ILOs we use a variety of pedagogical approaches, tools and media. At the core are the students and their role and responsibility for their own learning by active engagement. It is expected that students have read, watched and listened to the material on Moodle/Teams in advance and come prepared to discuss the article, minicase or any other material, ask questions and participate actively.

The three hours session typically (session 2 to session 8) starts with a short review of the previous session and introduction into the new session. Subsequently we will typically have three to four topics with short lessons and subsequent practical exercise to the topic. The switch between short theoretical introduction and application in teams is intended to facilitate students' engagement. Both, the theoretical concepts as well as articles, minicases and exercises will be part of the final exam.

The group continuous assessment will facilitate a more in depth analysis of selected business readings, firms' disclosure or other material.

The individual continuous assessment exposes the students to excerpts of annual reports to the US Securities Exchange Commission (SEC), the so-called form 10-K. Annual reports in general and 10-K forms in particular are among the most detailed information sources on businesses as they serve (potential) investors to make informed investment decisions. Students will categorize the business relationships within the and beyond Porter's five forces in the context of cloud computing ecosystem.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Report	30%		1-5

Continuous	Individual	Other	10%		2, 3
Final	Individual	Final written exam	60%	three hours	1-5

Assessment 1 details:

The continuous group assessment consists of three reports with each worth 10 percent.

The assignment is the analysis of a business reading, short case or other relevant material by applying the material covered in the module up to the due date of the assignment. The analysis will be guided by a few questions to be answered.

A short report has to be submitted to Moodle for each of the three assignments.

Assessment 2 details:

The student will read assigned short excerpts of companies' annual reports to the Security Exchange Commission (SEC) that describe or explain firm's relationships within the ecosystem of cloud computing. The student will be asked to categorize the relationships from a given set of relationships such as supplier, buyer, competitor, partner.

The correct assignment of relationships of a subset of 10 texts will be graded, where each correct categorization earns one point.

Assessment 3 details:

The final exam will be a mix of conceptual questions, questions related to material discussed in class, and a case analysis based on a business reading.

ACADEMIC INTEGRITY :

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BIBLIOGRAPHY :

Whittington, R, Regner, P., Angwin, D., Johnson, G. and Scholes, K. (2019). Exploring Strategy (12th edn). Pearson.

Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regner, P. (2017). Exploring Strategy: Text and Cases. (11th edn). Harlow: Pearson Education. [eBook: <https://bit.ly/3BFU9Wo>] can be also used for readings

Additional Reading

Strickland A.J., Thompson, A.A., Gamble, John E., Peteraf, M.A., Sutton, C. and Janes, A. (2017). *Crafting and Executing Strategy: The Quest for Competitive Advantage Concepts and Cases*. (International Edition). Maidenhead : McGraw-Hill. [eBook: <https://bit.ly/3CGMLLT>].

MODULE PLAN SESSIONS :

Plan Session 01 :

1/ Introducing Strategy / Reading: Exploring Strategy Chapter 1: Introducing strategy

Getting started

- Introduction of instructor
- Review of syllabus
- Formation of teams

What is Strategy and why is it important?

- What is strategy and what is it not?
- Strategy and competitive advantage
- Strategy and business model

Plan Session 02 :

2 / The Environment : The macro-environment, industries and sectors analysis / Reading: Exploring Strategy Chapter 2: Macro-environment analysis and chapter 3: Industry and sector analysis

PESTEL analysis

Forecasting with uncertainty

Scenario planning

Porter's five forces

Plan Session 03 :

3 / Resources and capabilities / Reading: Exploring Strategy, Chapter 4: Resources and capabilities analysis

Resources and Capabilities

VRIO

Competitive advantage

Dynamic capabilities

First continuous group assessment

Plan Session 04 :

4 / Business Strategy and models/ Reading: Exploring Strategy Chapter 7: Business strategy and models

Generic strategies based on competitive advantage and scope

Cost leadership
Differentiation
Hybrid strategy

Plan Session 05 :

5 / Business Strategy and models/ Reading: Exploring Strategy Chapter 7: Business strategy and models

Value chain analysis
Value net
Business models

Second continuous group assessment

Plan Session 06 :

6 / Corporate Strategy and Diversification / Reading: Exploring Strategy Chapter 8: Corporate strategy

Corporate level strategy overview
Ansoff's growth matrix
Diversification strategies and diversification drivers
Outsourcing versus integration
Portfolio assessment

Plan Session 07 :

7 / Mergers, Acquisitions and Alliances / Reading: Exploring Strategy Chapter 11: Mergers, acquisitions and alliances

Key strategic motives for M&A and strategic alliances
Key issues for M&As and strategic alliances
Choice between organic development, M&A and strategic alliances
Key success factors for growth options

Third continuous group assessment

Plan Session 08 :

8 /Evaluating Strategies/ Reading, Chapter 12: Evaluating strategies

Performance assessment
Criteria for evaluating strategy
Stakeholder perspective

Module assessment by students

Q&A session

ACADEMIC AREA	: STRATEGY AND INNOVATION
PROGRAMME	: IBPM
PERIOD	: FALL
COORDINATOR	: Dr. Seong Young KIM
INSTRUCTOR(S)	: Dr. Andre NEMEH Dr. Seong Young KIM Mr. Jason LAMBERT SCRIVENER
CONTACT HOURS	: 24 hours
STUDY TIME	: null hours (Class preparation, homework and assessments)
CREDITS	: 4 ECTS

PRE-REQUISITE MODULES :

Although there are no pre-requisites for this module, a thorough background in Business and familiarity with general corporate strategy theory are desirable.

MODULE DESCRIPTION :

This module is about the global landscape that affects international business activities. In the module, first institutional, economic, and geographical dimensions of this landscape and its evolution will be addressed. Then, firm-level decisions will be brought under scrutiny; and strategies, operating modes and functional management in international firms will be studied.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

- Understand and interpret complex global environments within a managerial context

Global Leader: Lectures and examples emphasize international contexts and geopolitical environments, and address firm-level decisions to operate at the global level.

Responsible Leader: Throughout the course, environmental, social, and economic dimensions of sustainability will be integrated to the discussion of International Business issues.

Pioneers Leader: Through case studies and inspirational examples of international entrepreneurship, the students will be encouraged to think in an innovative way.

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

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

1. relate globalization to International Business (IB), and appraise its consequences on firms and the society,
2. describe differences in cultural, political, legal, and economical environments across countries, and discuss their implications on operating internationally,
3. recognize theories explaining national trade patterns,
4. evaluate the effects of protectionism, economic integration, and cooperation on IB activities,
5. discover and interpret the global monetary environment influencing IB activities,
6. analyze international strategic choices, such as foreign entry modes, and recommend them,
7. distinguish particularities of functional management and operations such as marketing, supply chain management or human resources management at the global scale.

TOPICS COVERED :

- Basic concepts in IB and globalization
- National differences in the environment of IB
- Trade and factor mobility theories, protectionism, and economic cooperation
- Global monetary environment
- Strategy and opportunity assessment in IB
- Entering and working in international markets
- Global production, supply chains, and marketing
- Global accounting and financial management
- Global management of human resources

RESEARCH-LED TEACHING :**CSR AND SUSTAINABLE DEVELOPMENT GOALS :****CSR NB HOURS :****SUSTAINABLE DEVELOPMENT GOALS COVERED :****TEACHING METHODS :**

Pedagogic approach of the course is to enhance self-construction and self-interpretation of knowledge, and experiential knowledge. In line with this strategy, collaborative and case-based learning methods will be implemented. These methods will be used in combination with traditional pedagogic methods such as telling, explaining, and discussion, and target achieving an inclusive, vibrant, and collaborative class atmosphere.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Group project	40%		ILOS N°2, N°3, N°5, N°6
Final	Individual	Final written exam	60%		ILOS N°1, N°2, N°3, N°4, N°5, N°6, N°7

Assessment 1 details:

Students will work in groups on the assigned case studies and answer the assigned questions.

Each group will make an in-class presentation, schedule of which can be seen in Module Plan Sessions below. Each presentation will last about 15 minutes and will be followed with a discussion. Note that additional time will be allocated for discussion. Students will be provided with guidelines on the presentation content and evaluation criteria after the assignment of case studies.

All group members are expected to participate and contribute equally to all three stages: preparatory work, presenting, discussion. Each group will upload the following deliverables to Moodle before their presentation starts:

- (1) a soft copy of the presentation (it can be prepared using MS PowerPoint or similar software),
- (2) a short note (250 words) that details the contributions of each member of the group.

ACADEMIC INTEGRITY :

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assignments or examinations.

BIBLIOGRAPHY :

Daniels, J.D., Radebaugh, L. H., Sullivan, D. P. (Latest Edition). International Business: Environments and Operations. Pearson Education. [eBook 2018 edn <https://bit.ly/3tVLL3V>].

Additional Reading

Bartlett, C.A., Ghoshal, M., Beamish, P.W. (Latest Edition). Transnational Management: Text, cases and readings in Cross-Border Management. McGraw-Hill.

Cavusgil, S.T., Knight, G., Riesenberger, J.R. (2019). International Business: The New Realities (5th edn). Pearson.

Hill, Charles W.L. (2020). International Business: Competing in the global marketplace, (13th edn). McGraw Hill higher Education.

Lasserre P. (2018). Global Strategic Management (4th edn). Macmillan international HE.

MODULE PLAN SESSIONS :

Plan Session 01 :

Basic Concepts in IB and Globalization

Readings:

- Chapter 1 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Plan Session 02 :

National Differences in the Environment of IB

Readings:

- Chapters 2- 4 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Plan Session 03 :

Trade and Factor Mobility Theories, Protectionism, and Economic Cooperation

Readings:

- Chapters 5-7 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Plan Session 04 :

Global Monetary Environment

Readings:

- Chapters 8-10 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Plan Session 05 :

Corporate Policy and Strategy: strategy and opportunity assessment in IB

Readings:

- Chapters 12-13 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Activities: case presentations (in groups)

Plan Session 06 :

Corporate Policy and Strategy: entering and working in international markets

Readings:

- Chapters 14-16 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Activities: case presentations (in groups)

Plan Session 07 :

Functional management and operations: global production, supply chains, and marketing

Readings:

- Chapters 17-18 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Activities: case presentations (in groups)

Plan Session 08 :

Functional management and operations: global human resources and financial management

Readings:

- Chap. 19-20 in Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2018), International Business Environments and Operations, op.cit.

Activities: case presentations (in groups)



SYLLABUS

FI300E_B_0108_22

Financial Mathematics

ACADEMIC AREA	: FINANCE AND ACCOUNTING
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Mrs. Pascale BAAKLINI
INSTRUCTOR(S)	: Mrs. Pascale BAAKLINI
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

Basic knowledge in mathematics

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Evaluate cash flows at various points in time
2. Determine the effects on future and present value as a result of changes in the rate, term or amount,
3. Differentiate between nominal and effective rates of interest,
4. Calculate the discounted value of a general annuity,
5. Determine the periodic payment of a debt,
6. Build Financial Modeling Using Excel VBA

TOPICS COVERED :

- . The time value of money: discounting and accumulating.
- . Annuities
- . Simple and compound interest
- . The concept of discount

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

-

TEACHING METHODS :

Each session will be composed of a short theoretical introduction with examples. This will be followed by exercises in class to help assimilate the subject matter, followed by suggested solutions and discussion.

The exercises used in the module provide students with the appropriate skills to join bank and investment companies.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Group project	35%	2 weeks	4, 6.
Final	Individual	Final written exam	65%	3 H	1, 2, 3, 5.

Assessment 1 details:

The project involves coding in VBA with calculations of quantities related to the course. This group project involves a written submission.

Assessment 2 details:

This summative three hour examination may cover any material taught in the module. It tests students on their assimilation of the main concepts and on their ability to apply them judiciously.

ACADEMIC INTEGRITY :

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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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BIBLIOGRAPHY :

-> Cissell, R., Cissell, H. and Flaspohler, D. (1990) Mathematics of Finance. (8th edn). Houghton Mifflin C. [eBook <https://bit.ly/3wz9ZCw>]

Additional Reading

-> (2009) City Essentials: An introduction to financial mathematics, BPP Learning media.

-> Buchanan, R. (2012). An undergraduate introduction to financial mathematics. (3rd edn). World Scientific Publishing.

-> Zima, P. (2011). Mathematics of Finance (2nd edn). McGraw-Hill.

-> Frensidy, B. (2008). Financial Mathematics. Penerbit Salemba Empat. [eBook available]

MODULE PLAN SESSIONS :

Plan Session 01 :

- Simple Interest
- Exact and ordinary interest
- Exact and approximate time
- Average interest rat

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

A reading & assignments list can be found in Moodle E learning.

Plan Session 02 :

Simple interest: payment with installment

- simple interest : Present & Future value
- Bank discount
- Simple discount and simple interest

Tutorial 1

Exercises & Financial Modeling Using Excel VB

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Home-Work N° 1:

Preparing the exercises of tutorial 1

A reading & assignments list can be found in Moodle E learning.

Plan Session 03 :

- Simple discount and simple interest
- Interest rate equivalent to a discount rate
- Promissory notes
- Concept of equivalence
- Other discount instruments

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Bank discount

A reading & assignments list can be found in Moodle E learning.

Plan Session 04 :

Tutorial 2
Exercises &
Financial Modeling Using Excel VBA

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Home-Work N° 2:
Preparing the exercises of tutorial 2

A reading & assignments list can be found in Moodle E learning.

Plan Session 05 :

- Compounding more than once a year
- Finding the rate and the time
- Compound interest : Present & Future value

Tutorial 3 Exercises & Financial Modeling Using Excel VBA

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Compound interest

A reading & assignments list can be found in Moodle E learning.

Plan Session 06 :

Tutorial 3
Exercises & Financial Modeling Using Excel VBA

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Home-Work N° 3:
Preparing the exercises of tutorial 3

A reading & assignments list can be found in Moodle E learning.

Plan Session 07 :

- Concept of equivalence
- Annuities
 - Ordinary annuity
 - Annuity due
 - Determining the term of an annuity
 - Determining the interest rate

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Annuities

A reading & assignments list can be found in Moodle E learning.

Plan Session 08 :

Tutorial 4
Exercises &
Financial Modeling Using Excel VBA

READING / ASSIGNMENTS TO BE DONE BEFORE CLASS

Home-Work N° 4:
Preparing the exercises of tutorial 4

A reading & assignments list can be found in Moodle E learning.



SYLLABUS

FI301E_B_0108_22

Concepts of Corporate Finance

ACADEMIC AREA	: FINANCE AND ACCOUNTING
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Mrs. Maria TSELIKA
INSTRUCTOR(S)	: Mrs. Canan YILDIRIM Mrs. Maria TSELIKA
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

An introductory finance course (AC101F and AC102F or equivalent).

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Understand time value of money
2. Value stocks and bonds
3. Assess risk and return of financial assets
4. Evaluate investment projects
5. Estimate a corporation's cost of capital
6. Assess a corporation's optimal capital structure
7. Explain how a corporation's capital structure impact on investment decisions

TOPICS COVERED :

- . The corporation
- . Financial markets
- . Time value of money
- . Valuation in an uncertain environment
- . Capital structure in a perfect market
- . Capital structure fallacies
- . Valuing stocks
- . Dividends vs investment and growth
- . Valuing bonds
- . The effect of CSR in valuation (added value, investor preferences)

RESEARCH-LED TEACHING :

How investor preferences affect the concept of value: Looking into CSR as a new factor.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

Introduce CSR as a concept
 Link CSR to agents' preferences
 Introduce added value by CSR
 How does CSR affect market sentiment and credibility of a corporation.

CSR NB HOURS :

3

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 08 - Decent work and economic growth
- 10 - Reduced inequalities
- 13 - Climate action

TEACHING METHODS :

Classroom time will be used for lectures and in-class exercises linked to lectures. Part of the in-class time will be dedicated to small cases and links to research- society. In addition, students are expected to prepare themselves through reading recommended textbooks prior to the lectures and solving exercises at the end of each chapter.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Quiz	15%	1h	1, 2, 3,4
Continuous	Group	Group project	25%	15' per group	1, 2, 3, 4, 5, 6, 7.
Final	Individual	Final written exam	60%	2 hrs	1, 2, 3, 4, 5, 6, 7.

Assessment 1 details:

Multiple choice exam testing understanding of the basic concepts and ability to use key tools of analysis.

Assessment 2 details:

Presentation on campus or online (depending of the mode of teaching) of a group project regarding a specific company/case. Groups of maximum five students.

Assessment 3 details:

Multiple choice and small open questions exam with an emphasis on problems testing if the students can explain and/or comment on their solutions/findings OR Classical written exam to be delivered in class.

ACADEMIC INTEGRITY :

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BIBLIOGRAPHY :

Ross, S.A., Westerfield, R.W., and Jordan B.D. (2021). Fundamentals of Corporate Finance. (13th edn). McGraw-Hill.

Additional Reading

Berk, J. and P. DeMarzo. (2019). Corporate Finance. (5th edn). Pearson. [eBook <https://vu.fr/7OFP>].

Keown, A.J., Martin, J.D, and Petty, J.W. (2019). Foundations of Finance. (10th edn). Pearson Education. [eBook <https://bit.ly/3AH3Sx7>]

Please note that any other finance textbook in the Learning Center with the title 'Corporate Finance' will be fine as well as older editions of the books listed above.

Students should consult regularly the financial press (a free access is possible through the Learning Center website (Europresse). Additional readings may be distributed during the class.

MODULE PLAN SESSIONS :

Plan Session 01 :

Introduction to Corporate Finance

Related Chapters: Ross, Westerfield, and Jordan (RWJ), Ch.1

Topics: Financial management decisions, Legal forms of business, The goal of financial management, Financial market system and financing of business.

Popular press articles: Market sentiment

Plan Session 02 :

Time Value of Money

Related Chapters: RWJ, Chs. 5 & 6

Topics: Mechanics of compounding and bringing back the value of money back to present, PV of uneven stream of payments, Annuities, Perpetuities.

Plan Session 03 :

Time Value of Money

Related Chapters: RWJ, Chs. 5 & 6

Topics: Mechanics of compounding and bringing back the value of money back to present, PV of uneven stream of payments, Annuities, Perpetuities.

Plan Session 04 :

Security Valuation

Related Chapters: RWJ, Chs. 7 & 8

Topics: Basic process for valuation of assets, Bond features and types of bonds, Bond valuation, Characteristics of common stocks, common stock valuation.

Plan Session 05 :

Security Valuation, Cont.

Related Chapters: RWJ, Chs. 7 & 8

Topics: Basic process for valuation of assets, Bond features and types of bonds, Bond valuation, Characteristics of common stocks, common stock valuation.

Practice examples

Plan Session 06 :

Capital budgeting

Related Chapters: RWJ, Chs. 9, 10 and 11

Topics: Valuing projects, Capital investment decision analysis

Related material from popular press: How does the macroeconomic factors affect investment decisions and financing via credit

Plan Session 07 :

Capital structure

Related Chapters: RWJ, Chs. 14 and 16

Topics: Cost of capital, Financial leverage, Capital structure policy

Research Material given to read

Plan Session 08 :

Capital structure

Small Recap.

Exercises to be given for practice.

Research related material discussion: How does CSR affects the value creation?



SYLLABUS

FI303E_B_0108_22

Financial Analysis

FINANCE AND ACCOUNTING

IBPM / UGTC LEVEL 3 IBPM

FALL

Mrs. Carmela D'AVINO

Mrs. Carmela D'AVINO

24 hours

75 hours (Class preparation, homework and assessments)

4.0 ECTS

PRE-REQUISITE MODULES :

A basic course of Finance (AC101F and AC102F or equivalent)

Co-requisite: FI301E_B Concepts of Corporate Finance

MODULE DESCRIPTION :

Financial analysis is compulsory to understand how a business is performing. This module is intended to provide students with the basic concepts of financial analysis, and should get them acquainted with the tools associated. The analysis is based on financial statements that reflect management needs for clear organized financial information.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Identify the components, purpose, relationships and importance of the main financial statement
2. Determine the difference between investment and financing
3. Analyse financial performance with basic ratios
4. Use financial information to assess a company's health and its strategy

TOPICS COVERED :

- . The main financial statement (balance sheet, income statement, cash-flow statement)
- . Tools of financial analysis
- . The working capital analysis; liquidity analysis
- . Analysis of returns (ROCE, ROE)
- . Market ratios

RESEARCH-LED TEACHING :

NA. This course is based on tools and methods.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

Corporate social responsibility and financial analysis will be briefly discussed in session 7. We will discuss the extent to which CSR may have an effect on financial analysis.

CSR NB HOURS :

1

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 09 - Industry, innovation and infrastructure
- 16 - Peace, justice and strong institutions

TEACHING METHODS :

Students are expected to have read all available material before the session. Each session will start with a short presentation of the concepts, where the instructor will be ready to answer questions. The concepts will then be applied to exercises, examples taken from companies annual reports or from recent international finance articles when appropriate. Students are expected to take part in class discussion, and to work in small groups when necessary.

The financial analysis of companies is usually undertaken so that investors, creditors, and other stakeholders can make decisions about those companies. The focus of this course is on the financial analysis of companies that are publicly traded and therefore make public the data and information needed by stakeholders.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Group project	40%	30 min	1,2,3,4
Final	Individual	Final written exam	60%	2 hours	ALL

Assessment 1 details:

To provide an assessment of a company's financial health through a solid and detailed analysis of its accounts. This assessment will consist of a written report and a supporting final presentation.

ACADEMIC INTEGRITY :

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BIBLIOGRAPHY :

-> Gibson, C.H. (2013). Financial Reporting and Analysis. (13th edn). Cengage Learning.

Additional Reading

-> White, G., et al. (2003). The analysis and use of financial statements. (3rd edn). John Wiley & Sons.

- Also available in French: Vernimmen, P. (2019). Finance d'entreprise 2020. (18e edn). Dalloz.

- Their English website: <http://www.vernimmen.com>

- Their French website: <http://www.vernimmen.net>

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

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / . Understanding Financial Statements and Annual Reports

Income Statement ; Balance Sheet;Cash-flow Statement . Guidelines for group project.

Plan Session 02 :

2 / . Basics of Financial Analysis.

Plan Session 03 :

3/ Liquidity and Short Term assets. Short-term debt-paying ability.

Plan Session 04 :

4 / Long-term paying ability

Plan Session 05 :

5 / . Profitability analysis.

Plan Session 06 :

6 / . An investor's perspective.

Plan Session 07 :

7 / . Cash-flow statement and social responsibility of the firm.

Plan Session 08 :

8 / Group Assignment.

Presentations and discussions.



SYLLABUS

MK303E_B_0108_22

Omni Channel Management & Distribution

ACADEMIC AREA	: MARKETING
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Mr. Muhammad Akib WARRAICH
INSTRUCTOR(S)	: Mr. Muhammad Akib WARRAICH
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

"MK102E - Marketing Mix" or equivalent.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Analyse and evaluate a variety of distribution options for a company (wholesaler, retailer, franchise, mail order, e-tailing...).
2. Identify the needs of channel members, of their customers, and the appropriate tools to be implemented.
3. Recognise the benefits and pitfalls of a multi-channel strategy.
4. Describe the current situation of a good & service from a distribution & Channel strategy point of view, and make strategic recommendations for this good & service.
5. Make recommendations and be able to present them.
6. Present a team work synthesis (or individual work) to the audience.

TOPICS COVERED :

- . Overview of different distribution options (wholesaler, retailer, franchise, mail order, e-commerce...).
- . The Omni-Channel Strategy.
- . The Multi-Channel Strategy.
- . Franchising Strategy
- . The role of "Place" in the marketing mix.
- . Blue Ocean Strategy
- . Location analysis.
- . Bricks and clicks - the changing face of distribution.
- . B2B, B2C, C2C configurations.
- . Using pull & push marketing communications within the channel.
- . Overview of French Retail sector (GMS) and major differences with other retailing systems.
- . Overview of merchandising.

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

-

TEACHING METHODS :

1. Lectures
2. In class discussion
3. Case study analysis
4. Journal article analysis

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Study case	20%		ILO 1,2 &3
Continuous	Group	Company evaluation	20%		ILO 3,4,5&6
Final	Individual	Final written exam	60%		ILO1,2,3,4,5&6

Assessment 1 details:

A case study presentation - group work.

Assessment 2 details:

A presentation for an international company - group work.

Assessment 3 details:

A final written exam

ACADEMIC INTEGRITY :

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BIBLIOGRAPHY :

-> Berman, B. (Latest Edition). Retail Management: A Strategic Approach. Pearson. [eBook <https://bit.ly/3BgrPx5>].

Additional Reading

-> Coughlan, A. (2013). Marketing Channels. (7th edn). Pearson.

-> Sternquist, B. (2018). International Retailing. (3rd edn). Fairchild Publishers.

-> Wheeler, S. (1999). Channel Champions: How leading companies build new strategies to serve customers. Jossey-Bass Publishers.

-> ADMAP, Ideas and evidence for marketing people, Mensual Revue, March & June 2011.

-> International journal of retail and management.

MODULE PLAN SESSIONS :

Plan Session 01 :

1. Session One: Introduction to the module, Course Outline and assessment strategy Introduction to Retailing (Chapter 1), Building Relationships in Retailing (Chapter 2)

Plan Session 02 :

2. Session Two: Strategic Planning in Retailing (Chapter 3), Franchising Strategy, Retail institutions by Ownership (Chapter 4)

Plan Session 03 :

3. Session Three: Retail institution by store-based strategy mix (Chapter 5), Blue ocean strategy, Identifying Consumers and understanding customers (Chapter 6)

Plan Session 04 :

4. Session Four: Trade area analysis (Chapter 9), Site selection (Chapter 10)

Plan Session 05 :

5. Session Five: Operations management: Financial dimensions (Chapter 12), Operations management: Operational dimensions (Chapter 13)

Plan Session 06 :

6. Session Six: Developing merchandise plans (Chapter 14), Implement merchandise plans (Chapter 15)

Plan Session 07 :

7. Session Seven: Financial merchandise management (Chapter 16), Pricing in retailing (Chapter 17), Promotional Strategy (Chapter 19)

Plan Session 08 :

8. Session Eight: Group project presentation and report submission



SYLLABUS

MK306E_B_0108_22

Digital Marketing Strategy

ACADEMIC AREA	: MARKETING
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Mr. Ronan JOUAN DE KERVENOAEL
INSTRUCTOR(S)	: Mr. Alexandre LE RIBOTER Mr. Ronan JOUAN DE KERVENOAEL Mrs. Tunyaporn VICHENGIOR
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

"MK101N - Analyse Marketing", "MK102E - Marketing Mix" and "IS201E - Information Systems and Web based Operations" or equivalent.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Create a digital marketing strategy,
2. Evaluate consumer behaviour in the digital age,
3. Integrate digital media tools into marketing and communications strategies.

TOPICS COVERED :

- Analysis of Macro trends in digital media: one-way media (T.V, print, radio) to two-way media (Internet) to many-way media (social, mobile) to personalised-1-to-1 automated media (chatbots and M2M)
- Digital marketing transformation: applying digital platforms to marketing objectives,
- Consumers and digital communication: interactivity, dialogue, permission,
- The digital as a support for new business models, frameworks, steps: SOSTAC, SMART, RFM, REACH, attribution models, co-creation, crowd sourcing models etc.
- Social media multiple channels and use
- Pricing in the digital environment,
- Controlling digital marketing activities
 - Gamification
- Creation in group of a website for a small business using free software like Wix
- Key vocabulary related to internet / digital applications.

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

- IT and energy consumption
- IT and addiction
- Digital divide

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 03 - Good health and well-being
- 04 - Quality education
- 09 - Industry, innovation and infrastructure
- 12 - Responsible consumption and production

TEACHING METHODS :

- Pre-readings (book chapters), class discussion, group activities and case studies will supplement initial teacher input.
- Set of Power point presented at each session
- Set of Videos to watch and analyse often in your own time.

-Before each session, students are expected to download/print the slides, read the appropriate chapter(s) in the text book and the additional readings given on the syllabus (see e-learning site)
- After each session students are also responsible to re- or watch the videos on the e-learning site that were not covered in class. These videos are part of the overall learning material and should be used as tools

Students, in groups, will be required to apply concepts in real business situations through the building of a website/social media page for a small business in Rennes.
Summaries of each session as a 1 page PPT will also be required in group.

Optional online resources: To learn more about specific topics other supplemental online resources could be used. Here are some examples:

- <https://www.coursera.org/>
- <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights>

- <http://technorati.com/>
- <http://www.sethgodin.com/sg/>
- <http://www.chrisbrogan.com/>
- <http://www.splashmedia.com/blogs/>
- <http://www.likeable.com/blog/>
- <http://www.marketingtechblog.com/>
- <http://heidicohen.com/>
- <http://pushingsocial.com/>
- <http://www.thesaleslion.com/>
- <http://blog.hubze.com/>
- <http://www.jeffbullas.com/>
- <http://www.viralblog.com/>
- <http://socialmouths.com/blog/>

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
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Continuous	Group	Group project	40%	15 min presentation	all - 1-2 &3
Final	Individual	Final written exam	50%	3hrs	all - 1-2 & 3
Continuous	Group	Group project	10%	at home	2&3

Assessment 1 details:

Design of a website or Instagram full profile for a small business in Rennes that do not have yet a digital presences + 1 pages executive summary

Assessment 2 details:

Two argumentative essay questions - one based on a small case and one generic combining different aspects and models learned during module- timed 3 hrs

Assessment 3 details:

A written summary of each session (or 7 summaries in total for each group) including a summary of the book chapter, a summary of videos associated with the session, a summary of the discussion in class; a summary of 1 article/report as further reading.

Format 2 PPTs slides per session.

-slide 1: 3 column (book summary, video summary, lecture summary)

-slide2: article / report summary

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BIBLIOGRAPHY :

-> Chaffey, D. and Ellis-Chadwick, F. (2019) or (2022). Digital Marketing: Strategy, implementation and practice. (7/8th edn). Harlow: Pearson Education. [eBook available: <https://bit.ly/2Z69h2e>].

Additional Reading

Berman, B. (2016). Planning and implementing effective mobile marketing programs Business Horizons, Volume 59, Issue 4: 431-439.
 Cara Brems, Martina Temmerman, Todd Graham & Marcel Broersma (2017). Personal Branding on Twitter, Digital

Journalism, 5:4, 443-459.

De Kervenoael, R., Schwob, A., Palmer, M., Simmons, G. (2016). "Chronic smartphone gaming consumption and positive coping practice" under second review Information Technology & people 30:2.

Elms, J. de Kervenoael, R. and Hallsworth, A. (2016). "Internet or Store? An ethnographic study of consumers' internet and store-based grocery shopping practices", Journal of Retailing and Consumer Services, 32: 234-243.

Gandini, A. (2016). Digital work: Self-branding and social capital in the freelance knowledge economy, Marketing Theory, Vol. 16(1) 123-141.

Hofacke, C., de Ruyter, K., Lurie, N., Manchanda, P., Donaldson, J., (2016). Gamification and Mobile Marketing Effectiveness Journal of Interactive Marketing, Volume 34: 25-36.

Stephen, A., (2017). The role of digital and social media marketing in consumer behaviour, Current Opinion in Psychology, Volume 10: 17-21.

Urban, G., Gosline, R., Lee, J. (2017). The Power of Consumer Stories in Digital Marketing MIT Sloan Management Review, 58(4): 1-13.

MODULE PLAN SESSIONS :

Plan Session 01 :

Session 1: Introduction to Digital Marketing Module - Principles and Drivers of the New Marketing Environment: A business perspective

Deduce how to gain strategic advantages and face challenges through the use of digital strategies.

Chaffey, D. and Ellis-Chadwick, F. (202). Digital Marketing. Strategy, implementation and practice. (8th edn). Harlow: Pearson Education. Read Chapter 1

Further reading:

- Meet Generation Z: Shaping the future of shopping (August 2020)
- Culture for a digital age McKinsey (July 2017)
- Five areas of growth for digital marketing in ASEAN Mc Kinsey (2021)

Plan Session 02 :

Session 2: Consumers and digital communication:

Evaluate the appropriateness and difficulties of consumers to digitalisation of business strategies.

Read: Chapter 2& 3 main text book

Further reading:

- Preparing for loyalty's next frontier: Ecosystem McKinsey (March 2020)
- Discussion in digital: Influencer marketing is ready for its close-up McKinsey (April 2020)
- Digitizing customer journeys and processes: Stories from the front lines (May 2017)

Plan Session 03 :

Session 3: Digital marketing plan and impact of digital media on the marketing mix

Evaluate the stages of digital transformation. Delivering the digital marketing customer experience and the 7Ps

Read: Chapter 4 & 8

Further reading

- The next-generation operating model for the digital world (March 2017)
- Toward an integrated technology operating model (October 2017)
- Scaling a transformative culture through a digital factory (May 2017)

Plan Session 04 :

Session 4: Social Media from a digital marketer perspective

Evaluate the appropriateness and characteristics of different social media channels. Consider how different aspects of marketing communication are important to develop a successful SM campaign.

Read chapter: 6

Further reading:

- Branding in the age of social media, Holt (2016) Harvard Business Review
- Six vectors of success in online fashion Mc Kinsey 2020
- 50 Expert Tips for Getting Started on Social Media, Ryan Pinkham
<https://blogs.constantcontact.com/getting-started-social-media-tips/>
- 6 Key Questions to Ask Before Creating Your Social Media Strategy June 20, 2017 Christian Brink
<https://www.addthis.com/academy/questions-about-social-media-strategy/>

Plan Session 05 :

Session 5: Pricing philosophy in the digital environment

Pricing is a challenging project for most companies. It's possibly even more complicated for online businesses. E-Commerce, online marketing and selling to digital consumers, creates some challenges for companies to determine prices.

Read chapter: No main book chapters p 160-211

Further reading:

- Digital marketing transformation: Payments at a crossroads (McKinsey, June, 2016)
- Digital pricing transformations: The key to better margins (2021)
<https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Marketing%20and%20Sales/Our%20Insights/Digital%20pricing%20transformations%20The%20key%20to%20better%20margins/digital-pricing-transformations-the-key-to-better-margins.pdf?shouldIndex=false>
- Shekhar, S., Manoharan, B., & Rakshit, K. (2020). Going cashless: Change in institutional logic and consumption practices in the face of institutional disruption. *Journal of Business Research*, 114, 60-79.

Plan Session 06 :

Session 6: Metrics and controlling activities

Assess the impact of digital marketing decisions and improving future capabilities

Read: Chapter 10

Further reading:

- Using buzz analytics to gain a product and marketing edge (May 2016)
- The secret to great marketing analytics? Connecting with decision makers (McKinsey, January 2016)
- What's now and next in analytics, AI, and automation (McKinsey, May 2017)

Plan Session 07 :

Session 7: Gamification

Read: chapters 7-8

Further reading:

- How to Boost Engagement with Gamification in Digital Marketing

<https://www.elegantthemes.com/blog/marketing/gamification-in-digital-marketing>

- 5 BENEFITS OF USING GAMIFICATION IN YOUR DIGITAL MARKETING STRATEGY

<https://www.digitalmarketing-conference.com/5-benefits-of-using-gamification-in-your-digital-marketing-strategy/>

Plan Session 08 :

Session 8: Website presentations + discussions of planning strategy applied +1 pages max executive summary

ACADEMIC AREA : **MARKETING**

PROGRAMME :

PERIOD : **FALL**

COORDINATOR : **Mrs. Malak EL HALABI**

INSTRUCTOR(S) : **Mrs. Malak EL HALABI**

CONTACT HOURS : **24 hours**

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

CREDITS : **4.0 ECTS**

PRE-REQUISITE MODULES :

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

- Apply knowledge & mobilize data to analyze practical business situations and facilitate decision-making

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

TOPICS COVERED :

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

TEACHING METHODS :

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed

ACADEMIC INTEGRITY :

BIBLIOGRAPHY :

Additional Reading

MODULE PLAN SESSIONS :



SYLLABUS

SC301E_B_0108_22

Supply Chain Management

ACADEMIC AREA	: SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Dr. Maher AGI
INSTRUCTOR(S)	: Dr. Maher AGI
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Understand supply chain processes, drivers and metrics
2. Analyze the impacts of supply chain decisions on performance
3. Analyse and learn how to develop supply chain strategies
4. Understand product availability management and related trade-offs
5. Understand the distribution networks design
6. Understand supply chain dynamics
7. Understand and implement supply chain coordination processes
8. Understand the role of pricing and implement revenue management in a supply chain
9. Understand the importance of sustainability in the supply chain
10. Identify opportunities for improving sustainability the supply chain

TOPICS COVERED :

- Supply chain processes
- Supply chain strategies
- Distribution network design
- Product availability management
- BWE and supply chain dynamics
- Coordination in the supply chain
- Pricing and revenue management in the supply chain
- Sustainable supply chain management

RESEARCH-LED TEACHING :

Coordination in the supply chain and sustainable supply chain management topics will benefit from a developing research corpus to which I have been contributing for a while. This will include identifying problematic aspects in coordination and approaches to solve them, with a special focus on coordination for sustainable supply chain management.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :**CSR NB HOURS :**

3

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 09 - Industry, innovation and infrastructure
- 12 - Responsible consumption and production

TEACHING METHODS :

The class format includes lectures, exercises, case studies, case discussions and readings. The content covers both quantitative and qualitative materials. Active participation in class is important throughout the course.

This module makes use of the some practical examples and illustrations. Many of these were provided by textbooks about famous companies, some also come from professional journals, academic papers and even newspapers. The case exercises and study activities are there to provide an opportunity for students to think further about the ideas discussed in this module.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Group	Group project	30%	15 mn per group	All
Final	Individual	Final written exam	70%	2 hours	All

Assessment 1 details:

Group Presentation

Your continuous assessment mark for the presentation will be based on:

- o Presentation skill and style / Interaction with audience - 10%
- o Logic of presentation - 20%
- o Command / understanding of the material - 40%
- o Quality of arguments and recommendations - 30%

Assessment 2 details:

Theory questions that provide evidence of achieving the learning objectives

Problem/ case solving that provide evidence of having the skills required for problem analysis and contextualized decision making

ACADEMIC INTEGRITY :

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

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.

Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

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 :

Chopra, S. and Meindl, P. (2018). Supply Chain Management: Strategy, Planning and Operation. (7th edn). Upper Saddle River, Pearson Education. [eBook <https://bit.ly/39FyMg2>]

Cachon, G., & Terwiesch, C. (2012). Matching Supply With Demand: An Introduction To Operations Management. McGraw Hill.

Monczka, R.M., Handfield, R.B., Giunipero, L. and Patterson, J.L. (2020). Purchasing and Supply Chain Management. (7th edn). South Western. [eBook <https://bit.ly/3zxOIYq>]

Additional Reading

Heizer, J., Render, B., Munson, C., & Sachan, A. (2017). Operations management: sustainability and supply chain management, 12/e. [eBook <https://bit.ly/333Uze9>]

Sarkis, J. (2019). The handbook on the sustainable supply chain: An introduction. In Handbook on the Sustainable Supply Chain (pp. 1-10). Edward Elgar Publishing.

Kyle J. Ritchie & Eric Corey Freed (2021), Circular Economy for Dummies, John Wiley & Sons. [eBook <https://bit.ly/3zVYmHV>]

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / Introduction to supply chain management and supply chain process

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 1 & 3.

2 / Supply chain strategies

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 2.

Plan Session 02 :

3 / Managing product availability in the supply chain

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 4-6.

4 / Distribution network and network design in the supply chain

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 4-6.

Plan Session 03 :

5 / BWE and SC coordination practices

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 4-6.

6 / Pricing and revenue management in the supply chain

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 4-6.

Plan Session 04 :

7 / Sustainable supply chain management

- Case discussion in class
- Do homework problems - be prepared to discuss in class
- Read material on Module's support site - be prepared to discuss in class
- Read Chopra & Meindl, Ch. 18.

8 / Presentation of Group Works.



SYLLABUS

SC302E_B_0108_22

Purchasing Management

ACADEMIC AREA	: SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Mrs. Laure SUSTANDAL
INSTRUCTOR(S)	: Mrs. Laure SUSTANDAL
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

Basic concepts in marketing, management, organization, accounting. A first approach of purchasing as a customer and/or in firms.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Sustainable purchasing function as an adding value process
2. Search, Analyze, Assess the suppliers, products and markets,
3. Segment purchases in families by homogenous markets
4. Identify external and internal constraints of each family or market
5. Formulate a purchasing policy according to the company strategy
6. Purchasing function management and appropriate dash-board
7. Purchasing computations and budget
8. Procurement strategy and lead

TOPICS COVERED :

- . Systemic approach of the purchasing function,
- . Business Process Analysis of the three intertwined processes of supply, purchase and purchasing marketing,
- . Theory of constraints to build an analytical model of market segmentation.
- . Sustainable purchasing

RESEARCH-LED TEACHING :**CSR AND SUSTAINABLE DEVELOPMENT GOALS :**

- slides
- articles
- recommendations
- videos
- business examples (in practice)
- group report (to apply the knowledge)

CSR NB HOURS :

8

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 03 - Good health and well-being
- 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
- 12 - Responsible consumption and production
- 13 - Climate action
- 14 - Life below water
- 15 - Life on land
- 17 - Partnership for the goals

TEACHING METHODS :

The teaching methods will involve lectures, real cases studies, discussions and use of purchasing tools. As the student will have frequently to access at the internet or use EXCEL spreadsheet for decision analysis, the students are required to bring their laptop computer at each session.

Student will be asked to make real contacts with real companies, in order to conduct a project that will illustrate how theoretical concepts developed during the course are implemented in the real life of industrial or services companies and addresses real problems found in practice and must be sources of sustainable proposals

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Final	Individual	Final written exam	60%	2 hours	all
Continuous	Group	Report	40%		1-2-3-4-5-6-7

Assessment 1 details:

Case study and questions to understand, to analyse, and to apply theories, concepts, and appropriate tools to find key sustainable solutions.

Assessment 2 details:

To develop the firm sustainable purchasing. The students will make a purchasing project report in sub-groups.

ACADEMIC INTEGRITY :

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, and 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.

Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

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BIBLIOGRAPHY :

Monczka, R.M, Handfield, R.B., Giunipero, L.C, Patterson, J.L. (2020). Purchasing and supply chain management. (7th edn). Boston, MA : Cengage Learning. [eBook <https://bit.ly/3SocvVp>].

Additional Reading

-> Leenders, Michiel R.. Mcgraw Hill Higher Education. Purchasing and supply management. 2020. 544 p. Language: English, Database: Learning Center - Rennes School of Business

-> O'Brien, Jonathan. London, United Kingdom : Kogan Page. 2019. Category management in purchasing: a strategic approach to maximize business profitability eBook., [eBook <https://bit.ly/33x5Blp>]

-> Johnsen, Thomas E.. Abingdon : Routledge. 2018. Purchasing and supply chain management, a sustainability perspective. 426 p. Language: English, Database: Learning Center - Rennes School of Business

MODULE PLAN SESSIONS :

Plan Session 01 :

1 / Purchasing process / Lecture and application

Plan Session 02 :

2 / How to find the products or services answering your needs / Lecture and application

Plan Session 03 :

3 / Purchasing methods / Lecture and application

Plan Session 04 :

4 / Sustainable purchasing / Lecture and application

Plan Session 05 :

5 / Lean and purchasing / Lecture and application

Plan Session 06 :

6 / Purchasing using IT and agility / Lecture and application

Plan Session 07 :

7 / Purchasing computations (costs and accounting) / Lecture and application

Plan Session 08 :

8 / Purchasing Lead and procurement / Lecture and application

Plan Session 09 :



SYLLABUS

SC303E_B_0108_22

Inventory Management & Warehousing

ACADEMIC AREA	: SUPPLY CHAIN MANAGEMENT AND INFORMATION SYSTEMS
PROGRAMME	: IBPM / UGTC LEVEL 3 IBPM
PERIOD	: FALL
COORDINATOR	: Dr. Renaud MACGILCHRIST
INSTRUCTOR(S)	: Dr. Renaud MACGILCHRIST
CONTACT HOURS	: 24 hours
STUDY TIME	: 75 hours (Class preparation, homework and assessments)
CREDITS	: 4.0 ECTS

PRE-REQUISITE MODULES :

Familiarity with basic notions of probability.

MODULE DESCRIPTION :

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

-

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Identify the factors that affect demand and be able to use a variety of forecasting techniques to estimate future demand.
2. Illustrate the forecasting techniques with the help of MS Office.
3. Explain the significance of inventory management in business;
4. Explain the role of inventory management across the various functions of the firm and within the broader context of the supply chain.
5. Describe the fundamental inventory models and when to use them in practice;
6. Use quantitative inventory models to make decisions, and explain the logic behind these models;
7. Discuss how uncertainty impacts inventory systems and describe approaches to making inventory decisions when uncertainty is involved.

TOPICS COVERED :

- . Demand Forecasting
- . Inventory Management
- . Excel modelling

RESEARCH-LED TEACHING :

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

CSR NB HOURS :

SUSTAINABLE DEVELOPMENT GOALS COVERED :

-

TEACHING METHODS :

In this course, active and collaborative teaching methods are used. Among these methods, in class exercises cover a wide variety of inventory management problems. Students work in groups in the class, refer to course material, discuss the topics and solve problems. Whereas, case studies require detailed analysis and integration of the knowledge of several chapters. Case studies are also designed to foster team work skills.

This course aims at analysing major problems in inventory management and discussing warehousing in the context of supply chains. Case study and in-class exercises address the issues that are encountered in real business environments. In addition, students are encouraged to do team work and discuss real life problems.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Final	Individual	Final written exam	60%	3 hours	All
Continuous	Group	Group project	40%		Practical implementation

Assessment 1 details:

an exam with a questionnaire and exercises based on those done in class

Assessment 2 details:

Students will be asked to do and present a case study or methodological investigation of inventory management. They will be provided with material.

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. Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

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BIBLIOGRAPHY :

Ref 1. Render R., Stair R., and Hanna M. Jr., (2017). Quantitative Analysis For Management. (13th edn). Pearson . [eBook: <https://bit.ly/3osBsCN>]

Ref 2. Nahmias, S. and Olsen T. L. (2015). Production and Operations Analysis. (7th edn). Waveland Press.

Ref 3. J. Heizer and B. Render (2019). Operations Management: Sustainability and Supply Chain. (13th edn). Pearson. [eBook: <https://bit.ly/3B8R2Xv>].

Additional Reading

-> Ref 4. Van Ryzin, G.J. 2001. 'Analyzing inventory cost and service in supply chains', Columbia Business School Press.

MODULE PLAN SESSIONS :

Plan Session 01 :

Introduction and Course Overview.. Revision of basic concepts of probability.

Plan Session 02 :

Forecasting Models 1
Moving average techniques
Excel example

Plan Session 03 :

Forecasting Models 2
Moving average techniques
Excel example

Plan Session 04 :

Forecasting Models 3
Decomposition techniques
Excel examples

Discussion of projects

Plan Session 05 :

Forecasting Models 4
Holts and Winter models
Excel examples

Discussion of projects

Plan Session 06 :

Inventory Management: Deterministic and Probabilistic Models 1
Discussion of projects

Plan Session 07 :

Inventory Management: Deterministic and Probabilistic Models 2
Discussion of projects

Plan Session 08 :

Project Presentations and Discussions
Sample exam.

Plan Session 09 :

Project Presentations and Discussions
Sample exam