La Rochelle BUSINESS SCHOOL

2018
2019

Specialised Masters Programmes (MSc)

Programme Specifications & Details

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The contents of this handbook are as far as possible up to date and accurate at the date of publication.

Changes and restrictions are made from time to time and the Business School reserves the right to add to, amend, or withdraw courses and facilities, to restrict student numbers and to make any other alterations as it may deem necessary. Changes are published by incorporation in the next edition of the Handbook.

Students should retain their copy of the Handbook during their course but copies will be available for consultation online and in the Business School Office.

It is the responsibility of each individual student to become familiar with all Business School Regulations that apply to them, and in particular with any changes made to their Programme Regulations.

1. Specialised Masters Programmes (MSc)

The programme offers students the opportunity to participate in an MSc scheme of study with specialisations in International Management, Sustainability, Marketing, Tourism and Finance. The overall aim of the programme is to enable its participants, through the development of their management and leadership capabilities, to assist or direct their organisations to become more effective and efficient in a rapidly changing, complex and knowledge-based economy. The MSc programme in 2 years is developed in pedagogical partnership with the ESG-UQAM School of Management at the University of Quebec in Montreal, which delivers the MBA certificate. Students who enter the programme directly in Year 2 will be graduated of La Rochelle Business School MSc.

The philosophy of the programme derives from the principles of reflective practice and experiential learning. Students will engage with principles and theories of business, management and organisation which will provide them with frameworks for reviewing, reflecting, analysing and critiquing existing individual and organisational practices as well as providing new knowledge and skills which will enable enhanced and more appropriate practices to be developed. The outcome of this process will be a critical appreciation, in order to build strategic capabilities and to understand contemporary management and organisational issues in a context of change. The development of students as managers and leaders to maximise the performance of the organisation underpins the philosophy. The programme embodies principles of reflective practice, critical thinking and developing reflexivity.

The more detailed objectives of the programme are to enable students to:

- Develop relevant management and organisation knowledge, both academic and professional, in line with postgraduate standards/benchmarks
- Develop critical reflection skills and engagement with organisation and professional theory to understand, and where appropriate, challenge existing individual and organisational perspectives and practices
- Develop, and where appropriate, apply, new knowledge to add value by enhancing individual and organisational capability
- Develop understanding of the organisation's strategic focus and environment and the impact of the interrelationship between resources, customers, clients, in a changing context
- Develop commitment to continuous personal and professional development, independent and reflective learning
- Engage in individual research and demonstrate the ability to understand and apply management theory.
- Enhance interpersonal and team working skills.

Specialised Masters Programmes (MSc)

Award(s) and programme title(s)	Level of qualification
MSc in… (named Specialisation)	**300 ECTS**

Admissions criteria:

Entry to the programme: Admission requirements for the 2018 entry are:

- **possess an undergraduate degree** (180 ECTS), either in France or abroad.
- meet the admission test requirements of the programme
  - Interview and English Language Tests
  - Written Test based on a business case (for French students only)
  - A Specific list of documents are required for International students
- Applicants with suitable work experience and/or qualifications other than that above may be considered for entry. Exemption may be given on a case-by-case basis for individual modules.

Direct Entry to Year 2 of the programme: Admission requirements for the 2018 entry are:

- **possess an undergraduate degree** (240 ECTS), either in France or abroad.
- meet the admission test requirements of the programme
  - Interview and English Language Tests
  - Written Test (for French students only, not required for candidates with a management academic background)
  - Written Test such as TAGE-MAGE, CAT, GRE, GMAT, PAT or an international equivalent (for international students only, not required for candidates with a management academic background)
  - A Specific list of documents are required for International students
- Applicants with suitable work experience and/or qualifications other than that above may be considered for entry. Exemption may be given on a case-by-case basis for individual modules.

Length and status of the programme(s) and mode(s) of study

Programme	Length (years)	Start dates/months	Mode		
			Face-to-face, campus-based	Distance learning	Other
MSc in…(named specialisation)	2 years full-time	Standard September Entry January Entry	Yes	No	Company Supported mode
Language of study		French or English regarding Specialisation			

Programme accreditation by Professional, Statutory or Regulatory Bodies (if applicable)

The programme specialisations are accredited by the RNCP, the French National Register of Professional Qualifications (vocational diplomas and academic qualifications). The French State acts as guarantor for the level of the qualifications in the Register, in accordance with the provisions of the French Education Code (Code de l'éducation) and the French Labour Code (Code du travail).and ensures the coherence and complementary nature of the academic qualifications as well as their adaptation to changes in qualifications and work.

1.1 Aims and rationale

Rationale
In coherence with its mission, market needs and stakeholder feedback, the essential features of the programme are a blend of academic knowledge, academic skills and personal development attributes. The overall educational aims of the programme are: • to produce high quality graduates with a sound understanding of both strategic management principles and the specialized knowledge and skills which will enable them to pursue meaningful careers. • to provide a relevant, practical programme which closely reflects the changing needs of the specialisation industries thanks to the constant involvement of professionals and consultants in both curriculum design and delivery. • to provide students with opportunities to develop their critical thinking skills and to apply theoretical input to practical management contexts through the use of experiential learning activities including case studies and consultancy projects. • to develop a life-long culture of learning and openness to new ideas by exposing students to a culturally diverse academic faculty and a wide range of guest speakers from partner business schools, industry, consultancies and the professions. • to enhance the employability of our graduates by providing a career and personal development programme designed to raise their self-awareness and understanding of the needs of the employment market.
Programme aims
The main educational aims of this programme are to offer a challenging, flexible scheme of study invigorated by research, which advances students' ability to develop academic and practical insights into the management of organisations. It is intended that students will be encouraged to develop a range of transferable and subject specific expertise. Within this programme there is a natural progression from the compulsory core modules to the specialisation. A student who passes the core modules will have demonstrated they have gained a fundamental understanding of the key subjects and essential issues of importance to management of organisations. Students choose a specialisation which will build on these foundations, further expanding knowledge and understanding in a chosen subject area. Students also apply the skills they have learnt to a particular problem, undertake original work and produce a written dissertation. The programme aims to: • develop a sound basis in which to explore, interpret, evaluate and analyse the business, financial, marketing and human resource issues within a management context and to recognize their interdependencies and interactions in complex situations • allow students to develop an understanding of how key management decisions are made in organisations and apply theory to practice through the use of case studies and experiential learning courses; • encourage independent critical and evaluative skills that can be used to apply independent judgment to management situations; • teach students how to apply the conceptual and practical tools needed to design and initiate research into organisational management; • facilitate self-development into professionally organised and interactive individuals through a specific approach to the personal development of every student

1.2 Programme Outcomes

To gain the qualification the student will have demonstrated subject knowledge and understanding (A), cognitive skills (B) practical and professional skills and other general skills and capabilities (C) specified in the learning outcomes for modules within the programme.

Programme outcomes	
A. Knowledge and understanding	
On completion of this programme the successful student will have knowledge and understanding of: A1. The key concepts, frameworks and models of contemporary management theory in a complex organizational setting. A2. Specialist knowledge and insight into the current issues in the field of management and a given professional area A3. current contributions in the field of a specialist area of management and apply them to their own research questions A4. Another culture and the international nature of business;	**Teaching/learning methods** Students gain knowledge and understanding through a programme of lectures, tutorial classes, workshops and experiential learning courses and through independent study. **Assessment Method** Students' knowledge and understanding is assessed by a variety of assessment methods, both formative and summative. Formal examinations (essay and multiple choice) and a range of coursework submissions (written, oral, individual and group based) allow students to demonstrate their understanding of theory and practice and their ability to sustain a coherent and reasoned argument

B. Cognitive (thinking) skills	
On completion of this programme the successful student will be able to: B1. Contrast and assess management theories, explanations, paradigms and policies and apply them to a range of business contexts B2. Critically evaluate and apply graduate management concepts demonstrating the exercise of initiative, strategic thinking and personal responsibility B3. Achieve effective problem-solving and decision-making by collecting, analysing, synthesising and critically evaluating data and information B4. Recognise and address ethical dilemmas and CSR issues	**Teaching/learning methods** Students learn cognitive skills through the programme of lectures, tutorial classes, directed reading, coursework and through using case studies, together with the student's own independent study. Each core course examines key issues and demonstrates how theory and concepts can be applied to the real world. The tutorial classes and group activities are particularly important in developing thinking skills as these involve extensive opportunities for the exchange of views and ideas in interactive sessions.

B5. Design and systematically undertake business/management dissertation research including the ability to select and justify the focus, scope and methodology of such research	**Assessment Method** Students' cognitive skills are assessed by written examinations and coursework. Coursework enables students to demonstrate their ability to assemble a diverse range of material and apply it to the resolution of a particular problem. Written examinations allow the student to demonstrate their understanding of a range of concepts and issues within a constrained time period. Students are given formative and summative feedback on their coursework, tutorial presentations and exams to enable them to further progress their skills.

C. Practical skills	
On completion of this programme the successful student will be able to: C1. Work effectively within a team to accomplish organisational goals C2. Demonstrate proficiency in written and oral communication using a variety of media C3. Demonstrate employability and cultural sensitivity skills in both scholarly and work-based environments C4. Demonstrate the ability to learn through reflection on practice and experience.	**Teaching/learning methods** Students learn practical skills through a range of learning opportunities, including experiential learning (placement, *Humacité*), and tutorial classes. **Assessment Method** Students' practical skills are assessed by a range of coursework, including placement reports, portfolios, presentations (individual and group) and dissertation. They are expected to demonstrate their understanding and competence in a range of skills in the final year courses.

1.3 Programme Learning Goals

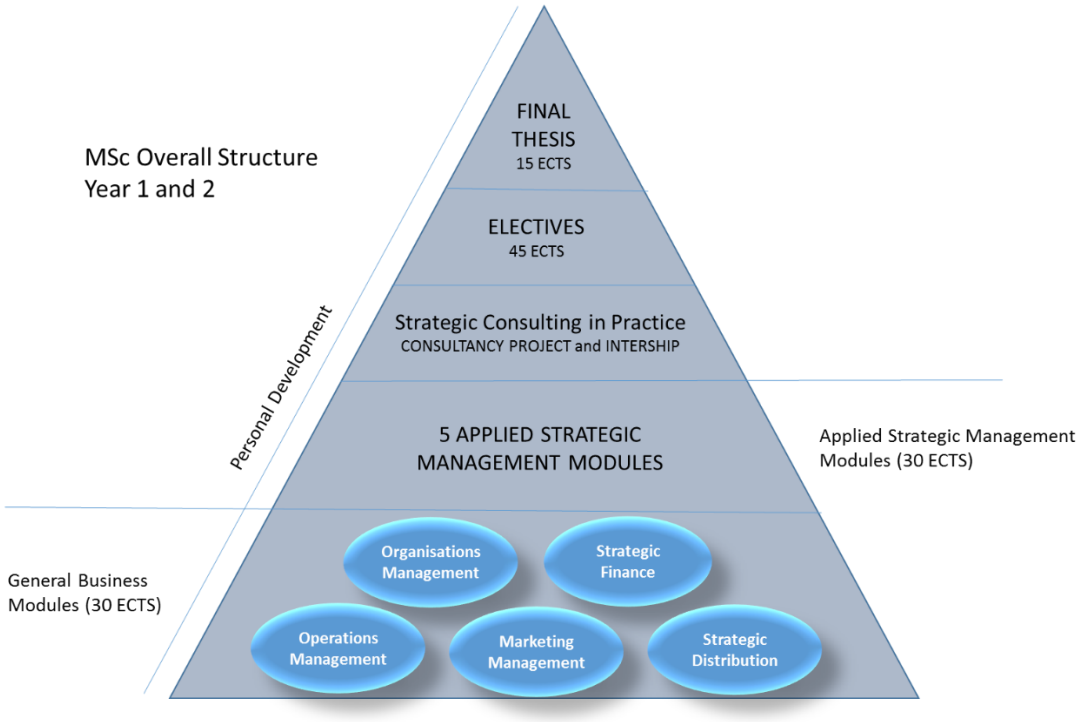
Programme Learning Goals (Graduate Skills)	
On completion of this programme the successful student will LG 1: be able to integrate discipline-specific knowledge across functional areas and use team skills to accomplish group tasks LG2: have a global perspective LG3: be effective communicators LG4: be able to identify and evaluate ethical issues as they relate to organizations and their social responsibility LG5: display analytical and research skills	**Teaching/learning methods** Students acquire graduate skills through lectures, seminars and workshops. Skills are integrated into the curriculum of the core courses allowing development and enhancement of the skills throughout the 3 years of study. **Assessment method** Students' graduate skills are assessed within the Assurance of Learning (AOL) Assessment Plan and Learning Graduate skills are demonstrated and assessed using rubrics for each learning goal through courses, project work or work experience courses.

1.4 Programme Structure

Overall Programme Structure

The programme structure, aims and objectives are common to all La Rochelle Business School MSc/MBA specialist specialisations. However, in order to cater for the significantly different markets from which recruitment takes place, variations in teaching and learning strategies exist and are explained in the relevant section of the Programme Specification below.

A further intention of the programme is to offer students the opportunity to develop their knowledge of a specialist area in conjunction with their study of general business subjects. This will be achieved by specifying a core set of 5 general business modules (30 credits) that all MSc students must study and 5 applied strategic management modules including 2 specialised modules. The specialist element consists of 30 common core credits, 45 elective credits and 15 credits for the final thesis.



1.1 Programme Courses

The programme of study is divided into courses and units of learning (clusters). Each course has specified learning outcomes and a specified volume of credit. The syllabi of the courses are to be found in the part 2, “Programme Details”.

GENERAL BUSINESS MODULES (YEAR 1) (common courses for every specialisation):

Brand Leadership and Experiential Marketing (6 ECTS)	Strategic Finance Management (6 ECTS)	Operations management of services companies (6 ECTS)	Multi Channel marketing and strategic distribution (6 ECTS)	Strategic Organisations Management (6 ECTS)

APPLIED STRATEGIC MODULES (YEAR 1):

Project Management (6 ECTS)	Management & Leadership (6 ECTS)	Internship & Personal Development (10 ECTS)

“INTERNATIONAL BUSINESS MANAGEMENT” SPECIALISATION

➔ specialist applied strategic modules (year 1)

Global trade and marketing (4 ECTS)	International Value Chain (4 ECTS)

➔ electives (year 2)

International Marketing strategy (6 ECTS)	Fiscal, customs & Legal issues (6 ECTS)	Global Accounting & Finance (6 ECTS)	Digital marketing and data mining (6 ECTS)	International transports & logistics (6 ECTS)

Entrepreneurship & Intrapreneurship (6 ECTS)	Internationalization strategy & geopolitical risk management (6 ECTS	Applicative Business Game (3 ECTS)	Final Thesis (15 ECTS)

"INGENIEUR D'AFFAIRES" SPECIALISATION

➔ specialist applied strategic modules (year 1)

Gestion industrielle (4 ECTS)	Management de la qualité (4 ECTS)

➔ electives (year 2)

Gestion industrielle et Lean Manufacturing (6 ECTS)	Développement International et Management Global (6 ECTS)	Management des compétences et conduite du changement (4 ECTS)	Dispositifs de Développement Economique (2 ECTS)	Méthodes Agiles de management de projet (2 ECTS)

Optimisation de la Performance et Logistique Globale (2 ECTS)	Séminaire de Simulation au Management d'Entreprise et projet Tutoré (6 ECTS)	Business Controlling (2 ECTS)	Final Thesis (30 ECTS)

"PURCHASING & SUPPLY CHAIN MANAGEMENT" SPECIALISATION

➔ specialist applied strategic modules (year 1)

Global trade and marketing (4 ECTS)	International Value Chain (4 ECTS)

➔ electives (year 2) purchasing option

Purchasing risks, contracts & International negociation (6 ECTS)	Purchasing process & International purchasing strategies (6 ECTS)	International transports & logistics (6 ECTS)	Production, Inventory management & lean manufacturing (6 ECTS)	Purchasing Tools and Techniques (6 ECTS)

Cost & Budgeting management (6 ECTS)	Fiscal issues and Payment strategy (6 ECTS)	Applicative Business Game (3 ECTS)	Final Thesis (15 ECTS)

➔ electives (year 2) supply chain option

Information management for SCM (6 ECTS)	Supply chain strategies (6 ECTS)	International transports & logistics (6 ECTS)	Production, Inventory management & lean manufacturing (6 ECTS)	Supply chain tools & methods (6 ECTS)

Cost & Budgeting management (6 ECTS)	Fiscal issues and Payment strategy (6 ECTS)	Applicative Business Game (3 ECTS)	Final Thesis (15 ECTS)

« STRATEGIES DU DEVELOPPEMENT DURABLE, RSE & ENVIRONNEMENT » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Management de l'environnement (4 ECTS)	Développement durable et RSE (4 ECTS)

➔ electives (year 2)

Management global et Enjeux environnementaux (6 ECTS)	Outils et pratiques du Développement Durable et de la RSE : référentiels (6 ECTS)	Approche fonctionnelle et RSE : marketing, produits & services (6 ECTS)	Approche fonctionnelle et RSE : management de l'organisation (6 ECTS)	Approche fonctionnelle et RSE : finance & comptabilité verte (6 ECTS)

Approche juridique & Risques, Outils et pratiques du Développement Durable et de la RSE : innovations (6 ECTS)	Approche fonctionnelle et RSE : achats & supply chain (6 ECTS)	Consultancy Project (3 ECTS)	Final Thesis (15 ECTS)

« BANQUE ASSURANCES GESTION DE PATRIMOINE & IMMOBILIER » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Communication, marketing, développement des ventes (4 ECTS)	Management des établissements financiers (4 ECTS)

➔ electives (year 2)

Environnement Juridique et fiscalité de l'Entreprise (8 ECTS)	Evaluation des Actifs Financiers et Gestion de Portefeuille (4 ECTS)	Diagnostic et Gestion Patrimoniale (6 ECTS)	Modalités et Stratégies de Fiscalisation, Finance Internationale & Régulations (8 ECTS)	Evaluation des Entreprises (4 ECTS)

Account Management et transformation digitale (4 ECTS)	Finance d'entreprise et Business Plan (8 ECTS)	Transversal Business Game (3 ECTS)	Final Thesis (15 ECTS)

« AUDIT-CONSEIL & CONTROLE DE GESTION » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Pilotage des Coûts et de la Performance (4 ECTS)	Techniques de l'Audit (4 ECTS)

➔ electives (year 2)

Comptabilité approfondie et consolidation (6 ECTS)	International Accounting And Due diligence (6 ECTS)	Techniques avancées d'audit, Contrôle et Business Intelligence (6 ECTS)	Global financial market, Corporate governance and ethics (6 ECTS)	Risques financiers du commerce international, lutte anti-fraude (6 ECTS)

Firms Valuation, politique et décision de financement (6 ECTS)	Excel et Systèmes d'information (6 ECTS)	International Accounting (3 ECTS)	Final Thesis (15 ECTS)

« LUXURY MARKETING & CUSTOMER EXPERIENCE » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Global trade and marketing (4 ECTS)	International Value Chain (4 ECTS)

➔ electives (year 2)

Strategic Luxury Brand Marketing & Management (6 ECTS)	Global Sales, Retail & E-Commerce (6 ECTS)	Luxury International Markets & Customer Experience (6 ECTS)	Fundamentals of Luxury Industry and Heritage (6 ECTS)	Digitalisation, Storytelling and PR in Luxury Communication (6 ECTS)

Luxury Brand Day (Consultancy Project) (6 ECTS)	Sustainability, Ethics and Innovation in Luxury (4 ECTS)	Learning Expedition "Made in" France & Italy (5 ECTS)	Final Thesis (15 ECTS)

« MARKETING DIGITAL ET STRATEGIES COLLABORATIVES » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Big data et transformation numérique (4 ECTS)	Web design et outils digitaux (4 ECTS)

➔ electives (year 2)

E-marketing et E-Commerce (6 ECTS)	Customer Relationship Management (6 ECTS)	Data Mining et Business Intelligence (6 ECTS)	Etudes Marketing (6 ECTS)	E-reputation et community management (6 ECTS)

Management des SI (4 ECTS)	Gestion de projet et méthodes agiles (6 ECTS)	Entrepreneuriat et Business Models (5 ECTS)	Final Thesis (15 ECTS)

« ENTREPRENEURIAT DIGITAL ET CREATION D'ENTREPRISES INNOVANTES » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Big data et transformation numérique (4 ECTS)	Web design et outils digitaux (4 ECTS)

➔ electives (year 2)

Leadership et organisation de l'entreprise innovante (8 ECTS)	Ecosystèmes d'entrepreneuriat digital et modèles d'affaires (8 ECTS)	Management stratégique de l'innovation et intelligence économique (8 ECTS)	Aspects juridiques, comptabilité et gestion budgétaire de l'entreprise innovante (8 ECTS)

Financement d'un projet numérique (4 ECTS)	Economie et société du numérique (4 ECTS)	Transversal Business Game (5 ECTS)	Final Thesis (15 ECTS)

« INTERNATIONAL HOSPITALITY MANAGEMENT » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Global Issues in Tourism (4 ECTS)	Marketing & Communication in Tourism (4 ECTS)

➔ electives (year 2)

Cost Control & Budgeting (6 ECTS)	Interactive Marketing (6 ECTS)	Strategic Hotel Management (6 ECTS)	Hospitality and Sales Management (6 ECTS)	New business models in Tourism (6 ECTS)

Food & Beverage Management (4 ECTS)	Human Resources Management & CSR for Hospitality (4 ECTS)	Operational Hospitality Management (4 ECTS)	Consultancy Project (3 ECTS)	Final Thesis (15 ECTS)

« INTERNATIONAL EVENT MANAGEMENT » SPECIALISATION

➔ specialist applied strategic modules (year 1)

Global Issues in Tourism (4 ECTS)	Marketing & Communication in Tourism (4 ECTS)

➔ electives (year 2)

Cost Control & Budgeting (6 ECTS)	Interactive Marketing (6 ECTS)	Strategic Hotel Management (6 ECTS)	Hospitality and Sales Management (6 ECTS)	New business models in Tourism (6 ECTS)

Food & Beverage Management (4 ECTS)	Human Resources Management & CSR for Hospitality (4 ECTS)	Operational Hospitality Management (4 ECTS)	Consultancy Project (3 ECTS)	Final Thesis (15 ECTS)

1.2 Placements / Internships

Placement requirements

All students are required to undertake placement or internship courses in all two years.

Year	Activities	Objectives
Year 1	Operational Internship **4 months** Or Work-study rhythm within 12 months	1. Acquire knowledge about business practices and entrepreneurial thinking, and gain first-hand experience of the work environment. 2. Test and apply business knowledge to as specific project and gain insights into daily routines in a company 3. Develop flexibility, autonomy and taking on responsibility.
Year 2	Management Internship **6 months** Or Work-study rhythm within 12 months	1. Connect students to employers and employment areas in their chosen fields. 2. Significant career related experience over a period of 6 months with increasing responsibilities, requiring a high level of autonomy. 3. Provide a bridge between final year of the graduate program and a research degree or work.

The Year 2 Management Internship may be replaced by a work-study rhythm (1 or 2 weeks at school and 3/4 weeks in the company).

Students are encouraged to begin planning their placements/work experience at least a semester before starting the placement.

The Business Center advises students on how to find, negotiate and prepare for a placement in France and abroad. Its services include:

- Online information on job, functions and sectors, careers information
- Workshops on CV writing, interviewing and online job searches
- Workshops with professional executives explaining corporate expectations and desired graduate attributes
- Online portal for students and employers providing internship and job offers; allowing students to post their CVs (accessible by employers)
- Information on previous graduate placement and careers

Students on placement are allocated an academic tutor for the placement who will advise on any issues raised by the student, particularly relating to assessment. Skype tutorials are given periodically during the placement and tutor visits wherever possible. All students on placement must complete an induction and a risk assessment prior to starting the placement.

1.3 Project Work

Project Work

The programme offers considerable opportunities for students to learn through engagement in individual and group projects and practical work. There is a strong emphasis within the programme on the learning of applied skills and most courses involve some element of practical course work.
The main applied work assignments are described below:

Activities	Objectives	Content

Year 1 & 2 Business Game	1. Draw together and test the knowledge and skills acquired. 2. Demonstrate an ability to manage singular « incidents » in a simulated environment. 3. Relate an improved understanding of the complexities of the business environment.	In this group-based learning exercise, students must create a company in the context of a management simulation.
Year 2 Consultancy Project	1. Integrate knowledgeand technical expertise on a transversal project. 2. Develop team work skills and collaborative learning.	A group-based learning exercise in which students are required to apply concepts learned in the course to solve a real business case proposed by a company that has business and information neeeds. At the end of the semester each group presents their work to a group of professors and representatives of the sponsor company.
Year 2 Final Thesis	1. To enable students to demonstrate their skills as independant learners. 2. To give students the opportunity to research a topic in an area of managment., put it in a theoretical framework: colllect, process and analyses data, anlayse results and make recommenations. 3. To provide an opportunity to submit individually a substantial piece of written work.	This independent piece of work is part of an effective learning process which integrates the knowledge the student has acquired throughout the programme and develops research, intellectual, analytical and communication skills.

1.4 International Experience

International requirements: additional year variants e.g. Gap Year
Students may take a gap year ("interruption of study") provided they comply with the academic policies and regulations of their programme (namely, the gap year should have a significant professional experience component). Students must obtain the approval of their Programme Director and on their return must comply with the academic regulations of the year in which they resume their studies.

1.5 Humacité (Service Learning Programme)

Humacité requirements
HUMACITE is a key component in the school's approach to personal and professional development. MSc students are encouraged to undertake a service learning project Humacité **(equivalent 2 months full-time)** to a humanitarian, social or civic project, in France or abroad to deliver services which benefit the local communities. Its key objectives are to: • Open the students to the human and social realities of the world • Develop humility, a sense of commitment to serving others, respect for others and their differences • Train future citizens and managers who are aware of their duty and responsibilities to society as a whole. • Contribute to the students' employability.

1.6 Partnership

Double validation with our Academic Partners
To meet the needs of businesses and ensure the employability of its graduates, MSc of La Rochelle Business School offers double or even triple validation: the MSc and a MBA certificate awarded by ESG-UQAM (Ecole des Sciences de Gestion – Université du Quebec à Montréal), a Master 2 degree with the IAE of Poitiers, ULCO (Université du Littoral Côte d'Opale) or ESTHUA (Études Supérieures de Tourisme et d'Hôtellerie de l'Université d'Angers) and / or a RNCP-certified title Level I (depending on the specialisation followed in 2nd year).

1.7 Personal and Professional Development

Personal and Professional Development
As an integral part of the programme, the personal development plan (EDP) has a crucial role to play in not only enhancing skills and abilities as students, but also in enhancing their learning experience. The support programme, is a portfolio of reflective activities undertaken by a student over the programme. It helps each student to define and implement their personal and professional project and seeks to develop key personal skills and attributes that are seen as key to aiding the student as a learner, as an employee, and as a professional manager. The programme includes activities such as: • Participation in events and work-related conferences and seminars • Meetings with professionals • Insight into career paths and occupations in business • Internships in France and abroad and the recording of accomplishments • Workshops to acquire specific skills: writing CVs and cover letters, search skills for finding an internship in France or abroad, recruitment techniques • Support for placements abroad • Self-awareness development: a personal review of academic and professional skills, personality traits that may support positioning and career choices • "Coach Inside" programme, enhancing soft skills: team work, presentation skills, problem-solving, leadership. Groups are designed at the beginning of the first year for 6 months, and are effectively working during the common courses of the first year, creating transversaliy and linking courses together.

1.8 Learning Styles & Assessment

Assessment
Students must attend and complete the requirements of all courses (lectures, practical work, tutorials and periods of schools practice or professional placements) in order to gain credits for a course. Each course is assessed by coursework or examination – the weighting is published at the beginning of each course. 60% of the final grade at least consist of an individual assessment. • **Coursework**: Students are required to perform coursework as part of the requirements of their programme of study. The assessment of coursework may be based on essays, case studies, individual or group presentations, research-based projects etc.

- **Examinations**: Examinations are organized throughout the academic year and the examination timetable is published two weeks prior to commencement.

Institutional Marking Scale
All courses which are marked on a numerical scale are assessed on a scale of 1 to 20. Courses which are not assessed on a numerical scale are assessed on a pass/fail basis.

Academic Progression

The programme requirements are organised into individual courses for each academic year and teaching units (clusters) for each academic year. In order to progress with their class, students must obtain credit for the academic year by satisfactory attendance at lectures and tutorials, by carrying out the required coursework or examinations and successfully completing the minimum requirements for each course and cluster of their academic year.

The Programme Board assesses the standing of the students in each academic year and declares their progression on condition that they satisfy the following two requirements simultaneously:

- an average higher than or equal to 10/20 in each cluster;
- an average higher than or equal to 8/20 in each course that is a part of each cluster.

If the student has failed one or more courses, the Exam Board can either:

- **pronounce a conditional pass to the following year** if the student has obtained between 52 and 59 ECTS credits. In this case, the student is referred to the following examination session for the same course(s) or equivalent course(s).

- **require the student to repeat the academic year or part of it** if the student has obtained less than 52 ECTS credits. Students may, at the Board's discretion, keep all passed courses or clusters on record and only the grades of the repeated courses will replace the previously failed grades. Students may not repeat an academic year more than once throughout their programme of study, except by special permission. The student may however waive this opportunity and apply to repeat the year in full.

Graduation requirements

Students are eligible for the degree award if they have:
- Successfully completed the minimum requirements for each teaching unit of their programme (120 ECTS for MSc in 2 years, 60 ECTS for MSc in 1 year).
- Satisfied the requirements of the EDP programme
- Submitted and validated the final dissertation (minimum grade 10/20)
- Satisfied the experiential requirements of the programme and submitted the corresponding internship reports. (minimum grade 10/20)

The Graduation Board may propose one of the following measures to students who fail to satisfy the graduation requirements with their class;
- Provide an extension of one year to allow the students to complete the relevant assessments.
- Provide a certificate of attendance to students whose academic performance does not meet the minimum requirements.

1.9 Learning Support

Learning support
Student support is provided by a combination of academic staff, experiential learning advisors and administrative service staff. Academic staff includes the Director and Director of Studies and individual subject faculty members. Experiential learning advisors are permanent staff members who organize and supervise students for their work experience internships, humanitarian project assignments and student association activities.

1.10 Administrative Support

Administrative Support
The Registry offers a one-stop point of contact to deal with all students" administrative needs including registration paperwork, timetabling, delivery of certificates, grade transcripts, submission of assignments etc. All students have clearly identified advisors for each aspect of their administrative needs in one place. An English-speaking International Advisor is also be available for international students.

1.11 Quality and Standards

Quality and Standards	
The Business School has a framework in place to ensure that the standards of its programmes are maintained, and the quality of the learning experience is enhanced. Quality assurance and enhancement processes include: • the academic oversight of programmes by the Internal Review Committee and Programme committee, which include student representation • the benchmark of the programme for Masters level programmes issued by the *Commission d'évaluation des formations et diplômes de gestion* (National standards and validation committee) and the European EQUALS guidelines • the La Rochelle Business School policy towards postgraduate programmes • the oversight of programmes by external examiners (AACSB, RNCP), who ensure that standards are comparable with those elsewhere in the sector and with the specialist backgrounds proposed • annual monitoring and periodic review of programmes • the acquisition of feedback from students via the ISO annual survey,	
Date on which this programme information was updated:	18 September 2018
Departmental web page:	https://www.esc-larochelle.fr/en/schools-programmes/la-rochelle-business-school/msc-mba
Please note The information above provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. Detailed information on the learning outcomes, content, delivery and assessment of courses can be found in the course descriptions. The Business School reserves the right to modify this overview in unforeseen circumstances, or where the process of academic development, based on feedback from staff, students, external examiners or professional bodies, requires a change to be made.	

2. PROGRAMME DETAILS

NB: MINOR CHANGES TO THE COURSE MAY BE MADE EACH ACADEMIC YEAR BY THE FACULTY.

2.1 Year 1: general business modules (common courses for every specialisation)

MARKETING	BRAND LEADERSHIP AND EXPERIENTIAL MARKETING	36 HRS	6 ECTS

Taught in English or French – Fall Semester

This course looks at a number of strategic issues related to brand leadership and experiential marketing, including managing the experience, extending the brand, and building brand relationships in the context of the experience economy.

Intended Learning Outcomes (ILOs)

On successful completion of this course students will be able to:

• Complete a winning strategic marketing plan in the service sector
• Use the service experiential marketing terminology
• Understand the role of marketing management in the service sector;
• identify business opportunities
• Design memorable service experiences
• Achieve results through a competitive merchandising action plan

FINANCE	STRATEGIC FINANCE MANAGEMENT	36 HRS	6 ECTS

Taught in English or French – Fall Semester

This course will develop the skills of students in the field of strategic financial management. It will cover the concepts of growth strategies and financing structure, as well as financial risk management and tools for monitoring and evaluation the firm's performance

Intended Learning Outcomes (ILOs)

Upon successful completion of this course, each student will be able to:

- develop skills in collecting and analyzing financial data, problem-solving, as well as the transmission of appropriate recommendations
- develop professional judgment and ethical sense
- refine his technical skills related to financial accounting, management accounting, finance and information technology

STRATEGY & CSR	OPERATIONS MANAGEMENT OF SERVICES COMPANIES	36 HRS	6 ECTS

Taught in English or French – Spring Semester

This course explores the relationship between strategy and operations in tourism and hospitality services. This link is achieved through processes. Process management is the linchpin between all aspects of the course: service strategy, service quality, the dynamics of operational change management (organisational learning), process improvement methodology and process design methodology. A good understanding of the nature of service and processes lays the foundation for exploring the process improvement and design methodologies and of their implications for process management in the learning organisation.

Intended Learning Outcomes (ILOs)

Recognize a process and apply different techniques to analyze it:

- Differentiate quality factors having an impact on productivity
- Describe the critical components of a learning organization
- Recognize the consequences of processes on the customer experience
- Communicate the complexity and the advantages of improving a process
- Evaluate the importance of resources in process management
- Consider interrelations between all elements of a process
- Apply the improvement and design methodologies in order to meet the organization's objectives and strategy
- Master the phases of continuous improvement and design of service delivery processes
- Consolidate the systemic view of service delivery process and its principal interrelations

MARKETING	MULTI CHANNEL MARKETING AND STRATEGIC DISTRIBUTION	36 HRS	6 ECTS

Taught in English or French – Spring Semester

Service distribution is currently undergoing major transformations as new Web and mobile technologies are redefining service distribution strategies. This course allows participants to learn the strategic dimensions of this new growing phenomenon. At the end of this module participants will be capable of measuring the effectiveness of e-commerce and social media and will be able to establish a winning strategy regarding service distribution. This course will familiarize the student with the key issues, decisions and responsibilities of a manager working in an open e-commerce market. This course will also enable students to develop a preliminary online marketing plan based on the concept of customization.

Intended Learning Outcomes (ILOs)

- Apply the fundamentals of distribution management to a real life situation.
- Select the appropriate distribution channel and develop an action plan to implement your decision.
- Make informed decisions that will optimize a chosen distribution channel.
- Efficiently manage conflict in the distribution channel.

STRATEGY & CSR	STRATEGIC MANAGEMENT OF ORGANIZATIONS	36 HRS	6 ECTS

Taught in English or French – Spring Semester

The course aims essentially at developing at the student's an understanding integrated by the economic and organizational dimensions of the strategy. Proposing a new conception of the strategy, tried during numerous mandates with Canadian large companies and illustrated by multiple examples, this course allows the student to give itself a frame of analysis and action about the strategic management of organizations and environment. Four educational methods are jointly used: the lecture in which the student is introduced to the fundamental concepts of the strategy; exercises of integration and case studies during which the students make a diagnosis and strategic choices.

Intended Learning Outcomes (ILOs)

Proposing a new conception of the strategy, tried during numerous mandates with Canadian large companies and illustrated by multiple examples, this course allows the student to give itself a frame of analysis and action about the strategic management of organizations and environment.

2.2 Year 1: applied strategic modules

STRATEGY & CSR	PROJECT MANAGEMENT	36 HRS	6 ECTS

Taught in English or French – Fall Semester

The growing interest in project management stems from the pressures of modern business on the increasing complexity of products; on the demand for integrated organisational teamwork; on the dramatically shortened time-to-market periods; on the need for higher level of organisational efficiency. This course introduces the basic principles, processes, and tools of modern project management. It covers both general business project management and information technology specific project management. Strategic implications of project management to organizational strategy will be addressed. The course will also cover management issues associated with package software implementation and outsourced projects. Students will use currently available project management software tools to successfully plan and execute projects.

Intended Learning Outcomes (ILOs)

This is course intended to provide a broad but comprehensive introduction to project management. The course is based on experience and best practice and uses a case study approach. It will consider Project Management from a generic perspective with a focus on techniques and use of appropriate tools, techniques and terminology. A recurrent theme in the course will be the use of examples, case studies and links to real life student projects.
The course addresses:

- What is strategy of project selection/investment
- What is a Portfolio, Programme, Project
- Project organisation and structures
- Project phases and life-cycle
- Project context, sponsor, stakeholders
- Project success and failure, critical success factors/causes of spectacular failures
- Producing a Project Management Plan and sub plans
- Requirements and scope management
- Planning, monitoring and controlling projects

- Learning from Experience
- Risks and opportunities
- Dealing with change and issues

HR MANAGEMENT	LEADERSHIP AND MANAGEMENT	36 HRS	6 ECTS

Taught in English or French – Fall Semester

This module is designed to prepare students for their future role as business managers by giving them a conceptual framework which should help them to more effectively understand, predict, and influence behaviour in organisations. This course will focus on the principles and procedures that relate to leadership in a team environment. It emphasizes the practical application of concepts related to self-awareness, teamwork, motivation, conflict management, leadership, decision making, national and organizational culture. It examines the impact of these concepts on four main outcomes critical to firms: job satisfaction, performance, turnover, and absenteeism.

Intended Learning Outcomes (ILOs)

On successful completion of this module, students should be able to:

- Understand the essential elements necessary for effective teamwork
- Explain and situate the manager's individual behaviour
- Describe the complexities of group dynamics and organizational systems in firms
- Assess and apply concepts, models, and tools related to the major topics
- Describe the concepts of leadership, decision making and ethics

STRATEGY IN PRACTICE	OPERATIONAL INTERNSHIP	4 MONTHS	10 ECTS

The Operational Management internship will position you on a middle management mission, during which you will have managerial responsibilities, in a company relating to your choice of specialisation.

Intended Learning Outcomes (ILOs)

This internship aims to facilitate transition into the real world of business and provides a stepping stone to full-time employment.

It can be undertaken in France or abroad.

2.3 Year 1 : specialist applied strategic modules

"INTERNATIONAL BUSINESS MANAGEMENT", "LUXURY MARKETING AND CUSTOMER EXPERIENCE", "PURCHASING AND SUPPLY CHAIN MANAGEMENT" SPECIALISATIONS

MARKETING	GLOBAL TRADE & MARKETING	24 HRS	4 ECTS

Taught in English – Spring Semester

Globalization has widened the scope of business opportunities abroad for a wide range of firms. However, their internationalization strategies will differ depending on their size, their industry and their culture.

Intended Learning Outcomes (ILOs)

Based on theorical approaches and cases study methodology, this course intends to equip the students with the concepts, methods and tools for designing and implementing an effective international trade & marketing strategy in diverse companies.

Upon successful completion of this course, students will learn:

- To critically analyze the complex changes in the global business environment
- To understand cultural, political and economic issues when developing a business abroad
- To critically examine the different ways of developing a global policy
- To apply models and assumptions on international business development
- To build an international group of students enable to work autonomously and in a team.

STRATEGY & CSR	INTERNATIONAL VALUE CHAIN	24 HRS	4 ECTS

Taught in English– Spring Semester

The aim of this course is to present fundamental concepts linked to supply chains and purchasing. The aim is to define and explain the different processes linked to purchasing and SCM and understand the coordinating role played by global supply chains. At the end of this course, students should have acquired knowledge on the evolution of logistics, the purchasing function, practices linked to the logistics function, flow mapping and best practices in supply chains.

Intended Learning Outcomes (ILOs)

- Design a value chain
- Describe and assess a value chain
- Choose solutions in supply chain management by taking known constraints into account
- Build global and sustainable supply chain

"INGENIEUR D'AFFAIRES" SPECIALISATION

STRATEGY & CSR	GESTION INDUSTRIELLE	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce module introduit au management de la production industrielle en présentant aux apprenants ses enjeux, ses fonctions, ses principes et ses outils dans le cadre de la stratégie d'une entreprise

Intended Learning Outcomes (ILOs)

Expliciter les bases de la gestion de production et des fonctions associées.

STRATEGY & CSR	MANAGEMENT DE LA QUALITE	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce module aborde d'abord une introduction au management de la qualité et sa contribution à la stratégie générale de l'entreprise. Il fournit les moyens d'entreprendre et de maîtriser une démarche de management de la qualité, ainsi que ses outils.

Intended Learning Outcomes (ILOs)

Expliciter les bases de la gestion de production et des fonctions associées.

"STRATEGIES DU DEVELOPPEMENT DURABLE, RSE & ENVIRONNEMENT" SPECIALISATION

STRATEGY & CSR	MANAGEMENT DE L'ENVIRONNEMENT	24 HRS	4 ECTS

Taught in French – Spring Semester

Partie 1 : Les fondamentaux : Enjeux macro et micro-économiques du management environnemental, Ecoresponsabilité : comprendre les implications, chiffres et idées reçues sur l'environnement, mobilisation : arguments et freins, étapes de la conduite du changement, indicateurs, rapports.

Partie 2 : Les outils normatifs, La norme 14001, Présentation et mise en œuvre de la norme ISO 14001 V2015, lien avec la RSE, Analyse environnementale et cycle de vie, Présentation des principes et du contenu de la norme ISO 50001 V2011 sur le management de l'énergie, Étude de cas : Réalisation d'une analyse environnementale et proposition d'un plan d'action, La norme ISO 45001, Enjeux et historique du management SST, Présentation et mise en œuvre de la norme ISO 45001 V2018, lien avec la RSE, Évaluation des risques professionnels, Étude de cas : Réalisation d'un document unique et proposition d'un plan d'action de prévention et de réduction des risques SST.

Intended Learning Outcomes (ILOs)

- Comprendre les fondamentaux du management HSE
- Découvrir les exigences des normes ISO 14000/45001

- Acquérir les connaissances sur le fonctionnement d'un SME et la santé-sécurité au travail.
- Réaliser une analyse environnementale et un document unique des risques professionnels.

STRATEGY & CSR	DEVELOPPEMENT DURABLE ET RSE	24 HRS	4 ECTS

Taught in French – Spring Semester

L'objectif de ce cours est de proposer aux étudiants une approche globale des notions de Développement Durable et de Responsabilité Sociale d'Entreprise (RSE).
Aborder le développement durable selon une approche théorique,

L'apport croisé de trois intervenants spécialistes (deux enseignants-chercheurs et un intervenant terrain) permettra d'aborder les notions théoriques, les outils pratiques et les applications concrètes du développement durable et de la RSE, tant au niveau international que territorial.

Intended Learning Outcomes (ILOs)

- Aborder le développement durable selon une approche théorique,
- Aborder le développement durable selon une approche pratique,
- Etudier les outils d'approche pratique du développement durable,
- Aborder la RSE et l'ESS
- Aborder le développement durable selon une approche territoriale

« BANQUE ASSURANCES GESTION DE PATRIMOINE & IMMOBILIER » SPECIALISATION

MARKETING	COMMUNICATION MARKETING ET DEVELOPPEMENT DES VENTES	24 HRS	4 ECTS

Taught in French – Spring Semester

Après une introduction sur l'évolution du marketing bancaire ainsi que les spécificités du secteur bancaire français, ce cours présente :
- La démarche du marketing stratégique (comportement du consommateur, la segmentation des clients de la banque...).
- Les politiques marketing (produit, tarification, distribution et communication) appliquées au secteur financier.
- Les nouveaux enjeux de la relation client dans le cas des banques (conquête, fidélisation, connaissance client, image de la banque, le multicanal..)

Intended Learning Outcomes (ILOs)

A l'issue de ce module, l'étudiant doit être en mesure de :
- Maîtriser la démarche de marketing stratégique et opérationnel appliquée au secteur financier
- Mettre en place un projet de lancement d'un nouveau produit bancaire ;
- Lancer une campagne de communication dans le cas des banques ;
- Réaliser une présentation à l'orale pour défendre un projet marketing ;
- Négocier et commercialiser une offre bancaire.

FINANCE	MANAGEMENT DES ETABLISSEMENTS FINANCIERS	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce cours développe les principes de management du secteur bancaire et les sociétés financières. il présente les notions de bancassurance, activité bancassurance, économie bancaire, Transparence et Finance et Finance et Investissement socialement responsable.

Intended Learning Outcomes (ILOs)

A l'issue de ce cours les étudiants seront capables d'appréhender :

- les problématiques de management du système financier et des institutions financières nationales et international;
- l'efficacité des fonctions de mesure et de gestion des risques au sein des institutions financières;
- le rôle du contrôle financier et la nécessité de le renforcer.

« AUDIT-CONSEIL & CONTROLE DE GESTION » SPECIALISATION

FINANCE	PILOTAGE DE LA PERFORMANCE	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce cours vous donnera une approche orientée performance des coûts de l'entreprise et plus spécialement nous nous poserons la question de savoir quelle méthode de coût utiliser pour quel type de décision stratégique.

Intended Learning Outcomes (ILOs)

Savoir utiliser une méthode d'analyse des coûts (coûts complets et partiels - coûts cibles) dans son contexte.

FINANCE	TECHNIQUES DE L'AUDIT	24 HRS	4 ECTS

Taught in French – Spring Semester

Cours articulé sur 5 sessions - une première session de présentation générale et introductive sur le contrôle « en » et « de » l'entreprise. Ce qui revient à positionner l'audit externe (financier ou opérationnel), l'audit interne et le contrôle de gestion dans le dispositif de maîtrise des activités : positions, objectifs, moyens, ce qui amène à en définir les points communs et les divergences. Une deuxième session sur l'audit externe financier et notamment le commissariat aux comptes. Une troisième session sur l'audit interne : positionnement dans l'entreprise, distinction contrôle interne-audit interne, son cadre de référence, les étapes de sa démarche. Une quatrième session est une présentation de grille d'analyse de cas de fraudes médiatisés. Une cinquième session est dédiée au contrôle de gestion : objectifs, tâches et outils, avec en préambule l'analyse des coûts en entreprise illustré par des exercices en cours.

Intended Learning Outcomes (ILOs)

- Distinguer les objectifs du contrôle de gestion, ses tâches et ses outils dans le processus global de contrôle et pilotage d'activité
- Evaluer l'environnement des risques pour une entreprise
- Critiquer les différentes techniques/approches de l'audit
- Mettre en place une démarche d'audit permettant de formuler le diagnostic et les préconisations nécessaires pour le processus global de maîtrise par l'entreprise de son univers de risques.

« MARKETING DIGITAL ET STRATEGIES COLLABORATIVES », « ENTREPRENEURIAT DIGITAL ET CREATION D'ENTREPRISES INNOVANTES » SPECIALISATION

DIGITAL	BIG DATA ET TRANSFORMATION NUMERIQUE	24 HRS	4 ECTS

Taught in French – Spring Semester

Le Big Data (la production et la gestion de données « massives ») est présenté par les acteurs économiques et publics comme un formidable outil de croissance et de développement. Le sujet reste pourtant obscur pour une grande partie de la population et les enjeux liés à la gestion et à l'exploitation des méga données sont en phase d'émergence. Aujourd'hui, les données ne demandent pourtant qu'à parler et une rupture de paradigme est en cours quant à la façon de les traiter. Ainsi, le Big Data, à travers le prisme du Data Mining et du Machine Learning, permettent à présent de toucher du doigt la prédiction, dans un souci d'optimisation continue des processus d'affaires, mais aussi des modèles sous-tendus par d'autres secteurs, tels la médecine, l'astronomie, ou le renseignement. Il est donc clair que ces avancées nous amènent aujourd'hui à devoir appréhender le numérique d'une autre façon, de par les transformations que le Big Data et sa philosophie apportent.

Intended Learning Outcomes (ILOs)

A l'issue de ce module, les étudiants seront capables de :

- Connaitre les caractéristiques du Big Data
- Comparer les différentes méthodes utilisées en Big Data
- Connaitre ses domaines d'application dans la transformation numérique
- Mettre en œuvre des outils de data science (Rapid Miner et IBM Watson)
- Juger des considérations éthiques et déontologiques relatives au Big Data et sous-tendues par les transformations numériques

STRATEGY & CSR	WEB DESIGN ET OUTILS DIGITAUX	24 HRS	4 ECTS

Taught in French – Spring Semester

L'objectif de ce cours est de former les étudiants à la conception de site web marchand en utilisant le CMS Wordpress, d'apprendre aux étudiants la gestion de la partie back office d'un site d'E-commerce, d'initier les étudiants à l'ergonomie de site web marchand et la conception de front office, et d'apprendre aux étudiants la mise en ligne du site web et son référencement sur les différents moteurs de recherche.

Intended Learning Outcomes (ILOs)

- Concevoir un site web marchand et le designer
- Mettre en ligne une offre spécifique sur le site web en question
- Mettre en place une base de données et la synchroniser avec les produits référencés
- Référencer le site web via des plugins dédiés

« INTERNATIONAL HOSPITALITY MANAGEMENT », "INTERNATIONAL EVENT MANAGEMENT" SPECIALISATION

MARKETING	MARKETING & COMMUNICATION IN TOURISM & SPORT	24 HRS	4 ECTS

Taught in English – Spring Semester

The tourism and sport industries are persistently changing and the constant evolution of technology has an important impact on the way organizations communicate with their markets and stakeholders. This course is divided in two sections.
The main objective of the first section is to develop a communication plan adapted to the organization's objectives and its target markets. To do so, through teaching, cases, and coaching, the student will be familiarized with trends in tourism and sport communication, business and communication of objectives, targeting strategies, persuasion strategies, strengths and weaknesses of communication tools as well as how to use them, best practices to enhance creativity and ways to measure the performance of a communication campaign.
As pitching skills are critical in communication, every student will have to make an individual pitch during the course. After every performance, individualized feedback will be given to boost their preparation for the ultimate pitch of the communication plan in team at the end of the first section. The second section is aiming to develop more broaden capacities such as dealing with cultural barriers in international tourism communication and with challenges and opportunities for the tourist industries in place branding.

Intended Learning Outcomes (ILOs)

At the end of this module, students will be able to:
- Develop a communication plan for a tourism or sport organization
- Integrate relevant strategies and tools in order to reach communication objectives
- Adapt the planning of communications to the scope of the targeted markets
- Perform better presentations in order to persuade the audience

STRATEGY & CSR	GLOBAL ISSUES IN TOURISM	24 HRS	4 ECTS

Taught in English – Spring Semester

Tourism impacts on locations in many ways - socially, environmentally, culturally, and economically. This course examines some well-established controversies in tourism and some newly emerging controversial aspects associated with tourism as an activity and a business.

For example, controversies involving clashes between visitors and host communities, the rights and wrongs of eco-tourism, the impacts of mega-events, the legitimacy of dark tourism, and the costs and benefits of medical and wildlife tourism are assessed. A particular attention will be given to ethical issues, responsible tourism and sustainable development.

Intended Learning Outcomes (ILOs)

Students will be introduced to a critical approach of examining the impacts of tourism on people and nature. The controversies approach of studying tourism impacts is a prerequisite to formulating enlightened tourism and development policies. Accordingly, students will learn about established and emerging controversies that link the past and present of tourism with its future. Specifically, the module will prepare students to be able to:

- examine local and global controversial issues in the business of tourism
- criticize the responsability of tourists
- assess the responsibility of the tourism industry
- analyze these issues

2.4 Year 2 - specialisations

"INTERNATIONAL BUSINESS MANAGEMENT" SPECIALISATION

MARKETING	INTERNATIONAL MARKETING STRATEGY	36 HRS	6 ECTS

Taught in English – Fall Semester

International marketing reflects the trend of firms selling products and services across many markets. By integrating concepts and practice, the course will discuss in particular the following issues:
- to what extent can activities and products be standardized in the contemporary global economy?
- how relevant are differences in culture and in the legal and political environments?
- is there a "country-of-origin" effect?
- how do we transfer knowledge acquired in one market to other markets?
- how do we manage the sequence and integration of marketing in different countries?
- how do we link marketing to production and organizational choices? which are the possible options to enter a new market?

Intended Learning Outcomes (ILOs)

- Critically analyze and propose well-justified solutions to key global marketing issues.
- Critically propose well-justified solutions to key global marketing issues.
- Analyze, compare and design strategic plans to enter foreign markets.

FINANCE	FISCAL, CUSTOMS & LEGAL ISSUES	36 HRS	6 ECTS

Taught in English – Fall Semester

This course examines laws and regulatory policies of companies. It will prepare you to understand the role and responsibility of managers within the company environment, identify issues and recognize potential problems. With globalization, trade techniques are largely influenced by the confrontation of different national tax paradigms and by the collection of duties and taxes on the importation of goods and services. The requirements of economic development and the needs expressed for investment financing have necessitated the integration of international customs constraints. Business cases will be used in this module to illustrate these different principles.

Intended Learning Outcomes (ILOs)

- International fiscal issues
- Customs and legal systems worldwide
- International Tax systems
- Importation issues
- Connaître les enjeux et l'étendue de la démarche qualité dans les entreprises.
- Maitriser les principes, les outils et les applications de la démarche qualité.

FINANCE	GLOBAL ACCOUNTING & FINANCE	36 HRS	6 ECTS

Taught in English – Spring Semester

To face and to manage an international expansion the manager has to understand the reporting rules of the company's performance. Generally these ones described in the company financial economic manual are up to IAS or IFRS specifications.

Intended Learning Outcomes (ILOs)

- To familiarize with the specifications introduced by international development,
- To know the main differences with IFRS specifications for the reporting of the activity, profitability and liquidity of a foreign subsidiary

STRATEGY & CSR	DIGITAL MARKETING AND DATA MINING	36 HRS	6 ECTS

Taught in English – Fall Semester

In a context of increasing digitization of commercial and marketing actions on international markets, this course is an introduction to key digital marketing tools (mobile, email, social media…) and data mining technologies to analyse the information of a marketing database and find information useful for the commercial and marketing action.

Intended Learning Outcomes (ILOs)

After successful completion of the course, students are able to:

- Demonstrate knowledge in digital marketing technics and the process of digitalization of marketing fields

- Understand and use the main concepts and tools
- Define and deal with commercially relevant information

STRATEGY & CSR	INTERNATIONAL TRANSPORTS & LOGISTICS	36 HRS	6 ECTS

Taught in English – Fall Semester

This course aims to position the students on problems of domestic & overseas transports, by taking into account impacts in the sub-systems of the supply chain and freight purchases. Arrest the actors and the market players. Manage purchases, paperwork, hazards and safety of domestic and international transport by insurance coverage.

Intended Learning Outcomes (ILOs)

- Identify aspects and impacts of networks of (global) logistics providers
- Identify aspects and impacts of transport networks in the forwarding industry
- Identify aspects and impacts of transport networks in the shipping industry
- Identify segments (inland and overseas) of multimodal / intermodal markets.
- Design a solution of transport through forwarders and carriers
- Estimate the costs (pricing) and risks connected to the multimodal transport
- End in purchases, routing, scheduling and specifications Approach the documentation (processing) and the legal aspects of the contracts
- Approach incoterms, insurance policies and basic customs regulations

STRATEGY & CSR	ENTREPRENEURSHIP & INTRAPRENEURSHIP	36 HRS	6 ECTS

Taught in English – Spring Semester

In this module, students will learn theories, concepts, and application tools related to entrepreneurship. A particular focus of the module is the development of entrepreneurial ventures within a corporate context (intrapreneurship). Through a series of applied activities, students will experience all the key phases of the new venture creation process.

Intended Learning Outcomes (ILOs)

At the end of the module students will be able to:

- demonstrate knowledge, comprehension and application of entrepreneurship and intrapreneurship principles and concepts
- conduct a complete feasibility study for the launch of a new venture
- formulate and present a business plan for the new venture

STRATEGY & CSR	INTERNATIONALIZATION STRATEGY & GEOPOLITICAL RISK MANAGEMENT	36 HRS	6 ECTS

Taught in English – Fall Semester

In the contemporary world, internationalization process as the expansion into foreign markets, implies for firms to define strategy options to develop operations at the international level through tools and concepts which, when applied, will enable to optimize business actions in order to grow and develop, in a competitive environment, as well as to assess its international context and to manage geopolitical risk. Internationalisation strategy depends on numerous dimensions (motives and objectives for internationalisation, internal and external diagnosis, modes of entry...) as well as the global business environment. No decisions about the future strategic direction of a firm, particularly at the international level, can be made without consideration of the threats or the uncertainties that exist in potential markets.

Intended Learning Outcomes (ILOs)

- The primary objective is to provide students with insight into setting international strategy through different types of industry and different options of entry modes, in a competitive environment
- The second objective is to help students to develop skills in assessing risks in international expansion, namely gaining skills in geopolitical risk management

STRATEGY & CSR	APPLICATIVE BUSINESS GAME	3 ECTS

The International Business Strategy Game is an online, PC-based exercise where students run an athletic footwear company in head-to-head competition against companies run by other class members. The marketplace is worldwide—production and sales activities can be pursued in North America, Latin America, Europe-Africa, and Asia Pacific. There are 12 market segments—4 geographic segments each for branded footwear sales to retailers, for online footwear sales direct to consumers, and for private-label sales. Running the athletic footwear company in head-on competition with rivals gives students a chance to put into play the very kinds of things that are read text books about crafting and executing strategy in a globally competitive marketplace.

Intended Learning Outcomes (ILOs)

Students as co-managers of their company's should by the end of this module know how to:

- Chart a long-term direction for their company, set and achieve strategic and financial objectives, craft a strategy, and adapt it to changing industry and competitive conditions.
- Work with a full array of industry statistics, company operating reports and financial statements, and an assortment of benchmarking data and competitive intelligence on what rivals are doing.
- Match strategic wits with the managers of rival companies, "think strategically" about your company's competitive market position, and figure out the kinds of actions it will take to outcompete rivals.
- Draw together the information and lessons of prior courses, consolidate knowledge about the different aspects of running a company, and provide a capstone experience for your business school education.
- Deepen their understanding of revenue-cost-profit relationships and build confidence in utilizing the information contained in company financial statements and operating reports.
- Appraise a company's situation, make sound, responsible business decisions, and be accountable for delivering good results

Teaching will be mostly inductive with students having to make decisions on international business strategy based on a simulation of real business situation.

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

"PURCHASING & SUPPLY CHAIN MANAGEMENT" SPECIALISATION

FINANCE	COST & BUDGETING MANAGEMENT	36 HRS	6 ECTS

Taught in English – Spring Semester

Organisations face the issue of making difficult costing and budgeting choices that ensure profitable decisions for the company when changes in the financial markets start affecting the economy. Managers and executives must understand the approach behind cost calculation in order to gain a strong balance in allocating resources along with driving and tracking revenues. This course aims to explain the various key elements, concepts and application of Cost Management and Budgeting, which are commonly used for monitoring internal financial performance and making future business plans.

Intended Learning Outcomes (ILOs)

- Use overall budget strategies and long-term financial plans.
- Coordinate the allocation of resources.
- Develop costs and controls.
- Develop appropriate reporting.
- Use effective measures.
- Monitor performance.

FINANCE	FISCAL ISSUES AND PAYMENT STRATEGY	36 HRS	6 ECTS

Taught in English – Spring Semester

This course is of key benefit to Finance, Credit Management, International Banking, Shipping, Customer Services, Order and Account Management personnel. The course also provides participants with practical knowledge in the areas of International Methods of payment and Letters of Credit which they will then be able to apply in their business to simplify the process. This course examines laws and regulatory policies of companies. It will prepare you to understand the role and responsibility of managers within the company environment, identify issues and recognize potential problems.

Intended Learning Outcomes (ILOs)

- International fiscal issues
- Customs and legal systems worldwide
- International Tax systems
- Importation issues
- International Payment strategy

STRATEGY & CSR	INTERNATIONAL TRANSPORTS & LOGISTICS	36 HRS	6 ECTS

Taught in English – Fall Semester

This course aims to position the students on problems of domestic & overseas transports, by taking into account impacts in the sub-systems of the supply chain and freight purchases. Arrest the actors and the market players. Manage purchases, paperwork, hazards and safety of domestic and international transport by insurance coverage.

Intended Learning Outcomes (ILOs)

- Identify aspects and impacts of networks of (global) logistics providers
- Identify aspects and impacts of transport networks in the forwarding industry
- Identify aspects and impacts of transport networks in the shipping industry
- Identify segments (inland and overseas) of multimodal / intermodal markets.
- Design a solution of transport through forwarders and carriers
- Estimate the costs (pricing) and risks connected to the multimodal transport
- End in purchases, routing, scheduling and specifications Approach the documentation (processing) and the legal aspects of the contracts
- Approach incoterms, insurance policies and basic customs regulations

STRATEGY & CSR	PRODUCTION & INVENTORY MANAGEMENT & LEAN MANANUFACTURING	36 HRS	6 ECTS

Taught in English – Spring Semester

This course introduces students to the area and techniques of Production and Inventory Management and presents a state-of-the-art view of the activities of the production/operations functions. The course covers such topics as inventory management, capacity decisions, facility layout, and decision analysis.

Intended Learning Outcomes (ILOs)

By the end of the module the student will be able to:

- Appreciate the strategic role of Production and Inventory Management for both manufacturing and service organizations in maintaining an organization's competitive edge.
- Participate as team members in an operations management department, undertaking various operational activities.
- Apply learnt methods to their work in other departments, such as the department of marketing.

STRATEGY & CSR	APPLICATIVE BUSINESS GAME	24 HRS	3 ECTS

Taught in English – Fall Semester

COMPIT Simulator places participants in a realistic business situation, they are responsible of the entire process from design to production. It is possible to adapt the game regarding the level and specialties of the various participants. This course introduces students to the area and techniques of Production and Inventory Management and presents a state-of-the-art view of the activities of the production/operations functions. The course covers such topics as inventory management, capacity decisions, facility layout, and decision analysis.

Intended Learning Outcomes (ILOs)

By the end of the module the student will be able to:

- Improve competitiveness and risk control for product lines
- Deal with a lot of information, analysing datas, make diagnoses, decide on strategies, methodologies, action plans, allowing them to: - Improve competitiveness through savings in creating value.
- Manage external resources.
- Manage risk.

PURCHASING OPTION

STRATEGY & CSR	PURCHASING PROCESS & INTERNATIONAL PURCHASING STRATEGIES	36 HRS	6 ECTS

Taught in English – Fall Semester

This course aims to introduce the fundamental principles of purchasing and supply management in order to broaden students' knowledge base in Global Logistics and Supply Chain Management. It aims to show how the purchasing and supply management strategy contributes to the business objectives and, hence, corporate success. Explain the steps of the purchasing process: Marketing,Economic Intelligence, E_Sourcing, Referenced startegic Suppliers, negociation, contract. Downstream steps: Supplier Relationship management, Quality, Internal customers satisfaction.

Intended Learning Outcomes (ILOs)

Upon successful completion of this course, students should be able to:

- Describe the objectives and principles of purchasing and supply management

- Use the Kraljic portfolio matrix
- Explain the importance of global sourcing
- Identify the main determinants of supply risk management
- Acquiring a method for purchase planning through appropriate tools.

STRATEGY & CSR	PURCHASING TOOLS AND TECHNIQUES	36 HRS	6 ECTS

Taught in English – Spring Semester

Ce cours se base sur le modèle SCORE - Source/Process of the Supply Chain Operations Reference-Model - et fournit des éclairages sur les tâches et les défis de la fonction achats dans les entreprises, ainsi que des méthodes et des outils pour structurer les approvisionnements et le portefeuille achats. Comme les achats sont une fonction complexe qui requiert un travail coordonné, les aspects organisationnels (processuels et hiérarchiques) sont discutés. Un autre aspect important abordé dans ce cours est celui de l'externalisation.

Intended Learning Outcomes (ILOs)

- Expliquer l'importance et les défis posés par les achats et identifier les problématiques
- Utiliser différentes approches et méthodes pour structurer les groupes de matières et les groupes de fournisseurs
- Juger de la nécessité des différents processus et structures d'achats dans les organisations et générer des propositions optimisées
- Expliquer les problèmes et défis de l'externalisation (avec un point spécifique sur les prestataires de services logistiques)
- Etablir un plan d'externalisation

MARKETING & STRATEGY	PURCHASING RISKS, CONTRACTS & INTERNATIONAL NEGOCIATION	36 HRS	6 ECTS

Taught in English – Spring Semester

This course is a practical introduction to operational international trade risk management and international contracts. It is aimed at future executives in supply chain management, logistics, sales and purchasing departments.

Intended Learning Outcomes (ILOs)

By the end of the module the student will be able to:

- Master international trade operations in terms of logistics, payment and risks
- Acknowledge the interaction between all these elements
- Assess the risks that arise when operating on an international market in order to secure the above mentioned operations during a negotiation process
- Preparing a negotiation process including legal issues
- Developing skills in Sales /purchasing contracts
- Apply methods in arbitration, mediation and litigation

SUPPLY CHAIN OPTION

STRATEGY & CSR	INFORMATION MANAGEMENT FOR SCM	36 HRS	6 ECTS

Taught in English – Spring Semester

Supply Chain, Information and Analytics is for problem solvers. Agile businesses rely on statistics and data analysis to make informed decisions on everything from client services to vendor management. Data is collected, stored in databases, analysed and used to create efficiency in operations. Technical knowledge in management information systems, business analytics, supply chain and operations provides support to the business of doing business.

Intended Learning Outcomes (ILOs)

- Analytical methodologies that enable the creation of business value
- Familiarize students with existing and emerging technologies

STRATEGY & CSR	SUPPLY CHAIN STRATEGY	36 HRS	6 ECTS

Taught in English – Spring Semester

The aim of this course is to equip students with skills and knowledge to understand supply chain strategy, manage supply chain capabilities and learn how supply chain design affects the performance of supply chain.

Intended Learning Outcomes (ILOs)

At the end of this course, students will be able to:

- Understand how Supply Chain Strategy relates to Corporate Strategy
- Develop Supply Chain Designs to control the supply chain performance
- Manage Outsourcing and supply chain relationships
- Understand and manage different supply chain configurations
- Develop Supply chain Capabilities such as resilience, robustness and collaboration.
- Develop skills to cost the supply chain operations such as total cost and direct profitability
- Apply skills and knowledge in real-case scenarios and case studies
- Understand the complexity and inter-relatedness of different functions within Operations and Supply Chain Management (Purchasing, Manufacturing, Distribution, Logistics)
- Experience the benefit of cross-functional alignment between departments, between strategy and execution, between partners in the supply chain
- Understand the impact of operation and supply chain management decisions on financial performance

STRATEGY & CSR	SUPPLY CHAIN TOOLS & METHODS	36 HRS	6 ECTS

Taught in English – Spring Semester

This module is oriented around the learning of methods and know-how used to better manage the supply chain organization and improvement projects of a company related to reorganization and process restructuring. The related skills are usually mobilized in the supply chain and production parts of a company. These skills can be applied in most organizations whether they are related to the industrial sector or even to the service sector.

Intended Learning Outcomes (ILOs)

At the end of this course, students will be able to :

- Design the internal organization of a company and its related processes in a professional environment
- Drive or Participate in a corporate reorganization or in an internal improvement project, using a rigorously structured method.
- Apply methods and tools helping the process improvement and the performance improvement by following a rigorous procedure.
- Get an overview of used methods and tools for understanding and reorganizing the value chain of a company

STRATEGY & CSR	FINAL THESIS	15 ECTS

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- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

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"INGENIEUR D'AFFAIRES" SPECIALISATION

STRATEGY & CSR	GESTION INDUSTRIELLE ET LEAN MANUFACTURING	44HRS	6 ECTS

Taught in French – Spring Semester

Expliciter les bases de la gestion de production et des fonctions associées. Présenter des méthodes utilisées dans l'industrie et en souligner les limites. L'étudiant doit pouvoir en fin de module se situer dans un contexte industriel et envisager les décisions relevant dudit contexte.

Le Lean propose une démarche systémique de l'amélioration des performances et une transformation des entreprises par le biais des systèmes de management et des systèmes opérationnels. Cette démarche fait appel à une culture de l'amélioration de la performance par la formation à la résolution des problèmes à tous les niveaux hiérarchiques. L'objectif de ce module est de présenter la démarche et les principaux outils associés au Lean Manufacturing.
Comprendre ce qui fait l'efficacité industrielle de TOYOTA, ce qu'est le Lean Manufacturing.

Intended Learning Outcomes (ILOs)

- Qu'est qu'un système industriel, comment le piloter, quels sont les outils et méthodes de gestion des approvisionnements et des stocks, de planification et de gestion des capacités (PIC, PDP, MRP, CRP,…)
- Quelle est la meilleure manière de piloter un système industriel en fonction de sa typologie et de son mode de réponse au marché. Identifier les problèmes majeurs de non performance d'un système industriel et proposer des solutions.
- Etre capable de mettre en oeuvre une démarche structurée pour analyser et résoudre une problématique complexe
- Aptitude à prendre en compte les relations et les contraintes avec son environnement dans une entreprise
- Etre capable de modéliser, configurer, et simuler une chaîne de valeur, au sein d'une unité de production, ou dans un environnement de procédés administratifs,
- Etre capable de faire un diagnostic sur l'efficacité d'une Ligne (d'un secteur) de Production, que ce soit sur des problématiques Qualité, Flux, ou Coût,
- Etre à même de définir un plan d'amélioration en rapport avec la problématique identifiée,
- Savoir animer un groupe de travail pour mettre en place des solutions techniques, ou d'organisation, pour mettre en œuvre le plan d'amélioration.

STRATEGY & CSR	DEVELOPPEMENT INTERNATIONAL ET MANAGEMENT GLOBAL	44 HRS	4 ECTS

Taught in French – Spring Semester

Fournir une réflexion préalable à l'élaboration d'une démarche à l'international : l'objectif général est d'amener les participants à réaliser un diagnostic et à formuler une stratégie possible pour l'Entreprise.

Fournir aux étudiants une grille de lecture sur les outils de diagnostic, les différentes stratégies d'entreprise et leurs mises en œuvre
Conférer la capacité :
- de réflexion stratégique à partir des concepts fondamentaux,

- à identifier les facteurs conditionnant le développement de l'entreprise,
- à concevoir et mettre en œuvre une démarche stratégique.

Donner aux étudiants la capacité d'approcher le management dans une vision globale, intégrant l'environnement et l'ensemble des fonctions, placer les participants en situation « réelle », entraîner à la prise de décision dans une logique de travail en groupe. Donner la capacité aux étudiants de comprendre l'environnement dans lequel leur/leure organisation évolue, donner une vue transversale de l'entreprise en complément des cours verticaux (marketing, finance etc.) donnés par les autres départements, fournir les bases théoriques pour les prochains rôles et compétences qu'ils auront à développer au cours de leurs projets/activités associatives.

Intended Learning Outcomes (ILOs)

- Acquérir la capacité de formuler une stratégie viable à l'international pour une entreprise
- Elaboration de ladite stratégie
- Comprendre l'importance de la « donnée internationale » dans la société actuelle.
- Approcher la Politique Générale d'Entreprise et l'éventail des outils et des choix possibles dans une vision globale
- Appliquer, dans des situations « concrètes », les savoirs théoriques appréhendés au sein des trois jours.
- Etre capable de prendre des décisions
- Approcher le management dans une vision globale et donner aux étudiants les quatre phases du processus de management (planification, organisation, direction, contrôle)
- Appliquer, dans des situations « concrètes », les savoirs théoriques appréhendés au sein des trois jours.
- Développer une optimisation organisationnelle des structures de l'entreprise
- Mettre en place un système de contrôle de la performance des différentes activités de l'entreprise
- Etre capable de comprendre les caractéristiques des manager et des leaders et des compétences et des rôles qui leur sont associés et de pourvoir prendre des décisions et tenant compte des contraintes.

STRATEGY & CSR	MANAGEMENT DES COMPETENCES ET CONDUITE DU CHANGEMENT	44 HRS	4 ECTS

Taught in French – Spring Semester

L'objectif principal de cet enseignement est de permettre aux participants de d'acquérir une visibilité la plus exhaustive possible des contextes managériaux observés dans les milieux professionnels auxquels ils se destinent. Il s'agit également de leur inculquer une méthode de réflexion voire de décision face à ces problématiques en leur permettant de mette en application les différents concepts liés aux théories du management. D'une phase de repérage et d'acquisition de ces concepts, le but est d'inviter les étudiants à analyser la situation – problème à travers le filtre théorique, envisager les solutions possibles et préconiser l'action adéquate.

Les entreprises sont constamment confrontées à des changements, qu'ils soient organisationnels ou technologiques. La fusion de deux entités, l'implémentation d'un nouveau SI, une transformation digitale, la réorganisation d'un service… autant de mises à l'épreuve pour les collaborateurs.
Quand un changement d'organisation intervient dans une entreprise, l'encadrement intermédiaire est en toute première ligne.

Afin de contribuer au succès du projet, il doit connaître les principaux mécanismes qui régissent les comportements humains face au changement.
Il évitera ainsi de commettre beaucoup d'erreurs inhérentes à ce type de situations. C'est l'objet de cette formation à la conduite du changement.

Intended Learning Outcomes (ILOs)

- Comment aborder l'étude du comportement humain dans une organisation : niveau des individus, des groupes et de l'organisation.
- Maîtriser le processus mental dans la prise de décision de manière individuelle : le manager confronté à son équipe et collective l'équipe cadre dans un processus de réflexion et de décision transversale : identifier la problématique, définir à qui appartient le problème, envisager et proposer des solutions, préconiser. Développer des mécanismes réflexifs pour la plupart des situations – problèmes.
- Détecter et Mesurer des compétences, acquérir une méthodologie d'évaluation, de dialogue, de recadrage et des techniques de communication permettant d'optimiser la relation à autrui.
- Définir son style leadership et pat là même son comportement dominant en situation managériale
- Déceler son potentiel de décision, son sens des responsabilités et découvrir comment adapter son comportement en différentes situations
- Accepter ses limites et identifier les résonances que certaines situations peuvent générer en soi
- Développer sa connaissance du comportement, de différences et du même coup développer son esprit de tolérance

STRATEGY & CSR	DISPOSITIFS DE DEVELOPPEMENT ECONOMIQUE	24 HRS	2 ECTS

Taught in French – Spring Semester

Sensibiliser les étudiants aux enjeux de l'intelligence économique, leur donner une autre grille de lecture de la compétition économique, leur présenter les principes méthodologiques de l'intelligence économique et les initier aux réflexes de base dans ce domaine.

Enseigner les principes du management de l'innovation en entreprise au travers de trois prismes : concepts clés, études de cas, meilleures pratiques des entreprises.

Intended Learning Outcomes (ILOs)

- Connaissance du monde de l'intelligence économique : acteurs, méthodes, enjeux.
- Mise en œuvre de la méthodologie du cycle du renseignement et découverte ou perfectionnement d'outils de recherche et d'analyse de l'information stratégique.
- Autre regard sur la compétition économique et l'usage de l'information. Développement d'une culture de « l'intelligence » axée sur la curiosité et l'analyse (mettre en doute l'information, remonter à la source et l'évaluer, relier des faits entre eux, extrapoler…)
- Concepts du management de l'innovation
- Application dans des concepts précédents dans le cadre d'études de cas et d'exercice de mise en situation
- S'ouvrir à l'innovation

STRATEGY & CSR	METHODES AGILES DE MANAGEMENT DE PROJET	15 HRS	2 ECTS

Taught in English – Spring Semester

Cours de sensibilisation aux concepts et pratiques 'agiles' en entreprise.

Intended Learning Outcomes (ILOs)

- Comprendre, assimiler et mettre en pratique les méthodes de management de projet
- Etre capable de s'intégrer dans une équipe projet fonctionnant en mode agile
- Savoir-être : savoir communiquer et travailler en groupe

STRATEGY & CSR	OPTIMISATION DE LA PERFORMANCE ET LOGISTIQUE GLOBALE	24 HRS	2 ECTS

Taught in French – Spring Semester

Ce cours a pour objectif d'apporter aux élèves des outils qui leur permettraient de comprendre et de maîtriser les principaux éléments opérationnels, tactiques et stratégiques de la chaîne logistique. Quelques outils d'aide à la décision pour la gestion de la supply chain seront donnés également dans ce cours.
Comprendre l'informatique d'entreprise.
Approcher l'Histoire et les tendances actuelles de l'informatique.
Comprendre la nécessité d'utiliser l'informatique comme outil de décision

Intended Learning Outcomes (ILOs)

- Connaître les différents acteurs, flux et décisions et les politiques de gestion dans une supply chain
- Aide à la décision aux niveaux opérationnel, tactique et stratégique de la supply chain
- Architecture d'un système ERP, SCM (avec un focus sur les APS et les applications ECR), CRM et ECR ; approche processus – spécificités APS – impact de changement ; projet de mise en œuvre d'un système d'information – outils et méthodes.
- Identifier l'apport des technologies de l'Information dans une entreprise ; anticiper les domaines impactés par l'introduction des Nouvelles Technologies de l'Information et de la Communication
- Sens critique sur l'usage des technologies de l'information

STRATEGY & CSR	SEMINAIRE DE SIMULATION AU MANAGEMENT D'ENTREPRISE ET PROJET TUTORE	36 HRS	2 ECTS

Taught in French – Spring Semester

Mettre en pratique tous les enseignements techniques (Elèves Ingénieurs) et de management (Ecoles de commerce) dans le cadre d'une simulation d'entreprise où les participants, regroupés en équipes mixtes (origine scolaire), gèrent une entreprise virtuelle en environnement concurrentiel.
La responsabilité des postes techniques est destinée aux étudiants non issus de l'enseignement technique, celle des postes de management aux étudiants issus d'une formation technique.

Intended Learning Outcomes (ILOs)

- Management pour les élèves ingénieurs / Technique et Gestion de production pour les profils commerciaux.
- S'informer - Traiter l'information - Analyser et diagnostiquer une situation – Informer - S'organiser -Mettre en place un suivi
- Etre à l'écoute des partenaires - Etre attentif aux demandes des autres (Respect, empathie …) - Etre autonome et responsable - Etre un animateur - Etre négociateur - Avoir l'esprit d'équipe - Etre rigoureux

STRATEGY & CSR	BUSINESS CONTROLLING	36 HRS	2 ECTS

Taught in English – Spring Semester

Business Controlling is useful at every stage of the management to create Wealth, cash, and worth for the company, by using logics and tools.

Intended Learning Outcomes (ILOs)

- Financial tools used for Controlling; Ratio analysis to appreciate activity, profitability and liquidity;
- Analysing financial plan;
- Profit planning
- Value chain and models in a group.
- To be competent for business decision to tap a new market, to manage a subsidiary or an investment project in order to increase the worth of the company.

STRATEGY & CSR	TECHNIQUES DE NEGOCIATION ET GRANDS CONTRATS	36 HRS	2 ECTS

Taught in French – Spring Semester

Ce cours permettra à l'étudiant d'activer ses connaissances des techniques de vente, d'adopter une démarche efficace de conduite et de contrôle de l'entretien commercial, de connaître le processus de la négociation d'affaires, d'améliorer ses capacités de négociation par des mises en situation à partir d'études de cas, mais aussi de développer l'aspect opérationnel de la maîtrise des contrats de grands projets au travers d'exemples de l'industrie pétrolière et énergétique avec une mise en pratique au travers de l'étude de différents types de contrats internationaux.

Intended Learning Outcomes (ILOs)

- Techniques de négociation – Vente d'affaires
- Compétence en matière de négociation
- Capacité à communiquer et à dynamiser une approche commerciale.
- Acquisition du raisonnement et de la logique conduisant à la rédaction d'un contrat.
- Identification des risques pour le projet en cas de manque ou de flou dans un contrat
- Développer l'aspect opérationnel de la maîtrise des contrats de grands projets
- Connaitre les éléments prépondérants du calcul d'investissements liés à la définition technique des « gros projets/contrats

STRATEGY & CSR	PROJET TUTORE	30 HRS	4 ECTS

Taught in French – Spring Semester

Les étudiants doivent répondre à une problématique d'entreprise en lien avec leur spécialisation, sous la supervision d'un intervenant. .

Intended Learning Outcomes (ILOs)

A la fin de ce projet, les étudiants seront capables d'utiliser les connaissances acquises au préalable sur les aspects stratégiques de leur spécialisation.

STRATEGY & CSR	FINAL THESIS	30 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

"STRATEGIES DU DEVELOPPEMENT DURABLE, RSE & ENVIRONNEMENT » SPECIALISATION

MARKETING	MARKETING, PRODUITS, SERVICES ET RSE	36 HRS	6 ECTS

Taught in French – Spring Semester

La logique du séminaire est celle d'une discussion autour de la question : « Le marketing peut-il être durable / socialement responsable ? » Ainsi, ce séminaire doit permettre :

- de comprendre l'influence du développement durable sur le marketing, en tant que discipline, métier, théories et pratiques, et vice versa,

- de maîtriser les outils de l'intégration du développement durable dans le marketing,

- et d'apprécier les apports du marketing des entreprises au projet de développement durable. En plus des illustrations en cours, portant notamment sur les chaires Inter Mutuelles Assistance et Fleury Michon, deux études de cas sont à mener par les groupes d'étudiants.

Intended Learning Outcomes (ILOs)

- Acquérir les fondements théoriques et conceptuels du « marketing socialement responsable »
- Savoir appliquer les outils stratégiques et opérationnels du « marketing socialement responsable»

STRATEGY & CSR	DROIT DE L'ENVIRONNEMENT ET GESTION DES RISQUES	36 HRS	3 ECTS

Taught in French – Spring Semester

Ce cours traitera de l'étude des caractères généraux du droit de l'environnement : les sources du droit de l'environnement, les principes du droit de l'environnement, les politiques et les acteurs de l'environnement. L'analyse de la gestion de l'environnement sera également traitée, et plus particulièrement, l'ensemble des mesures préventives, de répression, de réparation et de restauration mises en œuvre pour assurer le respect de l'environnement.

Intended Learning Outcomes (ILOs)

L'objectif de ce cours est de familiariser les apprenants au droit de l'environnement et de leur donner les outils nécessaires à la recherche et à la compréhension des règles complexes de ce droit qu'ils seront amenés à mettre en œuvre dans l'entreprise.

STRATEGY & CSR	OUTILS ET PRATIQUES DU DD ET DE LA RSE – CADRES	36 HRS	6 ECTS

Taught in French – Fall Semester

Ce module couvre les principaux outils de formalisation et d'opérationnalisation d'une stratégie RSE. Les concepts de développement durable et de RSE ancrent progressivement le principe de responsabilité élargie des organisations dans la sphère sociétale en raison des multiples catastrophes environnementales, sanitaires, financières et sociales. Les attentes croissantes d'une partie des consommateurs et plus largement des parties prenantes façonnent également cette dynamique. La progression institutionnelle du concept de RSE témoigne de sa maturité actuelle. Evoluant dans un environnement globalisé dans lequel les principes du libéralisme économique et les conséquences de la déréglementation financière dominent, les activités des organisations sont régulièrement pointées du doigt par différentes catégories de parties prenantes. Ainsi la RSE s'invite dans la stratégie et les activités des organisations. Le déploiement d'une stratégie RSE ne s'improvise pas. Sa mise en œuvre doit reposer sur des référentiels, outils de gestion normatifs et méthodologiques que nous abordons dans ce module.

Intended Learning Outcomes (ILOs)

- Revoir les fondamentaux des systèmes de management et les référentiels QHSE

- Connaître les fondements économiques et managériaux des outils de gestion de la RSE : approches par la régulation, la normalisation et le management.
- Comprendre les limites des référentiels et outils RSE/DD.
- S'approprier les méthodes et outils d'opérationnalisation de la RSE.
- Mettre en œuvre les fondements du management de projet et ses enjeux liés à l'environnement.
- Organiser, analyser et modéliser par des applications concrètes plusieurs projets.
- Savoir utiliser, concevoir et critiquer les méthodologies pour opérationnaliser la RSE.

STRATEGY & CSR	MANAGEMENT GLOBAL & RSE	36 HRS	3 ECTS

Taught in French – Fall Semester

Cours multi-facette visant à conduire les étudiants et stagiaires à acquérir les connaissances, raisonnements, logiques et capacités d'analyse critiques nécessaires pour comprendre les enjeux de la RSE et du DD dans le contexte socio-économique global. In fine, il s'agit d'acquérir le recul préalable à l'élaboration de stratégies RSE pertinentes, en fonction des spécificités des firmes et de leur environnement en constante mutation.

Intended Learning Outcomes (ILOs)

- Comprendre les enjeux du Développement Durable et de la RSE
- Disposer d'un outillage théorique et analytique permettant de décrypter les mécanismes à l'origine des principaux problèmes environnementaux, sociaux et sociétaux

STRATEGY & CSR	ACHATS, SUPPLY CHAIN MANAGEMENT ET RSE	36 HRS	6 ECTS

Taught in French – Spring Semester

La prise en compte du développement durable par le secteur logistique implique de s'intéresser à la réponse des activités logistiques à l'enjeu environnemental. Ce nouvel impératif s'ajoute aux exigences de rentabilité et pousse le secteur à l'innovation sur toute la chaîne d'approvisionnement, depuis les achats en passant par la logistique, l'entreposage et jusqu'à la distribution. Ces préoccupations de durabilité entraînent des évolutions en termes de management.

Intended Learning Outcomes (ILOs)

À la fin de ce cours, les étudiants seront en mesure de :

- Traiter des problématiques théoriques et managériales du DD dans les Supply Chain
- Mener une réflexion sur les Achats responsables
- Développer des démarches de logistique durable
- En termes de compétences, les étudiants seront en capacité de procéder à une gestion globale de la Supply chain durable, pour ce qui relève de l'optimisation des achats, des transports et des opérations logistiques.

STRATEGY & CSR	APPROCHE FONCTIONNELLE ET RSE : MANAGEMENT DE L'ORGANISATION	36 HRS	6 ECTS

Taught in French – Spring Semester

Ce module a trois objectifs principaux : cerner le rôle de la fonction Ressources Humaines (RH) ; identifier les différents domaines de la gestion des ressources humaines et leur imbrication ; maîtriser le cadre juridique des différents domaines afin de sécuriser ses pratiques. La gestion des ressources humaines est considérée comme un levier essentiel de la compétitivité des entreprises. Les acteurs des services RH doivent ainsi connaître les principales missions dévolues à leur fonction en phase avec les enjeux actuels, des processus stratégiques RH que sont le recrutement, la formation, la rémunération, et l'appréciation des collaborateurs, à leur déploiement dans l'entreprise.

Intended Learning Outcomes (ILOs)

- Faire prendre conscience des aspects éthiques des doctrines et surtout des pratiques de management des hommes et de GRH, en particulier au niveau des conditions et des relations de travail.
- Identifier les carences éthiques du management dans de nombreuses organisations et leurs causes.
- Connaître et promouvoir de bonnes pratiques éthiques dans le management des hommes et la gestion des RH.
- Etre capable d'avoir un point de vue critique sur les dimensions non éthiques de pratiques managériales et les pratiques à adopter pour y remédier.
- Comprendre les enjeux croissants d'un management reponsable des hommes pour assurer le succès durable des organisations et faire preuve de cohérence avec les nouvelles responsabilités sociales.

STRATEGY & CSR	APPROCHE FONCTIONNELLE ET RSE : FINANCE & COMPTABILITE VERTE	36 HRS	6 ECTS

Taught in French – Spring Semester

Cours interactif qui vise à conduire les étudiants à élaborer des raisonnements pour construire les savoir-faire et savoir-être qu'il devra mobiliser au sein des organisations afin d'assurer ses missions liées à la définition et la mise en œuvre des outils financiers permettant de juger l'engagement environnemental et social d'une organisation.

Intended Learning Outcomes (ILOs)

L'objectif de ce cours est double :

- D'une part, présenter aux étudiants les différentes possibilités d'évaluation monétaire des impacts environnementaux (comptabilité environnementale, coûts environnementaux, BSC etc.)
- D'autre part, amener les étudiants à développer une vision critique de ces outils (notamment au travers de lectures académiques et d'études de cas).

STRATEGY & CSR	ENJEUX ENVIRONNEMENTAUX ET TRANSITION ENERGETIQUE	36 HRS	3 ECTS

Taught in French – Fall Semester

Durant les dernières décennies, les activités humaines ont engendré une croissance économique sans précédent, qui a favorisé l'élévation du niveau de vie. Alors que la population mondiale augmentait de plus de 3 milliards de personnes, la taille de l'économie mondiale a plus que triplé depuis 1970. Si rien n'est fait, l'OCDE prévoit à l'horizon 2050 une augmentation de l'ordre de 80% de la consommation énergétique, de plus de 50% des GES, la température moyenne mondiale pourrait alors dépasser de 3°C à 6°C les niveaux préindustriels, la biodiversité enregistrerait un recul supplémentaire de 10% (abondance moyenne des espèces), la superficie des forêts primaires pourrait diminuer de 13%, plus de 40% de la population mondiale vivrait dans des zones de stress hydrique élevé (OCDE, 2012) … Et nous pouvons continuer la longue liste des impacts environnementaux de nos modes de vie.

Ce module permet une approche globale des thématiques environnementales relatives à ce que l'élévation du niveau de vie (du moins dans les pays les plus développés) implique, dans les domaines de l'eau, des déchets, de l'énergie, de l'habitat, de la mobilité et de la biodiversité. Il donne des éléments de base dans les principaux domaines intégrant les nouveaux modes de vie et s'inscrit dans une analyse prospective de l'économie verte.

Intended Learning Outcomes (ILOs)

Comprendre les enjeux environnementaux des différents secteurs étudiés (Eau, Air, Déchets, Biodiversité). C'est-à-dire se saisir de la nature et du sens des connaissances et des mécanismes découverts et comprendre leur complexité.

STRATEGY & CSR	OUTILS ET PRATIQUES DU DD ET DE LA RSE - INNOVATIONS	36 HRS	3 ECTS

Taught in French – Fall Semester

Alors que les préoccupations du développement durable sont parfois considérées comme des contraintes, l'innovation sociétale est maintenant aussi reconnue comme un moteur de performance économique, environnementale et sociale des organisations. L'innovation offre de nombreuses perspectives d'opportunités pour le développement et le déploiement de business models à bilan sociétal positif.
Si l'on peut avoir différentes perspectives de l'innovation, ce module en adopte une conception très large en l'abordant sous deux approches : la première approche est celle d'entreprises qui conçoivent les innovations environnementales et sociales comme leviers de croissance, et particulièrement dans le contexte de secteurs extrêmement compétitifs. Différentes problématiques sont présentées : R&D, innovations de processus ; l'accent est aussi mis sur les problématiques de propriété intellectuelle dans le cadre de démarches RSE. La seconde approche est celle des réseaux territoriaux et de la coopération entre entreprises et autres formes d'organisation qui amènent à innover. Le cadre de l'écologie industrielle et territoriale (EIT) ainsi que de l'économie circulaire sont traitées en profondeur : approches internationales, acteurs, outils méthodologiques et zoom sur le cas précis de Biotop. Le cadre des réseaux des Territoires à Energie Positive (TEPOS) et des enjeux de la gouvernance locale dans ces cadre d'innovation sont aussi abordés.

Intended Learning Outcomes (ILOs)

Comprendre les enjeux de l'innovation dans le cadre des démarches RSE. C'est-à-dire se saisir de la nature et du sens des connaissances et des mécanismes découverts et comprendre leur complexité (interactions diverses, logiques économiques, logiques territoriales).

STRATEGY & CSR	CONSULTANCY PROJECT	36 HRS	3 ECTS

Le Consultancy Project est une mission de consultance, réalisée par les étudiants pour le compte d'une ou plusieurs entreprises partenaire(s) de l'Ecole. Dans certains cas, il peut s'agir d'un autre type d'organisation (collectivité territoriale, association, etc.) Cette(ces) organisation(s) proposent une problématique, à laquelle les étudiants devront répondre. Ils doivent être en mesure de comprendre la problématique, analyser la situation et proposer des recommandations stratégiques et opérationnelles. Les étudian !ts sont coachés par 3 professeurs de l'IRSI. Il s'agit d'un travail de groupe étalé sur plusieurs mois. Une restitution (écrite et/ou orale) est réalisée devant l'entreprise commanditaire.

Intended Learning Outcomes (ILOs)

Objectifs et intérêts pour l'entreprise : - Bénéficiez d'un point de vue extérieur - Bénéficiez d'une source de créativité axée sur l'innovation - Bénéficier d'une expertise et de l'assistance de chercheurs et de professionnels spécialisés de l'industrie - Possibilité d'identifier les profils de recrutement potentiellement intéressants
Objectifs pédagogiques : - Se confronter à une problématique d'entreprise en matière de développement durable - Développer les savoir-être en termes de comportements professionnels, management du temps et du travail d'équipe - Développer une expertise sur un thème particulier - Développer une façon d'apprendre de type "amélioration continue"

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

« AUDIT-CONSEIL & CONTRÔLE » SPECIALISATION

FINANCE	COMPTABILITÉ APPROFONDIE	24 HRS	3 ECTS

Taught in French – Fall Semester

Ce cours met l'accent sur les règles comptables approfondies appliquées aux différentes opérations juridiques et économiques de l'entreprise. Son objectif est de faire comprendre les mécanismes de fonctionnement des travaux de fin d'exercices avec leurs particularités comptables.

Intended Learning Outcomes (ILOs)

- Appréhender l'organisation et les règles éthiques des professions comptables
- Différencier et sélectionner les principes et techniques comptables applicables aux différentes opérations juridiques et économiques de l'entreprise.
- Acquérir les méthodes d'évaluation des actifs et passifs de l'entité

FINANCE	TECHNIQUES AVANCÉES D'AUDIT	24 HRS	3 ECTS

Taught in French – Fall Semester

Cours articulé sur 3 grandes sessions : - une première session de présentation introductive de l'activité d'audit en général : que veut dire contrôler ? pourquoi contrôler?ce qui revient à parler de la notion de risque en entreprise, de ses multiples facettes et de sa nécessaire maîtrise. Par qui ? Par quels moyens ? Pourquoi l'audit est-il devenu si important ces dernières années ? quels enjeux à venir ? Ce qui revient à parler du dispositif de maîtrise des activités et des différentes natures d'audit possible : audit externe, audit interne, et de l'enjeu du contrôle interne en entreprise ?

- une deuxième session sur le commissariat aux comptes : 1. les dispositions générales clés du métier d'auditeur financier : qui est-il ? ses objectifs ? ses « droits » et « devoirs » ? comment est-il surveillé ? quels sont ses risques ? quelles sont ses diverses responsabilités et envers qui ? quelle organisation au sein d'un cabinet ? 2. les différentes missions de l'auditeur : audit légal versus audit contractuel / commissariat aux comptes versus expertise comptable. Quelle nature d'opinion émise et donc quel niveau d'assurance donné ? pour qui ? 3. Présentation et illustration de la démarche de l'auditeur pour certifier des comptes, qui illustre une approche par les risques avec dès lors un focus essentiel sur l'appréciation de la qualité et la robustesse du dispositif de contrôle interne mis en place par l'entreprise. Illustration par la lecture de rapports de grands groupes sur leur dispositif de contrôle interne

- Une troisième session est une présentation de grille d'analyse de cas de fraudes médiatisés, afin d'illustrer les conséquences potentielles de faiblesses majeures du système de contrôle en entreprise et/ou de défaillances de son contrôle par l'extérieur (régulateurs, auditeurs, ?)

Intended Learning Outcomes (ILOs)

- Distinguer les objectifs de l'Audit, ses tâches et ses outils dans le processus global de contrôle et pilotage d'activité.

- Evaluer l'environnement des risques pour une entreprise.
- Critiquer le rôle de l'auditeur financier dans ce contexte et notamment son rôle croissant dans les organisations et la vie économique, son lien avec la gouvernance d'entreprise et les autorités de régulation, l'importance du contrôle interne mis en place par l'entreprise.
- Mettre en place une démarche d'audit permettant de formuler le diagnostic et les préconisations nécessaires pour le processus global de maîtrise par l'entreprise de son univers de risques.

FINANCE	CONSOLIDATION	24 HRS	3 ECTS

Taught in French – Fall Semester

Ce module permet de traiter les problématiques de consolidation des comptes et de gestion des groupes. La consolidation résulte de l'obligation légale faite à toute entreprise détenant le contrôle d'autres entreprises ou exerçant sur elles une influence notable d'établir des Comptes consolidés et un rapport sur la gestion du groupe. Ce module sera l'occasion de cerner les différentes méthodes de consolidation (intégration globale, Intégration proportionnelle, mise en équivalence) à travers différents cas d'entreprise.

Intended Learning Outcomes (ILOs)

- Mettre en évidence l'utilité des comptes consolidés pour les différents destinataires de l'information comptable et financière dans un contexte international.
- Etudier le processus de consolidation pour comprendre les spécificités des comptes consolidés par rapport aux comptes individuels.
- Identifier les difficultés et les limites de l'analyse financière de comptes consolidés.

FINANCE	INTERNATIONAL ACCOUNTING	24 HRS	3 ECTS

Taught in English – Fall Semester

The aim of the course is to develop students' knowledge of accounting principles. The course provides an understanding of corporate financial statements prepared using the International Financial Reporting System (IFRS). A comparison between French GAAP, US GAAP and IFRS is integrated to enhance the development of a "critical thinking" approach to financial accounting and reporting.

Intended Learning Outcomes (ILOs)

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

- Recognize how the financial statement numbers were produced,
- Identify the international financial reporting standards (IFRS) movement and the implications of reading financial statements based on IFRS,
- Identify and Assess differences in financial measurement and reporting practices that exist internationally, the reasons for these differences and their resultant financial statement effects,
- Present and criticize some Accounting option (IAS 32, 39, etc.)

FINANCE	CORPORATE GOVERNANCE AND ETHICS	24 HRS	3 ECTS

Taught in English – Fall Semester

This course allows to put into perspective the processes of emergence of strategic decisions within complex organizations, by calling on concepts of sociology, psychology and financial theory. Through the study of the different currents dealing with the status of information and the decision-making process in financial decisions, we will shed light on the current issues of public and private organizations, with particular emphasis on the role of stakeholders in the processes of creation and distribution of value.

Intended Learning Outcomes (ILOs)

- Mastery and understanding of the main governance mechanisms within complex organizations.
- Explain the composition and recent trends in board of directors and discuss the responsibilities & role of the top management in the SM process and value creation.
- Explain the role of other strategic managers and employees in the SM process.
- Discuss the impact of stakeholders approaches on corporate vision.

FINANCE	EXCEL POUR FINANCIERS	24 HRS	3 ECTS

Taught in French – Fall Semester

Les étudiants seront amenés à découvrir et utiliser les différentes fonctionnalités avancées du logiciel Excel (base de données, solveur, valeur cible, tableaux croisés dynamiques) au travers d'exercices pratiques sur ordinateur.

Intended Learning Outcomes (ILOs)

- S'approprier les outils de la bureautique en usage dans les organisations.
- Comprendre et utiliser à bon escient les différentes fonctionnalités du tableur Excel.
- Etablir un modèle d'aide à la décision et construire des tableaux de bord utilisés en entreprise.

FINANCE	GLOBAL FINANCIAL MARKET	20 HRS	3 ECTS

Taught in English – Spring Semester

The aim of the course is to prepare students to solve problems of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making and the development of investment and hedging strategies on a multinational level. The topics covered in the course include: the organization of international financial markets, foreign exchange markets, international investing and market equilibrium, stock market investment, bond markets, derivative markets, country risk analysis, alternative investments, international diversification, and international banking overview.

Intended Learning Outcomes (ILOs)

Upon successful completion of this course, students will be able to

- work with basic types of investment instruments on international financial markets
- orient themselves among the most important institutions and segments on international financial markets
- analyze risk and potential return of a portfolio of international assets
- propose portfolio investment strategies on international financial markets optimizing return with respect to risk
- propose and analyze currency and interest rate hedging of an international investment portfolio or corporate balance sheet exposed to the risks

FINANCE	FIRMS VALUATION	20 HRS	3 ECTS

Taught in English – Spring Semester

This course covers firms valuation and the different factors that have a strong impact on it. The goal of the course is to provide students with practical tools and methods to value a broad range of assets. While the course is designed first and foremost to be very practical, the tools and methods covered in this course are presented in the framework of generally accepted financial theory.

Intended Learning Outcomes (ILOs)

- Assimilation of general knowledge regarding firm valuation methods and practices utilized in the international world.
- Clarifying the concepts utilized in firm valuation theory and practice.
- Selecting the relevant valuation methods in purpose of solving different types of valuation applications.

FINANCE	BLANCHIMENT ET LUTTE ANTI-FRAUDE	20 HRS	3 ECTS

Taught in French – Spring Semester

Ce cours explique clairement les tenants et aboutissants de la fraude fiscale et des paradis fiscaux. De quoi parle-t-on ? Comment fonctionnent les paradis fiscaux ? Comment blanchit-on le fruit de la fraude fiscale ? Quelles sont les conséquences sociales de ces délits ? Quelles ont été les grandes affaires médiatiques ? Quelle réglementation mettre en place ?

Intended Learning Outcomes (ILOs)

Ce cours permet de :

- Comprendre les origines et les composantes de l'argent sale ;
- Connaître les différentes techniques de blanchiment ;
- Identifier les moyens de lutte nationaux et internationaux ;
- Analyser les impacts économiques, politiques et sociaux.
- Analyser les risques de blanchiment et de fraude.

FINANCE	SI: DE LA MISE EN PLACE A LA STRATEGIE	20 HRS	3 ECTS

Taught in French – Spring Semester

Ce cours fournit à l'apprenant les connaissances conceptuelles et pratiques qui lui permettront de mieux définir et cerner les SI. Il propose une approche globale, pluridisciplinaire et transversale des SI. Il porte sur les dimensions opérationnelles et stratégiques des SI : prises de décisions, mises en œuvre et usages ; rôles des parties prenantes internes et externes.

Intended Learning Outcomes (ILOs)

- Expliquer ce qu'est un système d'information d'entreprise
- Différencier les différents éléments d'un SI
- Juger les différentes dimensions constitutives d'un SI
- Vérifier l'articulation du SI avec la stratégie d'entreprise (gouvernance des SI / gestion des projets SI)

FINANCE	REPORTING EXTRA FINANCIER	20 HRS	0 ECTS

Taught in French – Spring Semester

Le principal objectif du cours est les méthodes et les techniques nécessaires à la prise de décision financière au sein de toute forme d'organisation. Une attention particulière sera accordée à l'intégration de l'incertitude. Ce cours permet aux étudiants d'exploiter les aspects de la théorie financière, aussi bien que les aspects pratiques techniques et calculatoires. Par ailleurs, les étudiants devront être capables d'écrire un rapport professionnel et de le présenter à l'oral. Ce rapport comprend outre les aspects calculatoires, une synthèse des décisions propres à la firme étudiée ainsi que des recommandations.

Intended Learning Outcomes (ILOs)

- Comprendre les bases nécessaires à la mise en place d'une démarche de RSE
- Connaître le cadre réglementaire relatif au reporting extra-financier applicable aux entreprises et savoir identifier les obligations de reporting pour différentes entreprises

FINANCE	POLITIQUE ET DECISIONS DE FINANCEMENT	20 HRS	3 ECTS

Taught in French – Spring Semester

Ce cours vise à porter à la connaissance des étudiants les attentes des différentes parties prenantes de l'entreprise en matière de reporting extra-financier. Il fera un focus particulier sur le reporting obligatoire pour les entreprises françaises, et abordera les différentes trames de reporting extra-financier disponibles aujourd'hui en France comme à l'international. Les principales techniques de mise en œuvre d'une démarche de RSE pertinente seront également abordées.

Il s'agira pour les étudiants de prendre conscience de l'existence d'outils de gestion complémentaires à la comptabilité analytique, et de prendre la mesure de l'impact potentiel des éléments extra-financiers sur la réussite du business model des entreprises actuelles.

Intended Learning Outcomes (ILOs)

- Approfondir les compétences techniques,
- Appréhender l'environnement actuel de l'entreprise afin d'adopter les meilleures décisions financières,
- Être sensible aux contraintes globales liées à la prise de décision financière,
- Être préparé aux changements dans les pratiques et les savoirs concernant les décisions stratégiques de la firme.

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

« BANQUE ASSURANCE, GESTION DE PATRIMOINE ET IMMOBILIER » SPECIALISATION

FINANCE	FISCALITE DES ENTREPRISES DANS UN CONTEXTE INTERNATIONAL	24 HRS	4 ECTS

Taught in French – Fall Semester

L'objectif de ce cours est de familiariser les étudiants avec les problématiques de la fiscalité internationale dans un contexte de mobilité des personnes, dans une perspective d'optimisation.

Intended Learning Outcomes (ILOs

- Définir le concept de résidence fiscale

- Compléter les déclarations de revenus des particuliers, les lire, les interpréter
- Appliquer des règles fiscales pour l'imposition des expatriés, en relation avec leur rémunération (salaires, jetons de présence, stock-options)
- Appliquer et interpréter les règles relatives aux expatriés
- Appliquer les règles pour les détachements à l'étranger (missions courtes)

FINANCE	ADVANCED CORPORATE FINANCE	24 HRS	4 ECTS

Taught in English – Fall Semester

The purpose of the course is to provide tools used both by Corporate and Investment banking management. The course will combine fundamental theory and real case studies. Within the framework of the course students will learn how to analyse international IFRS accounts, value brands and intangible assets, execute profitable Equity Capital Markets and Debt capital Markets deal, and run successful Merger & Acquisition transactions.Value creation analysis both for shareholders and for the firm will be also analyzed.

Intended Learning Outcomes (ILOs)

- Understand the fundamentals of Advanced Corporate Finance.
- Execute profitable Corporate, Investment Banking and Capital Markets deals.
- Analyse the rationale for International Deals in Finance.
- Detail Value Creation for both for firms and shareholders.
- Hedge properly risks (FX, Rates ...)
- Put in place relevant Asset Liability Management (ALM) strategies.

FINANCE	ENVIRONNEMENT JURIDIQUE DE L'ENTREPRISE	24 HRS	4 ECTS

Taught in French – Fall Semester

Ce cours aborde de manière pragmatique les différents domaines du droit qui intéressent l'environnement de l'entreprise. Les apprenants seront a amenés s'approprier les bases juridiques nécessaires à la compréhension des autres disciplines dispensées dans leur formation comme la gestion du patrimoine, la fiscalité ou l'assurance.

Intended Learning Outcomes (ILOs)

- Discerner les incidences juridiques que soulève une situation d'entreprise donnée.
- Structurer la façon dont on peut régler un problème juridique et le résoudre s'il est simple.
- Reconnaître les situations où l'intervention d'un spécialiste s'impose.
- Interpréter la façon dont le spécialiste aura résolu le problème.

FINANCE	MATHÉMATIQUES FINANCIÈRES APPLIQUÉES	16 HRS	0 ECTS

Taught in French – Fall Semester

Ce cours a pour objectif le développement des principaux concepts des mathématiques financières. Il prépare l'étudiant à la maîtrise des outils et des techniques nécessaires pour résoudre les problématiques financières dans divers établissements financiers.

Intended Learning Outcomes (ILOs)

- Évaluer un prêt bancaire.
- Appliquer les notions de valeurs présentes et accumulées.
- Calculer le taux de rendement des Instruments financiers et leur évaluation.

FINANCE	EVALUATION DES ACTIFS FINANCIERS ET GESTION DE PORTEFEUILLE	24 HRS	4 ECTS

Taught in French – Fall Semester

Ce cours poursuit un double objectif. Il est composé de deux parties distinctes. La première partie traite des décisions de gestion d'actifs sous ces trois principaux aspects : (i) théorique en présentant le cadre fondateur de la finance moderne, (ii) empirique en présentant des méthodes opérationnelles, et enfin (iii) pragmatique, puisque le savoir-faire du gérant s'exprime par la performance dégagée par le fonds. La seconde partie du cours est tournée vers la maîtrise des principales méthodes financières d'évaluation (i) des titres de fonds propres (actions) et (ii) des titres de dettes (obligations).

Intended Learning Outcomes (ILOs)

- Etudier les fondements théoriques et empiriques de la finance moderne,
- Etre en mesure de constituer et gérer un portefeuille sur la base des éléments du cours.
- Etre capable d'évaluer les actifs financiers (actions et obligations)

FINANCE	DIAGNOSTIC ET GESTION PATRIMONIALE	36 HRS	6 ECTS

Taught in French – Fall Semester

A travers ce cours seront vus : le diagnostic patrimonial, le droit patrimonial de la famille, les produits d'épargne et de placement, l'assurance-vie et la gestion de patrimoine.

Intended Learning Outcomes (ILOs)

- Savoir mener un entretien de découverte patrimoniale avec un prospect/client ;
- Etablir un diagnostic patrimonial : recenser les informations nécessaires, les analyser, préciser les objectifs patrimoniaux, préconiser des solutions, établir une stratégie globale ;
- Maîtriser le droit patrimonial de la famille ;
- Maîtriser les produits d'épargne et de placement ;
- Savoir construire et rédiger un Projet Patrimonial

FINANCE	FINANCEMENT DES PME	12 HRS	0 ECTS

Taught in French – Fall Semester

Ce cours est donné en bonne partie par la méthode des cas et s'adresse aux étudiants qui comptent devenir entrepreneurs ou travailler avec des entrepreneurs. Les études de cas décrivent des problèmes de gestion financière survenus dans le contexte d'une PME. Le cours tentera d'amener l'étudiant à développer son esprit d'analyse, à le rendre en mesure d'élaborer lui-même des plans de financement réalisables et à les négocier avec les bailleurs de fonds.

Intended Learning Outcomes (ILOs)

À la fin du cours, l'étudiant devrait être en mesure d'analyser la situation financière d'une PME, de proposer des correctifs ou une démarche à suivre, et suite à son analyse, il devrait être capable de préparer un dossier de financement. Compte tenu de la nature du cours, celui-ci est plutôt de caractère professionnel.

FINANCE	CORPORATE GOVERNANCE FOR BANKING	12 HRS	0 ECTS

Taught in English – Spring Semester

The course of corporate governance aim to introduce key concepts and knowledge. It deal with all aspects of the governance obligations of an organisation, covering not only legal duties, but also applicable and recommended standards of best practice.

Intended Learning Outcomes (ILOs)

- Understand the agency theory
- Understand the frameworks of corporate governance law and practice.
- Distinguish between and compare the legal obligations for governance and
- recommended best practice
- Explain the composition and recent trends in board of directors and discuss the responsibilities & role of the top management on value creation.

FINANCE	RISK MANAGEMENT	12 HRS	0 ECTS

Taught in English – Spring Semester

Risk management is the most efficient tool for project management, as by definition, project is full of uncertainties. This course will give students a good understanding of their attitude toward risks to properly manage team with different comprehension of the project situation. It will also develop all required processes to be able to identify risks and manage them.

Intended Learning Outcomes (ILOs)

- Identify risk according to the three main categories
- Perform qualitative assessment and define prioritization in risk management
- Perform quantitative assessment to define reliable figures for cost management

- Plan risk responses according to defined strategies
- Control risks during execution phase of the contract.

FINANCE	MODALITES ET STRATEGIES DE FISCALISATION	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce cours va traiter : l'impôt sur le Revenu, les revenus de placements financiers & les plus-values mobilières, les revenus fonciers, les dispositifs immobiliers, les plus-values immobilières, l'impôt sur la Fortune Immobilière (IFI), le Prélèvement A la Source (PAS).

Intended Learning Outcomes (ILOs)

- Appréhender la fiscalité du particulier: l'impôt sur le revenu (les revenus d'activité et les revenus du patrimoine), l'Impôt sur la Fortune Immobilière (IFI), le Prélèvement A la Source (PAS) ;
- Savoir remplir une déclaration fiscale d'Impôt sur le Revenu (comprenant des revenus d'activité, des revenus fonciers, des revenus de capitaux mobiliers, des plus-values mobilières, de réductions et crédits d'impôts) et d'Impôt sur la Fortune Immobilière ;
- Savoir préconiser à un particulier des stratégies fiscales qui lui permettront de réduire son imposition tout en répondant à ses objectifs patrimoniaux.

FINANCE	POLITIQUE ET DECISIONS DE FINANCEMENT	20 HRS	0 ECTS

Taught in French – Spring Semester

Le principal objectif du cours est les méthodes et les techniques nécessaires à la prise de décision financière au sein de toute forme d'organisation. Une attention particulière sera accordée à l'intégration de l'incertitude. Ce cours permet aux étudiants d'exploiter les aspects de la théorie financière, aussi bien que les aspects pratiques techniques et calculatoires. Par ailleurs, les étudiants devront être capables d'écrire un rapport professionnel et de le présenter à l'oral. Ce rapport comprend outre les aspects calculatoires, une synthèse des décisions propres à la firme étudiée ainsi que des recommandations.

Intended Learning Outcomes (ILOs)

- Approfondir les compétences techniques,
- Appréhender l'environnement actuel de l'entreprise afin d'adopter les meilleures décisions financières,
- Être sensible aux contraintes globales liées à la prise de décision financière,
- Être préparé aux changements dans les pratiques et les savoirs concernant les décisions stratégiques de la firme.

FINANCE	TECHNIQUES D'ASSURANCE	24 HRS	0 ECTS

Taught in French – Spring Semester

Le cours mélange théorie et pratique en abordant :

- les notions fondamentales des techniques d'assurance, en se focalisant sur les notions juridiques qu'un assureur doit connaître pour conseiller au mieux ses clients.
- en détaillant les règles applicables aux assurances de dommages (IARD),
- en détaillant les règles applicables aux assurances de personnes,
- en détaillant les règles applicables aux assurances de responsabilité.
- en établissant un comparatif de contrats et le présenter à un client,
- en effectuant une visite de risque virtuelle,
- en indemnisant un sinistre.

Intended Learning Outcomes (ILOs)

Donner à un étudiant de niveau master 2 les capacités techniques fondamentales qu'un(e) chargé(e) de clientèle en banque/assurance doit connaître pour vendre un contrat à un client et ultérieurement évoluer vers des fonctions d'encadrement de ce type de profil.

FINANCE	INTERNATIONAL FINANCE & REGULATIONS	24 HRS	4 ECTS

Taught in English – Spring Semester

The main goal of this course is to study different mecanisms in managing multinational and cross-borders operations. Theoretical aspects will be develop to take into account exchange rate hedging, the conditions to finance export versus import operations, the determination of international cost of capital... The rest of this course is devoted to international trade channels, tax conditions and the role of exchange rate fluctuations on the world companies.

Intended Learning Outcomes (ILOs)

Three main objectives are retained :

- to understand SME's in a global trading,
- to analyse the main exchange rates methods,
- to be prepared to face change in knowledge and practices about financial decisions making for firms.

FINANCE	EVALUATION DES ENTREPRISES	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce cours développe les principales méthodes de valorisation de l'entreprise, les moyens de financement à long terme ainsi que leur conséquence sur la valeur de l'entreprise. Le cours s'intéresse à l'évaluation de l'entreprise et ses stratégies d'investissement, aux caractéristiques et à l'évaluation de chaque instrument de financement, notamment, les dettes et les actions, à la composition du capital et au chiffrage de son coût. Les autres thèmes abordés portent sur le choix de la structure financière optimale qui permet de maximiser la valeur d'une firme.

Intended Learning Outcomes (ILOs)

- Cerner les enjeux de l'évaluation de l'entreprise et connaître la théorie fondamentale de l'évaluation d'entreprise.
- Calculer l'évaluation d'entreprise par l'actualisation des flux de trésorerie, la méthode patrimoniale, goodwill , etc. ,
- Maîtriser la démarche d'évaluation d'une entreprise dans le cadre d'une cession, d'une acquisition ou d'une restructuration.
- Savoir choisir la méthode d'évaluation adéquate en fonction de l'activité de l'entreprise.

FINANCE	ACCOUNT MANAGEMENT ET TRANSFORMATION DIGITALE	24 HRS	4 ECTS

Taught in French – Spring Semester

La transformation digitale est un enjeu majeur pour tous les services de l'entreprise et plus particulièrement le marketing et la communication. Comme toutes les entreprises, les banques de détail doivent modifier leur mode de fonctionnement et mettre en place une stratégie digitale afin de répondre efficacement aux nouvelles attentes des clients en matière de fluidité des canaux de distribution et de continuité des services bancaires.

Intended Learning Outcomes (ILOs)

- Cerner les spécificités du digital dans la stratégie marketing.
- Intégrer le digital dans une stratégie marketing en banque-assurance.
- Mettre en œuvre une stratégie marketing pertinente sur chaque canal digital.

FINANCE	MANAGEMENT DE L'IMMOBILIER	24 HRS	0 ECTS

Taught in French – Spring Semester

Par l'enseignement théorique via les nombreuses notions de marketing, finance et gestion, ainsi que par le partage d'expériences lié à la gestion immobilière au sens large, ce cours se veut résolument tourné vers la pratique. Les étudiants sont invités à découvrir le vocabulaire, les acteurs et les pratiques des différents métiers de l'immobilier.

Intended Learning Outcomes (ILOs)

A l'issue de ce cours, l'étudiant sera à même de dialoguer avec les différents acteurs du secteur, de s'intégrer dans des équipes de projet et aura acquis une capacité à appliquer des notions académiques dans le contexte professionnel de l'immobilier.

FINANCE	INVESTISSEMENT SOCIALEMENT RESPONSABLE ET TECHNIQUES DE BLANCHIMENT	12 HRS	0 ECTS

Taught in French – Spring Semester

Ce module permet de mieux comprendre l'importance de l'investissement responsable et les circuits de blanchiment comptable et financier. Il permet également de connaître la réglementation en vigueur sur la thématique.

Intended Learning Outcomes (ILOs)

- Cerner les enjeux de l'investissement socialement responsable
- Analyser les risques de blanchiment et de fraude
- Comprendre les circuits de blanchiment et savoir détecter les fraudes comptables et financières
- Connaître la réglementation en vigueur

FINANCE	TRANSVERSAL BUSINESS GAME	24 HRS	3 ECTS

Taught in French – Spring Semester

Ce cours permet de revisiter et faire la synthèse de différentes connaissances acquises durant l'année. Le jeu d'entreprise apporte aux étudiants : une expérience de travail en équipe dans un contexte compétitif, la mise en pratique d'éléments théoriques, la prise de décision en temps limité, en univers incertain et avec une information surabondante.

Intended Learning Outcomes (ILOs)

En travaillant en équipe, les étudiants :

- Développent une expérience pratique des concepts
- Expérimentent les bénéfices tangibles de la gestion intégrée de l'Entreprise

Les étudiants montrent leurs capacités à:

- Élaborer la stratégie d'une entreprise,
- Opérationnaliser cette stratégie d'une manière cohérente dans les différentes fonctions de l'entreprise: marketing, vente et distribution, Production, achats, investissements et trésorerie, comptabilité, contrôle et audit
- Maîtriser l'intégration des processus de gestion
- Développer un tableau de bord en fonction de la stratégie choisie
- Analyser la performance de l'entreprise

FINANCE	BUSINESS PLAN: PRINCIPES ET EVALUATION	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce cours propose aux étudiants une méthodologie d'analyse financière applicable à des établissements de crédits en traitant l'analyse de l'activité, le risque bancaire, l'étude de la structure financière et l'analyse des résultats.

Intended Learning Outcomes (ILOs)

- Comprendre les états financiers produites par les entreprises et les banques.
- Effectuer un diagnostic financier statique, dynamique et proposer des décisions et recommendations financières.
- Etudier la structure financière
- Approfondir des concepts

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

« GLOBAL LUXURY & FASHION MANAGEMENT » SPECIALISATION

MARKETING	STRATEGIC LUXURY BRAND MANAGEMENT	36 HRS	6 ECTS

Taught in English – Fall Semester

The Strategic Luxury Brand Management module has the main aim to provide students the fundamentals in the luxury industry management and an introduction to the main diverse luxury strategies in managing brands in the different luxury industry business sectors. Luxury marketing management related concepts, theories and specificities will be analysed through the different approaches and conceptual frameworks from research in the field.

Intended Learning Outcomes (ILOs)

- Acquiring the main fundamental theories associated to luxury brand management strategies
- Understanding the luxury industry specificities as a sector but also as a concept and definition
- Understanding the contemporary evolution of the luxury industry in relation to the democratisation of luxury
- Analysing the trends and challenges facing brand management in the luxury good industries

MARKETING	GLOBAL SALES, RETAIL & E-COMMERCE	36 HRS	6 ECTS

Taught in English – Fall Semester

The course is designed to help students develop a deeper and more nuanced understanding of the multi-billion dollar market for luxury goods and services.. The first sessions provide an overview of supply chain management, retailing and associated marketing activities (e.g. B2B, B2C, market analysis, strategic planning, forecasting, products: services, CRM, networks and marketing research). This will allow students to identify the unique characteristics and challenges of luxury goods channel dynamics. Depth of coverage will reflect students' knowledge and understanding. Building on this, later sessions will focus more heavily on luxury marketing specific topics such as franchising, licencing and various sales and entry modes to international markets. Through simulation and in-depth operational activities, course students will undertake a sales market entry project for a luxury product or service of their choice.

Intended Learning Outcomes (ILOs)

- Understand the unique challenges of global distribution and merchandising in the luxury sector.
- Identify differences between the distribution of luxury products and luxury services and understand how "service" can be a competitive advantage in manufacturing organizations.
- Appreciate the key issues in managing global supply and demand, especially 'controlled supply' in the luxury sector.

MARKETING	LUXURY INTERNATIONAL MARKETS & CONSUMER BEHAVIOR	36 HRS	6 ECTS

Taught in English – Fall Semester

This module will offer students an in-depth immersion in the fundamental concepts and dynamic associated to the internationalisation of the luxury industry in the contemporary world but also to understand the historical development of luxury through the ages worldwide and its different characteristics. In particular, students will benefit from a reflection on the dynamics associated to the fast growing economies and their impact on the luxury industry consumption modes with respect to the consolidated markets. Students will develop a specific understanding on the strategic choices and actions integrated by luxury brands in their approach to consumers in highly culturally and institutionally different markets. A "hands-on" capstone project will provide students the opportunity to apply the acquired concepts in practice.

Intended Learning Outcomes (ILOs)

- Developing a specific understanding of the geocultural dimension of luxury
- Acquiring a specific understanding of the evolution of luxury brand management and luxury industry across different geographical markets
- Understanding the impact of the globalisation in luxury industry on marketing practices and the emergence of the new consumers
- Critically acquiring a specific knowledge of the diverse approaches to marketing management of luxury products internationally and analysing the different marketing approaches of luxury brands across the new fast growing markets

MARKETING	SUSTAINABILITY, ETHICS AND INNOVATION	24 HRS	4 ECTS

Taught in English – Fall Semester

The module focuses on the drivers of sustainability, ethics and innovation for the creation of shared value in luxury brand management. Shared value in luxury may mean being opposite to the traditional conceptualisation of luxury products as rare an unique; it may mean refusing to use rare textiles or leathers in order to being able to respond to societal, social, cultural or gender issues in a responsible way. Participants enrolled in the module will be able to understand, valorise and apply the new concepts of sustainability – recycling, reusing etc – ethics – gender respect, minors and animals protection – and innovation – innovative fibers, materials use, retailing – to create shared value for a brand.

Intended Learning Outcomes (ILOs)

Upon completion of this course, you will be able to:

- Discriminating appropriate sustainable/ethical/innovative brand strategy amongst luxury brands positioning strategies.
- Predicting a specific sustainable or innovative trend in the diverse luxury consumption markets.
- Creating a strategic brand positioning in a sustainable and innovative way.

MARKETING	DIGITALISATION, STORYTELLING AND PR IN LUXURY COMMUNICATION	36 HRS	6 ECTS

Taught in English – Fall Semester

Luxury communication has been taken by the storm of digitalization; Last years have witness a totally disruptive phenomenon associated to communication strategies and techniques in luxury changing media paradigms. A specific attention will be concentrated on addressing an organization's market advantages, discerning potentially lucrative market segments, positioning and competitive concept development, creation of compelling creative messages delivered through a variety of communications tools utilizing traditional and non-traditional media. The aim of this course is to give a key insight in how luxury brand communication campaigns are actually developed on the job. In order to acquire a comprehensive understanding of the new trends and disruptive contemporary orientations, participants will acquire the fundamental concepts and tools related to how to develop a truly relevant, differentiating and effective brand campaign. Students will learn data-mining, analysis, strategic development, how to write a creative brief, develop media plans, and create an effective communication for luxury products.

Intended Learning Outcomes (ILOs)

- Understanding luxury communication on and offline management
- Preparing brand communication campaign
- Designing and planning integrated brand communication programs
- Developing and conceiving brand communication strategies

MARKETING	FUNDAMENTALS OF THE LUXURY INDUSTRY AND HERITAGE	36 HRS	6 ECTS

Taught in English – Fall Semester

"Heritage is all about the physical artifacts and intangible attributes which connect the brand to its past". Luxury takes its essence in the history, craftmanship, know-how and legacy of the past and that highly contribute to its identity. A heritage that a luxury brand has to capitalize upon in order to reinvent the brand with nostalgia, or to contribute to the feel the identity of the brand in its industry sector. Through this module, participants will acquire the fundamentals in understanding the luxury industry sector, its brands and their evolution, with respect to their past, present and future evolution in the new contemporary luxury global consumer market.

Intended Learning Outcomes (ILOs)

- Understanding the fundamental elements of the luxury industry sector and its evolution over the time
- Acquiring the main know-how with respect to luxury brands history, brand characteristics and
- Developing luxury brands models based on heritage
- Critically assessing luxury brands historical and managerial evolution

MARKETING	MADE IN FRANCE LUXURY MARKETING	18 HRS	2 ECTS

Taught in English – Spring Semester

Made in France is a label that includes diverse products manufactured in France as well as luxury brands products. However, it is also a synonym of style, heritage and identity. France has long been identified as the birthplace of the haute couture and fashion as well cosmetics and parfumes. Through the years, luxury brands have capitalised on their country of origin and craftmanship expertise. This interactive module will give students a unique opportunity to have an in-depth journey in the made in France evolution for luxury brands; company visits and project works will give the possibility to understand and apply how French luxury brands valorise their geographical origin in their brand strategy.

Intended Learning Outcomes (ILOs)

On successful completion of this course students will be able to:

- Discussing overall evolutionary trends of made in France
- Critically evaluating how companies use their geographical excellence
- Developing and formulating a COO country of origin based luxury brand strategic positioning internationally

MARKETING	MADE IN ITALY LUXURY MARKETING	18 HRS	2 ECTS

Taught in English – Spring Semester

Made in Italy is a label that includes diverse products manufactured in Italy as well as luxury brands products. However, it is also a synonym of style, heritage and identity. Italy has long been identified as the birthplace of high quality luxury leather and accessories as well as fashion and apparel. Through the years, luxury brands

have capitalised on their country of origin and craftmanship expertise. This interactive module will give students a unique opportunity to have an in-depth journey in the made in Italy evolution for luxury brands; company visits and project works will give the possibility to understand and apply how Italian luxury brands valorise their geographical origin in their brand strategy.

Intended Learning Outcomes (ILOs)

On successful completion of this course students will be able to:

- Discussing overall evolutionary trends of made in Italy
- Critically evaluating how companies use their geographical excellence
- Developing and formulating a COO country of origin-based luxury brand strategic positioning internationally

MARKETING	BRAND DAY	36 HRS	6 ECTS

Taught in English – Fall Semester

The Brand Day deals with choosing a brand and auditing its positioning in order to provide it with justified recommendations. Students are expected to work as one and only team. Participants shall identify the brand and convince it to get involved. Two situations may occur: a premium brand wishing to increase its positioning and a luxury brand wishing to remain unaccessible to competitors. The study result shall feed an Executive Summary and lead to an outstanding oral presentation.

Intended Learning Outcomes (ILOs)

- Work in big teams.
- Advise luxury businesses as per their positioning constraints and objectives.
- Justify all decisions and summarise changeable data.
- Develop pedagogical skills
- Perform Master-level presentations.

STRATEGY & CSR	MASTER CLASSES	24 HRS	1 ECTS

Taught in English – Fall Semester

A master class is a class given to students of a particular discipline by an expert of that discipline. That will be the case especially around Luxury Markets and sectors: Food & Wine, Fashion, Yachting, Jewellery… A unique occasion to meet Executives and Professional working in the Luxury world and to learn from them.

Intended Learning Outcomes (ILOs)

- Deepen your knowledge in many sectors
- Develop your Network
- Discover the reality of these markets

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

"INTERNATIONAL HOSPITALITY MANAGEMENT" SPECIALISATION

MARKETING	COST CONTROL & BUDGETING	36 HRS	6 ECTS

Taught in English – Fall Semester

This course introduces the basic techniques and control procedures used in the hospitality industry to maximize profit and minimize costs. Hospitality Cost Control examines and discusses methods employed to protect & uphold the investors/owners strategic financial goals. Students will focus on all aspects of hospitality control objectives; from food & beverage costs, purchasing, labor costs, menu pricing, establishing room rates, cash flow, theft & loss prevention, to computer applications. The principles of effective budgeting, important hospitality financial ratios and the factors that determine hospitality profitability will also be reviewed.

Intended Learning Outcomes (ILOs)

On successful completion of this course students will be able to:
Discuss overall trends in internet access, usage, and purchasing around the world and identify several trends that may shape the future of e-marketing, including the semantic Web

- Highlight how companies can use distribution channel metrics
- Critically access the capabilities of Digital Marketing technologies and techniques
- Conduct a small scale consumer research study to help solve a digital marketing problem

Develop and formulate digital marketing strategies

MARKETING	INTERACTIVE MARKETING	36 HRS	6 ECTS

Taught in English – Fall Semester

This course teaches students to evaluate digital technologies in the light of older analogue business models. It explores the emerging and emergent digital opportunities and evaluates their usefulleness and relevance for different market segments and different product & servicce characteristics.

This course brings traditional business coverage up-to-date with a thorough, incisive look at the digital marketing mix tactics from a strategic and a tactical perspective. It provides students with the knowledge skills needed to review current marketing planning and implement a digital strategy.

Attention is given to examining digital marketing models, understanding consumer online behaviour, understanding effective online content, and understanding the tools and techniques for a successful digital marketing strategy.

It achieves all of this by considering the e-marketing mix and topics such as: big data, google analytics, social media, influencer marketing, content strategy, trends and 'hot topics'

.**Intended Learning Outcomes (ILOs)**

- Discuss and evaluate overall trends in internet access, usage, and purchasing of tourism and hospitality services
- Identify the trends that may shape the future of digital marketing in tourism and hospitality
- Highlight how companies can develop a content strategy to achieve tactical strategic objectives
- Critically assess the opportunities presented by digital technologies and techniques
- Conduct an investigation into a real companies' digital strategy
- Develop and formulate digital marketing strategies

MARKETING	STRATEGIC HOTEL MANAGEMENT	36 HRS	6 ECTS

Taught in English – Fall Semester

Hotels and Resorts are continually challenged in their markets for existence, competitive parity, and supremacy. Effective marketing strategies are essential for firms to successfully enter markets, design and commercialize new products, maintain and improve their market positions, to motivate sales by communicating product benefits to each of several diverse target market segments and to comply with their stakeholders' expectancies.

Intended Learning Outcomes (ILOs)

- Strategic Purpose and issues in hospitality
- Strategic Analysis in hospitality
- Business Model in the tourism field: components and value creation for the stakeholders
- The External Environment: Competition and The Internal Environment: Capability
- Operations Management
- KPI's and reporting to optimize the hotels and Resorts performance

MARKETING	HOSPITALITY AND SALES MANAGEMENT	36 HRS	6 ECTS

Taught in English – Fall Semester

In this course students will examine the unique characteristics of tourism and hospitality marketing as well as the major steps in designing customer-driven marketing strategies. Using sector case studies, students identify and assess the application of essential marketing management principles such as developing a marketing plan, understanding consumer behaviour, conducting marketing research and implementing the marketing mix.

Intended Learning Outcomes (ILOs)

At the end of the course, students will be able to:

- Identify the players, trends, concepts and decision-making process of tourists;
- Understand the 4Ps in the tourism sector
- Identify the positioning of a tourism destination;
- Use his knowledge of the tools and concepts to develop an effective marketing plan.

MARKETING	BUSINESS GAME	24 HRS	0 ECTS

Taught in English – Fall Semester

The example of a business situation directly derived from real businesses, or simulated (eg business simulation developed by Finnish editor CESIM in the field of hospitality) is used to place the student in a realistic operational management situation (hospitality...). the students is required to make operational (sales, team management), as well as strategic decisions (pricing strategy, optimization of production capacity, diversification...).

Intended Learning Outcomes (ILOs)

- Interdependencies between various stakeholders are presented and analyzed : repeated, long term relationships, importance of person-to-person business networks.
- Each student is part of a team, and several teams are competing within one universe.
- During the first decisions rounds, students learn (with the help of the coach) about the decision variables at hand, they learn the impact of their decisions on their performance.
- During the later rounds: students learn the interdependence amongst competitors within the same universe and the consequences of this interdependence on each team's performance. Students also learn to define an effective strategy (aggressive pricing, exclusive...), and learn the importance of preliminary analysis (own team's KPI, competitors

MARKETING	INNOVATION & NEW BUSINESS MODELS IN TOURISM	36 HRS	6 ECTS

Taught in English – Fall Semester

Innovation in the tourism industry is not a common practice. In fact, innovation has always been linked to other sectors or activities such as research, science, industry, etc.
This module will provide a general framework of “tourism innovation” and how the new information

technologies (IT) have influence this industry, using some examples of success companies in different subsectors.
Finally, we will study how these ITs have contributed to the "geo-location" phenomenon. A technology trend especially important and optimize in the tourism industry.

Intended Learning Outcomes (ILOs)

- Understanding the innovation concept from a practical point of view, using examples of
- success in the different tourism subsectors.
- Understanding the importance of the "management of change" to achieve successful innovative proposals.
- Reflect the adequacy of innovation processes accordently to the strategy defined by the tourism organization
- Analyze the technologies of innovation and information from a territorial point of view

MARKETING	OPERATIONAL HOSPITALITY MANAGEMENT	24 HRS	4 ECTS

Taught in English – Fall Semester

The course aims to provide students with a sound understanding of the management processes required to operate successfully within the various functions of the hospitality industry: room division, food and beverage department, sales and marketing, human resources, quality department, maintenance and security departments. Particular emphasis is also placed on the concept of 'Service Management' including educating the organization, creating customer value, the service cycle, the service profit chain.

Intended Learning Outcomes (ILOs)

At the end of this course students will be able to:

- Explain the relationship between the different departments –Front Office, Housekeeping, Kitchen, Restaurant, Banquet, Sales, Maintenance, Accounting, Quality etc -
- How the front office operations work during the stages of the guest stay: Pre-arrival, arrival, stay, departure.
- Understand the reservation process
- Learn about the front office audit functions
- Use various ratios to evaluate the operations in the different departments across the hotel
- Identify management functions of the Executive Housekeeper
- Understand the procedures of cleaning guest bedrooms
- Explain management's role in M&S
- Understand the steps in Selecting, Hiring, Training and developing staff.
- Understand the stages of the training cycle across the hotel

MARKETING	FOOD & BEVERAGE MANAGEMENT	24 HRS	4 ECTS

Taught in English – Fall Semester

Strategic Food & Beverage Management is a practical investigation of increasing sales of an existing Food & Beverage Outlet. Cost-control, space issues, personnel type, are several facets of this course. Audit of an

existing F&B outlet will be carried out in-person in the form of a mystery guest to determine the quality levels of both service and the offer. An audit of a hotel restaurant outlet's digital presence will also be done online.

Intended Learning Outcomes (ILOs)

The course aims to give students basic ideas as to how to increase sales of Food & Beverage outlets. This can be of useful for:

- Consultants
- Food & Beverage Managers
- Interns with managerial rolls
- Interns developing an action plan for improvement

MARKETING	HUMAN RESOURCES MANAGEMENT & CSR FOR HOSPITALITY	24 HRS	4 ECTS

Taught in English – Fall Semester

In this business and management course, we will analyze contemporary issues in the management of human capital in the hotel and tourism industry, within both macro- and micro-perspectives.

You will learn how organizational culture impacts human capital, how to effectively staff your team, leadership skills and how to manage employee motivation. We will also discuss how different cultures approach human resource management (HRM).

Intended Learning Outcomes (ILOs)

- Evaluate and discuss the knowledge and theories of managing human resources applicable to the hotel and tourism industry
- Appraise and analyze human resources functions and employee motivation in the context of the hotel and tourism environment
- Evaluate the impacts and factors that affect the development of organizational culture
- Identify human resources problems within the hotel and tourism context, and apply research skills and techniques to solve these problems

MARKETING	CONSULTANCY PROJECT	36 HRS	3 ECTS

Taught in English – Spring Semester

This module aims at facilitating the completion by students of a consulting mission in real life circumstances: mission defined by an institution of national/international importance in the relevant sector, limited time for delivering results.

Intended Learning Outcomes (ILOs)

- understand and command the tools and methods necessary for a group (ca 4 students) to design, in a competitive environment (between 7 and 10 groups are simultaneously working on the same

problematic), implementable solutions addressing a problematic faced by an institution in the relevant sector (hospitality, destination, events management).
- creativity in the definition of solutions to be submitted to the institution.
- identify the stakeholders: role in the implementation and the success of the proposed solution.
- plan and organize the implementation of the proposed solution, using a project management approach (management of resources, risk assessment).
- be capable to work efficiently in group: task distribution, stimulation of emergence of ideas, expertises, etc.

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:
- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

"INTERNATIONAL EVENT MANAGEMENT" SPECIALISATION

MARKETING	STRATEGIC EVENT MANAGEMENT	36 HRS	6 ECTS

Taught in English – Fall Semester

This module will enable students to advance their understanding of both modern management practices within the event industry. Various themes will be explored (Virtual events / Events in emerging and developing countries / Social Capital / Doxey Irritation Index / Butler life cycle, Green event / CSR, etc). The concept of cultural event will be analysed and critically evaluated with reference to key theories and international case studies. The socially constructed concept of culture will be explored in relation to the arts, heritage and tourism. As culture is clear founded on the notion of people, the social, economic and political significance of cultural events will be closely examined.

Intended Learning Outcomes (ILOs)

- Appraise the concept of culture in relation to event design
- Critically evaluate the economic, social, cultural, environmental and political context of cultural events including their relationship with tourism
- Examine the origins and evolution of cultural events and discuss community engagement in their design and management
- Assess ethical approaches to producing events of socio-cultural significance
- Critically analyse the major contemporary issues in current event management practices
- Evaluate the impact of current trends and predict future trends in event management
- Assess the impact of trends on a preferred personal career path within event management or a related industry

MARKETING	EVENT OPERATIONS MANAGEMENT	36 HRS	6 ECTS

Taught in English – Fall Semester

This course is designed to provide a global understanding of event management. A conceptual framework will be developed through definitions, models, and the utilization of case studies. Creation, development, planning, management, and implementation of festivals, entertainment events, corporate events, cultural events, and sports events will be the focus of study.

Intended Learning Outcomes (ILOs)

Students will:

- Classify the main types of events
- Discover the role of the numerous stakeholders
- Identify the various sources of impact for a hosting community
- Describe the different phases of the project management of events
- Think about the marketing and communication strategies around the event
- Explain the steps necessary to create a successful event
- Discover the role of the event manager
- Relate current news items and events to course content

MARKETING	FOOD & BEVERAGE MANAGEMENT	24 HRS	4 ECTS

Taught in English – Fall Semester

Strategic Food & Beverage Management is a practical investigation of increasing sales of an existing Food & Beverage Outlet. Cost-control, space issues, personnel type, are several facets of this course. Audit of an existing F&B outlet will be carried out in-person in the form of a mystery guest to determine the quality levels of both service and the offer. An audit of a hotel restaurant outlet's digital presence will also be done online.

Intended Learning Outcomes (ILOs)

The course aims to give students basic ideas as to how to increase sales of Food & Beverage outlets. This can be of useful for:

- Consultants
- Food & Beverage Managers
- Interns with managerial rolls
- Interns developing an action plan for improvement

MARKETING	INNOVATION & NEW BUSINESS MODELS IN TOURISM	36 HRS	6 ECTS

Taught in English – Fall Semester

Innovation in the tourism industry is not a common practice. In fact, innovation has always been linked to other sectors or activities such as research, science, industry, etc.
This module will provide a general framework of "tourism innovation" and how the new information technologies (IT) have influence this industry, using some examples of success companies in different subsectors.
Finally, we will study how these ITs have contributed to the "geo-location" phenomenon. A technology trend especially important and optimize in the tourism industry.

Intended Learning Outcomes (ILOs)

- Understanding the innovation concept from a practical point of view, using examples of
- success in the different tourism subsectors.
- Understanding the importance of the "management of change" to achieve successful innovative proposals.
- Reflect the adequacy of innovation processes accordently to the strategy defined by the tourism organization
- Analyze the technologies of innovation and information from a territorial point of view

MARKETING	SPONSORING AND CORPORATE COMMUNICATION	36 HRS	6 ECTS

Taught in English – Fall Semester

An event sponsorship can be defined as a critical source of funding for all kinds of events where companies, nonprofits, and small businesses give a certain amount of cash or incentives, in exchange for both visibility and brand awareness at an event.
As event organizers, many of us have heard of event sponsorships, but until today it remains a mystery to most. Let's start off by getting on the same page through defining what an event sponsorship really is.
Back in the day, a lot of event organizers acquired sponsors to supply the necessary funding to offer more exciting programs and cover rising costs. It was, and still is, an effective and powerful marketing tool to increase and reinforce brand awareness among targeted niche markets.

Intended Learning Outcomes (ILOs)

- Understand the concept, terminology, and fundamentals of sponsorship

- Understand how sponsorship applies to sports, cultural, and business events
- Know the fundamentals of developing a sponsorship strategy from the point of view of a sponsorship seeker
- Understand the goals of sponsorship from the point of view of a sponsor
- Be prepared to develop a sponsorship package for events.

MARKETING	EVENT LIFECYCLE AND PERFORMANCE MONITORING	36 HRS	6 ECTS

Taught in English – Fall Semester

The purpose of this course is to acquire an in-depth knowledge about the Mice Management and to become familiar with the techniques and approaches for successful MICE Management.

Intended Learning Outcomes (ILOs)

The module aims to understand the complementary skills to be possessed in order to build a quality offer and to be able to defend it against the competition, and manage it in order to generate turnover and margin.

MARKETING	CONSULTANCY PROJECT	36 HRS	3 ECTS

Taught in English – Spring Semester

This module aims at facilitating the completion by students of a consulting mission in real life circumstances: mission defined by an institution of national/international importance in the relevant sector, limited time for delivering results.

Intended Learning Outcomes (ILOs)

- understand and command the tools and methods necessary for a group (ca 4 students) to design, in a competitive environment (between 7 and 10 groups are simultaneously working on the same problematic), implementable solutions addressing a problematic faced by an institution in the relevant sector (hospitality, destination, events management).
- creativity in the definition of solutions to be submitted to the institution.
- identify the stakeholders: role in the implementation and the success of the proposed solution.
- plan and organize the implementation of the proposed solution, using a project management approach (management of resources, risk assessment).
- be capable to work efficiently in group: task distribution, stimulation of emergence of ideas, expertises, etc.

MARKETING	INTERACTIVE MARKETING	36 HRS	6 ECTS

Taught in English – Fall Semester

This course teaches students to evaluate digital technologies in the light of older analogue business models. It explores the emerging and emergent digital opportunities and evaluates their usefulleness and relevance for different market segments and different product & servicce characteristics.

This course brings traditional business coverage up-to-date with a thorough, incisive look at the digital marketing mix tactics from a strategic and a tactical perspective. It provides students with the knowledge skills needed to review current marketing planning and implement a digital strategy.

Attention is given to examining digital marketing models, understanding consumer online behaviour, understanding effective online content, and understanding the tools and techniques for a successful digital marketing strategy.

It achieves all of this by considering the e-marketing mix and topics such as: big data, google analytics, social media, influencer marketing, content strategy, trends and 'hot topics'

Intended Learning Outcomes (ILOs)

- Discuss and evaluate overall trends in internet access, usage, and purchasing of tourism and hospitality services
- Identify the trends that may shape the future of digital marketing in tourism and hospitality
- Highlight how companies can develop a content strategy to achieve tactical strategic objectives
- Critically assess the opportunities presented by digital technologies and techniques
- Conduct an investigation into a real companies' digital strategy
- Develop and formulate digital marketing strategies

MARKETING	COMMERCIALISATION DES EVENEMENTS (ESTHUA)	24 HRS	2 ECTS

Taught in French – Fall Semester

L'offre des agences en communication événementielle doit pouvoir reposer sur des compétences variées dont notamment le marketing stratégique et opérationnel permettant de commercialiser les événements auprès de différentes cibles, en Business to Business (BtoB) et/ou Business to Consumers (BtoC). L'expression orale, l'argumentation pour convaincre et la maitrise de l'art de négocier afin de vendre et préserver ses marges sont les objectifs essentiels.

Intended Learning Outcomes (ILOs)

Le module a pour finalité la compréhension des compétences complémentaires à posséder afin de construire une offre de qualité et de pouvoir la défendre face à la concurrence.

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

"ENTREPRENEURIAT DIGITAL & CREATION D'ENTREPRISES INNOVANTES" SPECIALISATION

STRATEGY & CSR	ECONOMIE ET SOCIETE DU NUMERIQUE	24 HRS	4 ECTS

Taught in French – Spring semester

L'objectif de ce module est de comprendre le développement et la structuration du secteur du digital dans son ensemble ainsi que des éléments socio-économiques qui en découle. En effet, la digitalisation des économies va imposer des enjeux sociétaux larges qu'il conviendra d'appréhender pour les maitriser. En plus des éléments pragmatiques (données, chiffres, rapports…), il conviendra d'aborder auprès des étudiants les thématiques sociétales induites en s'assurant de leur capacité à les maitriser pour les appréhender dans un future proche (quelle responsabilité sociétale vis-à-vis de la digitalisation des économies ?)

Intended Learning Outcomes (ILOs)

- Définir les enjeux et tendances de la digitalisation des économies
- Appréhender pour anticiper les opportunités liées à la digitalisation des économies
- Comprendre les risques sociétaux d'une digitalisation des économies
- Etre en capacité d'impulser une démarche de responsabilité sociétale dans le secteur du numérique

FIN-CPT	ENVIRONNEMENT JURIDIQUE DE L'ENTREPRENEURIAT DIGITAL	20 HRS	0 ECTS

Taught in French – Spring semester

L'objectif de ce module est d'apporter des éléments de contexte juridique indispensable à la bonne maitrise du développement de tous projets digitalisés. L'entrepreneuriat ou l'intrapreneuriat digital se structure souvent par l'utilisation de pratiques numériques spécifiques (données personnelles, noms de domaines, présence sur internet…). Pourquoi et comment les acteurs du secteur impulsent des dynamiques entrepreneuriales dans ce contexte ? Au regard de ces contraintes réglementaires, quels business models émergent ? Quels sont les éléments de lecture nécessaires à la bonne réalisation d'un projet entrepreneurial digitalisé ?

Intended Learning Outcomes (ILOs)

- Etre en capacité de définir le contexte juridique de l'entrepreneuriat digital
- Etre en capacité de définir les risques juridiques inhérents à l'entrepreneuriat digital
- Comprendre les stratégies entrepreneuriales qui en découlent (modèle d'affaires)

STRATEGY & CSR	ECOSYSTEMES D'ENTREPRENEURIAT DIGITAL ET DISPOSITIFS D'ACCOMPAGNEMENT	24 HRS	4 ECTS

Taught in French – Spring semester

L'objectif de ce module est de présenter le rôle d'un écosystème entrepreneurial digitalisé. Il existe un maillage fort pour l'accompagnement et le financement de l'entrepreneurial dans les territoires. Il conviendra d'expliquer les enjeux sociétaux de tels dispositifs d'accompagnement tout en précisant les spécificités liées à l'entrepreneuriat digital. Un accent particulier sera mis sur la notion d'écosystème d'acteurs et de territoires, indispensable à la réussite de projets digitalisés vis-à-vis de leur niveau d'acceptabilité par les parties-prenantes internes et externes. La présentation des dispositifs actuels d'accompagnements sera aussi réalisée.

Intended Learning Outcomes (ILOs)

- Définir et comprendre les enjeux d'un écosystème entrepreneurial ;
- Etre en capacité de s'inscrire dans l'un des écosystèmes via la connaissance des dispositifs d'accompagnement ;
- Etre en capacité de comprendre les attentes des parties-prenantes d'acteurs et de territoires
- Etre en capacité de faire évoluer son modèle d'affaire vis-à-vis des dispositifs proposés d'accompagnement et de financement

FIN-CPT	TECHNOLOGIE NUMERIQUE ET COLLABORATIVE	24 HRS	0 ECTS

Taught in French – Spring semester

L'objectif de ce module est de faire découvrir les principales technologies numériques utilisées lors de pratiques entrepreneuriales. L'intérêt ici est de faire le lien entre les informaticiens/ingénieurs (créateurs des systèmes numériques) et les utilisateurs potentiels de ces outils collaboratifs. La capacité d'appropriation de ces nouvelles technologies, à l'origine de la numérisation et de la digitalisation de nos économies, passe par la compréhension de ces systèmes numériques. Les étudiants doivent avoir des compétences techniques, a minima, dans ce domaine, pour être en capacité d'influencer favorablement la relation ingénieurs informaticiens et collaborateurs utilisateurs.

Intended Learning Outcomes (ILOs)

- Connaitre les principales méthodes de création des technologies numériques
- Savoir utiliser les principales méthodes de création des technologies numériques
- Etre en capacité de coordonner des ingénieurs informaticiens avec des collaborateurs utilisateurs
- Etre en capacité de favoriser l'appropriation de nouveaux outils numériques et collaboratifs vis à vis de parties-prenantes larges

STRATEGY & CSR	ENTREPRENEURIAT, INTRAPRENEURIAT ET MODELES D'AFFAIRES	24 HRS	4 ECTS

Taught in French – Fall semester

L'objectif de ce module est de présenter l'ensemble des modèles d'entrepreneuriat et d'intrapeneuriat permettant la réalisation de modèles d'affaires digitalisés. En effet, la réalisation de dynamiques entrepreneuriales et/ou intrapreneuriales induit des modèles d'affaires spécifiques notamment dans leur viabilisation financière (principalement autour d'une taille critique indispensable). Ce module devra permettre aux étudiants de comprendre la notion d'un modèle d'affaire en entrepreneuriat et en intrapreneuriat tout d'abord. Puis, des spécificités liées à la digitalisation qu'il conviendra aussi d'expliciter (pourquoi et comment existe-t-il des spécificités liées à la digitalisation).

Intended Learning Outcomes (ILOs)

- Définir les différentes possibilités des modèles d'affaires
- Comprendre et savoir justifier les spécificités des modèles d'affaires digitalisés
- Etre en capacité d'utiliser et de faire évoluer les modèles d'affaires digitalisés
- Etre en capacité de différencier des modèles d'affaires digitalisés en entrepreneuriat et/ou intrapreneuriat

STRATEGY & CSR	INNOVATION, ANTICIPATION ET METHODES DE CREATIVITE	24 HRS	4 ECTS

Taught in French – Fall semester

L'objectif de ce module est d'apporter des outils et des méthodes d'anticipation et d'animation créatives. La digitalisation de nos économies impose une anticipation des changements de paradigmes des organisations (entrepreneuriales et/ou intrapreneuriales). Il conviendra de présenter puis d'utiliser des outils d'anticipation et de créativité pour faire monter en compétences les étudiants dans ce domaine. La mise en œuvre de ces démarches d'anticipation et de créativité permet aux organisations entrepreneuriales de répondre aux défis de la durabilité des innovations numériques.

Intended Learning Outcomes (ILOs)

- Anticiper les tendances et ruptures induites par la digitalisation de l'économie
- Etre en capacité d'innover par des méthodes d'anticipation et de créativité
- Etre en capacité d'impulser une culture de l'innovation et de l'anticipation dans l'organisation
- Savoir évaluer la durabilité des innovations numériques

STRATEGY & CSR	MANAGEMENT STRATEGIQUE DE L'INNOVATION ET INTELLIGENCE ECONOMIQUE	24 HRS	4 ECTS

Taught in French – Spring semester

L'objectif de ce module est d'impulser une dynamique managériale dans les processus d'innovation. Toutes les organisations sont amenées à évoluer pour "rester dans la course". La digitalisation des économies renforce d'autant plus cette obligation du changement. Cette démarche d'innovation via la recherche d'une intelligence économique organisationnelle mais aussi territoriale et sectorielle doit passer par un management du changement. L'objectif pédagogique sera d'apporter des outils à l'aide managérial dans un contexte d'entrepreneuriat et/ou intrapreneuriat digitalisé.

Intended Learning Outcomes (ILOs)

- Définir les enjeux managériaux (au sens organisationnel) dans un processus d'innovation
- Comprendre et utiliser des outils d'aide au management du changement
- Comprendre et définir une stratégie d'aide au management du changement
- Savoir impulser une démarche d'intelligence économique reposant sur l'innovation managériale

STRATEGY & CSR	MARKETING NUMERIQUE	24 HRS	0 ECTS

Taught in French – Spring semester

L'objectif de ce module est d'offrir aux étudiants un panel de pratiques marketing spécifiques aux dynamiques numériques et digitales. Ce secteur d'activité étant spécifique, il convient d'expliciter les dynamiques socio-économiques inhérentes à son développement, tant interne qu'externe quant à la communication des organisations. Les enjeux sont doubles : 1/spécificités des outils marketing numériques (en tant qu'outils de communication) ; 2/spécificités des modes de communications liés aux projets entrepreneuriaux et/ou intrapreneuriaux digitalisés.

Intended Learning Outcomes (ILOs)

- Définir les nouvelles attentes des organisations vis à vis du marketing numérique
- Comprendre et utiliser des outils de marketing numériques
- Comprendre et définir une stratégie de communication des organisations
- Savoir différencier les enjeux du marketing numérique auprès de projets entrepreneuriaux et/ou des enjeux intrapreneuriaux

MKG	COMMUNICATION ET NEGOCIATION AVEC LES PARTIES PRENANTES	24 HRS	0 ECTS

Taught in French – Spring semester

L'objectif de ce module est de faire prendre conscience du renforcement du pouvoir des parties-prenantes dans toutes dynamiques entrepreneuriales et/ou intrapreneuriales digitalisées. Il en découlera la présentation d'outils de communication et de négociation que vient renforcer la numérisation des pratiques. La démocratisation de la relation avec ces parties-prenantes justifie l'impulsion de démarches co-construites. Quel doit être la finalité de ces démarches participatives ? Quels types d'outils collaboratifs peut-on utiliser ? Quels sont les risques induits à l'organisation ?...

Intended Learning Outcomes (ILOs)

- Définir les parties-prenantes d'une organisation (interne et externe)
- Définir les nouvelles pratiques de communication avec les parties-prenantes
- Définir les nouveaux outils de communication avec les parties-prenantes
- Etre en capacité d'impulser une démocratisation des échanges avec les parties-prenantes

RHM	LEADERSHIP ET MANAGEMENT DES COMPETENCES DANS L'ENTREPRISE INNOVANTE	24 HRS	4 ECTS

Taught in French – Fall semester

L'objectif de ce module est d'apporter un éclairage quant au rôle du dirigeant (entrepreneuriat) et/ou du responsable-projet (intrapreneuriat) dans le cadre d'une entreprise innovante. La capacité à impulser un changement organisationnel dépend pour partie de la légitimité des uns et des autres. Cette légitimité se développe et se renforce au quotidien par l'adéquation entre le discours et les pratiques, à l'origine d'un leadership entrepreneurial. Ce leadership peut se renforcer par la capacité à manager par les compétences dans une organisation en mouvement. Le dirigeant (entrepreneuriat) et/ou le responsable-projet (intrapreneuriat) sera en capacité de gagner en légitimité, donc en leadership, s'il parvient à impulser ce management par les compétences tout en restant cohérent entre discours et pratiques.

Intended Learning Outcomes (ILOs)

- Définir les enjeux du leadership dans une organisation innovante
- Etre en capacité d'impulser un changement organisationnel légitime et cohérent
- Etre en capacité d'appréhender un management par les compétences
- Savoir différencier les stratégies de leadership entrepreneuriat/intrapreneuriat

STRATEGY & CSR	ORGANISATION DE L'ENTREPRISE INNOVANTE	24 HRS	4 ECTS

Taught in French – Spring semester

L'objectif de ce module est de redéfinir l'organisation d'une entreprise qui se veut innovante. L'innovation n'est pas un principe naturel. Elle se structure, s'accompagne et se développe dans un écosystème organisationnel. De nouvelles organisations (entrepreneuriat) comme de plus anciennes (intrapreneuriat) ont pu utiliser des méthodes favorables aux initiatives innovantes. Un état des lieux sera réalisé avec des illustrations concrètes dans plusieurs secteurs d'activités (toutes ayant en commun d'initier des démarches innovantes vis-à-vis de la numérisation et de la digitalisation des processus internes et externes). Cette démarche devra permettre aux projets entrepreneuriaux et/ou intrapreneuriaux de redéfinir l'organisation interne et externe de leur modèle d'affaires quant à leur capacité à impulser de l'innovation « en continu ».

Intended Learning Outcomes (ILOs)

- Définir une organisation innovante
- Définir un écosystème organisationnel innovant
- Faire un état des lieux des pratiques organisationnelles sources d'innovation
- Etre en capacité de définir un modèle économique « ouvert » à l'innovation « en continue »

STRATEGY & CSR	METHODOLOGIE ET CONDUITE D'UN PROJET NUMERIQUE	20 HRS	0 ECTS

Taught in French – Fall semester

L'objectif de ce module est de présenter les méthodes utilisées dans la conduite d'un projet numérique. Il existe plusieurs façons de mener à bien un projet numérique. Au regard de leurs aspects souvent transversaux, il y a une diversité de parties-prenantes importantes à prendre en compte. Comment réaliser la conduite d'un projet numérique en étant le plus ouvert possible (démarche de co-construction participative et collaborative) par une démarche d'implémentation tout en respectant le cahier des charges et les délais souvent limités ? Le contexte socio-économique actuel n'est pas forcément favorable, notamment via des pressions concurrentielles de plus en plus fortes.

Intended Learning Outcomes (ILOs)

- Définir les méthodes de conduite d'un projet numérique
- Comprendre les enjeux d'un environnement organisationnel en mutation
- Etre en capacité d'utiliser des méthodes de conduite d'un projet numérique
- Etre en capacité de faire concilier la co-construction d'un projet numérique et les contraintes temporelles et organisationnelles inhérentes au secteur d'activité

FIN-CPT	FINANCEMENT D'UN PROJET NUMERIQUE	24 HRS	4 ECTS

Taught in French – Spring semester

L'objectif de ce module est d'arborer tous les éléments financiers dans la réalisation d'un projet numérique entrepreneurial et/ou intrapreneurial. Tout projet induit la réalisation d'un plan de financement initial couplé avec un compte de résultat prévisionnel a minima. Les projets numériques tendent aussi à être spécifique dans leurs besoins de financement : budget de co-construction avec les parties-prenantes, budget de concertation pour une meilleure appropriation, budget communication important en phase de démarrage… Ces besoins doivent être anticipés via la sollicitation de ressources en amont et l'utilisation de dispositifs internes/externes à l'organisation.

Intended Learning Outcomes (ILOs)

- Savoir définir les éléments financiers d'une organisation
- Etre en capacité de lire, proposer et modifier les éléments financiers d'une organisation
- Etre en capacité de spécifier les besoins financiers spécifiques d'un projet numérique
- Etre en capacité de solliciter en amont (interne et externe) les financements nécessaires à la viabilité d'un projet numérique

FIN-CPT	ASPECTS JURIDIQUES, FISCAUX ET SOCIAUX DE LA CREATION D'ACTIVITES INNOVANTES	24 HRS	4 ECTS

Taught in French – Spring semester

L'objectif de ce module est de présenter les fondamentaux juridiques, fiscaux et sociaux indispensables à la création d'activités innovantes. L'entrepreneur et/ou l'intrapreneur doit être en capacité de comprendre les risques/opportunités liés à des activités innovantes (déposer un brevet, choisir un statut juridique adapté, enregistrer un nom de domaine…). L'enjeu est double : protéger l'activité innovantes des concurrents tout en cherchant à se positionner sur des opportunités « laissées » par le marché.

Intended Learning Outcomes (ILOs)

- Définir les fondamentaux juridiques, fiscaux et sociaux indispensables
- Être cohérent avec les choix effectués
- Etre en capacité de protéger l'activité innovante
- Etre en capacité de saisir des opportunités laissées par le marché

FIN-CPT	COMPTABILITE ET GESTION BUDGETAIRE DE L'ENTREPRISE INNOVANTE	24 HRS	4 ECTS

Taught in French – Fall semester

L'objectif de ce module est de comprendre la comptabilité et la gestion budgétaire d'une entreprise innovante. En plus des fondamentaux comptables et budgétaires inhérentes à toutes organisations, une entreprise innovante doit être capable d'affecter plus de ressources à la recherche, au développement, à l'innovation, au management par les compétences, à l'association des parties-prenantes... Pour autant, la répartition de ces dépenses peut être cofinancés par des ressources externes (publiques et/ou privées) afin d'en minimiser les coûts de lancement de projets innovants inhérents à toutes dynamiques entrepreneuriales digitalisées.

Intended Learning Outcomes (ILOs)

- Définir les fondamentaux comptables et budgétaires d'une entreprise
- Définir les spécificités comptables et budgétaires d'une entreprise innovante
- Etre en capacité d'utiliser ces spécificités pour crédibiliser un projet innovant
- Etre en capacité de solliciter des ressources hybrides (publics-privés) pour viabiliser de nouveaux projets innovants

FINANCE	TRANSVERSAL BUSINESS GAME	24 HRS	4 ECTS

Taught in French – Spring Semester

Ce cours permet de revisiter et faire la synthèse de différentes connaissances acquises durant l'année. Le jeu d'entreprise apporte aux étudiants : une expérience de travail en équipe dans un contexte compétitif, la mise

en pratique d'éléments théoriques, la prise de décision en temps limité, en univers incertain et avec une information surabondante.

Intended Learning Outcomes (ILOs)

En travaillant en équipe, les étudiants :

- Développent une expérience pratique des concepts
- Expérimentent les bénéfices tangibles de la gestion intégrée de l'Entreprise

Les étudiants montrent leurs capacités à:

- Élaborer la stratégie d'une entreprise,
- Opérationnaliser cette stratégie d'une manière cohérente dans les différentes fonctions de l'entreprise: marketing, vente et distribution, Production, achats, investissements et trésorerie, comptabilité, contrôle et audit
- Maîtriser l'intégration des processus de gestion
- Développer un tableau de bord en fonction de la stratégie choisie
- Analyser la performance de l'entreprise

STRATEGY & CSR	BUSINESS PLAN ET ACCOMPAGNEMENT DE PROJET	24 HRS	0 ECTS

Taught in French – Fall & Spring semester

L'objectif de ce module est d'apporter un accompagnement au projet des étudiants dans la réalisation d'un business plan. Toute démarche d'innovation passe par la réalisation d'un modèle d'affaires qui permet d'apprécier le plus justement possible les risques et opportunités du projet tant en interne (intrapreneuriat) qu'en externe (entrepreneuriat). La démarche entrepreneuriale/intrapreneurial se fait majoritairement par des effets de progressions multiples (principes de co-construction et de co-animation d'un business plan). Des experts viendront accompagner les étudiants au cas par cas.

Intended Learning Outcomes (ILOs)

- Définir un business plan (plan d'affaires)
- Etre en capacité de réaliser un business plan
- Etre en capacité de modifier un business plan (notion de progressivité)
- Comprendre la démarche d'implémentation d'un business plan

STRATEGY & CSR	MASTER CLASSES	24 HRS	1 ECTS

Taught in English – Spring Semester

Une Master Class est une classe donnée aux étudiants d'une discipline particulière par un expert de cette discipline. Ce sera notamment le cas autour de l'entrepreneuriat, du numérique, du management de projet… Une occasion unique de rencontrer des cadres et des professionnels travaillant dans le monde de l'entrepreneuriat et d'apprendre d'eux.

Intended Learning Outcomes (ILOs)

• Approfondissez vos connaissances dans de nombreux secteurs
• Développer votre réseau
• découvrir la réalité de ces marchés

STRATEGY & CSR	FINAL THESIS	15 ECTS

Apart from validating your course of study, the dissertation is a genuine guarantee for employers that you possess a certain number of qualities required by managers in the current business context. The dissertation provides material proof that you possess the essential skills and abilities for managing people and in particular:
- The ability to understand
- The ability to summarize and personally reproduce information in a critical but correct manner
- The ability to undertake original research in a given field
- The ability to organise yourself and manage your time
- The ability to persevere, to resist failure and overcome difficulties

Intended Learning Outcomes (ILOs)

You should view the dissertation as an opportunity to further your personal and professional development by:

- acquiring expertise on subjects concerning issues directly related to the preoccupations of your target companies
- developing and exhibiting skills that are essential to improve your employability
- carrying out applied research, (a necessary condition to obtain a postgraduate university qualification)

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If you have any further questions, please contact the International Admissions team.

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