

Table of content

Table of content	1
MSC_IMB511 - CORPORATE FINANCE	2
MSC_IMB512 - GLOBAL MARKETING	5
MSC_IMB513 - INTERNATIONAL STRATEGY	9
MSC_IMB521 - DIGITAL TRANSFORMATION IN INTERNATIONAL BUSINESS	13
MSC_IMB522 - RESPONSIBLE PURCHASING AND SUPPLY CHAIN MANAGEMENT	16
MSC_IMB523 - INTERNATIONAL BUSINESS LAW	19
MSC_IMB531 - INTERNATIONAL BUSINESS AND TRADE	22
MSC_IMB532 - MANAGERIAL COACHING	24
MSC_IMB533 - INTERNATIONAL NEGOTIATION	27
MSC_IMB541 - IMPORT AND EXPORT RULES AND REGULATIONS IN EUROPE	30
MSC_IMB542 - DOING BUSINESS IN EUROPE	33
MSC_IMB543 - CONSULTING PROJECT	37
MSC_IMB551 - INTERNATIONAL BUSINESS DEVELOPMENT	40
MSC_IMB552 - B2B MARKETING AND COMPLEX SALES	43
MSC_IMB562_SS - COLLABORATE AND MANAGE ACROSS CULTURES	46
MSC_IMB563_GAIA - DEVIANCE, FRAUD AND CORRUPTION	49

Number of ECTS credits : 3
Course language : English **Course leader :** KAPITSKAIA OLGA
Speakers : MOINARD CHRISTIAN
Term: FALL

≡ COURSE DESCRIPTION

This course provides an in-depth understanding of corporate finance focusing on the skills and techniques required to analyze financial statements, assess financial performance, and make informed financial decisions. It covers topics such as ratio analysis, cash flow analysis, trend analysis, and financial forecasting.

≡ COURSE OBJECTIVES

- Understand the principles of financial analysis.
- Develop skills to interpret and analyze financial statements.
- Learn various financial ratios and their applications.
- Gain insights into cash flow analysis and financial forecasting.
- Understand the importance of financial analysis in financial decision-making

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion

≡ TACKLED CONCEPTS

- Performance measures
- Profitability analysis
- Financial performance

≡ LEARNING METHODS

- Lectures
- Group work
- Exercises and Case studies

≡ EXPECTED WORK AND EVALUATION

Students will be required to read case studies and prepare exercises prior and during to the class.

Evaluation

- Participation and attendance 10%
- Group Work 30%
- Final exam 60%

≡ BIBLIOGRAPHY

- Wild, J. J., Subramanyam, K. R., & Halsey, R. F. (2018). Financial Statement Analysis. McGraw-Hill Education.
- ANTHONY R., GOVINDARAJAN V., HARTMANN F. and al. (2021), Management Control Systems: European edition, McGraw Hill. - https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=38135
- Laine, M., Tregidga, H., & Unerman, J. (2021). Sustainability accounting and accountability. Routledge. - https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=38852

☰ EVALUATION METHODS

60 % : Final Exam

10 % : Participation & attendance

30 % : Group Work

☰ SESSIONS

1

Introduction to Financial Analysis

LECTURE : 04h00

Topics:

- Overview of Financial Analysis
- Components of Financial Statements (Income Statement, Balance Sheet, Cash Flow Statement)
- Understanding the Interrelationships between Financial Statements
- Limitations of Financial Statements

Activities:

- Lecture and Discussion
 - Case Study: Introduction to Financial Analysis in a Real-World Context
-

2

Ratio Analysis

LECTURE : 04h00

Topics:

- Profitability Ratios (Gross Margin, Return on Assets, Return on Equity)
- Efficiency Ratios (Inventory Turnover, Receivables Turnover)
- Liquidity Ratios (Current Ratio, Quick Ratio)
- Solvency Ratios (Debt to Equity, Interest Coverage)

Activities:

- Lecture and Problem Solving
 - Workshop: Calculating and Interpreting Financial Ratios for a Case Study Company
-

3

Analyzing profit structure

LECTURE : 04h00

Topics:

- Exploring the structure of costs
- Calculating Break Even Point and analysing strategic dimensions related

Activities:

- *Workshop: Case Securite Car*
-

4

Cash Flow Analysis

LECTURE : 04h00

Topics:

- Components of Cash Flow Statement
- Direct and Indirect Methods of Cash Flow
- Analyzing Operating, Investing, and Financing Cash Flows
- Identifying the cause cash flow evolution
- Exploring the strategic issues and their impact on cash flow

Activities:

- Lecture and Discussions
 - Practical Exercises: Preparing and Analyzing a Cash Flow Statement
-

5**Financial Forecasting**LECTURE : 04h00

Topics:

- Horizontal and Vertical Analysis
- The question of business planification
- Prospective and profit evolution
- Designing a business plan

Activities:

- Lecture and Practical Exercises
 - Group Activity: Preparing and Challenging a Business Plan
-

6**Return on Investment**LECTURE : 04h00

Topic

- The investment policies and their relation with performance
- Exploring the ROCE: global analyzis and ratios to explore

Activities:

- Lecture and Practical Exercises
 - Group Activity: Case Gigl
-

Number of ECTS credits : 3
Course language : English
Course leader : KAPITSKAIA OLGA
Speakers : BLANCHO Corinne
Term: FALL

≡ COURSE DESCRIPTION

This course aims to explore and analyze current challenges and risks facing firms in international markets before examining the design and development of a range of strategies for mitigating risks as firms internationalize.

Globalization involves interdependencies between customers, producers, suppliers and governments and comprises production, sales, distribution and service activities across many different countries and cultures. Globalization of markets involves large multinational firms, but equally agile and innovative small and medium-sized companies striving to be global players.

Effective internationalization involves complex international strategy development and the leverage of resources, capabilities and relationships across multiple markets. It also requires the design of strategies to minimize risks whilst keeping profitability. Amongst those, the environmental risk is increasingly coming paramount.

The course prepares students to understand and cope with these complexities: they will examine and design marketing programmes adapted to the needs of different types of international companies and their customers. In the process, they will assess the role of technology in supporting them both.

The course concentrates on B2C marketing but will touch on B2B and C2C.

≡ COURSE OBJECTIVES

Having completed this course the student is expected to demonstrate:

- An ability to analyse complex international marketing environments using appropriate techniques.
- A critical and systematic understanding of the key theoretical approaches informing international marketing management.
- An ability to critically evaluate options and then make recommendations for the development of international marketing strategies appropriate to different international markets using relevant theoretical frameworks.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	L07 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 2 - Compare a market's different offers and the feasibility of a new offer
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	L08 - Dare to take risks as part of a project
Outcomes	Lev. 3 - Choose one or several differentiating types of averages/axes/modalities. Work "outside the box". Make adjustments after feedback
C4B learning goal	LG5 - Cooperation
C4B learning objective	L015 - Act with flexibility, adaptability and intellectual curiosity
Outcomes	Lev. 3 - Confront several points of view and incorporate external opinions

≡ TACKLED CONCEPTS

Principles and theories of global marketing: are the different models of internationalization (like the Uppsala model, for instance) still relevant in the digital age;

Opportunities and threats of a global marketing strategy: what marketing lessons can be learnt from recent unexpected events (for instance, the war in Ukraine)

What tools to use to search and analyse a global marketing environment?

Adaptation versus standardization : the design of global marketing strategy and mix; digital considerations and sustainable agendas

Ethical considerations in global marketing; are you always doing good when going abroad?

The issue of sustainability in global marketing: how do global marketing professionals integrate SDGs?

≡ LEARNING METHODS

The teacher will use a wide range of teaching methods mixing case studies, presentations, videos, quizzes, master classes, exercises, to deliver the module content.

≡ EXPECTED WORK AND EVALUATION

1. Collective assignment (30 % of total mark)

- Project : A real-life case study: exporting or importing (from or to France) a product.

Assessing LO7 LO8 LO15

2. Individual final exam (70 % of total mark)

An examination at the end of course. Corresponding to LO2

≡ BIBLIOGRAPHY

Core text:

Green, M-C., Keegan, W-J. (2020). [Global marketing](#). (10th global ed.). Pearson. + [Ebook](#)

Cateora, P-R., Money, R-B., Gilly, M-C., Graham, J-L. (2020). [International marketing](#). (18th ed.). McGraw-Hill Education.

Additional textbooks available at Audencia Knowledge Hub :

Brett, J. (2014). [Negotiating globally](#). Wiley.

Dawson, J. et al. (2019). [Global strategies in retailing: Asian and European experiences](#). Routledge.

Kumar, N., Steenkamp, J-B-E-M. (2013). [Brand Breakout : How Emerging Market Brands Will Go Global](#). Palgrave Macmillan.

Leonidou, L.C., Katsikeas, C.S., Samiee, S. Aykol, B. (2018). [Advances in global marketing](#). Springer.

de Mooij, M. (2022). [Global marketing and advertising](#). Sage.

Nagle, T-T., Hogan, J-E., Zale, J. (2010). [The strategy and tactics of pricing : a guide to growing more profitability](#). (5e éd.). Pearson.

Neill, A. (2015). [Handbook on ethics and marketing](#). Edward Elgar Publishing.

Solomon, M-R., Askegaard, S., Hogg, M., Bamossy, G-J. (2019). [Consumer behaviour : a European perspective](#). (7th ed.). Pearson. + [Ebook](#)

Tamer, S. et al. (2020). [International business: the new realities](#). Pearson. E-Book.

≡ EVALUATION METHODS

30 % : Group project

70 % : Final Exam

≡ SESSIONS

1**Introduction and course overview**

BRIEFING : 02h00

Review of key marketing concepts and introduction to international/global marketing. The first part of this session introduces the course and the assessment. In the second part of the session the concepts and principles of international/global marketing are introduced.

Readings: Keegan text Chapter 1 Introduction to Global Marketing.

2**Understanding the global market environment**

LECTURE & CASE STUDIES : 02h00

In this session we examine the dynamic environmental factors surrounding the firm and explore the effects of environmental factors on the international firm's decision-making. Key issues contributing to environmental complexity in international markets are introduced. Strategies for managing across cultures are explored. SLEPT model is introduced

Readings: Keegan text Part 2 (chapters 2, 4 and 5).

3**Scanning the global environment: qualitative market research**

LECTURE & CASE STUDIES : 02h00

Information is the most basic ingredients of a successful marketing strategy. In this session, we consider the role of marketing research and a marketing information system in identifying global market opportunities, with a focus on how to run a qualitative marketing research.

Readings: Keegan text Chapter 6

4**Scanning the global environment: quantitative market research**

LECTURE & CASE STUDIES : 02h00

During this session we will review how to run a quantitative marketing research, in a global environment.

5**Designing a global marketing strategy with STP**

LECTURE & CASE STUDIES : 02h00

Segmenting, targeting and positioning are key strategic marketing decisions. During this session, the issues posed by a global environment will be explored. Should the positioning be standardized across markets?

Readings: Keegan text Chapter 7

6**Designing a global field marketing plan: Product, brand, packaging**

LECTURE & CASE STUDIES & EXERCISES : 02h00

This session considers product decisions that affect the international firm (product, packaging in particular) and analyse why branding is such a key strategic element

Readings: Keegan text, Chapter 10

7**Designing a global field marketing plan: pricing strategies in overseas markets**

LECTURE & CASE STUDIES & EXERCISES : 02h00

What is the best approach to pricing when going international? Is it possible to have the same price for every single market you enter? Is it wise?

Read Keegan's book, chapter 11

8**Designing a global field marketing plan: Distribution strategies across geographic markets**

LECTURE & CASE STUDIES & EXERCISES : 02h00

This session is dedicated to distribution channels and how they are rather difficult to standardize. Shopping/buying are very culture-linked activities. Can the Internet change the state of play?

Read Keegan's book, chapter 12

9

Designing a global field marketing plan: Communication practices across geographic markets

LECTURE & CASE STUDIES & EXERCISES : 02h00

This session considers Marcom and the digital revolution. How does culture impact a firm's global communication? How does digital tools impact a firm's global communication?

Read Keegan's book, chapter 13 & 14.

10

Coaching sessions on "exporting/importing a product" project

PRACTICAL WORK : 02h00

During this session the professor will help each group make the right decisions on how to market a product in a foreign market. Groups must be ready to show an intermediary plan before coming to this session.

11

Industry expert talking (TBC)

SEMINAR : 02h00

An expert from the industry will come and share the benefits and challenges of going global.

12

Exam review

PRACTICAL WORK : 02h00

During this session we will review all acquired knowledge during class, we will quiz, and games to refresh everything

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : BRIDOUX Alain

Term: FALL

≡ COURSE DESCRIPTION

This course is destined to students coming from all continents and must consider different development models which may challenge some well established Strategic frameworks developed in the 1980s. Recent developments are covered by post Covid articles taken from international Consultancies like McKinsey, BCG, Tata Consulting etc.. A special attention will be brought to strategies allowing cross border growth for different industries and different continents.

The course introduces strategic management through two primary areas of analysis: the firm's external industry environment and its internal environment (its resources and capabilities) A special attention will be given to the emphasis on Customer Experience and Disruptive Innovation which are two main axes of Strategy for successful Companies in the world of 2024. Strategic success results from building competitive advantage through deploying internal resources and capabilities to exploit the key success factors within the firm's industry environment. Technological disruptions which are making traditional Business Models and Strategic frameworks outdated are described with their consequences. Strategic management analyzes how managers can devise a set of actions ("the strategy") to acquire resources and capabilities that allows their company to obtain a competitive advantage which in today's world is often "transient" rather than "sustainable". Examples of disruption happening in different industries will relativize the traditional concept of sustainable advantage. A special attention will be given to portfolio management and value creation through mergers, acquisitions and divestments. The asymmetry of value creation for buyer and seller will be explained at the same time as the tradeoffs between buying growth rather than seeking organic growth. The new role of environmental issues and the rising importance of the concept of social enterprise will be pointed out for the development of new strategies applicable in different environments; CSR will be covered by a separate module not included in this syllabus.

The course will also tackle some aspects of execution of a Strategy and some pitfalls in the decision making process.

In anticipation of a separate module on Business Plan there will be an analysis of benefits and downsides of a Planning process depending upon industries and Business environment.

≡ COURSE OBJECTIVES

The main objectives of this course are to:

- Understand strategic issues and policy decisions facing businesses and how thinking addresses these issues both in Western developed economies and in developing countries with special examples for China, India and Africa.
- Develop the ability to analyze social and environmental challenges, external industry structure and strategic groups to determine key success factors.
- Develop the ability to analyze the strengths and weaknesses of internal organizational resources and capabilities, and then relate them to KSFs in the environment
- Develop critical thinking and a good sense of action in a business environment.
- Understand why some firms succeed and others fail while recognizing the difference between correlation and causation.
- Develop and improve written and oral communication skills for individuals and for project teams
- Develop and improve collaborative learning skills

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

Strategic diagnosis, capabilities, corporate versus business strategy, international strategy, internal versus external growth strategy, disruptive innovation and technologies, stakeholder expected returns, portfolio ranking, more inclusive and agile new types of organizations, platforms and Ecosystems. Execution of Strategy, decision making, Business Transformation and agility.

≡ LEARNING METHODS

Learning and teaching methods include a combination of lectures on strategy; short case study analysis and discussion; team activities; and in-class discussion of current events.

- Lecture: presentation of theoretical concepts and methods
- Short case studies: illustration of concepts with various examples from the Business World
- Team activities: teams will complete a strategic analysis and present recommendations for a company or a new technology of their choice

≡ EXPECTED WORK AND EVALUATION

Attendance and class participation: If you cannot attend class due to unavoidable circumstances, we expect you to inform your administrator prior to the class of your absence. Please note that any unexcused absences will significantly impact your overall grade for the course. Students absent during a group presentation will be penalized if they have negatively impacted the group presentation. The instructor will have the latitude to reject late comers to a course. Students should expect to be called upon regularly to answer questions or provide contributions during case discussions.

Readings: Students are expected to do the reading assignments prior to every session either from the reference textbook or from files posted in Blackboard.

Group project: There will be a written team project that will be presented in one of the last sessions of the course. This is an exercise on team collaboration and can in case be an individual presentation. Details will be provided in the first strategy class.

Multiple choice exam: There will be a multiple-choice exam for this course.

Academic honesty: Violations of academic integrity are just causes for discipline uwill bender the Audencia Nantes School of Management Student Discipline procedure. All allegations of violations shall be handled according to that procedure. In class use of ChatGpt or siminiar IA tools is allowed as long as it is clearly indicated.

EVALUATION METHODS

40 %: Multiple choice Exam

40 %: International Strategy Team project

20%:Participation

≡ BIBLIOGRAPHY

Mastering Strategic Management Library of Minnesota Publishing (Online free Edition 2015)

Johnson, G., Whittington, R. and K. Scholes, (Latest edition). Exploring corporate strategy. Prentice Hall/Pearson.

Robert M. Grant (Ninth Edition). Contemporary Strategy Analysis. Wiley

Pankaj Ghemawat. The new Global Roadmap, Enduring Strategies for Turbulent Times

Bain PDF Files: as filed in Blackboard

BCG PDF Files: as filed in Blackboard

McKinsey PDF files: as filed in Blackboard

Medium PDF Files: as filed in Blackboard

Accenture PDF Files: as filed in Blackboard

Deloitte PDF Files: as filed in Blackboard

≡ EVALUATION METHODS

40 % : Multiple Choice Quiz

40 % : Group Project

20 % : Continous Assessment

≡ SESSIONS

1**BRIEFING : 02h00**

During the first part of this session, we will present the course objectives and assessments, along with a detailed explanation of the team project to analyze the strategy of a company that teams choose in a list defined by the Professor. Introduction to a VUCA world and disruption. Examples and files from Accenture, McKinsey, and Bain

2**LECTURE : 02h00**

Concept of Business Model and examples of evolution over time. Introduction to disruption and resilience 2 post Covid critical concepts and their consequences on Business Strategy. Shortfalls of traditional Strategy frameworks. Updates on some traditional Strategic frameworks and their limitations.

3**LECTURE : 02h00**

Trade offs between efficiency vs continuity of supply for Supply Chains.. Examples drawn from industrial and agricultural companies. Value Chain Analysis: an example of an outdated but still useful framework of the 1980s. Swing of the pendulum on outsourcing. Example from agriculture and industrials.

4**LECTURE : 02h00**

Customer experience and Innovation the two game changers of Strategy. Digitization, Artificial Intelligence, Analytics. Cooperation replacing pure Competition. Examples drawn from traditional industries and agriculture. Covid 19 as an accelerator of the move to Industry 4.0.

5**BRIEFING : 02h00**

Purpose of an organization. Great Resignation and Quiet quitting as new Strategic challenges of companies. Engagement and well being at work across the world; scarcity of skilled labour; impact on execution and transformation projects. Examples drawn from various industries and agriculture.

6**BRIEFING : 02h00**

Platforms, how they emerge and how they evolve. Ecosystems, how they replace the traditional concept of stakeholders and why they can fail. How digital encourage cooperation rather than competition. Organizations, culture, governance and Strategy execution. Examples of successes and failures of platforms from Asia.

7**BRIEFING : 02h00**

The rise of Platforms. From multichannel to omnichannel. Would Marketing eat Strategy for breakfast? Development of Ecosystems both for traditional and platform business. Examples drawn from different continents and industries. Native digital companies advantages.

8**BRIEFING : 02h00**

Internationalization of a Business. Organic growth and use of the Ansoff matrix to present a growth plan. Limits to internationalization of Businesses with current risk profiles as defined by the World Economic Forum

9**BRIEFING : 02h00**

Continuation on Chapters 7 and 8 of the textbook.. Divestments and M&A. External vs. organic growth. Examples of results of Joint Ventures and Acquisitions in different countries. Post Merger Integration and its flaws. Comparability of attractiveness of an acquisition during due diligence and post merger phases

10**BRIEFING : 02h00**

Value creation: from ROI to ESG and DEI. Circular economy applied to Agri Business and new Industrials. Use of a Planning Process; advantages and downsides of different types of Planning Processes.

11

BRIEFING : 02h00

Presentation by each team of an analysis of a company under a PPT type format. Emphasis on analysis and conclusions. Emphasis on collaborative approach and verbal presentation skills.

12

BRIEFING : 02h00

Self ranking of groupwork. Professor feedback on groupwork. Preparation to final examination. Revision of some key concepts seen in class
Questions from students. Conclusion on Strategy and advice for Strategy related jobs

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : RAHMANI-ROUÈS Jérôme

Term: FALL

≡ COURSE DESCRIPTION

This course comprises 12 sessions of 2 hours each tailored for Master of Sciences' students of Audencia, focusing on digital transformation. This course aims to provide students with an in-depth understanding of the principles, strategies and challenges related to the digital transformation of businesses.

By exploring emerging technologies, innovative business models and change management best practices, students will be prepared to meet the challenges of the digital revolution and exploit opportunities to create value in an ever-changing world.

To live and breathe the digital transformation, chosen approach is "Learning by Doing". Students will be asked to use learnings and best practices of professionals provided in the course, as well as would be strongly encouraged to heavily use new Generative AI technologies so they could deliver the best result possible (as opposed to deliver just a result). They will have to build a realistic Digital Transformation plan, to be presented as if they were appointed in charge of the Digital Transformation of a company, they would join - several hours will be dedicated to review the plan of students.

The course will prepare students for launching brand-new products or services, as well as revamping or transforming existing businesses and processes. It prepares also for high positions in the Tech or Digital Transformation company Departments.

≡ COURSE OBJECTIVES

1. Adoption of digital-centric business models, such as e-commerce, subscription-based services, and online advertising.
2. Adoption of cutting-edge technologies to automate processes, collect and analyze data, and improve decision-making.
3. Integration of digital culture throughout the organization, promoting collaboration, agility and innovation.

≡ TACKLED CONCEPTS

- ✓ Design and drive a company's digital transformation strategy,
- ✓ Create value from cutting-edge technologies,
- ✓ Build business models based on technological innovation,
- ✓ Trigger and drive the collective dynamic of transformation,
- ✓ Support collectives in the transformation.

≡ LEARNING METHODS

Learning and teaching methods include a combination of lectures on strategy; short case study analysis and discussion; team activities; and in-class discussion of current events.

- Lecture: presentation of theoretical concepts and methods
- Short case studies: illustration of concepts with various examples from the Business World

Use of Generative AI: teams

≡ EXPECTED WORK AND EVALUATION

Attendance and class participation: If you cannot attend class due to unavoidable circumstances, we expect you to inform your administrator prior to the class of your absence. Please note that any unexcused absences will significantly impact your overall grade for the course. Students absent during a group presentation will be penalized if they have negatively impacted the group presentation. The instructor will have the latitude to reject late comers to a course. Students should expect to be called upon regularly to answer questions or provide contributions during case discussions.

Readings: Students are expected to do the reading assignments prior to every session either from the reference textbook or from files posted in Blackboard.

Group project exam: There will be a written and presented team project that will be presented in one of the last sessions of the course. This is an exercise on team collaboration and can in case be an individual presentation. Details will be provided in the first class. This will be the exam for this course.

≡ EVALUATION METHODS

Presentation to be worked on in parallel of the course, leveraging lessons learnt and best practices, and to be presented to the classroom at the end of the course (last session).

Topic: presentation by the newly appointed Chief Digital Transformation Officer of its Digital Transformation plan, to the Global Executive Committee

50% of group assessment

50% of individual assessment on its respective part

0/ Assessment of current situation (based on figures / opportunities of growth / cost avoidance...)

1/ Objectives / vision / benefits (not only marketing but pragmatic and realistic, short and midterm only – 1 year)

2/ Methodology & Approach to succeed on targeted area of the company – detailed implementation plan expected

3/ Real costs & tangible benefits expected

4/ Guardrail to avoid failure: expected pitfalls and solutions anticipated to mitigate risks (incl. KPIs)

≡ BIBLIOGRAPHY

- The Innovator's Dilemma - Clayton Christensen
- The Heart of Business: Leadership Principles for the Next Era of Capitalism - Hubert Joly
- L'entreprise réconciliée ; Comment libérer son potentiel économique et humain - Jean-Marie Descarpentrie & Philippe Korda

≡ EVALUATION METHODS

50 % : Group Project

50 % : Individual Assignment

≡ SESSIONS

1 Why digital transformation

LECTURE & PRACTICAL WORK : 02h00

Introduction to digital transformation: presentation of the issues and motivations. Discussion. Exercise.
Getting into project groups and defining a project.

2 Internal & customer issues

LECTURE & PRACTICAL WORK : 02h00

Debate on the concept of "Job To Be Done" and its application in digital transformation.
Identification of the main potential benefits of digital transformation for organizations.

3 JobToBeDone & Benefits and disadvantages of digital transformation

SIMULATION/ SERIOUS GAMES : 02h00

Serious Game: Rules & Launch

4

Technologies and its applications 1

LECTURE & PRACTICAL WORK : 02h00

Fundamentals of Data and AI
Cyber security

5

Technologies and its applications 2

LECTURE & PRACTICAL WORK : 02h00

Blockchain
Other critical technologies
Main market players

6

Project work

PRACTICAL WORK : 02h00

Team discussion on the progress of the project
Coaching from the professor

7

Value chain and competitive advantages

LECTURE & PRACTICAL WORK : 02h00

Presentation: Exploration of the concepts of value chain and competitive advantages.
Practical exercise: Students analyze their own value chain and identify opportunities for innovation.

8

Search for competitive advantages in the value chain through digital transformation

PRACTICAL WORK : 02h00

Brainstorming: Generation of ideas to capitalize on these opportunities through digital transformation.
Presentation of results and feedback: Sharing findings and action plans to create a competitive advantage.

9

Project work

PRACTICAL WORK : 02h00

Team discussion on the progress of the project
Coaching from professor

10

Final presentations

ORAL PRESENTATION : 02h00

Final preparation by group before presentation
Team presentations
Questions and answers

11

Final presentations

ORAL PRESENTATION : 02h00

Final preparation by group before presentation
Team presentations
Questions and answers

12

Course conclusion

PRACTICAL WORK : 02h00

Final discussion on the course learnings and the importance of digital transformation in the modern world.
Celebration of successes

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : MEQDADI Osama

Term: FALL

≡ COURSE DESCRIPTION

This module provides an introduction to purchasing and supply chain management to help students develop skills in managing business processes of responsible purchasing and supply chains. It focuses on how organisations can achieve strategic fit between supply chain processes and sustainable business strategies. Specifically, the structural elements of supply chain decision-making areas will be analysed, i.e. make or buy decisions, the design of supply networks, supplier relationship management, the development of strategies for the coordination of activities across the supply chain and management of supply chain performance.

≡ COURSE OBJECTIVES

- Define the purchasing and responsible purchasing strategies
- Define the supply chain management and its role as a source of competitive advantage
- Classify the underlying dimensions of responsible supply chain strategies
- Analyze supply chain concepts, tools and techniques, covering supply chain design, supply chain coordination, supply chain performance and sustainable supply chain

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion
C4B learning goal	LG4 - CSR
C4B learning objective	LO12 - Take a decision from economic, social and environmental perspectives
Outcomes	Lev. 2 - Quantify and prioritize the impact of one's activities on the ecosystem concerned

≡ TACKLED CONCEPTS

- Introduction to the module and supply chain strategy
- Supply networks design
- Logistics and distribution systems
- Supply chain coordination and planning
- Supply chain performance management
- Supplier relationship management
- Responsible supply chains
- Responsible purchasing strategies
- Circular supply chains

≡ LEARNING METHODS

Lectures
Case analysis and discussion
Teamwork
Student presentations

≡ EXPECTED WORK AND EVALUATION

Exam (60%): an individual closed book exam at the end of the course covering the learning objectives of the course.
Continuous Assessment (40%): group assignment

≡ BIBLIOGRAPHY

- Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*. (6th ed.) Essex, NE: Pearson Education.
- Johnsen, T., Howard, M., Miemczyk, J. (2019). [*Purchasing and supply chain management : a sustainability perspective*](#). (2nd ed.). Routledge.

≡ EVALUATION METHODS

60 % : Final Exam

40 % : Continuous Assessment

≡ SESSIONS

1 Introduction to supply chain management

LECTURE : 02h00

This session provides introduction to the course structure and evaluation criteria. The session discusses the fit of supply chains in the business landscape and strategies deployed for achieving firms' objectives and competitive advantages.

2 Supply networks design

LECTURE & CASE STUDIES : 02h00

This session discusses:

- The issues to be considered when designing a supply chain network.
- The session focuses on the factors that influence supply network design such as the effective flow of inbound and outbound logistical activities.
- The session discusses the role of distribution activities in the supply chain and the factors influencing distribution systems design

3 Supply chain planning and coordination

LECTURE & CASE STUDIES : 02h00

The session highlights the impact of planning and coordination on supply chain performance and explains how to orchestrate activities and resources among supply chain actors to enhance supply chain performance.

4 Supplier Development & Relationship Management

LECTURE & CASE STUDIES : 02h00

The session discusses the various relationships that companies develop with suppliers such as arm's-length relationship, collaborative and partnership relationships. The main advantages and disadvantages of the relationships are highlighted. The session discusses major relationship characteristics such as power, trust, cooperation, conflict, commitment and highlights the advantages and disadvantages that accrue from each of these characteristics on relationship management.

5 Purchasing Management & P2P

LECTURE & CASE STUDIES : 02h00

This session discusses:

- Role of purchasing in organizations performance & competitive advantage
- Purchasing process in terms of purchasing responsibilities, objectives and various types of purchasing
- Procure-to-Pay (P2P) process

6 Category Management & Sourcing Strategies

LECTURE & CASE STUDIES : 02h00

This session discusses the various sourcing policies and strategies such as:

- Make or buy, single vs. multiple sourcing, global sourcing and low-cost country sourcing (LCC)
- Key success factors for global sourcing (worldwide sourcing).
- Develop differentiated supply strategies factors for global sourcing (worldwide sourcing).
- Identify different elements of category management plan
- How to develop sourcing strategy and develop differentiated supply strategies

7**Purchasing Strategy Exercise**LECTURE : 02h00

The students will work on developing a category and sourcing strategy for sourcing need.

8**Responsible supply chain management - Circular supply chains**LECTURE : 02h00

This session discusses:

Integration of sustainability (environmental, social and ethical dimensions) with supply chain management that yielded responsible (sustainable) supply chain management.

Related concepts that have been developed to address sustainability from supply chain management perspective.

Role of supply chains in circular economy and how to implement circular supply chains (closed-loop supply chains).

Drivers for achieving circular supply chains and how to move from linear toward cradle-to-cradle state are discussed with real examples and circular business models.

9**Circular supply chain case study**LECTURE & CASE STUDIES : 02h00

The student will analyze a circular supply chain and present how the company can achieve circular supply chain model
Desso case study will be discussed within the class

10**Procurement with a social purpose**LECTURE & CASE STUDIES : 02h00

This session discusses:

The integration and involvement of purchasing insustainability

Role of supply chains in the base of the pyramid

Role of purchasing in inducing social impact within societies and communities and achieving supplier diversity and inclusion is highlighted and supported with real cases

11**Groups presentations Part 1**LECTURE & CASE STUDIES : 02h00

In this session, the students will present their work on the group assignment that is given at the course beginning.

12**Groups presentations Part 2 & course concluding**INDIVIDUAL OR GROUP WORK : 02h00

In this session, the students will present the work on the group assignment that is given at the course beginning.

The session will provide a review to the course, final exam preparation and course concluding.

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : DURAND Wilfried , STERN Michèle

Term: FALL

≡ COURSE DESCRIPTION

This course presents different legal systems, different commercial contracts, the law applicable to international contracts as well as competition law. It helps future managers to deal with contractual aspects of their deal at international level.

≡ COURSE OBJECTIVES

To provide the useful legal tools to develop worldwide business. Students will be able to:

- Gain basic skills to develop worldwide businesses
- Understand how a difference in cultures may influence contractual relationships
- Discover the different types of commercial contracts and the different rules applicable to international contracts with a focus on distribution contracts
- apply certain regulatory rules and tools which may govern international business relationships

≡ LEARNING OBJECTIVES

C4B learning goal LG2 - Action

C4B learning objective L05 - Evaluate, prevent and manage short, medium and long-term risks

Outcomes Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

International contracts – usual contract clauses – negotiation – arbitration – international business – competition – worldwide sales and purchase of goods – prohibited agreements – Abuse of dominance – antitrust and mergers – abuses in business relationships

≡ LEARNING METHODS

Cases and presentations

≡ EXPECTED WORK AND EVALUATION

MCQ final exam: 100 %

≡ BIBLIOGRAPHY

International business Transactions Folsom, Ralph ; Van Alstine, Michael ; Ramsey, Michael D. - 11th ed., West Academic Publishing, 2020. (Nutshell series).

Principles of international economic law - Herdegen, Matthias - 2e éd., Oxford University Press (OUP), 2016.

Droit des contrats internationaux - Ancel, Marie-Élodie ; Deumier, Pascale ; 2e éd., Dalloz, 2020. (Sirey université).

Droit des contrats d'affaire – Buy Frédéric – LGDJ 2023 (Précis Domat. Droit privé) Laazouzi Malik

≡ EVALUATION METHODS

100 % : Multiple Choice Exam

50 % : Final Exam

≡ SESSIONS

1

LECTURE & CASE STUDIES & EXERCISES : 02h00

1. Structuring the deal: corporate and tax - contracting with external partners

2

LECTURE & CASE STUDIES & EXERCISES : 02h00

2 Structuring the deal: taking into account regulatory constraints

3

LECTURE & CASE STUDIES & EXERCISES : 02h00

3 Preparatory phase: different legal systems, determining the governing law and competent forum -

4

LECTURE & CASE STUDIES & EXERCISES : 02h00

4 Preparatory phase: different legal systems, determining the governing law and competent forum -

5

LECTURE & CASE STUDIES & EXERCISES : 02h00

5 Concluding and performing the contract: offer and acceptance, consideration-

6

LECTURE & CASE STUDIES & EXERCISES : 02h00

6 Concluding the contract: conditions of contract validity

7

LECTURE & CASE STUDIES & EXERCISES : 02h00

7 Concluding and performing the contract: general contract architecture- sensitive clauses in international framework

8

LECTURE & CASE STUDIES & EXERCISES : 02h00

8 Concluding and performing the contract : operational clauses : sale, purchase, service, focus on distribution contracts

9

LECTURE & CASE STUDIES & EXERCISES : 02h00

9 Concluding and performing the contract : remedies for non performance

10

LECTURE & CASE STUDIES & EXERCISES : 02h00

10 Avoiding anticompetitive agreements and abuse of dominance

11

LECTURE & CASE STUDIES & EXERCISES : 02h00

11 Avoiding anticompetitive agreements and abuse of dominance

12 Respecting local rules on business relationships between companies.

Number of ECTS credits : 3

Course language : English, French

Course leader : KAPITSKAIA OLGA

Speakers : CELERIER Amandine

Term: FALL

≡ COURSE DESCRIPTION

DESCRIPTION DU COURS /COURSE DESCRIPTION

The purpose of the course is to introduce students to the analytical framework that is used to study international business and trade. The models studied in this course not only give insight and help explain trade, trade patterns, and the effect of trade on various countries, they also provide a vehicle for understanding the impact and consequences of various trade issues and policies.

≡ COURSE OBJECTIVES

OBJECTIFS DU COURS /COURSE OBJECTIVES

After this course the students will be able to

- Understand the main concepts of International Business
- Understand the main concepts of international trade (International Trade operations, taking into consideration Countries' economical strengths, Free-Trade Agreements, Transport & Logistics constraints and Human aspect and the influence of geopolitics on international trade).
- Be able to put them into practice.

≡ TACKLED CONCEPTS

CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Main Economics Models and Theories (Adam Smith/Ricardo/HOS/Krugman). Free-Trade's Myths. World and regional trade agreements.
- Main products imported and exported from World's areas. International Business Practices. Transport Modes will be detailed depending on the kind of products that need to be exported (from Agricultural products to Industrial Projects and Luxury Industry). International Trade and service industry.

≡ LEARNING METHODS

METHODES PEDAGOGIQUES /LEARNING METHODS

Lectures, discussions, videos and case studies.

A serious game will help students to apply main Economics Models and Theories and to go through their limits and evolutions (Adam Smith / Ricardo / HOS / Krugman).

Students will do research on World Bank's website to prepare a presentation on Free-Trade Agreements in place in each World's areas. After the second part, we'll finish with a serious game where students will negotiate and develop businesses using all tools together.

Quizzes will help to ensure that all concepts have been understood.

≡ EXPECTED WORK AND EVALUATION

TRAVAIL ATTENDU /ASSIGNMENTS

Just like in a professional environment, a daily involvement is needed in this course. Students are expected to be involved in every lecture: questions during lecture, soft skills during team work and willingness to search for solutions. Quizzes' results will also be part of the grade. During case studies, students will create documents that will be graded. Finally, their presentation regarding FTAs will also be taken into consideration for the grade.

MODALITES D'EVALUATION /EVALUATION METHODS

50%: continuous assessment (individual grade)

50%: EXAM

≡ BIBLIOGRAPHY

BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

1/Law of diminishing Returns/ Jacob Clifford

2/ International Economics: Theory and Policy

By Krugman, P.R., Obstfeld, M., and Melitz, M. (2018).

3/The Benefits of Free Trade: Addressing Key Myths

By Donald J. Boudreaux and Nita Ghei (2018).

4/ Alphaliner.com

5/ Mariner's vlog on Panama and Suez Canal and Arctic Route

6/ Video on P.R.C.'s Belt Road Initiative with New Silk Road and String of Pearls.

7/Prisoners of Geography, By Tim Marshall

8/ <http://wits.worldbank.org> and <https://www.macmap.org/>

9) [International business : competing in the global marketplace](#)

[Charles W.L. Hill](#), Auteur | [New York \[États-Unis\] : McGraw-Hill](#) | 2021

≡ EVALUATION METHODS

50 % : Final Exam

50 % : Continuous assessment (ind)

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : KAPITSKAIA OLGA

Term: FALL

≡ COURSE DESCRIPTION

This course helps students build their managerial posture. It discusses main theories and concepts related to Personality, Individual and Group Behavior, Motivation and Decision-making and study how they are applied to practice. The students also get trained in related soft skills. By linking theory to practice, this course will allow students to analyze themselves better, to define the differences between individual and group decision-making; to describe the biases and errors in decision making; to classify and to apply motivation theories; and to improve their behavior in the work environment.

≡ COURSE OBJECTIVES

The goal of this course is to help students analyze and classify the main concepts in Organizational Behavior and be able to apply this knowledge to themselves and their teams.

≡ TACKLED CONCEPTS

Personality. Individual and Group Behavior. Motivation at Work. Decision making. Goal setting. Team development. Emotional intelligence. Stress Management and efficiency techniques. Personal plan development. Monitoring your plan and goals achievement.

≡ LEARNING METHODS

Group and individual exercises.

Personal work.

Lectures.

Readings.

Presentations.

Cases.

Students' participation is important to obtain the maximum benefit of the course. The course is largely based on experiential learning – students are invited to live different experiences before “mapping” them to concepts and models.

≡ EXPECTED WORK AND EVALUATION

Active participation is very important for the course. Students are invited to learn the necessary concepts and methods, to actively participate in discussions, exercises, and cases during the course, to complete the required reading and indicated tests before the indicated session. During the course the students will be asked to prepare and to deliver a presentation, to perform a MCQ test, to work on 2 cases and to prepare short presentations for the results of this work, to prepare a final presentation, and to sit a final exam.

≡ BIBLIOGRAPHY

Robbins, S., Judge, T-A. (2019). [*Organizational behavior*](#). (19th global ed. or several editions before). Pearson.

≡ EVALUATION METHODS

30 % : Continuous assessment

30 % : Final exam

40 % : Final Presentations

≡ SESSIONS

1 Defining main skills of a manager and leader

LECTURE & PRACTICAL WORK : 02h00

Definition of the field of Organizational Behavior and definition of skills necessary to successful manager. Getting to know your classmates better. Importance of goals for personal development. Goals for teams and organizations. NLP method of defining goals. Applying to students' cases. Setting personal goals. Creating teams. Setting development plan.

2 Personality and Values

LECTURE & CASE STUDIES : 02h00

Presentation of personality models, bases of individual behavior, personality type, personality assessments. Discussion and application of the concepts to yourself. Individual and collective values and their effect on behavior in professional environment. Students will work on a case on values.

3 From values to motivation

LECTURE & CASE STUDIES & EXERCISES : 02h00

Presenting and discussing case on values. Links between values and motivation. Main theories of Motivation.

4 How to motivate yourself and the team?

LECTURE & CASE STUDIES & EXERCISES : 02h00

Practical applications of motivation theories, methods and tools to increase your own motivation, motivation of a team member, motivation of a team.

5 Working in teams

LECTURE & PRACTICAL WORK : 02h00

Setting team objectives and rules of functioning. Starting to create an efficient team. Team development stages. KSF of successful and satisfied teams. Preparing visit to a local business with international development.

6 Inclusion for team work

PRACTICAL WORK : 02h00

During a visit to a local business developing internationally, work on inclusion with your team members. Ask, learn and analyze team and managerial principles of this international business.

7 Team work and motivation

LECTURE & CASE STUDIES & EXERCISES : 02h00

Present and discuss the case on motivation. Discuss the visit, the teambuilding and inclusion efforts during the visit. Learn more teambuilding tools. Discuss the link between motivation and teams.

8 Perception and decision making

LECTURE & PRACTICAL WORK : 02h00

We will highlight the mechanisms of perception and its influence on individual and collective decision taking.

9 Emotional intelligence

LECTURE & PRACTICAL WORK : 02h00

We will discuss emotional intelligence and implication of emotional intelligence for managers and learn tools for improving emotional intelligence.

10**Stress management and personal efficiency**LECTURE & PRACTICAL WORK : 02h00

Students will learn the theory and practical methods of stress management and analyze their stressors and defense mechanisms. They will learn, try, and select useful stress management techniques. We will also discuss personal organization, the phenomena of procrastination and its effect on efficiency and well being. Students will present the learning from the semester: being their own data and their own researcher they will apply all concepts and methods learned to their own situation.

Students will learn several tools for individual organization, time management and efficiency techniques. We will also discuss how to create a stressless and efficient environment as a manager and team member.

11**Final presentations**ORAL PRESENTATION : 02h00

Students will present the learning from the semester: being their own data and their own researcher they will apply all concepts and methods learned to their own situation.

12**Final presentations**ORAL PRESENTATION : 02h00

Students will present the learning from the semester: being their own data and their own researcher they will apply all concepts and methods learned to their own situation.

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : KAPITSKAIA OLGA

Term: FALL

≡ COURSE DESCRIPTION

Business negotiations span large amount of activities, from negotiating M&A for your international growth, to negotiating with your own team at home or abroad not forgetting the sales which is a specific type of negotiation. The ability to negotiate is an important skill in any job The intercultural or multicultural partners or clients in international deals make the importance of negotiation even higher and the skills to master more complex.

This course will introduce the negotiation process and strategies as well as the role of culture and the impact of negotiator's own personal views on negotiation.

≡ COURSE OBJECTIVES

By the end of the course students should be able to:

- Manage the general negotiation process
- Apply negotiation techniques
- Understand the role of culture in negotiation
- Manage sales negotiation process
- Apply sales negotiation techniques
- Identify their personal strengths and weaknesses as a negotiator

≡ TACKLED CONCEPTS

Distributive vs integrative negotiation
Positional and Principled negotiation
Negotiation 7 elements model
Negotiation process
Sales negotiation process
Motivations in negotiation and sales
Intercultural negotiation

≡ LEARNING METHODS

The course will rely heavily on role plays in addition to lectures, readings, videos, and other in class activities.

≡ EXPECTED WORK AND EVALUATION

Students are expected to complete assigned readings, to be active participants during the sessions, to prepare the role plays, and to work on the assigned case study

≡ BIBLIOGRAPHY

Fisher, R., Ury, W., Patton, B. (2012). [Getting to yes : negotiating agreement without giving in](#). (3e éd.). Random House.

Negotiating globally : how to negotiate deals, resolve disputes, and make decisions across cultural boundaries, Wiley, 2014 Jeanne Brett

≡ EVALUATION METHODS

30 % : Individual Reflection

30 % : Continuous Assessment

40 % : Group Work

≡ SESSIONS

1

Introduction to negotiation

LECTURE & PRACTICAL WORK : 02h00

Introduction to the course. Introduction to the negotiation. Negotiators skills. How negotiator's view influence the negotiation. Reflexion. Exercices. Role plays.

2

Types of negotiation

LECTURE & PRACTICAL WORK : 02h00

Integrative and distributive negotiation. Positional and principled negotiation. Case. Role plays.

3

Elements of negociation.

LECTURE & CASE STUDIES & EXERCISES : 02h00

7 elements of negociation. Simulation. Short role plays.

4

3C negotiation process.

LECTURE & PRACTICAL WORK : 02h00

3C negotiation process. Preparation in negotiation. Role plays.

5

Sales as a type of negotiation

LECTURE & PRACTICAL WORK : 02h00

Sales as a type of negotiation. Preparation for a commercial negotiation. Case and presentations.

6

Commercial Role play

EXERCICES : 02h00

Preparing, playning and debriefing multi actors role play.

7

Managerial negotiation

LECTURE & PRACTICAL WORK : 02h00

Negotiating in your company, with your team, with your superiors. Role plays.

8

Emotions in negotiation

LECTURE & PRACTICAL WORK : 02h00

Emotions in negotiations. Ethics in negotiation. Role plays.

9

Intercultural negotiation

LECTURE & PRACTICAL WORK : 02h00

Effect of culture in negotiation. Relational and deal based cultures. Role play.

10

Students performances

GROUP PRESENTATION : 02h00

Students performances on intercultural negotiation

11

Students performances

GROUP PRESENTATION : 02h00

Students performances on intercultural negotiation

12

Wrap up collective case

PRACTICAL WORK : 02h00

Wrap up collective case for the whole class. Preparing the case, role playing, debriefingConcluding the course

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : CELERIER Amandine

Term: SPRING

≡ COURSE DESCRIPTION

This course allows students to understand trade environment of Europe and concentrates on import and export with and in Europe.

≡ COURSE OBJECTIVES

After this course the students should be able to

Understand EU environment and its consequences on company strategy, on import and export.

Understand important import and export rules and regulation in Europe.

Manage administration and logistics of import and export with and in Europe.

≡ TACKLED CONCEPTS

EU. Common market in EU. Intra-community trade.

DEB DES. UN and CFSP. CJUE.

Type of customs regime. Payment and risk management. DOP. Logistics and shipping. Sales and after-sales administration.

≡ LEARNING METHODS

Lectures, discussions, case studies, examples, students project based on the case study. Students presentations.

≡ EXPECTED WORK AND EVALUATION

50% - exam

50% - case study

A case study will be introduced at the beginning of the course and each topic treated during the course will be applied to the case study. Students rigour, preparation, reading and participation is very important for the course. During the last session, students will deliver a final presentation on the project.

≡ BIBLIOGRAPHY

Understanding Global Trade, Elhanan Helpman

Global Trade Policy: Questions and Answers by Pamela J. Smith

International Trade and Port Logistics by I.C.J. Verhaart

Building an Import/Export Business by Kenneth D. Weiss

Latest Global Trade Data - Import Export Data 2023 <https://www.exportgenius.in/>

≡ EVALUATION METHODS

≡ SESSIONS

1

History and geopolitics of European Union

LECTURE & CASE STUDIES : 02h00

History, geopolitics, main agreements which led to EU. Current state of EU.

2**EU today**

LECTURE & CASE STUDIES & EXERCISES : 02h00

European institutions and its influence on business with and in Europe. Common market in Europe.

3**EU commercial politics**

LECTURE & CASE STUDIES & EXERCISES : 02h00

EU commercial politics.

4**Trading in Europe**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Trading within Europe vs out of Europe. Intra-community trade.
Trade flow reporting, trade of goods or services declaration (DEB DES)

5**Applicable law and different type of customs regime**

LECTURE & CASE STUDIES & EXERCISES : 02h00

UN and CFSP (common foreign security policy)
CJUE vs National Law (court of justice of EU)
Different type of customs regime (temporary, definitive...)
Labelling and Marking Requirements : CE, Others

6**Financial dimensions of the international trade**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Payment for the international operations: payment modalities, conditions, techniques. Secure payments.
Risk management and types of risks.
Contracts risks: Direct and Indirect damages. Bank guarantees.

7**Directives vs Regulations**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Differences
Regulations: range of applications, examples
Directives : range of applications, examples

8**Export Documents**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Import / Export License. Application areas (Culture / Defense...).
Official documents necessary to validate the regulatory requirements (DOP)
Certificate of origin.

9**Sales administration in export**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Commercial invoice. Managing documents. Receiving the orders. Logistics and shipping. Insurances.

10**Importation and taxes**LECTURE & CASE STUDIES & EXERCISES : 02h00

Tariff, Quota

EU Classification system UCC (Union Customs Code)

CN: Combined Nomenclature

TARIC

Other taxes: VAT (rate, exemption...). Excise duties (Special activities.).

11**Import and export limitations**LECTURE & CASE STUDIES & EXERCISES : 02h00

Restriction for certain product types. Dual-use components requirements.

Geopolitics and import and export (Ukraine war impact).

Economic partners: USA (transatlantic agreement), UK: Brexit impact.

12**Students presentations**ORAL PRESENTATION : 02h00

Final presentations of the students project

Number of ECTS credits : 3
Course language : English
Course leader : KAPITSKAIA OLGA
Speakers : ROBIN Caroline
Term: SPRING

≡ COURSE DESCRIPTION

The objective of this 24-hours course "Doing Business in Europe" is to equip the students with the knowledge and skills, necessary to effectively navigate and succeed in the diverse and dynamic European business environment. The course aims to **understanding the European Business Landscape** , explore the political structures, legal systems, and regulatory environments of European countries, with an emphasis on the French environment for business launching.

At the end of these 24 hours, students will have a complete overview of the constraints and possibilities at their disposal in order to start a business in Europe.

≡ COURSE OBJECTIVES

The objective of this 24-hours course "Doing Business in Europe" is to equip the students with the knowledge and skills, necessary to effectively navigate and succeed in the diverse and dynamic European business environment. The course aims to **understanding the European Business Landscape** , explore the political structures, legal systems, and regulatory environments of European countries, with an emphasis on the French environment for business launching.

At the end of these 24 hours, students will have a complete overview of the constraints and possibilities at their disposal in order to start a business in Europe.

≡ TACKLED CONCEPTS

≡ LEARNING METHODS

Theoretical fundamentals
Case studies

≡ EXPECTED WORK AND EVALUATION

- 50% oral presentation per group of 4 students: You decided to set a business in France : Analyze the constraints and opportunities of creating a business in this France on the economical, legal and financial aspects.
- 50% written exam

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

≡ SESSIONS

1

LECTURE & CASE STUDIES & EXERCISES : 02h00

Importance of a business plan to start a business in Europe

- Content of the business plan
- Target of the business plan
- BP Simulation

Advantage and constraints of doing business in Europe: overall presentation

Parameters to evaluate: Europe, Country, and City Level

2

LECTURE & CASE STUDIES & EXERCISES : 02h00

European norms types :

- Regulations
 - Directives
- CE Marking
- Decisions
 - Recommendations

European company structures:

Types of structures
Illustration with Sole Proprietorship in France

3

BRIEFING : 02h00

Process to start business in Europe
Type of business

How to start : Types of companies.

- France :Type of structure and Characteristics (Liaison office / Branch / Subsidiary..)

Administratives Steps (RCS SIREN)

- Acquiring a company
 - Marketing options
 - Necessary Documents to start the business (GTC / Invoices...)
 - Specific analysis of Contract terms
-

4

BRIEFING : 02h00

Introduction to taxes (Europe)

- VAT (Collected tax)
- Corporate Tax (Double taxation issue.....)

Countries rates
Evolution

- Other fiscal advantages (in France)
- Illustration of losses carry-forward

Fiscal Optimisation illustration

Others (Local tax.....)

5

BRIEFING : 02h00

Illustrations:

The Netherlands : Tax paradise of Europe (After Ireland and Luxembourg)

Which Country to start a business : TOP 3
Why Stellantis chose The Netherlands to install their HQ ?

6

BRIEFING : 02h00

Insurances (Various types) :

- Liabilities
- Protection Schemes (Accident)
- Health

Legislation (Impact of Headcount) (France)

- Stake holders and French ecosystem / Negotiating Bodies (Unions) (National Level / Company Level)
 - Collection Agencies / Judicial Body
-

7

LECTURE & CASE STUDIES & EXERCISES : 02h00

HR Management Hiring/Contracts

- Working Time ...
- Retirement age
- Particularities : (50 Employees impact)

Labor Costs

- Contributions
 - Salaries
 - Bonus Incentive Schemes
 - Terminations
-

8

BRIEFING : 02h00

- [Coaching Session \(Red Thread\)](#)
 - [Questions / Answers](#)
 - [Project progress evaluation.](#)
-

9

LECTURE & CASE STUDIES & EXERCISES : 02h00

Financial Management (Europe)

- Type of Fundings
- Financial Incentives / Government fundings
- Institutions / Agencies
- Accounting rules
 - Rules (IFRS)
 - Report : Publishing annual finance data

Intellectual Property

Useful certifications (ISO 9001, ISO 14000)

10

LECTURE & CASE STUDIES & EXERCISES : 02h00

Sales conditions : EU Directive France laws specificities

- Sales conditions vs Purchasing Conditions
 - Sales Conditions content
 - Late payment issues
-

11

ORAL PRESENTATION : 02h00

Dedicated to group oral presentation

12

ORAL PRESENTATION : 02h00

Dedicated to group oral presentation

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Speakers : CELERIER Amandine

Term: SPRING

≡ COURSE DESCRIPTION

This course adopts an experimental-learning approach to teach students how to deal with real life projects and how to adopt a consulting posture in international business. To do so, students will work on a real-life consulting mission in teams of 6 or 7 under the guidance of faculty members and in contact with a client. The mission will concentrate on some of the challenges of international business: internationalization, penetrating French market, etc.

The mission starts with a briefing from the client and lasts all along the semester, with an intermediate presentation and a final presentation to the client. Consulting teams benefit from feedbacks from the client at several steps of their work, as well as methodological input from the lecturer. Also, coaching sessions with a faculty member are regularly provided to each team to help them in their progression.

Students will have to deal with complex business situations and are expected to dedicate considerable extra-work to meet deadlines as consultants do.

≡ COURSE OBJECTIVES

Analyze a complex problem on a mission for a real client
Identify the key stakes of a project and of its management
Develop relevant solution(s) for the client, from strategic to operational dimensions

≡ TACKLED CONCEPTS

Evaluating clients' needs and expectations, researching relevant data and information, Managing projects, Meeting deadlines and milestones, Producing deliverables, Scoping and implementation.

≡ LEARNING METHODS

Simulation, coaching sessions, experiential learning

≡ EXPECTED WORK AND EVALUATION

50% - group evaluation
50% - individual evaluation

Students are evaluated on their ability to:

- develop and organize an efficient team
- to understand the client's needs Simulation, coaching sessions, experiential learning
- to propose a relevant analysis and informed analysis of the situation and to formulate adequate recommendations
- to manage the project efficiently

The work unfolds in 3 main parts:

- an initial briefing with the client
- coaching sessions with the professor to help student teams to develop their proposition
- 2 presentations to the client : an intermediate and a final one

The grading is based on the final delivery.

(Detailed criteria of assessment of the final delivery are indicated on a grid available on Audencia Blackboard)

A peer evaluation complete the grading on an individual basis

≡ BIBLIOGRAPHY

Andler, N. (2016). *Tools for project management, workshops and consulting: a must-have compendium of essential tools and techniques*. John Wiley & Sons.

Heagney, J. (2016). *Fundamentals of project management*. Amacom.

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction to the course

BRIEFING : 02h00

Introducing the course
Introducing the projects
Creating groups

2 The consulting posture

LECTURE & PRACTICAL WORK : 02h00

The posture of consultants, the specificity of consulting in international business. The process of a consulting assignment in International Business.

3 From clients needs to business proposition

LECTURE & PRACTICAL WORK : 02h00

Understanding client needs. Methods and tools in creating a business proposition. Validating business proposition. Methods and tools for running the project.

4 Meeting the client

PRACTICAL WORK : 02h00

Meeting the client. Getting deeper understanding of client needs.

5 Delivering business proposition

PRACTICAL WORK : 02h00

Delivering business proposition to the client.

6 Coaching session

BRIEFING : 02h00

Each group will benefit from a coaching session with the professor

7 Coaching session

BRIEFING : 02h00

Each group will benefit from a coaching session with the professor

8 Intermediate presentation to the client

PRACTICAL WORK : 02h00

Intermediate presentation to the client. Getting feedback. Getting additional information. Adjusting the project if necessary.

9 Coaching session

BRIEFING : 02h00

Each group will benefit from a coaching session with the professor

10

Coaching session

BRIEFING : 02h00

Each group benefir from the coaching session with the professor

11

Final presentations

ORAL PRESENTATION : 02h00

Final presentations to the client.

12

Final presentations and conclusion

ORAL PRESENTATION : 02h00

Final presentations to the client. Conclusion of the course. Lessons learned.

Number of ECTS credits : 3

Course language : English

Course leader : KAPITSKAIA OLGA

Term: SPRING

≡ COURSE DESCRIPTION

This course will help students understand the concepts and methods of international business development. They will be prepared to master an extended range of skills: strategic analysis, selling, negotiating skills, cultural acumen... as well as the utilization of automation techniques in a portion of the sales process linked to growth hacking and, more broadly, to digital CRM solutions, and Generative AI all along the process.

The course will prepare students for launching brand-new products or services (“hunting”) as well as fueling commercial growth internationally (“farming”).

This course will delve into the practical aspects, emphasizing the application of theoretical concepts in real-world scenarios. Students will learn to devise effective strategies with a specific focus on Europe, the U.S and the Middle East, manage risks, and utilize relevant technologies to capitalize on global market opportunities.

The course is heavily practical and aims to equip students with actionable advice and methodologies for their future roles. It integrates a strong technological dimension, empowering students to leverage specific tools in their professional endeavors. To implement all course learnings, students will have exercises during each course, as well as a group project

≡ COURSE OBJECTIVES

1. Understand the challenges and opportunities of international business development
2. Acquire practical skills for crafting and executing international development strategies
3. Master the use of technological tools to facilitate international business processes
4. Develop during the course a personnel project to grow business internationally, via a Group project

≡ TACKLED CONCEPTS

international business development, entry strategies, cultural awareness, cross-cultural sales communication, business proposition, customer abroad, sales process and techniques abroad, recruiting abroad

≡ LEARNING METHODS

lectures, discussions, intervention of professionals, students project

≡ EXPECTED WORK AND EVALUATION

1. **Business case to be worked on in parallel of the course and to be presented in the classroom at the end of the session : “An international development plan to the CEO”** - 50% (incl. 25% for intermediary assessment)
2. **Individual evaluation** - 50%

≡ BIBLIOGRAPHY

- International Business: Environments & Operations - Global Edition /17th edition - Pearsons - John Daniels, Lee Radebaugh, Daniel Sullivan
- Français et Américains L'autre rive - Antoine Wojdyla
- Civilisation - Régis Debray
- Atos Qatar: Experience of a General Manager in the Tech Industry – Guillaume Lafage
- The Culture Map - Erin Mayer
- Bien communiquer avec vos interlocuteurs indiens – Laurent Goulvestre, Koumarane Kichenassamy, Ilangovane Tambidore
- Team of Teams: New Rules of Engagement for a Complex World - Stanley McChrystal
- The Heart of Business: Leadership Principles for the Next Era of Capitalism - Hubert Joly
- L'entreprise réconciliée : Comment libérer son potentiel économique et humain - Jean-Marie Descarpentrie & Philippe Korda
- From Jugaad to Systematic Innovation: The Challenge for India - Rishiksha T. Krishnan...
- The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm - Ethan Rasiel & Paul N. Friga
- The Qualified Sales Leader: Proven Lessons from a Five Time CRO - James McMahon

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction to International Business Development

BRIEFING : 02h00

-
- Key concepts, main theories, and challenges of International Business Development
 - Why expanding a business abroad matters
 - Collection of expectations on the course & MBTI
 - Detail of assessment & continuous work

2 International Market Analysis

LECTURE & CASE STUDIES : 02h00

-
- Methodologies for analyzing foreign markets opportunities
 - Market research / tools / databases / Business France
 - Building a commercial plan to be presented to the CEO

3 Entry Strategies into Foreign Markets

LECTURE & CASE STUDIES & EXERCISES : 02h00

-
- Modes of entry into international markets (exportation, joint-venture, franchise, acquisition...)
 - Study of uses cases of companies that have been succeeding their international expansion
 - Case study and analysis (Atos Qatar)

4 Design of the sales process abroad

LECTURE & CASE STUDIES & EXERCISES : 02h00

-
- Sales process in the operations
 - Best sales process globally - Intervention of Hubspot specialist
 - *Student Projects Review - checkpoint*

5**Focus on the English Speaking Culture**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Importance of cultural awareness
- Cross-cultural sales communications & negotiations
- Intervention of an ex-LinkedIn Sales in the UK

6**Focus on the Qatar/Middle-East Culture**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Importance of cultural awareness
- Cross-cultural sales communications & negotiations
- Qatar/Middle-East sales exercise

7**Focus on the Qatar/Middle-East Culture**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Cross-cultural sales communications & negotiations
- France sales exercise - intervention of a successful French Sales

8**Business development techniques**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Having the perfect value proposition / James McMahon
- Business marketing abroad – understanding your customer abroad
- *Student Projects Review - checkpoint*

9**Risk & Litigations**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Risk assessment & anticipation
- Local risks to avoid: compliance issues, legal obligations
- Leveraging the Tech and using GenAI

10**Sales closing**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Most efficient Sales closing techniques strategies,
- Effective closing techniques abroad
- *Student Projects Review - Presentation of group projects by students*

11**CRM and data analytics**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Managerial view of Business Development/ James McMahon
- Invitation of a Sales Leader of Salesforce.com

12**RH - recruit & different sales profiles**LECTURE & CASE STUDIES & EXERCISES : 02h00

- Management of human resources abroad: how to recruit & how to pay?
- *Student Projects Review - Presentation of group projects by students*

Number of ECTS credits : 3
Course language : English
Course leader : KAPITSKAIA OLGA
Speakers : BLANCHO Corinne
Term: SPRING

≡ COURSE DESCRIPTION

This course will provide an overview of the B2B environment where there is not so much room for improvisation. They will understand the need for anticipation and the importance of a structured approach in B2B marketing and sales. After completing the course, students will be able to better understand the main differences between B2C and B2B marketing and sales approaches. They will be able to apprehend B2B sales as a project using different tools and theoretical concepts. During the course, students will play various role plays in order to go through different steps of the sales process. These role plays will give them the opportunity to evaluate and adopt the right behavior (i.e. active listening, elevator pitch, teamwork during a presentation). This course is also the occasion to emphasize the need for up-to-date customers account plans (importance of sharing a common view of the customers' stakes with internal players and external partners in a well structured document). Finally, students will discover the importance of good relationship in B2B contexts.

≡ COURSE OBJECTIVES

At the end of the training, participants will be able to:

- Discover the differences between B2C and B2B marketing
- Gain a better understanding of complex sales processes (examples of methodologies)
- Identify the key success factors in complex sales through business cases
- Adopt the right attitude for successful complex sales through role play (i.e. active listening, elevator pitch, small talk...)
- Use the right tools to develop and implement the right strategy in a B2B environment
- Deal with top management (language, different types, types of structure)
- Understand purchasing processes in B2B (pitfalls and opportunities)
- Be original and innovative in order to align the proposal with customer business stakes (added value proposal)
- Manage complex sales as a project

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	L04 - Make proposals, take initiatives
Outcomes	Lev. 3 - Support and argue new proposals in a context where they were not envisaged
C4B learning goal	LG5 - Cooperation
C4B learning objective	L014 - Work effectively in a team
Outcomes	Lev. 3 - Demonstrate a commitment to group work, encourage partners and create involvement and adherence

≡ TACKLED CONCEPTS

Business-to-business marketing plan, B2B relationship management, dealing with top managers, risk management during the sales process, purchasing strategies in a B2B environment, added value proposal

≡ LEARNING METHODS

This program uses a variety of learning methods which give each student the opportunity to understand and apply what they are learning.

≡ EXPECTED WORK AND EVALUATION

- Group work through case studies and exercises 35% of module grade (including individual participation assessment during class accounting for 6% of module grade) LO2_4_14
- Final individual exam reviewing theoretical aspects 65% of module grade LO2_4

≡ BIBLIOGRAPHY

- Brennan, R., Canning, L., McDowell, R. (2020). [Business-to-business marketing](#). (5th ed.). SAGE Publishing.
- Thull, J. (2010), [Mastering the complex sale : how to compete and win when the stakes are high!](#) (2nd ed.). Wiley.

≡ EVALUATION METHODS

≡ SESSIONS

1 Course introduction and brainstorming on B2B marketing

BRIEFING : 02h00

2 How to survey a B2B market?

LECTURE & CASE STUDIES : 02h00

3 How to segment a B2B market and position a B2B brand?

LECTURE & CASE STUDIES : 02h00

4 Selling solutions and how to bring value to B2B offerings?

LECTURE & CASE STUDIES & EXERCISES : 02h00

5 On the importance of price in B2B

LECTURE & CASE STUDIES & EXERCISES : 02h00

6 B2B routes to market

LECTURE & CASE STUDIES : 02h00

7 B2B marketing communications & customer relationship management

LECTURE & CASE STUDIES : 02h00

8 Complex sales in B2B

PRACTICAL WORK : 02h00

Case study understanding, role play start.

9 Complex sales in B2B (2)

PRACTICAL WORK : 02h00

Role plays.

10 Complex sales in B2B (3)

PRACTICAL WORK : 02h00

Role plays.

11

Expert talk

SEMINAR : 02h00

Name and company TBC.

12

Exam review: quiz and exercise

EXERCICES : 02h00

Number of ECTS credits : 3

Course language : English

Course leader : BURLAT CLAIRE , KAPITSKAIA OLGA

Speakers : KAPITSKAIA OLGA

Term: SPRING

≡ COURSE DESCRIPTION

Cultures surround and permeate organizations of all types and forms. International managers therefore need to navigate across national, organizational, industrial, and occupational cultures. This course provides some compasses to facilitate such navigation. It examines in conceptual and practical terms:

- How to define, disentangle, and address different cultural ensembles within and around organizations;
- How the concept of cultural dimensions and the notion of national organizational cultures support strategic management;
- How contemporary managers and consultants respond to the challenge of increasing cultural diversity;
- How managers experience internationalization and may envision the construction of a global organization; and
- How the current global cultural dynamics affects human development and environmental conservation.

≡ COURSE OBJECTIVES

By following this course, students should:

- Develop a conceptual understanding and start to master the practical application of the domains listed in the course description.
- Become more aware of their own cultural biases and gain a more attentive understanding of the cultural predispositions behind the behaviour of others.
- Get an understanding on how to manage collaborators from different cultures and how to manage multicultural teams

≡ TACKLED CONCEPTS

Management, intercultural management, managing multicultural teams.

Culture as competitive advantage and as resistance to competitive advancement; stereotyping; cultural relativism; concurrent conceptualizations of culture; levels of cultures; cultural dimensions; cultural dispositions; the notion of national organizational cultures; acculturation processes; expatriation/repatriation; multicultural teams; cosmopolitanism; ethical implications of cultural management; emic and etic approaches to cultural studies; cultural shock; intercultural integration; languages and culture; stereotypes, self-awareness, and ethnocentrism

≡ LEARNING METHODS

Lectures, seminars, group assignments, role-playing, case studies, individual and group self-reflections, visit to a local international business

≡ EXPECTED WORK AND EVALUATION

Group presentations, individual short-essays, participation in class, role plays, and discussions.

≡ BIBLIOGRAPHY

Basic reference:

Barsoux, J-L., Schneider, S-C., Stahl, G-K. (2014). *Managing across cultures*. (3rd ed.). Pearson. + [Ebook](#)

Additional references:

- Azevedo, G. (2011). "Intercultural Integration in Sino-Brazilian Joint Ventures," in: Primecz, H., Romani, L., Sackmann, S. (2011). *Cross-cultural management in practice: Cultures and negotiated meanings*. Edward Elgar Publishing.
- Azevedo, G. (2020). "Does Organizational Nonsense Make Sense? Laughing and Learning From French Corporate Cultures" . *Journal of Management Inquiry*, 29(4), 385-403.
- Barmeyer, C., Bausch, M., Mayrhofer, U. (2021). *Constructive intercultural management. Integrating cultural differences successfully*, Cheltenham, Edward Elgar.
- D'Iribarne, P-d. (1989). *La logique de l'honneur : Gestion des entreprises et traditions nationales* . Seuil. + [Ebook](#)
- Esbjörn-Hargens, S. (2012) Overview Integral Theory: Integral Institute-Resource Paper N°1: https://foresightinternational.com.au/wpcontent/uploads/2018/10/Intro_Integral_Theory.pdf
- Gannon, M. J., & Pillai, R. (2012) *Understanding Global Cultures: Metaphorical Journeys through 31 Nations, Clusters of Nations, Continents, and Diversity (5th ed.)* SAGE.
- Hochachka, G. (2015) *Integral Transformation of Value Chains: One Sky's Integral Leadership Program in the Brazil Nut Value Chain in Peru and Bolivia*: www.integralwithoutborders.org
- Hochachka, G. (2009) *Developing Sustainability Developing the Self*: Trafford Publishing
- Hofstede, G., Hofstede, G-J., Minkov, M. (2010). *Cultures and organizations : software of the mind : intercultural cooperation and its importance for survival*. (3e éd.). McGraw-Hill Education.
- Laloux, F., Appert, E., Blanchard, P. (2017). *Reinventing organizations : la version résumée et illustrée du livre phénomène qui invite à repenser le management*. Diateino.
- Nisbett, R-E. (2003). *The geography of thought : how Asians and Westerners think differently...and why*. Free Press. + [Ebook](#)
- Reich, R. (2016). *Saving capitalism : for the many, not the few* . Icon Books. + [Ebook](#)
- Renan, E. (1947), *What is a Nation: Oeuvres Complètes*, vol.1 pp.887-907.
- Steers, R-M., Osland, J-S. (2020). *Management across cultures : challenges, strategies, and skills*. (4th ed.). Cambridge University Press.
- Trompenaars, F., Hampden-Turner, C. (2012). *Riding the waves of culture : understanding diversity in global business* . (3e éd.). McGraw-Hill Education.

≡ EVALUATION METHODS

50 % : Group Work & Presentations

10 % : Participation

40 % : Individual Essay

≡ SESSIONS

1 What is multicultural management?

LECTURE & PRACTICAL WORK : 02h00

What are the missions and functions of managers, what are the main managerial frameworks. Who are global managers. How does culture influence this model?

2 Culture and management, emic and etic, cultural dimensions

LECTURE & PRACTICAL WORK : 02h00

How do cultures influence managerial posture, actions and functions. What is culture? Definitions of culture, emic and etic views of culture

3 What differs in management from country to country?

LECTURE & PRACTICAL WORK : 02h00

Elements that can be different: sense, organization, time, etc. How to deal with it?

4 Intercultural communication

LECTURE & PRACTICAL WORK : 02h00

This session will highlight the framework of intercultural communication and work on examples of perception and communication in several countries. This session will help students to understand what practical misunderstandings can be provoked by the specificity of intercultural communication, and how to manage it. Students start working on a mini project on communication to present during the next session.

5**Dive into “cultural communication”**LECTURE & PRACTICAL WORK : 02h00

Students projects on “cultural” communication. Highlighting specificities. Bridging with intercultural communication and with management.

6**Decision taking across the globe and global teams**LECTURE & PRACTICAL WORK : 02h00

What is influence of culture on perception and decision taking? Common processes of taking decisions in different countries. What is influence of culture on building a team? MIB model to build and efficient and satisfied multicultural team.

7**Global implications on management models**LECTURE & PRACTICAL WORK : 02h00

Trust, leadership and global implications

8**Cultural shock and cultural integration**LECTURE & PRACTICAL WORK : 02h00

This session will introduce the notion of cultural shock and adaptation and make students reflect on their own experience and learn how to attenuate the effects for their future work teams.

9**Students Presentations**ORAL PRESENTATION : 02h00

Students will present their guide on “working with”

10**Building case on Beillevaire and preparing visit**INDIVIDUAL OR GROUP WORK : 02h00

Students will build the case for the visit and construct their interview guides, using their knowledge of multicultural frameworks.

11**Visit to a local international business**PRACTICAL WORK : 02h00

Visit to a local international business. Inquiry to build the case and analysis of multicultural management and business of this company.

12**Concluding the Beillevaire case and the course**PRACTICAL WORK : 02h00

Students presentations on Beillevaire case. Discussions. Conclusions on the course. Constructing personal development plan.

Number of ECTS credits : 3**Course language** : English**Course leader** : BURLAT CLAIRE , KAPITSKAIA OLGA**Speakers** : VENARD BERTRAND**Term**: FALL**≡ COURSE DESCRIPTION**

Barings, Enron, Worldcom, Ford, Parmalat, Siemens, Tyco, Olympus, BNP Paribas, many companies have faced over the years massive frauds. According to the Serious Fraud Office, fraud is a type of criminal activity, defined as “abuse of position, or false representation, or prejudicing someone’s rights for personal gain”.

The corporate crimes are obviously morally wrong, legally unacceptable but unfortunately not so rare. As a matter of fact, research suggests that 37% of worldwide firms declared to have been victim of fraud in the previous two years (PWC, 2014). Commercial organisations could be the victims of diverse frauds including asset misappropriation, corruption, accounting fraud, cybercrime, investment fraud or unfair trading. The list of corporate frauds seems to have no end. Considering the necessity to combat corporate fraud, this course aims at developing the knowledge regarding economic fraud in general, and corruption in particular. Corruption is here taken as an example of fraud.

The fight against corruption has been pushed forward by several international organizations. Indeed, the United Nations have included the combat against corruption as part of the Goal 16 (“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”). Combatting corruption underpins all efforts to achieve the Sustainable Development Goals (SDGs). SDG 16 acknowledges the importance of anti-corruption as an institutional principle through target 16.5, which aims to substantially reduce corruption and bribery in all their forms.

Not only participating to this course is important for future executives willing to increase their awareness regarding economic crimes, but also the goal is to help them in their efforts to fight corporate frauds. In this respect, the most important question is for future managers: what should do an executive facing an economic fraud?

≡ COURSE OBJECTIVES

- To comprehend fundamental concepts in the field of the deviance, criminology and corporate crime,
- To apply these various concepts to corporate cases of economic frauds,
- To analyse various cases with a selection of articulated concepts,
- To develop critical thinking regarding the role of firms in economic frauds and the role of individuals in such wrongdoing.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 3 - Detect one's own biases and evaluate their impacts on the formulated opinion

C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 2 - Categorize the relevant stakeholders and explain their interests

C4B learning goal	LG4 - CSR
C4B learning objective	LO11 - Identify ethical issues and act on them from an ethical perspective
Outcomes	Lev. 2 - Identify, categorize and prioritize ethical issues concerning one's activities

≡ TACKLED CONCEPTS

This course investigates the main theories and underpinning principles related to deviance and corporate crimes. A wide range of concepts is discussed including:

Anomy
Conflict
Corporate fraud
Corruption
Deviance
Differential association
Fraud
Fraud Prevention
Fraud Triangle
Guardianship
Individual fraud
Labelling
Neutralization
Organisational responses to fraud
Potential individual reactions to corporate frauds
Social bonding
Social control
Social disorganization
Social influence
Sustainable development

≡ LEARNING METHODS

Among the pedagogical tools, the course will use :

- class discussion,
- academic article study and discussion
- case studies
- videos
- team project about a specific fraud.

≡ EXPECTED WORK AND EVALUATION

ASSIGNMENTS

1. It is essential that participants share their experiences, describing their personal cases, their moral conflicts, individual and organisational responses to economic frauds. An emphasis will be then to discuss the specific circumstances facing participants.
2. The students will have also to read cases and course materials in advances.
3. Teams of students will be created by the professor and will have a report and oral presentation to do about a real white collar crime. The white collar crime to be presented will be selected by the professor.

EVALUATION METHODS

Students will be evaluated in the following manner:

- 50 % Individual Class Participation,
- 50 % Team Final Project.

≡ BIBLIOGRAPHY

- Adler, P., Adler, P. (2006). *Constructions of Deviance*, Thomson.
- Carrabine, E., Iganski, P., Lee, M., Plummer, K., Sotuh, N., (2004). *Criminology. A sociological introduction*. Routledge.
- Castro, A., Phillips, N., & Ansari, S. (2020). Corporate corruption: A review and an agenda for future research. *Academy of Management Annals*, 14(2), 935-968.
- Goode, E., (2008). *Deviant Behavior*. Pearson.
- Johnson, M., (2005). *Syndrome of Corruption*. Cambridge University Press.
- Lambsdorff, J. (2007). *The Institutional Economics of Corruption and Reform*. Cambridge University Press.
- Pfohl, S. (1994). *Images of Deviance and Social Control*. McGraw-Hill.
- Podgor, E., Israel, (1997). *White Collar Crime*. Thomson.
- Rose-Ackerman, S., (2005). *Corruption and Government*. Cambridge University Press.
- Simon, D., (2006). *Elite Deviance*, Pearson.
- Torsello, D., Venard, B. (2016). "The anthropology of corruption". *Journal of Management Inquiry*, 25(1), 34-54.
- Venard, B., Hanafi, M. (2008). "Organizational isomorphism and corruption in financial institutions. An empirical research in emerging countries". *Journal of Business Ethics*, 81 (2): 481-498.
- Venard, B. (2009). "Organizational isomorphism and corruption: An empirical research in Russia". *Journal of Business Ethics*, 89: 59-76.
- Venard, B. (2009). "Corruption in firms in emerging countries. A matter of isomorphism". *Management*, 12 (1) : 1-27.
- Venard, B. (2013). "Institutions, Corruption and Sustainable Development". *Economics Bulletin*, 33(4) : 2545-2562.
- Venard, B., & Tshering, K. (2021). Barriers to transparency in Bhutan's public administration: A new typology of opacity. *Public Administration and Development*, 41(4), 203-216.
- Venard, B., Baruch, Y. & Cloarec J. (2023). Consequences of Corruption: Determinants of Public Servants' Job Satisfaction and Performance. *The International Journal of Human Resource Management*. 34(20), 3825-3856.

≡ EVALUATION METHODS

≡ SESSIONS

1

Introduction

LECTURE : 02h00

In this session, we will introduce the course objectives, methods and requirements. We also discuss the key topics of the course.

Case: The Ford Pinto (Automobile)

To do : Read the case Ford Pinto

2

Deviance

LECTURE : 02h00

We will discover several theories and concepts used in the field of criminology to understand deviance, fraud being an example of deviance.

Cases: The Fall of Barings & The Wolf of Wall Street (Finance)

Read the case : Barings Bank

3

Deviance

LECTURE : 02h00

In the session 3, we will continue to discuss several theories about deviance, starting to apply them to different short cases.

4 Introduction to White Collar Crime

LECTURE : 02h00

After discovering the field of criminology, we will start applying these concepts to frauds in organizations. We will also introduce specific concepts of the field of white collar crimes.

5 Individual Frauds

LECTURE : 02h00

This session will allow to discover frauds from the perspective of individuals. Indeed, frauds could be perpetrated by individuals, with the companies being their victims. The students will also present shortly 2 cases using the previous learning concepts.

Team presentation of 2 cases: Madoff & Kerviel (Finance) Case: Enron (Energy)

To do : Read the case Enron

6 Corporate Frauds

LECTURE : 02h00

In the session 6, we will analyse frauds done by organizations or even group of companies.

Case: Philipp Morris et al. (Tobacco)

To do : Read the Judgment P. Morris et al. vs US

7 Examples of White Collar Crimes

LECTURE : 02h00

In this session, we will discuss several cases in different contexts, sectors, countries. This will allow to discover the heterogeneity of white collar crimes and revise several concepts.

Mini Cases: Union Carbide's Bhopal Plant (Chemical Industry), Worlcom (Telecom), Parmalat (Food), Vivendi (Medias), SK Bankruptcy (Foods)

To do : Read the case Worldcom

8 Corruption

LECTURE : 02h00

In the session 8, we will discuss an example of frauds: corruption. Class discussions will entitle to confront various points of view about the matter, even discovering the dark consequences of corruption. **Video Case: Corporate Crime, Corruption and Terror**

To do : Read the case Siemens (Industry)

9 Team Projects

LECTURE : 02h00

The session 9 will allow to make sure that the different teams are progressing in writing their final reports about a case of a white collar crime. The professor will discuss with each team to see the progress and the difficulties. Some discussion about the Team Projects will be also done with all students.

10 Individual and Organizational Responses to Frauds

LECTURE : 02h00

In the session 10, we will discover and talk about the responses of individuals and companies when facing a fraud.

Case: Lost Alone in India GVV Approach

To do : Read the case Lost Alone in India Read the presentation of the Siemens compliance system

11 Team Project Presentations

LECTURE : 02h00

In this session 11, 3 teams will present real white collar crime to the class. This will lead to a class discussion about frauds and responses to frauds.

To do : Oral Presentations of team 1,2 and 3

12 Team Project Presentations and Conclusion of the course

LECTURE : 02h00

In this final session, 3 teams will present real white collar crime to the class. This will lead to a class discussion about frauds and responses to frauds. We will also conclude the course.

Case: Janaagraha : I paid a bribe

To do : Oral Presentations of team 4, 5 and 6

Read the case Janaagraha
