



REIMS • ROUEN • PARIS

COURSE CATALOGUE

Fall & Spring

2020 - 2021

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QUICK PROGRAMME GUIDE FOR EXCHANGE STUDENTS

MIM
MASTER IN MANAGEMENT

- ✓ Taught in Reims & Rouen
- ✓ Undergrad. & grad class offer
- ✓ Advanced tracks offered
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in French & English

This exceptional programme benefits from all the expertise of a “Grande Ecole” with a rich history and tradition and a strong network of professional and academic partners and alumni throughout the world.

Available on both our Rouen and Reims campuses, it will offer you a broad range of possibilities in terms of tracks, specialisations and work environments.

[More information](#)

CESEM
BACHELOR IN INTERNATIONAL BUSINESS MANAGEMENT

- ✓ Taught in Reims
- ✓ Undergrad. class offer
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English & French

By offering 12 programmes in 10 countries, this versatile training course centred on management fundamentals offers an authentic immersive experience in a multicultural context through your entire curriculum.

CESEM will open you up to greater cultural agility and facilitate your professional mobility in other countries and cultures.

[More information](#)

GLOBAL BBA
BACHELOR IN BUSINESS ADMINISTRATION

- ✓ Taught in Rouen
- ✓ Undergrad. class offer
- ✓ Offers Advanced Track
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English

The Global BBA is a 4-year Bachelor's degree that offers a solid base in the culture of management; business administration and marketing delivered 100% in English and/or in French. **The very essence of the NEOMA BS Global BBA is agility!** We've designed the programme to allow you to develop professional agility, business and managerial skills, learn to encourage the talent found in your teams, put your knowledge to good use, employ critical analysis, interact with colleagues and clients in an appropriate manner and effectively adapt to many different environments.

[More information](#)

TEMA
INNOVATION & DIGITAL MANAGEMENT

- ✓ Taught in Reims
- ✓ Offers graduate classes
- ✓ Specialist stand-alone tracks
- ✓ Classes taught in English

TEMA has emerged as a unique programme in the greater landscape of French “Grande Ecole” schools. What makes it unique? An innovative curriculum combining management and technology, paired with innovative pedagogy to train managers, giving them first-rate technology skills and knowledge as well as an entrepreneurial profile.

[More information](#)

MASTER OF SCIENCE

- ✓ Taught in Reims & Rouen depending on specialisation
- ✓ Offers postgraduate classes
- ✓ Specialist stand-alone tracks
- ✓ Classes taught in English

Taught in English and designed for students of all nationalities, NEOMA BS full time MSc degree programmes offer you the idea gateway to the world of international business. Drawing on the school's well-established reputation for research and academic excellence, our MSc degrees are constantly reviewed and developed to respond to the ever-changing requirements of a continually evolving corporate world.

[More information](#)

OUR CAMPUSES

Joining NEOMA Business School guarantees that you will receive top-quality management training. The school also offers a welcoming atmosphere that is ideal for your studies. Our campuses and their infrastructure have been designed so that students and professors can develop in a pleasant, stimulating environment. Our goal is to make sure you can successfully balance your work and study with your personal life.

Campus life: promoting a genuinely international, multicultural experience

REIMS

The **NEOMA Business School Reims campus** is on two sites with a contemporary architectural style, located just five minutes from each other by tram.

The campuses are equipped with **state of the art teaching equipment** : interactive whiteboards, simulation rooms, trading rooms, language labs, student society offices, multi-media library, student life areas, etc.

A **100% multimedia environment offering innovative learning** can be accessed on and off campus: e-learning platform, remote access to the School's databases and documentary material (e-books, electronic periodicals, specialised databases, etc.).

Close to the city centre and major transport routes:

- 10 min from Reims city centre by tram
- 10 min from the TGV railway station by tram
- 30 min from Charles de Gaulle airport by train
- 45 min from the centre of Paris by high-speed train



	3 campuses :
	Rouen, Paris, Reims
	8,500 students
	150 professors
	1,600 professional speakers
	Over 80 nationalities on our campuses
	300 international partners
	200 company partners
	51,500 graduates, based in 120 countries

ROUEN

The **NEOMA Business School Rouen campus** is a very special 7-hectare location surrounded by woods.

The campus is equipped with **state of the art teaching equipment**: market room, student society offices, multi-media library, student life areas, etc.

A **100% multimedia environment offering innovative learning** can be accessed on and off campus: e-learning platform, remote access to the School's databases and documentary material (e-books, electronic periodicals, specialised databases, etc.).

Close to the city centre and major transport routes:

- 10 min from Rouen city centre by bus
- 15 min from the railway station by bus
- 1 hr 15 from Paris by train or car
- 1 hr from the Normandy coast by train or car



FALL SEMESTER

COURSE CATALOGUE

2020-2021

ROUEN CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 -Y4 ONLY as an advanced track- from the programmes Global BBA (GBBA) & Pre-Master in Management (YEAR 3 MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) & Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Operations Management	GBBA	Y2	45	EN	6
Psychology and Organisational Behaviour	GBBA	Y2	45	EN	6
Macroeconomics	GBBA	Y2	45	EN	6
Foundations of Investments	GBBA	Y2	45	EN	6
Economics 1	MIM	Y3	30	EN	5
The Social Impact of Globalisation and Innovation	GBBA	Y3	45	EN	6
Strategic Management	GBBA	Y3	45	EN	6
Human Resource Management	GBBA	Y3	45	EN	6
Management Accounting and Control	GBBA	Y3	45	EN	6
Entrepreneurship	GBBA	Y3	30	EN	6
Marketing Management	MIM	Y3	30	EN	5
Data Analysis & Business Intelligence	GBBA	Y4	45	EN	6
Leadership and Organization Development	GBBA	Y4	45	EN	6
Intrapreneurship and Project Management	GBBA	Y4	45	EN	6
Entrepreneurship Project	GBBA	Y4	45	EN	6
FL - Boosting your Employability in France – for levels B1 and up	FLE	N/A	30	FRE	5
FL - French for Communication – all levels	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

GRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	30	ENG	5
Blockchain Revolution & Fintech	MIM	Y4	30	ENG	5
Brand Management and Story Telling	MIM	Y4	30	ENG	5
Capital Budgeting and Financing	MIM	Y4	30	ENG	5
ERP with SAP	MIM	Y4	30	ENG	5
Forecasting and Decision making	MIM	Y4	30	ENG	5
Communication Strategies	MIM	Y4	30	ENG	5
Global Marketing	MIM	Y4	30	ENG	5
Human Resources & Organization	MIM	Y4	30	ENG	5
Innovation Management	MIM	Y4	30	ENG	5
International Management	MIM	Y4	30	ENG	5
International Trade	MIM	Y4	30	ENG	5
Investments (EN)	MIM	Y4	30	ENG	5
Leading Change	MIM	Y4	30	ENG	5
Management Accounting	MIM	Y4	30	ENG	5
Operation Management	MIM	Y4	30	ENG	5
Operation Research	MIM	Y4	30	ENG	5
Organisational and People Challenges in the Service and Collaborative Economy	MIM	Y4	30	ENG	5
Reporting with IFRS	MIM	Y4	30	ENG	5
Search Engine Marketing and Community Management	MIM	Y4	30	ENG	5
Strategy	MIM	Y4	30	ENG	5
Strategic Marketing	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	30	ENG	5
Watch, Competitive Intelligence and Lobbying	MIM	Y4	30	ENG	5
FL - Boosting your Employability in France – for levels B1 and up	FLE	N/A	30	FRE	5
FL - French for Communication – all levels	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5

FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5
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SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

Corporate Finance (MsC, 30 ECTS)

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Corporate Finance	Y5	30	ENG	5
Corporate Valuation	Y5	30	ENG	5
Risk Management and Derivatives	Y5	30	ENG	5
Corporate Governance	Y5	30	ENG	5
Ethical and sustainable Finance	Y5	30	ENG	5
Applied Financing Programming	Y5	30	ENG	5
<i>French (optional) ????</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Supply Chain Management & Purchasing (MsC), 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Transportation and Logistics	Y5	30	ENG	5
Supply chain Modeling	Y5	30	ENG	5
Strategic Purchasing	Y5	30	ENG	5
Strategic Supply Chain Management	Y5	30	ENG	5
Green Supply Chain and CSR	Y5	30	ENG	5
Industrial Organization	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

International Project Development Track (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Financial Issues for Project Management	Y5	30	ENG	5
Managing Individuals and Teams : an Experiential Approach	Y5	30	ENG	5
Multi-project Portfolio Management	Y5	30	ENG	5
Negotiation Strategies and Dispute Resolution	Y5	30	ENG	5
Strategies of Development Across Countries and Cultures	Y5	30	ENG	5
Cases in International Project Development	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Financial Markets and Technologies Track (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Credit Risk	Y5	30	ENG	5
Financial Data and Machine Learning	Y5	30	ENG	5
Market Risk	Y5	30	ENG	5
Fintech & Crypto Finance	Y5	30	ENG	5
Markets Microstructure	Y5	30	ENG	5
Python for Finance	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

REIMS CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2, 3 & 4 from the programmes CESEM, Global BBA (GBBA) & Pre-Master in Management (MIM Year 3)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM), Master in Innovation & Digital Management (TEMA) and Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Business Ethics	CESEM	Y3	45	ENG	6
Contrôle de gestion	CESEM	Y3	45	FRE	6
Economics 1	MIM	Y3	30	ENG	5
Ethique et responsabilité sociale	CESEM	Y3	45	FRE	6
Foundations of Investments	GBBA	Y2	45	ENG	6
Fundamentals of Finance	CESEM	Y3	45	ENG	6
Globalisation et innovation	CESEM	Y3	45	FRE	6
Globalization and Innovation	CESEM	Y3	45	ENG	6
Human Resource Management	CESEM	Y3	45	ENG	6
Management Accounting and Control	CESEM	Y3	45	ENG	6
Management des ressources humaines	CESEM	Y3	45	FRE	6
Management stratégique	CESEM	Y3	45	FRE	6

Marketing stratégique	CESEM	Y3	45	FRE	6
Operations Management	GBBA	Y2	45	ENG	6
Marketing Management	MIM	Y3	30	ENG	5
Psychology and Organisational Behaviour	GBBA	Y2	45	ENG	6
Strategic Management	CESEM	Y3	45	ENG	6
Finance d'entreprise	CESEM	Y3	45	FRE	6
Strategic Marketing	CESEM	Y3	45	ENG	6
Macro Economics	GBBA	Y2	45	ENG	6
Foundations of Investments	GBBA	Y2	45	ENG	6
Management Accounting and Control	GBBA	Y3	45	ENG	6
Entrepreneurship	GBBA	Y3	30	ENG	4
The social Impact of Globalisation and Innovation	GBBA	Y3	45	ENG	6
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - French for Communication A1 – A2	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

GRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	30	ENG	5
Blockchain Revolution & Fintech	MIM	Y4	30	ENG	5
Brand Management and Story Telling	MIM	Y4	30	ENG	5
Capital Budgeting and Financing	MIM	Y4	30	ENG	5
ERP with SAP	MIM	Y4	30	ENG	5
Forecasting and Decision making	MIM	Y4	30	ENG	5
Communication Strategies	MIM	Y4	30	ENG	5
Global Marketing	MIM	Y4	30	ENG	5
Human Resources & Organization	MIM	Y4	30	ENG	5
Innovation Management	MIM	Y4	30	ENG	5

International Management	MIM	Y4	30	ENG	5
International Trade	MIM	Y4	30	ENG	5
Investments (EN)	MIM	Y4	30	ENG	5
Leading Change	MIM	Y4	30	ENG	5
Management Accounting	MIM	Y4	30	ENG	5
Operation Management	MIM	Y4	30	ENG	5
Operation Research	MIM	Y4	30	ENG	5
Organisational and People Challenges in the Service and Collaborative Economy	MIM	Y4	30	ENG	5
Reporting with IFRS	MIM	Y4	30	ENG	5
Search Engine Marketing and Community Management	MIM	Y4	30	ENG	5
Strategy	MIM	Y4	30	ENG	5
Strategic Marketing	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	30	ENG	5
Watch, Competitive Intelligence and Lobbying	MIM	Y4	30	ENG	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - French for Communication A1 – A2	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

SPECIALIST GRADUATE TRACKS

When choosing a specialised track from the Master in Innovation & Digital Management (TEMA) or a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

Innovation & Digital Management (Master) – TEMA Programme

This track has four different options. Please note that the Intensive tracks are taught as week-long seminars.

1. Intermediate Graduate Track - 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Business Analytics	Y4	30	ENG	5

Change Management in IT Environment	Y4	30	ENG	5
Digital Business Strategy	Y4	30	ENG	5
Project Management methodologies	Y4	30	ENG	5
SPECIALISATIONS (each specialisation consists of two 30 hour classes. Only one specialisation can be chosen)				
Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> Digital communication & social media Experiential marketing & customer centric culture 	Y4	60	ENG	10
Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> Supply chain optimization IS & Digital consulting 	Y4	60	ENG	10

2. Advanced Graduate Track – 31 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Big Data	Y5	30	ENG	5
Innovation & Entrepreneurship	Y5	45	ENG	6
Digital Innovation & New Businesses	Y5	30	ENG	5
Leadership	Y5	30	ENG	5
SPECIALISATIONS (each specialisation consists of two 30 hour classes. Only one specialisation can be chosen)				
Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> Design Thinking & UX Disruptive Marketing 	Y5	60	ENG	10
Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> Digital Governance E-Supply Chain Management 	Y5	60	ENG	10

3. Intensive Track Disruptive Marketing & New Markets - 20 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Digital communication & social media	Y4	30	ENG	5
Experiential marketing & customer centric culture	Y4	30	ENG	5
Design Thinking & UX	Y5	30	ENG	5
Disruptive Marketing	Y5	30	ENG	5

4. Intensive Track Digital Transformation & New Business Models – 20 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Supply chain optimization	Y4	30	ENG	5
IS & digital consulting	Y4	30	ENG	5

Digital Governance	Y5	30	ENG	5
E-Supply Chain Management	Y5	30	ENG	5

Corporate Finance Track (MsC), 30 ECTS

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Corporate Finance	Y5	30	ENG	5
Corporate Valuation	Y5	30	ENG	5
Risk Management and Derivatives	Y5	30	ENG	5
Corporate Governance	Y5	30	ENG	5
Ethical and sustainable Finance	Y5	30	ENG	5
Applied Financing Programming	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

Global Management Track (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advance Strategic Toolkit	Y5	30	ENG	5
Cross-cultural Agility in Global Business	Y5	30	ENG	5
Financial Analysis for Business Decision Making	Y5	30	ENG	5
International Business : Disruption and Challenges	Y5	30	ENG	5
International Negotiation Skills	Y5	30	ENG	5
Service Marketing & Customer Experience Management	Y5	30	ENG	5

SPRING SEMESTER

COURSE CATALOGUE

2020-2021

ROUEN CAMPUS

This non-binding course offer is subject to change.

How to read our course catalogue?

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- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Blockchain and Fintech	GBBA	Y4	45	ENG	6
Brand Marketing	GBBA	Y4	45	ENG	6
Corporate Finance	GBBA	Y3	45	ENG	6
Corporate Finance	MIM	Y3	30	ENG	5
Data Analysis & Business Intelligence	GBBA	Y4	45	ENG	6
Financial Derivatives and Risk Management	GBBA	Y4	45	ENG	6
Strategic Innovation Management	GBBA	Y3	45	ENG	6
Integrated Marketing Communication & Digital	GBBA	Y3	45	ENG	6
Leadership and Organization Development	GBBA	Y4	45	ENG	6
Operations Management	GBBA	Y3	45	ENG	6
Project Management	GBBA	Y3	45	ENG	6
Purchasing, Procurement and Supply Chain Management	GBBA	Y4	45	ENG	6
Strategic Marketing	GBBA	Y3	45	ENG	6
The Digital Organisation	GBBA	Y3	45	ENG	6
Web Marketing	GBBA	Y4	45	ENG	6
FL - Boosting your Employability in France – for levels B1 and up	FLE	N/A	30	FRE	5
FL - French for Communication – all levels	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

GRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	30	ENG	5
Blockchain Revolution & Fintech	MIM	Y4	30	ENG	5
Brand Management and Story Telling	MIM	Y4	30	ENG	5
ERP with SAP	MIM	Y4	30	ENG	5
Financial Analysis	MIM	Y4	30	ENG	5
Communication Strategies	MIM	Y4	30	ENG	5
Global Marketing	MIM	Y4	30	ENG	5
International Management	MIM	Y4	30	ENG	5
International Trade	MIM	Y4	30	ENG	5
Investments	MIM	Y4	30	ENG	5
Money and Banking	MIM	Y4	30	ENG	5
Operation research	MIM	Y4	30	ENG	5
Programming with R	MIM	Y4	30	ENG	5
Reporting with IFRS	MIM	Y4	30	ENG	5
Search Engine Marketing and Community Management	MIM	Y4	30	ENG	5
Strategic Marketing	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	30	ENG	5
FL - Boosting your Employability in France – for levels B1 and up	FLE	N/A	30	FRE	5
FL - French for Communication – all levels	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

SPECIALIST GRADUATE TRACKS

When choosing a specialized track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

International Marketing and Brand Management (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Area specific Marketing : services	Y5	30	ENG	5
Digital communication	Y5	30	ENG	5
Ethics & Critical marketing	Y5	30	ENG	5
Integrated marketing communication (IMC)	Y5	30	ENG	5
Retail and channel management	Y5	30	ENG	5
Sales leadership and negotiation	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

Culture and Creative Industries (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
CSR and Innovation for Social Change	Y5	30	ENG	5
Cultural Policies and Cultural Institutions Management	Y5	30	ENG	5
Strategies in the arts : Organizations, Strategies and Aesthetics	Y5	30	ENG	5
The Performing Arts: Project Management and Organization Agility	Y5	30	ENG	5
Value and reputation : how to create value in the arts	Y5	30	ENG	5
Contemporary Issues of the Publishing Industries	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

Accounting, Auditing & Advisory (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Management Accounting	Y5	30	ENG	5
Data & Analytics for Strategic Decisions	Y5	30	ENG	5
Financial Statements Analysis	Y5	30	ENG	5
Managing Social Responsibility, Governance & Ethics	Y5	30	ENG	5
Risk Management & Internal Controls	Y5	30	ENG	5
Strategic Performance Management	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

Marketing French Excellence (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Cultural Marketing	Y5	30	ENG	5
Distributive Marketing	Y5	30	ENG	5
Industrial B2B Marketing	Y5	30	ENG	5
Luxury Marketing	Y5	30	ENG	5
Millennial Marketing	Y5	30	ENG	5
Service Marketing	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

REIMS CAMPUS

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- ✓ Undergraduate classes are Year 1, 2 & 3 from the programmes CESEM & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) and Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

UNDERGRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Financial Analysis and Management	CESEM	1	30	ENG	6
Business Law	CESEM	1	30	ENG	6
Marketing Management	CESEM	1	30	ENG	6
QMII : Data Analytics	CESEM	1	30	ENG	6
OB and Intercultural Management	CESEM	2	45	ENG	6
Consumer Behavior & Market studies	CESEM	2	45	ENG	6
Managerial Accounting	CESEM	2	45	ENG	6
Foundation of Investments	CESEM	2	45	ENG	6
Macro Economics	CESEM	2	45	ENG	6
Brand Marketing	CESEM	Y3	45	ENG	6
Corporate Finance	MIM	Y3	30	ENG	5
Data Analysis & Business Intelligence	CESEM	Y3	45	ENG	6
Entrepreneurship	CESEM	Y3	45	ENG	6
Innovation Management	CESEM	Y3	45	ENG	6
Leadership and Organization Development	CESEM	Y3	45	ENG	6
Negotiation	CESEM	Y3	45	ENG	6
Operations Management	CESEM	Y3	45	ENG	6
The Digital Organization	CESEM	Y3	45	ENG	6
The Digital Organization	GBBA	Y3	45	ENG	6
Corporate Finance	GBBA	Y3	45	ENG	6
Strategic Innovation Management	GBBA	Y3	45	ENG	6
Integrated Marketing Communication & Digital	GBBA	Y3	45	ENG	6
Operations Management	GBBA	Y3	45	ENG	6
Project Management	GBBA	Y3	45	ENG	6
Strategic Marketing	GBBA	Y3	45	ENG	6

FL - Boosting your Employability in France – for levels B1 and up	FLE	N/A	30	FRE	5
FL - French for Communication – all levels	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

GRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Team Management	MIM	Y4	30	ENG	5
Behaviorial Finance	MIM	Y4	30	ENG	5
Blockchain Revolution & Fintech	MIM	Y4	30	ENG	5
Brand Management and Story Telling	MIM	Y4	30	ENG	5
ERP with SAP	MIM	Y4	30	ENG	5
Financial Analysis	MIM	Y4	30	ENG	5
Communication Strategies	MIM	Y4	30	ENG	5
Global Marketing	MIM	Y4	30	ENG	5
International Management	MIM	Y4	30	ENG	5
International Trade	MIM	Y4	30	ENG	5
Investments	MIM	Y4	30	ENG	5
Money and Banking	MIM	Y4	30	ENG	5
Operation research	MIM	Y4	30	ENG	5
Programming with R	MIM	Y4	30	ENG	5
Reporting with IFRS	MIM	Y4	30	ENG	5
Search Engine Marketing and Community Management	MIM	Y4	30	ENG	5
Strategic Marketing	MIM	Y4	30	ENG	5
Supply Chain Management	MIM	Y4	30	ENG	5
The Economics of Culture	MIM	Y4	30	ENG	5
FL - Boosting your Employability in France – for levels B1 and up	FLE	N/A	30	FRE	5
FL - French for Communication – all levels	FLE	N/A	30	FRE	5
FL - French for Communication – Beginner	FLE	N/A	30	FRE	5
FL - Discovering and Understanding French Culture – for beginners and levels A1, A2	FLE	N/A	30	FRE	5
FL - French for Business B1-B2	FLE	N/A	30	FRE	5
FL - Découvrir et comprendre la culture française – for levels B1 and up	FLE	N/A	30	FRE	5

SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

Digital Expertise for Marketing (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Data Analytics	Y5	30	ENG	5
E-CRM	Y5	30	ENG	5
Unstructured data Analytics	Y5	30	ENG	5
Advanced Digital tools for creativity	Y5	30	ENG	5
Ethics, Consumption and Technology	Y5	30	ENG	5
User experience Design (UX)	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

Human Resources and Consulting (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Consulting in HR and organization	Y5	30	ENG	5
Equity, diversity and inclusion	Y5	30	ENG	5
HR Work and Work Organization	Y5	30	ENG	5
Managing Employee relations	Y5	30	ENG	5
People analytics, Big Data and HR	Y5	30	ENG	5
Talent Management	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

International Marketing and Brand Management (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Area specific Marketing : services	Y5	30	ENG	5
Digital communication	Y5	30	ENG	5
Ethics & Critical marketing	Y5	30	ENG	5
Integrated marketing communication (IMC)	Y5	30	ENG	5
Retail and channel management	Y5	30	ENG	5
Sales leadership and negotiation	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

GRADING SYSTEM

NEOMA BS Grading System	NEOMA BS	ECTS Scale	US Scale	GPA
EXCELLENT - outstanding performance with only minor errors	17 - 20	A	A+	4
VERY GOOD - above the average standard but with some errors	15 – 16	B	A	3,7
GOOD - generally sound work with a number of notable errors	13 – 14	C	B+	3,3
SATISFACTORY - fair but with significant shortcomings	11 – 12	D	B	3
SUFFICIENT - performance meets the minimum criteria	10	E	C	2
Fail - some more work required before the credit can be awarded	9	FX	C -	1,7
	8		D	1
FAIL - considerable work is required	0 - 7	F	F	0

COURSE DESCRIPTIONS

**Fall & Spring
Rouen & Reims**

COURSE: Operations Management

CODE: SC32012E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Every organization must make a product or offer a service that someone values. To that end, many processes have to be done correctly and efficiently. The role of operations management is to manage these processes within an organization such that the product or service is delivered in a cost-effective and a timely manner. The objective of this course is to introduce students to various aspects of operations management. The course provides also an overview on the methods and techniques used in these disciplines. The content of the course emphasizes the complex nature of operations management problems and the need for developing solutions that combine simplicity and efficiency. At the end of the course, a student should understand the role and importance of operations management in service and production firms and know the main tools and techniques.

PREREQUISITE:

LEARNING OUTCOMES:

- Identify opportunities arising from the adequate operations management
- Identify the problems concerning operations and logistics
- Implement solutions for the problems concerning operations and logistics

TEACHING METHODS:

THERE WILL BE 45 HOURS FACE TO FACE CLASSES. IN EACH CLASS THE STUDENTS ARE SUPPOSED TO WORK IN GROUPS TO SOLVE EXERCISES

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COURSE: Psychology and Organisational Behaviour

CODE: ML32027E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

In this course, students will reflect on how employees and managers can understand and predict behavior at work. They will also study how the field of psychology has contributed to improve our understanding of best managerial practices. They will further examine how organizations can create conditions that optimize team dynamics and promote creativity

PREREQUISITE:

Fluent in English Fundamentals of Management or equivalent

LEARNING OUTCOMES:

- Understand the fundamental dynamics of social relationships within teams, and between teams.
- Identify personal strengths and weaknesses in managerial and creative roles.
- Identify ways to improve individual creativity and team effectiveness.

TEACHING METHODS:

- Class Participation – (20%)
- Group Work (40%)
 - GROUP WORK 1: IN-CLASS ACTIVITIES (20%)
 Groups and classroom layout:
 Activities:
 Role-plays, simulations
 Video analysis
 Business case analysis
 - GROUP WORK 2: GROUP PROJECT (20%)
- Final exam (40%)

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COURSE: Macroeconomics

CODE: EC32011E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen/ Reims

TEACHING HOURS: 45

CREDITS: 6

- **PRESENTATION:**

- **Learning Goal:**

The main goal of the course is to make students understand the mechanisms of economic fluctuations, and how government policies can either boost or hamper those mechanisms such as consumption, investment, employment, inflation, economic growth, and foreign trade. The course exposes students to short, medium and long run analyses, and whether public policy is efficient or desirable in each context. The main point is to show students that government intervention has both intended and unintended consequences in correcting economic fluctuations.

- **Learning Objective:**

The objective of this course is to provide students with the analytical tools to understand both the macroeconomic mechanisms of consumption, saving/investment, employment, inflation, economic growth, and foreign trade. In order to show the boosting and hampering effects of public policy, the students will be presented with both mathematical and argumentative tools capable of apprehending macroeconomic phenomena in a concise manner.

- **PREREQUISITE:**

Good level of spoken english
Terminal SES-like economic knowledge
Prépa EC common core-like economic knowledge
Algebra

LEARNING OUTCOMES:

-

TEACHING METHODS:

Teaching is centred on 15 class sessions of 3 hours each. 75% of class time shall consist of lectures supported by PPT slides and other material selected by instructors, as well as, interactions with students regarding the arguments and mechanisms presented. 25% of class time shall be dedicated to the practice of exercises and analysis of policy argumentation. Students are required to read the course material (textbook chapters) *before* each session, and trying to solve chapter exercises previously indicated by the Head of the Course. Students are strongly encouraged to present their questions on course material, exercises, and economic current affairs related to the course. Instructors might complement the main lectures with additional material contextualizing course content with economic current affairs.

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COURSE: Foundations of Investments

CODE: FI32---E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This compulsory course is designed to familiarize students with the basic tools and concepts of finance, and enables them to pursue additional courses in investments, corporate finance, capital markets, and financial institutions. It considers some of the most important issues on how firms make optimal investment and financing decisions. The course starts with topics on time value of money, different investment decision criteria and fundamentals of capital budgeting. It then progresses into a discussion on stock and bond valuation, the risk and return trade-off and the cost of capital. The objective of this course is to provide an understanding of both the fundamental theory of finance and the application to the real world problems.

PREREQUISITE:

- Basic economics, statistics, algebra and accounting

LEARNING OUTCOMES:

- understand the time value of money
- apply different investment decision rules
- estimate a project's free cash flows
- value stocks
- value bonds
- measure the risk and return
- estimate the cost of capital

TEACHING METHODS:

- Group Exercise: A problem set will be given as group exercises almost every session. Assigned group exercises should be submitted by the end of each class. Late submission will not be accepted. The assignments will be graded by an effort basis. In the first class session, you will be asked to form groups for the purposes of working on group exercises and group project. You will be doing a lot of work as a group in this course, thus you are encouraged to self-select into groups such that there are numerous mutually agreeable times that you can work together. Once groups are formed you will not be allowed to change your group membership for the entire course.
- Group Project: Each group is required to analyze a company of your choice using knowledge and tools you learn from the course and present your work in the final session. You must work in the same group as for group exercises. All group members are required to make a presentation. If you are absent, your group project grade will be deducted unless a supporting document is submitted.
- Final Exam: There will be one final exam. The exam is closed book. No computer or cell phone is allowed. I will provide a formula sheet for use in the exam. Calculators are permitted and necessary during the exam.

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COURSE: Economics 1

CODE: EC31004E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The ten sessions aim at training students to basic economic thinking. The objective is to make them apply economic reasoning to real economic and business situations in order to have a better understanding of their complexity. The course pays a special attention to the concept of opportunity cost crucial for understanding the decision making process of economic agents like companies, government, and households. Microeconomics is the foundation of a market-based economy and explains how prices make allocation of resources efficient minimizing waste of resources. Prices convey information relevant for decision-maker whether the decision maker is an individual managing a company or just acting in his private life. When prices are not freely set, the resulting information is biased and wrong decisions are made consequently. Toward the end of the course in order to grasp the complexity of the real world, the assumption of perfect information is released allowing for strategic behaviour of companies studied through game theory.

Students will have a clear understanding of the supply and demand mechanisms (insisting on elasticity) as well as the role of the public sector and the impact of its intervention on the market. Students will be able to identify the key different market structures in which companies operate and its impact on the pricing decision. They will also understand the consequences of the introduction of imperfect information on individuals and consequently on firms behaviour allowing for strategic behaviour and emphasizing on reputation.

PREREQUISITE:

Good level of spoken english

LEARNING OUTCOMES:

- Calculate consumer and producer surplus and the deadweight loss
- Calculate demand and supply elasticity both in the short and long run and apply the concept to explain market situations
- Calculate marginal, average and total cost. Identify opportunity costs and distinguish accounting profit from economic profit
- Distinguish the different existing market structures from perfect competition to monopoly and will be able to understand their peculiarity in terms of profit maximization
- Solve basic game theory problems
- Use the supply and demand to analyze and interpret current market situations

TEACHING METHODS:

The teaching method is based on 10 lecture-discussion sessions of 3 hours each. Reading the chapters indicated in the course tentative schedule from the reference textbook before each session is compulsory in order to get ready and be able to work in team on assigned exercises solved in class. At the beginning of each session basic principles will be recalled. The remaining of the session will be dedicated to the presentation of complex concepts through practice exercises. The sessions will also be an opportunity to discuss current economic issues when relevant. It is essential for progressing in the course to read before each session since it contributes to make the student active during class.

The course PPT will be available on Moodle ONLY AT THE END OF THE SEMESTER in order to make sure that students take notes during class.

The continuous assessment is partly based on exercises during class. The exercises done in team train students for the final exam designed on the same format. Teamwork creates emulation among students and those who face troubles understanding the course are able to get some help. Teams are expected to present the solution to the class. The midterm is a way for students to rehearse before the final exam and make sure they adjust their workload between the midterm and the final.

Finally, the final exam takes the essential of the module learned during the semester so that instructors could verify that they have well understood key notions discussed in class.

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COURSE: The Social Impact of Globalisation and Innovation

CODE: GS32017E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course deals with the emerging disciplines like sociology of globalization and innovation. The impact of globalization and innovation can be as disruptive for society and our current understanding of the national environment, as for industries. Students – further managers in such a new context – need to have an understanding and critical reflection on these developments, and how they impact on our local context.

PREREQUISITE:

LEARNING OUTCOMES:

- Go beyond traditional discussions of internationalisation and multicultural settings (i.e., meeting of two or more national environments / cultures),
- Foster an understanding of the constitutive impact of the globalisation and innovation dynamics on our societies, their fragmentation and reintegration (at another scale) via networks.

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COURSE: Strategic Management

CODE: ST32008E

PROGRAMME: Global BBA / CESEM

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course focuses on management issues from the perspective of a general manager operating in an international firm. It integrates what we learn in each functional discipline.

Students are required to put on strategic lenses and take the perspective of a general manager who is responsible for setting and pursuing organizational goals. The course will more particularly focus on international aspects of strategic management, such as taking into consideration an international business environment, formulating and implementing an international strategy

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the concept of strategy, applied at both the business unit and at the corporate levels
- Analyze an international firm's business environment
- Understand how a firm develops a sustainable competitive advantage in an international business environment
- Understand how firms formulate and implement strategy in an international context

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COURSE: Human Resource Management

CODE: RH32009E

PROGRAMME: Global BBA / CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION: This course is required of third year GBBA and CESEM students. It aims to give you a deep understanding of key topics in human resource and management theory. We will delve into mastering the various challenges of finding, cultivating, and managing human capital within organizations, with a particular focus on understanding the role that managers play in dealing with these various issues. This course will also cultivate your skills as a future employee and manager by developing your communication and presentation skills during class discussions and presentations and by building your teamwork skills during in-class group exercises and a final group project.

We begin the class by exploring how contributions from the field of organizational behavior shapes our current knowledge of HR and management. We then delve into the challenges of finding, attracting, and retaining talent in organizations. Once in the organization, we move on to analyzing various challenges of managing people both at the individual level, (e.g., communication, evaluating performance, career management) and the group level (e.g. conflict management and team building). Finally, we explore challenges at the broader organizational level that managers deal with such as navigating change, managing across countries, and diversity.

PREREQUISITE:

LEARNING OUTCOMES:

Understand major concepts in human resource and management theory

Identify and assess key challenges of hiring, cultivating, and managing people

Comprehend theories of motivation and compensation

Develop own people management skills for:

- Relevant and convincing communication
- Effective conflict management
- Team building
- Intercultural management

Analyze people management challenges at individual and organizational level (e.g. retaining and cultivating talent, career management, organizational change)

Evaluate the normative role of managers and organizations for issues of diversity

Conduct meaningful interviews with real managers and/or HR executives

Collaborate with team members

Deliver an effective group presentation for the class.

TEACHING METHODS:

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COURSE: Management Accounting and Control

CODE: CG32016E (CG32014E)

PROGRAMME: Global BBA/ CESEM

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course will allow students to conduct cost assignment, use the ABC costing method: pros and cons. Students will learn and practice leading a complete analysis - preparing and compiling a budget and studying investment opportunities. Students will understand the decision making process and the relevant costs and be able to apply the fundamentals of control management.

PREREQUISITE:

Basic knowledge of financial accounting

LEARNING OUTCOMES:

- Choose the appropriate computation method understanding the advantages and limits of every available method
- Compute costs using the ABC costing method
- Use this cost approach in the decision-making process and analyze budget objectives for the different departments in the organization
- Identify and evaluate corrective measures to anticipate possible financial problems

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COURSE: Entrepreneurship

CODE: EN32013E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION: This course is intended for anyone interested in identifying business opportunities, starting a business or working for an intrapreneurial company or start-ups. The course is designed as a broad overview of intra- and entrepreneurship, including identifying a winning business opportunity, launching a business, and harvesting the rewards.

Entrepreneurship is an interdisciplinary pursuit. Entrepreneurial opportunities may arise from many fields, including engineering, natural sciences, communications and media, architecture, education, and music. In order to identify entrepreneurial opportunities, this course builds on The Lag-User Method (Jahanmir & Lages, 2015). Through a hands-on experience, students will learn how to identify business opportunities and how to create businesses based on those opportunities. Intra – and Entrepreneurship involves a variety of teaching and learning methods, including working closely with all stakeholders. Course elements include lectures, case discussions, interviews / field work, topical readings, team projects and guest speakers (tbc). The course believes in LEARNING BY DOING.

ATTENTION: For this course, you must complete a pre-course assignment.

PREREQUISITE: For this course, you must complete a pre-course assignment.

LEARNING OUTCOMES:

- Apply the Lag-User Method for idea generation and business creation
- Develop a solution-driven mindset
- Identify business opportunities.
- Create new opportunities to create value and drive growth through incorporating the input of all stakeholders.
- Conduct primary and secondary research to understand the market and its players.
- Develop a business model which supports transferring ideas to market.

TEACHING METHODS:

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COURSE: Marketing Management

CODE: MK31002E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: EN

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is an introduction to the concepts and practices of marketing from the perspective of an organization, including managerial approaches, and in consideration of its products and services. The course will include the basics of developing a marketing strategy. All of the components required in order to do so will be examined along with their relationships. Readings and case studies discussing realistic marketing situations and ranging from small entrepreneurial to international scenarios will be used to help students understand and apply their marketing knowledge. Both business-to-consumer (B2C) and business-to-business (B2B) perspectives will be discussed.

PREREQUISITE:

LEARNING OUTCOMES:

- Be able to analyze a market and examine both the external and internal factors likely to impact a marketing strategy
- Be able to describe the various components of the marketing mix
- Be able to outline the necessary steps when establishing a marketing strategy

TEACHING METHODS:

The teaching process will be based on both theoretical learning and practical implementations in teams of 4/5 students. Reading selected articles and book chapters prior to each session will make lessons more interactive.

Students will have to apply the theoretical content of the course in teams of 4/5 by:

- building a file throughout the course, focusing on a new product/service introduction,
- working on a business case in class

The same case (a specific brand) will be used throughout the course in order to help the students to make a link between the different concepts and tools studied in class. The course will be completed by a conference given by a professional in marketing.

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COURSE: Leadership and Organization Development

CODE: ML42029E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION: The (global) business environment is placing increased demands on leadership that happens on different levels in the organization. While top level leadership needs to provide vision and guidance on a strategic level to ensuring organizational success, leadership on all levels need to communicate organizational goals, ethics, and visions and motivate employees to engage with those organizational goals, ethics, and visions. This involves the ability to learn and adapt to new contexts and new people, often managing relationships across personalities, cultures, functions, and distance. This course will therefore address the knowledge and competencies needed for leading within such diverse contexts. In line with the strategic vision of Neoma, the emphasis will be on developing students' own leadership skills.

More background: This course is designed to give students a set of learning experiences that will strengthen students' self-awareness and capacity for effective decision-making in organizations. Students taking this course will be open to reflecting on and developing their own leadership skills as a Personal Case Study. A Personal Case Study approach will help students maximize the relevance of course material making it a meaningful experience.

PREREQUISITE: Introduction to Management

LEARNING OUTCOMES:

Understand and know how to develop self- and other awareness in the context of leadership
Understand and understand how to manage diversity from a leadership perspective
Develop skills in people management across a global context

TEACHING METHODS:

To achieve these specific learning objectives, this course uses an experiential and action learning approach that focuses directly on students as a Personal Case Study by which learning takes place in the moment. In particular, the course uses a combination of lecture, case studies, film, experiential exercises, self-assessment techniques, peer feedback, and team projects to enhance students' learning and development as a leader. Each week prior to class, students will complete the e-session of class lasting one hour.

IMPORTANT -- Each week we will have 1 face-to-face class (3 hours) and 1 e-session to be completed prior to our face-to-face session (1.5 hours). For the e-session, students will watch a short video and complete the instructed assessments. The e-session portion is intended to maximize learning outcomes by preparing students in advance of class and the collective learning experience.

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COURSE: Data Analysis & Business Intelligence

CODE: MQ42006E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION: Data is the new oil and the most valuable commodity of the digital age. Companies adopting data-driven decision-making have achieved significant productivity gains over other firms. In industry, the hottest job these days is the Data Scientist. Data scientists combine technical and statistical skills, analytical thinking, and business insight. One of the complaints about the data scientists trained in computer science departments is that they are “just technical”; understanding algorithms well, but lacking important skills in problem formulation, evaluation, and analysis. On the other hand, those trained in business schools tend to have underdeveloped technical skills. This course will cover aspects of both.

To help future managers use and understand analytics, this course provides students with a solid foundation of DA and BI that is reinforced with hands-on practice. This course takes a managerial approach to Business Intelligence, emphasizing the applications and implementations behind the concepts. This approach allows students to understand how DA and BI works in a way that will help them adopt these technologies in future managerial roles. Real world cases will be covered that present a challenge, solution, and results. Each case is paired with questions for students to dig into the details and think critically about the case.

PREREQUISITE: Basic Statistics

LEARNING OUTCOMES:

Recognize trends, detect outliers, and summarize data sets concisely.

Analyze relationships between variables.

Develop and test hypotheses to inform managerial decisions

Craft sound survey questions and draw conclusions from samples of a larger population.

Perform single and multiple variable regression analysis using SPSS and interpret the output and so on.

TEACHING METHODS:

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COURSE: Intrapreneurship and Project Management

CODE: EN43002E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

What is intrapreneurship and how may companies profit from it? What are the skills, strategies and behaviours allowing employees to collaborate in the process of innovation inside companies?

In face of the enhanced competition, shortened product life-cycles, and increasing pressures for cost and time reduction, the conception, discussion, and implementation of intrapreneurial projects have become crucial not only for the gain of competitive advantage, but also to the survival of organizations. In addressing these and other related questions, this course aims to prepare students to understand and successfully navigate nowadays business environment. More specifically, the mix of conceptual discussion and practical examples seeks to offer students a comprehensive understanding over the threats, difficulties, and opportunities emerging from the management of ideas inside companies.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the fundamental concepts of Intrapreneurship

- Identify an intrapreneurial program

- Evaluate advantages and disadvantages to Intrapreneurship in different organizational cultures and structures

- Apply the planning and execution procedures that are involved in intrapreneurial endeavors

- Connect innovation and social intrapreneurship to the impact they carry to organizations

- Identify and apply best practice tools to intrapreneurial projects

TEACHING METHODS:

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COURSE: Advanced Team Management

CODE: RH42009E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As organizations adopt leaner and more decentralized work structures, they increasingly rely on teams of employees to accomplish complex tasks. Thus, the ability to work in teams is widely viewed as one of the most important qualities that companies seek in job candidates. Given the importance of these skills, this class draws on evidence-based management and active learning exercises to provide students with the knowledge and skills needed to effectively contribute to teams in a modern workplace.

This course is broadly structured around the Input-Process-Output (IPO) model of team effectiveness (see below). This model provides a useful framework for thinking about teams and identifying ways to enhance their functioning.

Although there are other models of team effectiveness, which we will discuss, the IPO model will serve as a roadmap for our time together. Under the section of the syllabus entitled, Course Schedule, you will see that the sessions are loosely organized around the IPO model.

PREREQUISITE:

LEARNING OUTCOMES:

- Describe the critical aspects of designing teams, facilitating team processes, and evaluating team performance
- Apply a framework for diagnosing and resolving challenges within teams
- Provide actionable feedback to their teammates
- Evaluate how their team fits within the broader organization

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COURSE: Blockchain Revolution & Fintech

CODE: FI42105E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Bitcoin has introduced the blockchain technology and with other cryptocurrencies it has attracted a lot of attention, but cryptocurrencies are only one application of blockchain. Using blockchain, we can decentralize productions and trades. This course discusses the precise nature of these blockchain opportunities and what will be transformed by blockchain and what will remain the same. Where will new companies arise to take advantage and what should be the government response. And finally, is blockchain a set of innovations that will disperse power? Or will we end up with another concentration of economic power. What are blockchain applications for FinTech?

PREREQUISITE:

LEARNING OUTCOMES:

- understand the core of Blockchain technology and its revolutionary impacts capture the precise nature of Blockchain opportunities and problems for finance applications

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COURSE : ERP with SAP

CODE:

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

THE PRINCIPLES OF ERP (ENTERPRISE RESOURCES PLANNING) ARE BUILD ON INTERCONNECTED MODULES IT APPLICATIONS (PRODUCTION MANAGEMENT, PROCUREMENT MANAGEMENT, STOCKS, ACCOUNTING, ETC.) BASED ON A SINGLE DATABASE AND SHARED BETWEEN THE DIFFERENT APPLICATIONS.

THE OBJECTIVE OF THE COURSE IS TO UNDERSTAND THE ORGANIZATION AND THE OPERATIONAL PROCESS OF AN ERP. THE STUDENTS WILL GET TO GRIPS WITH DIFFERENT SOFTWARE MODULES TO UNDERSTAND ITS COMPLEXITY AND INTERACTIONS. THE STUDENTS WILL BE ABLE IN BUSINESS TO PARTICIPATE IN THE IMPLEMENTATION AND USE OF THE MAIN SAP ERP MODULES. ALL PRACTICAL WORK ARE CARRIED OUT ON SAP ERP.

PREREQUISITE: BASIC COMPUTER KNOWLEDGE REQUIREMENTS

LEARNING OUTCOMES:

- Use SAP Graphical User Interface
- Understand the routines and processes used in business
- To link business processes to the organizational structure of SAP
- Configure SAP Business processes

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COURSE : Financial Analysis

CODE: CP42015E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to provide students with the knowledge and techniques needed to conduct a financial analysis from financial statements of listed or unlisted companies, medium-sized entities or groups. The scope also covers financial analysis techniques based on value creation (EVA, MVA).

PREREQUISITE:

THE FUNDAMENTALS OF ACCOUNTING

LEARNING OUTCOMES:

- Analyse the financial situation of a given company, in a comprehensive way (identify the drivers of its profitability, the sources of its value creation, assess its solvency risk) from statements established according to various accounting standards.
- Express recommendations to address the weaknesses and issues identified through the financial diagnosis.
- Be able to select the most accurate ratios according to the specificities of the company to analyse.

COURSE : Money & Banking

CODE: EC42015E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to explain how work the contemporary monetary, banking and financial system. This is a very complex topic since banking and financial system determines companies financing policies and economic stability. Developed banking and financial system fosters economic growth in a globalized world. The banking system is essential for cash management and for financing small and medium sizes companies. In the other hand, central banks have a decisive impact on interest rates and inflation that ultimately influence the investment decisions made by companies. The course will review the main monetary policy tools comparing the two major central banks policy: the ECB and the FED. Moreover central banks heads have seen their role increased in the last 3 decades. It started with Greenspan who became one of the most popular head of central bank given his longevity record as head of the Fed. Today any word said by Jay Powell or Christine Lagarde has significant impact on financial markets. Until the 2007 financial crisis the goal of central bank's policy was to keep inflation low and stable and "fine tune" the economic activity by steering short-term interest rate. Since the crisis, central banks adopted unorthodox monetary policies based on zero interest rate policy and quantitative easing. Those policies were meant to be temporary but 12 years after their implementation, they are still on and the recent COVID-19 crisis has restarted them at an even bigger scale.

The main issue today is to understand whether it will ever end since inflation seems to have disappeared. The course will discuss the new challenges faced by central banks in terms of monetary policy and banking regulation including cryptocurrencies. The course starts with a brief overview of the financial system and a presentation of banking activities and financial markets. Explaining the basics will help students understanding the complexity of our contemporary banking and financial system.

PREREQUISITE:

LEARNING OUTCOMES:

- Understanding of the organization of the financial and banking system in developed economies. They should have a clear view of the role played by the banking system and an understanding of banking activities.
- Understanding of the cryptocurrencies basic scheme.
- Understanding of central banking and the conduct monetary policy. They should be familiar with both the FED and the ECB monetary policies.
- Understanding of standard monetary policy tools like open market operations and lender of last resort function.
- Understanding of unorthodox monetary policies: zero interest rate policy and quantitative easing
- Understanding of the complexity of the monetary policy transmission process and the issues raised by the efficiency of monetary policy.

COURSE : Operation research

CODE: SC42033E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course introduces students to optimization techniques and to stochastic models. The course will help students solving real industrial and managerial problems. The course covers concepts like linear programming, integer programming queuing theory and Markov Chains.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply critical thinking and use analytical tools to evaluate information, solve problems, and make sound decisions
- Model main problems encountered in supply Chain via operations research techniques
- Use optimization and decision aid software and interpret results of the used models and software

COURSE : Programming with R

CODE: IN42011E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Seminar course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

This course aims at providing students with a basic/intermediate knowledge of R for data analysis. Students will familiarize with R through RStudio being its integrated development environment (IDE). The course will start introducing the main programming tools and their use when working with dataset. While learning the R language, students will recall and use some of the main statistical concepts such as: (1) basic descriptive statistics (2) hypothesis testing (3) linear regression analysis. In addition, students will be able to familiarize with the practice of forecasting financial time series. In addition, the course provides the basics of data visualization using R. Moreover, the course will also provide basic knowledge of R Markdown used for preparing research document, fully reproducible, using formats such that pdf/HTML/LaTeX formats). During each class, the student will be continuously challenged while measuring/evaluating/interpreting dataset concerned with real business and marketing world. This is instrumental in order to turn figures and facts into knowledge for decision making.

PREREQUISITE:

Basic knowledge of quantitative methods (mathematics & statistics). The knowledge of a programming language would be a plus (but it is not necessary)

LEARNING OUTCOMES:

- use R through RStudio
- use vectors, matrices, loops and conditions
- construct their own functions
- visualize data
- analyze a dataset and draw practical conclusions
- run a forecasting analysis using a time series

COURSE : Reporting with IFRS

CODE: CP42014E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Seminar course	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

THIS COURSE WILL GIVE STUDENTS A FIRST UNDERSTANDING OF THE IFRS PROJECT. IN 1973, THIS ADVENTURE HAS BEGUN WITH AN INFORMAL FRATERNITY OF NINE ACCOUNTANTS. QUITE UNEXPECTEDLY, 45 YEARS LATER, THIS GENTLEMEN'S ACCOUNTING CLUB HAS GIVEN BIRTH TO AN IMPRESSIVE ACCOUNTING SYSTEM THAT IS APPLIED IN MORE THAN 150 NATIONAL JURISDICTIONS. IN ORDER TO UNDERSTAND THIS HUGE SUCCESS, WE WILL GO THROUGH THE IFRS HISTORY, PHILOSOPHICAL ROOTS, MAIN NORMS AND CORE PROCESS. WE WILL DO SO USING REAL BUSINESS CASES AND MEETINGS WITH PRACTITIONERS

PREREQUISITE:

LEARNING OUTCOMES:

- understand the philosophical roots and main norms of the IFRS project
- use simple IFRS in real life
- initiate a dialogue with IFRS experts.

COURSE: Search Engine Marketing and Community Management

CODE: MK42079E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Search Engine Marketing has emerged the last 10 years as one of the most important Digital Marketing tools.

In this course, students will have the opportunity to learn how to use search engines and most importantly how to develop a web presence that will be search engine friendly.

PREREQUISITE:

Principles of Marketing, Fundamentals of Marketing

LEARNING OUTCOMES:

- Understand the principles of Search Engine Marketing.
- Learn the cutting edge knowledge from the researchers and the industry experts
- Learn how to use search engines for advertising services and products
- Understand how to effectively design and manage search engine campaigns.
- Examine the process of developing, implementing and analyzing strategies for successfully marketing a variety of existing and potential products and services on a digital space.

COURSE: Behavioral Finance

CODE: FI44001E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Behavioral finance questions the limits of human rationality. It integrates in the financial analysis the impact of cognitive forces, such as motivation, emotions, impulses, fear, regret, loss aversion, overconfidence or real uncertainty about economic conditions. Whether from the point of view of corporate finance or financial markets, this course demonstrates how to integrate the impact of cognitive biases and heuristics on financing decisions, investment, and capital structure. Moreover, it allows students to understand the role of information, its interpretation as well as its impact on prices, and financial decisions. Finally, the proposed course provides a holistic view of the key concepts of behavioral finance like, loss aversion, framing, heuristics in decision making and prospect theory.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the principles and concepts of behavioral finance.

Understand the role and the impact of information in finance and its interpretation.

Identify the main cognitive biases, their interaction and key heuristics in decision making

Applying behavioral finance to different fields of finance, including financing decisions, capital structure, investments, and external growth.

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COURSE: Brand Management and Story Telling

CODE: MK42056E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Brand management is an increasingly important area of strategic marketing and crucial for business success. This course aims to advance students' understanding of strategic brand management, for those who are interested in marketing. The course complements and deepens the notions and theories introduced in Fundamentals of Marketing course, and Marketing Strategy course.

PREREQUISITE:

Consumer Behaviour and Integrated Marketing Communication courses are recommended before taking this course.

LEARNING OUTCOMES:

- Develop analytical managerial thinking about brands and identify key strategic assets to leverage them
- Master key analytical tools to analyze efficiently brands and branding strategies
- Obtain understanding of key branding concepts
- Understand fundamentals of brand management strategies (range extensions, brand extensions, changing the brand-name), and how to develop coherent brand portfolio strategies.
- Understand key steps to create new brands

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COURSE: Capital Budgeting and Financing

CODE: FI42069E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Core Course	LANGUAGE: EN
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

This course is designed to provide rudimentary knowledge of financial management ("Corporate Finance").

This course aims to study the two main facets of the company's financial policy: investment and financing policies.

To ensure its sustainability, the company must optimize both decisions; on one hand through the selection of the most profitable projects and in second hand, retaining the adequate mode of financing.

This course has four objectives:

- Understand the financial decisions and their place in the management of the firm
- Introduce investment project selection criteria and parameters associated with them
- Understanding of project financing sources, both internal and external, through their characteristics and costs.
- To analyze the consequences of investment and financing decisions on the cash balance of the company

The following issues are specifically addressed.

- How managers responsible for the investment decision should make their decisions (methodology and calculation of cash flows)?
- How should they make decisions (selection criteria)?
- What are the main alternatives for financing investment projects?
- How to calculate the cost of each type of financing and the weighted average cost of capital (WACC)?
- What are the consequences of investment and financing decisions on the balance of Cash at medium and long term (through the notion of the financing plan)?

PREREQUISITE:

Basic knowledge in accounting and financial analysis

LEARNING OUTCOMES:

- Analyze an investment project through its various components (cash flow, profitability, risk)
- Analyze the consequences of investment and financing decisions on the cash balance
- Calculate the weighted average cost of capital (WACC)
- Identify financing methods
- Knowing the criteria for selection of investment projects

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COURSE: Communication Strategies

CODE: MK42059E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: EN

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The communication invades our consumption societies. Evolutions oblige our marketers to improve their ways of thinking and management practices. The objective of this course is to understand the stakes in communication with regard to the brand and product management ; to get acquainted with tools and techniques of analysis and production of effective communications ; to experiment with the proposal of a relevant communication plan via a practical case ; be able to analyze the communications of a brand and suggest a relevant plan strategically and operationally.

PREREQUISITE:

LEARNING OUTCOMES:

- Do a deep analyse a brand communication Including its identity, codes, and its place in a competitive world in order that the student will suggest a concrete, adequate and constructive communication plan

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COURSE: Global Marketing

CODE: MK42061E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: EN

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course offers participants an analytic decision-oriented framework for the development and implementation of international marketing programmes and describes concepts relevant to all international marketers, regardless of the extent of their international involvement.

Emphasis is on the strategic implications of the competition in the markets of different countries. An environmental/cultural approach to international marketing permits a truly global orientation.

The main objective is to stimulate curiosity of the student in order to understand how to achieve global competitiveness through the design and implementation of market-responsive programmes, being aware of all aspects of the emerging global economic order.

PREREQUISITE:

Basics of Marketing Management

LEARNING OUTCOMES:

- Choice of entry modes,
- Decision to internationalize,
- Design, implementation and coordination of a global marketing programme
- Selection of markets to enter

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COURSE: Human Resources & Organization

CODE: RH41003E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Core Course	LANGUAGE: EN
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

The purpose of this course is to introduce students to the role of people in facilitating organizational objectives. It will stress the importance of understanding human behaviour in the organizational setting. This course is required of all business majors in order to provide support to graduates' management capability, career advancement and personal development. Over a 10 week period you will explore topics related to organizational concepts and theory, such as behaviours (OB) and human resource management (HRM) systems.

The list of subjects that are covered in this course are not exhaustive of all the specific areas in organization theory, OB and HRM. Rather, this course is designed to provide a snapshot of people management challenges that are important and difficult in organizations today. Coverage of these topics are designed to facilitate both knowledge and skill acquisition.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop their skills to think independently and communicate ideas to others.
- Gain broad knowledge that is central to decision making (e.g., evidence-based management) related to people and organizations
- Improve their analytical abilities by identifying and assessing organizational problems
- Increase their understanding of concepts, principles, and theories related to HRM and organizations

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COURSE: Innovation Management

CODE: ST42036E (ST53008E)

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The aim of the course is to provide understandings of how innovation takes place and what the important explanatory factors, as well as the economic and social consequences, are. The focus of the course is on practices and processes that entrepreneurs and managers use to manage innovation effectively in new and existing organizations. The course covers topics such as where innovation is coming from, how to identify strategic capabilities to pursue innovation, how firms develop new products and services, how firms commercialize innovation etc. This course combines theoretical base of innovation and examples from the practice.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand of the main issues in the management of innovation
- Appreciate the relevant skills needed to manage innovation at strategic as well as operational levels

TEACHING METHODS:

Students will understand what innovation means and why it is crucial for creating competitive advantages which are necessary for survival and growth. Moreover, students will be equipped with innovation management principles at different levels (inter-organizational, organizational, group, and individual) that are important to understand how organizations and their employees manage and translate their innovation activities into successful outcomes, which in turn can create competitive advantages.

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COURSE: International trade

CODE: EC42012E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Globalization is a reality for producers and consumers. However, some countries trade more than other countries, some firms export more than other firms, and some firms produce locally while other firms have become multinationals. The aim of this course is therefore to explain what the driving forces are behind the international production and trade patterns of countries and firms. The course will especially emphasize the impact of trade policies on business activities. It will relate to recent and ongoing issues such as BREXIT, US protectionism, bilateral and multilateral trade negotiations.

Questions that will be answered include: What are comparative and competitive advantages? What is the role of geography and distance in international trade? How do companies take export and foreign direct investment decisions? How and why do governments try to influence international trade and production? What role do the WTO and regional organizations such as the EU, ASEAN or Mercosur play? How important are bilateral and multilateral trade negotiations such as TTIP, (CP)TTP, EU-ASEAN, EU-ACP, etc. How do firms and economic sectors formulate and defend their interests in the context of trade negotiations?

The students will thus become familiar with (or will refresh) the essential concepts in international trade and business, and will also have the opportunity to analyze more in-depth the economic, regulatory, business and operational aspects of international trade in a specific sector (e.g. wine & champagne, pharmaceutical sector, financial sector, etc).

The course aims at clarifying a number of essential concepts to understand the reality of international trade and trade policy in the world of today, and will use currently important cases to illustrate the usefulness of these conceptual frameworks. Two cases/topics that will be looked at in detail will be selected from: Brexit negotiations, US-EU and USN-China trade conflicts, TTIP, CETA, EU-Mercosur negotiations, geo-politics of energy, French industrial policy/protectionism debate, etc.

The students will be trained in formulating and defending the interests of a specific economic sector vis-à-vis policy-makers and trade negotiators

PREREQUISITE:

LEARNING OUTCOMES:

Formulate a negotiation position in an international trade context.

Understand how interests are represented in trade negotiations

Understand the relevance of international trade negotiations for specific firms, multinational companies, and

economic sectors

Understand how trade policy instruments work and what their effects are.

Understand the logic behind Global Value Chains (GVCs).

Assess the contribution of trade and investment to globalization.

Analyze international trade and investment data.

Identify the main drivers behind trade and investment flows.

Understand the basic economic logic behind international trade and direct investment flows.

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COURSE: Investments (EN)

CODE: FI42098E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Reims - Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course will introduce students to the theoretical concepts in investment management and their practical applications through exercises and short case studies. The course is divided into two parts.

Part I will focus on the functioning of financial markets. The students will gain an in-depth understanding of the investment environment, the various asset classes and financial instruments and the different trading mechanisms. The process of short-selling and buying on margin will also be discussed. Finally, we conclude Part I with a detailed analysis of the relation between risk and return of a security and present the essential tools for estimating expected returns and risk from historical data.

Part II will concentrate on capital allocation to risky assets, in particular, the proportion of risky vs. riskfree asset in a portfolio. The course will highlight the potential gains from diversification and examine the process of efficient diversification in a portfolio consisting of multiple risky assets. We will discuss the Capital Asset Pricing

Model, which is the centrepiece of modern finance theory and its various applications in corporate finance and investment management.

PREREQUISITE:

Knowledge of economics

Basic calculus and statistics

Intermediate level knowledge of Excel

LEARNING OUTCOMES:

Will understand how financial markets operate, and , appreciate the differences between the various financials assets.

Will be able to analyse attractiveness of various financial instruments based on their risk-return profile.

Will have a thorough understanding of modern portfolio theory including mean variance analysis, optimal

risky portfolio and index models.

Will have an in-depth understanding of the CAPM, its relevance and various applications.

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TEACHING METHODS:

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COURSE: Leading Change

CODE: ML42014E (ML53019E)

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen - Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed to provide students with an overview of change processes that can occur at the individual, group, and organizational, and/or societal levels. Students should leave the course with a working knowledge of the change process. However, that content knowledge is secondary to the most important goal(s) of the course. The real focus of the course is: enhanced critical thinking skills related to the assessments involved in change efforts; and an understanding of the complexities of change and peoples' resistance to it. Most importantly, students should refine their analytical problem solving skills and be capable of presenting the results of an analysis to a critical audience.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand some of the main theories concerning organisational change
- Understand the complexities underlying change and recipients' reactions
- Critically analyse change efforts
- Evaluate different perspectives on change and propose improvements

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COURSE: Management Accounting

CODE: CG42010E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This module is intended for Masters students who will be called upon managing projects and direct responsibility centers. This course will allow them to master the fundamentals of budget control, rationalize the process of decision making and appropriate corrective measures.

The course covers the notions of planning and controlling business activities and that of translating a company's strategy by using scorecards. Through simple, structured methods for defining budgets and operating reports students will acquire the necessary know how, and therefore the authority for making decisions.

PREREQUISITE:

This course assumes students have a basic knowledge of financial accounting and of cost accounting, and have a good working level of English.

LEARNING OUTCOMES:

- Analyze the origins of the company's profit and balance sheet
- Apply measurement techniques and interpret performance variances techniques
- Design a performance scorecard
- Identify and evaluate corrective measures to anticipate possible financial problems
- Set and analyze budget objectives for the different departments in the organization
- Understand the link between various operation centers

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COURSE: Operations Management

CODE: SC42---E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen – Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The objective of this course is to introduce students to various aspects of operations management and supply chains. The course provides also an overview on the methods and techniques used in these disciplines.

The students should be able solve logistical problems (such as network optimization problems, transportation problems, inventory management or production planning), in such a way they can utilize the adequate computational tool for solving real problems.

The content of the course emphasizes the complex nature of supply chain management problems and the need for developing solutions that combine simplicity and efficiency.

At the end of the course, a student should have the skills to work together with a supply chain specialist or to specialize in operations management and/or supply chain management.

PREREQUISITE:

LEARNING OUTCOMES:

Describe the different aspects of the supply chain management

Identify the opportunities arising from the adequate operations management

Apply the principles of efficient supply chains

Identify the problems concerning operations and logistics

Implement solutions for the problems concerning operations and logistics

TEACHING METHODS:

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COURSE: Search Engine Marketing and Community Management

CODE: MK42079E

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Search Engine Marketing has emerged the last 10 years as one of the most important Digital Marketing tools. In this course, students will have the opportunity to learn how to use search engines and most importantly how to develop a web presence that will be search engine friendly.

PREREQUISITE: Principles of Marketing, Fundamentals of Marketing

LEARNING OUTCOMES:

- Understand the principles of Search Engine Marketing
- Learn the cutting-edge knowledge from the researchers and the industry experts
- Learn how to use search engines for advertising services and products
- Understand how to effectively design and manage search engine campaigns
- Examines the process of developing, implementing and analyzing strategies for successfully marketing a variety of existing and potential products and services on a digital space. Special attention devoted to the tools and techniques unique to the electronic media

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COURSE: Strategy

CODE: ST41003E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The aim of the strategy course is to understand and master the concepts and tools used to manage organisations as a whole. This course prepares students to make and implement reasoned decisions about the development of the firm. The strategy course is a core course for students aiming to reach demanding positions of responsibility. It includes concepts specific to strategy and relies on knowledge acquired in fields useful for strategy development (finance, marketing, and economics).

By giving students an overall vision of the firm and by developing a methodology to respond to the complexity of strategic decisions in rapidly changing environments, the strategy course aims to encourage enlightened decision making in contexts that are unique every time. Rather than proposing pre-established solution, this course uses case studies to develop a structured approach in which students analyse and act on each situation autonomously. It aims to encourage students to analyse the situations and become engaged, to develop their ability to tackle the constant strategic contradictions that managers encounter every day. With this in view, the course provides students with numerous analytical tools that highlight strategic problems and ways of solving strategic dilemmas.

The overall aim of the strategy course is the creation of value not only for the client but also for shareholders and other stakeholders involved in corporate life and development. It is based on the values of corporate social responsibility and the development of specific assets and distinctive capacities within the firm (the resource-based view). The course also stresses the specific challenges and difficulties of implementing strategy and strategic change. Finally, the course is designed to enable students to face current challenges: corporate globalisation, accelerating transformation and the innovation economy, accepting the uncertain, or taking risks in situations that the most elaborate models cannot claim to capture in full.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyse the strategic environment
- Assess strategic options
- Formulate strategic orientations and a strategic plan
- Go beyond dominant models or understand their limits
- Identify strategic capacities
- Understand the details of the strategic decision process and analyse the different dimensions involved (Innovation/Organisation/CSR)
- Understand the problems associated with implementing strategy

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COURSE: Supply Chain Management

CODE: SC42019E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Elective

LANGUAGE: English

TERM: Fall/Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As it is the case of several enterprises (Toyota, IKEA, Dell, Wal-Mart ...), to control its supply chain represents a potential source of competitive advantage for today's companies. It is in most of the cases even a basic condition for success: without a good supply chain, there are no products available for sale, no sales and no profit ...! The control of the supply chain seems today all the more important given the strong globalization that complex flows and the need for more sustainable development.

In this context, the objective of this course is to give students an overview of what Supply Chain Management is: Where does this approach comes from and how it can be defined, which are the actors of a supply chain, what are the main logistics management techniques, and what are the environmental issues involved.

During the course, an emphasis is put on the managerial aspects of the supply chain function that because of the greater complexity of business, tend to become critical. Emphasis is also put on the technological aspects and the role of information systems. IS are indeed absolutely essential in logistics given that, as it will be detailed in the course, is through the flow of information that it's possible to control the logistics flow of products!

PREREQUISITE:

LEARNING OUTCOMES:

- Define logistics and supply chain management
- Explain the main strategies for the management of supply chains
- Identify the actors of supply chains and their relationships
- Know which are the various jobs in the supply chain
- Understand are the major environmental issues of transportation and logistics

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COURSE: The Economics of Culture

CODE: GS44006E (GS42032E)

PROGRAMME: Programme Grande Ecole	LEVEL: Graduate
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TYPE: Elective	LANGUAGE: English
TERM: Fall/Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Culture has become a major economic sector. Culture is now a wide market, and works of art or books are cultural products. One complains about the end of the arts, considering cultural industries as more industrial than artistic or cultural; others think that Culture has opened itself to a larger audience through consumption. Are cultural products economic goods as cars or socks? Do they sell like any other product? Has the merchandising of Culture killed Culture itself?

To answer these questions, this course aims to identify the cultural and economic logic which organize the cultural sector, from the cultural industries (books, movies, music) to the visual and the performing arts. These three sectors follow specific trends that must be understood by anyone who wishes to work in the cultural area. And what about the demand ? It leads us to look at how cultural preferences are built. Why do we prefer Mozart to Daft Punk, or Daft Punk to Mozart, Rimbaud to Stephen King, Manet to Picasso ? The sociology of arts demonstrates that taste is not only the expression of an individual singularity, but socially built, opening ways towards other fields of consumption, towards the understanding of an analysis of society. We will also look at cultural policies in favor of culture, these policies prevailing in the United States as well as in France

PREREQUISITE:

LEARNING OUTCOMES:

- Build up a personal and critical perspective on cultural trends
- Understand the economic and sociological specificity of culture and its evolutions
- Understand the strategies developed by cultural organizations in order to prepare the students to careers in the field

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COURSE: Financial Issues for Project Management

CODE: CP53003E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course is designed for prospective managers whose primary involvement with financial reporting information is expected to be from a user-perspective (as opposed to a preparer-perspective). The overall objective is for participants to gain an appreciation of performances and risk up knowledge and understanding of tools used worldwide in the major financial statements.

PREREQUISITE:

Fundamentals in Accounting

LEARNING OUTCOMES:

- Analyse the content of financial statements published by listed companies and take position about the company's future
- Integrate the impact of 'financial leverages on managerial & strategic decisions
- Make the link between context, decisions and financial performances
- Understand the stakes of public ratings for investors & companies

TEACHING METHODS:

This class will involve a combination of lecture, problem solving and discussion of issues. Students are expected to prepare for and actively participate in class discussions.

The success of this course depends strongly on the home work done in order to prepare all sessions as well as the participation in class. Given the limited available time per session, we'll discuss only important and difficult parts. Participants are assumed to attend all sessions.

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COURSE: Managing Individuals and Teams: an Experiential Approach

CODE: RH53007E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 4

PRESENTATION:

The course introduces and reviews a selection of the most important topics in the area of people management, taking a practical and experiential approach. It helps students understand through experience what characterizes individual, group, and organization-wide behavior in a company embedded in a constantly changing environment

PREREQUISITE:

Fluent in English

LEARNING OUTCOMES:

- identify personal strengths and weaknesses in leading teams and projects
- increase their understanding of some critical behavioral processes in organizations
- increase their analytical skills in diagnosing and solving behavior-related problems in real organizations

TEACHING METHODS:

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COURSE: Multi-project Portfolio Management

CODE: CG53010E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The need for flexibility and responsiveness is a key challenge for to-day organisations and companies in a global world. How can complex organisations react timely in front of a moving environment, with changing competitors and customers? How can each element or individual in this organisation react with the same discipline?

Project management has evolved from a management philosophy restricted to a few functional areas and regarded as something nice to have to an enterprise project management system affecting every functional unit of the company. Simply stated, project management has evolved into a business process rather than merely a project management process. More and more companies are now regarding project management as being mandatory for the survival of the firm. Organizations that were opponents of project management are now advocates.

The International Enterprise Project Management approach is one answer to this challenge. Using industry-standard templates and methodologies, the course will provide students with operational tools and organisation principles that are needed to manage cross-functional projects.

PREREQUISITE:

Good understanding of Enterprise Organization and International Economics

LEARNING OUTCOMES:

- Manage projects and programs efficiently
- Manage teams in cross-cultural, cross-generational dimensions
- Understand how to manage an enterprise in a flexible way

TEACHING METHODS:

Project report is based on a real industry case, on which students are expected to apply the principles, methods and tools detailed in the course in order to provide analysis of the situation as well as solutions. Specific details and requirements will be provided in the assignment. Group grade will be assigned to all group, individual grades will be give based on peer evaluation of the group members. Access to media like computers, smartphones, and tablets, connected to the internet are accepted and even welcomed.

The final exam is based on case study, students will be asked to answer questions related to the case as well as demonstrate their understanding of theoretical concepts of project management. Fraud by copy between students is not an issue as each student has to provide his own personal critical analysis.

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COURSE: Negotiation Strategies and Dispute Resolution

CODE: ML53003E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Sometimes reduced to the techniques required to sell a 24-volume encyclopedia to a recalcitrant octogenarian or to the art of obtaining a pay rise, learning how to negotiate is not simply a question of how to make the biggest possible profit. Negotiation is part of every dimension of life, every sphere of our existence: work, family, friends... as soon as there are material goods to be shared, different interests to reconcile or wishes to bring together...

the aim of this course is to teach students the fundamentals of negotiating, based on both practice and psychosocial theories. Students will familiarize themselves with negotiation practices through role-play exercises and case studies.

PREREQUISITE:

Very good level of English

LEARNING OUTCOMES:

- Distinguish between integrative and distributive negotiations
- Lead a successful multiparty negotiation
- Lead a successful one-to-one negotiation
- Understand common biases in negotiation
- Understand the different tensions in negotiations
- Understand the notion of balance of power in negotiation
- Understand the role of emotions in negotiation while managing his/her own emotions

TEACHING METHODS:

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COURSE: Strategies of Development across Countries and Cultures

CODE: ST53002E

PROGRAMME: MSc in International Project Development

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course studies strategies of development across borders and cultures. It focuses on strategic decisions in an international context. The course aims to give an understanding of the conditions under which firms develop internationally, the cultural determinants of strategy and organization, methods of international development, strategy formulation and organization options. The students will get familiar with: different dimensions of the international environment; key internationalization theories; different entry modes to international markets; alliances, networks, clusters and their role in the internationalization of the firm; and organizational forms suitable for international operations. The course will also analyse recent developments in international business and in particular location strategies deployed by multinational companies as well as off-shoring and outsourcing practices.

During this course, students will take part in the X-culture project, along with around 3000 students from more than 40 countries. Students will be placed in virtual teams and will work on business projects presented by X-culture corporate partners.

PREREQUISITE:

Fundamentals of strategic management (compulsory pre-readings)

LEARNING OUTCOMES:

- Understand the reasons why firms enter foreign markets
- Analyse the international environment
- Be aware of the recent developments in international business
- Identify and evaluate different strategic options in an international context
- Analyse strategic decisions in an international context
- Make and justify strategic decisions
- Analyse strategic situations in different cultural settings
- Understand business development situations
- Be familiar with working in multicultural teams

TEACHING METHODS:

The teaching method consists of lectures, class discussions, case studies and project coaching. Students will be invited to read slides and case studies before each course, to work on the projects in groups and actively participate in class discussions.

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COURSE: Information Systems for Supply Chain Management

CODE: SI53011E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course aims to let the students be familiarized with the supply chain Management concepts and benefits as well as the role and impact of Information Technology and Information systems of SCM implementations, usage and development. The course do also tackle some of the organizational and human implications of the SCM.

PREREQUISITE:

LEARNING OUTCOMES:

- analyze case studies related to SCM and suggest appropriate IT/IS technologies
- differentiate the IT technologies used in SCM
- integrate Supply Chain Management in organizations

TEACHING METHODS:

This module uses a variety of methods to ensure effective learning: short lectures given by the instructor, individual readings, videos, group interaction, and case studies, analyzed individually and/or in group.

The course is organized over 5 days and represents 30 hours of courses in face to face We will use the School e-learning platform where a large number of course documents, detailed course outline, the module slide set, web links and all of the assignments will be located. We will generally use the following approach: -Video watching/case reading and debrief -Lecture on the session topics –Group preparation in class and; discussion of the exercise -Review and discussion of the case study.

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COURSE: Management Science

CODE: SC53023E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The main goal of this module is to provide students with the means to describe, define, and analyze the role management sciences play in managerial decisions. The module emphasizes on applications by using problem situations so that students may apply their acquired knowledge to real business problems, supported by computer simulations using Excel. The course will cover linear programming, network optimization, probability and inferential statistics

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze key requirements and challenges related to the managerial situations that can be solved with Quantitative methods
- Apply critical and reflective thinking skills and use analytical tools to evaluate information, solve problems, and make sound decisions
- Identify and categorize a range of essential Quantitative Methods in sufficient depth to be able to choose and apply a technique suitable for use in addressing specific actual business problems

TEACHING METHODS:

The teaching methods will involve lectures, discussions and solving numerical examples. Wherever applicable, the computer EXCEL SOLVER will be used to obtain example solutions. Students are expected to participate actively during class sessions. Student should bring their own computer in class.

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COURSE: Strategic Purchasing

CODE: SC53011E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This purchasing track is designed as an introductory purchasing course for those who aspire to understand the fundamental principles and processes in purchasing in a global context. It does cover the fundamental concepts enabling students to gain the skills to develop their career in procurement.

PREREQUISITE:

LEARNING OUTCOMES:

- Know when to buy, depending on different situations
- Know which quantity to buy, depending on different situations
- Manage purchasing decisions for a single sale
- Manage purchasing decisions when there is a fixed order intervals
- Manage purchasing decisions when there is a shortage (sold out)
- Understand the purchasing

TEACHING METHODS:

Traditional Class, Deductive learning, lectures

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COURSE: Introduction to Strategic Supply Chain Management

CODE: SC53019E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to presents high-level supply chain strategy and concepts while giving students the experience of practical analytical tools to understand and supply chain problems.

PREREQUISITE:

LEARNING OUTCOMES:

- Determine trade-offs that must be considered when making revenue management decisions
- Identify the key factors in designing the Supply Chain
- Recognize strategic importance of good supply chain design, planning, and operation
- Recognize the roles of inventory management and transportation in a supply chain
- Use analytical tools and models to optimize the Supply Chain

TEACHING METHODS:

The teaching method consists of

- lectures
- case discussions and presentations
- videos
- In class workshops and exercises.

All case studies must be read and analyzed by students individually beforehand. During the class, these cases are discussed in groups.

Students are asked to turn off their mobile phones during the class time. The use of computers is encouraged for course-related activities.

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COURSE: Sustainable Operations and Process Management

CODE: SC53018E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This module aims to present to the students how to design and manage operations in an organization for a sustainable and competitive advantage. The module addresses theoretical and practical insights into service and manufacturing operations, in both the private and public sectors.

The module covers topics, such as: Forecasting; strategic operations; design of products and processes; layout; aggregate planning; inventory management; MRP and ERP and scheduling.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyse interdependencies between operations and other business functions;
- Apply a range of concepts, frameworks and models in the analysis of an organisation's operational performance
- Present concepts and views, within a team, through written and oral effective communication

TEACHING METHODS:

The module will be delivered using a mix of:

- lectures
- case discussions and presentations
- videos
- In class workshops and exercises.

All case studies must be pre-read and analysed by students individually. The cases are then discussed in groups. It will waste everyone's time if you turn up for a case discussion and the first 15–20 minutes is spent waiting for one or two people to read a case for the first time. Students are asked to turn off their mobile phones during the class time

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COURSE: Boosting your Employability in France

CODE: LV3X122F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: FR

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Ce cours prépare l'étudiant international à décrocher son premier stage en France.

Par ses objectifs et sa méthodologie, le cours s'inscrit pleinement dans le Cadre Européen Commun de Référence (CECR) pour les langues.

PREREQUISITE:

Avoir passé le French assessment test et avoir un niveau B1 minimum

LEARNING OUTCOMES:

- Connaître le système éducatif français
- Découvrir le monde du travail en France
- Décrypter une offre d'emploi
- Rédiger un CV en fonction d'une offre d'emploi
- Rédiger une lettre de motivation gagnante
- Se préparer efficacement à un entretien de recrutement
- Passer un entretien de motivation avec succès
- Connaître le système éducatif français
- Découvrir le monde du travail en France
- Décrypter une offre d'emploi
- Rédiger un CV en fonction d'une offre d'emploi
- Rédiger une lettre de motivation gagnante
- Se préparer efficacement à un entretien de recrutement
- Passer un entretien de motivation avec succès

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COURSE: Découvrir et comprendre la culture française

CODE: LV3X135F

PROGRAMME: Echange

TYPE: Echange

LANGUAGE: FR

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

L'objectif principal est de faire réfléchir des étudiants de cultures diverses sur une culture donnée, cette démarche interculturelle active devant entraîner une réflexion des étudiants sur leur propre culture.

Ce cours requiert une participation active des étudiants, l'étude d'une culture moderne supposant une réelle implication personnelle (capacités de centration/décentration).

Les faits de civilisation seront abordés à travers le filtre de l'actualité et d'événements contemporains, l'Histoire intervenant comme outil d'analyse des fondements de la culture française.

PREREQUISITE:

Être éligible aux niveaux A2-2, B1 ou B2, suite au test de français

LEARNING OUTCOMES:

- Aborder, comprendre et interpréter des faits de civilisation contemporains
- Visualiser ce que représente aujourd'hui la culture française : place de la France dans le monde, la France vue de l'étranger, la France vue par les Français.
- Acquérir des outils d'analyse et de réflexion utilisables en situation interculturelle, dans leur vie professionnelle notamment.

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COURSE: Discovering and Understanding French Culture

CODE: LV3X134F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: EN

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

When approaching a person and its culture, there are many questions to ponder: what is culture? What is cultural identity? What is similar or different, to my own culture? Why is it similar or different? In a word we question first our own system of values. That is the objective of cross-cultural studies.

Volumes have been written about inter-cultural issues. Thanks to their remarkable work Hofstede, Trompenaars, Hall, Mole and many others have provided interesting and often efficient tools to comprehend cultures and cultural differences.

Though these tools are useful, in our globalized world, they cannot answer all the questions alone: they try to identify and manage the differences, to "ride the waves of culture" (Trompenaars), but a question still remains: why is it different?

At this step the knowledge of the studied culture's foundations comes to fill in the "gaps" of the inter-cultural analysis.

This class aims to give students – or to remind students of – the main French culture (provided we define what the concept of "culture" covers) fundamentals that are bound to answer the "why-is-it-different" question and give students tools to comprehend –or at least understand- the French way of thinking and acting.

PREREQUISITE:

A good level of english

LEARNING OUTCOMES:

- Better comprehend what France is today and the challenges the country has to face in a global context
- Approach, understand and analyse contemporary civilization phenomena
- Have acquired analytical tools usable in cross-cultural context

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COURSE: French for Business

CODE: LV3X123F/LV3X124F/LV3X125F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: FR

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Le cours prépare les étudiants à l'essentiel du monde des affaires francophone, avec l'acquisition du vocabulaire et des structures en contexte, et pratique orale dans les jeux de rôles. Dans ce cours nous abordons le monde des affaires sans approfondissement dans le domaine du marketing ou de la comptabilité.

PREREQUISITE:

avoir le niveau CECR inférieur au niveau du cours

LEARNING OUTCOMES:

- Bien reconnaître les entreprises et la culture d'entreprise françaises, le droit du travail et les réalités culturelles et socioéconomiques du monde des affaires francophone.
- Utiliser les bases du vocabulaire des affaires et des relations professionnelles.
- Comprendre globalement l'actualité économique et sociale de la France.
- Présenter une entreprise
- Mener une réflexion sur le marché français

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COURSE: French for Communication

CODE: LV3X126F/ LV3X127F/ LV3X128F/ LV3X129F/ LV3X130F/ LV3X131F

PROGRAMME: Echange

TYPE: Language course

LANGUAGE: FR

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Communiquer en français dans des situations de la vie quotidienne par l'acquisition d'un lexique formel et informel et le développement de compétences grammaticales adaptées aux échanges sociaux quotidiens. La réussite à ce cours indique que l'étudiant a le niveau nécessaire pour suivre le cours

PREREQUISITE:

avoir le niveau CECR inférieur au niveau du cours

LEARNING OUTCOMES:

- Se présenter et présenter quelqu'un
- Parler de ses goûts
- Parler de gastronomie, commander au restaurant
- Préparer un voyage, réserver un billet
- Faire des achats
- Demander et donner son chemin

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COURSE: Business Ethics

CODE: DD32009E (DD32007E)

PROGRAMME: CESEM	LEVEL: Undergraduate
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TYPE: Semester course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

Students will reflect on current challenges of social responsibility and ethics; They will understand the dynamic that leads from public debate and controversy to the appearance of new behavioural principles for firms.

The course will cover all principal tools and references related to CSR/SD and ethics, in every department of the company. Students will understand the potential for innovation and reconfiguration that CSR/SD represents for firms, the economy and society as a whole

PREREQUISITE:

LEARNING OUTCOMES:

- Acquaint students with general approaches to business ethics along with problems that attend ethical theory to apply the vocabulary of ethics to concrete business situations.
- Distinguish between Sustainable Development, Corporate Social Responsibility and Ethics
- Present the major current CSR/SD issues for each department in a company

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COURSE: Contrôle de gestion

CODE: CG32015F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Core course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

La fonction contrôle de gestion propose d'importants débouchés pour les jeunes diplômés et présente des perspectives intéressantes d'évolution de carrière. Le cours permet d'acquérir les connaissances de base sur les outils et processus de contrôle de gestion pour des étudiants souhaitant travailler en contrôle de gestion ou dans la sphère comptabilité-finance d'entreprise. Il traite à la fois des démarches traditionnelles et des évolutions récentes du contrôle de gestion. Il vise également à rendre les étudiants conscients des avantages, limites et inconvénients des différentes techniques de contrôle de gestion afin de savoir les choisir et/ou les utiliser de manière « éclairée ».

PREREQUISITE:

LEARNING OUTCOMES:

- Calculer des coûts de produits selon différentes approches (centres d'analyse, ABC, direct costing, imputation rationnelle des frais fixes, target costing)
- Choisir le type de coûts à utiliser en fonction de la décision à prendre ou de la problématique à éclairer
- identifier les besoins en prix de cession et déterminer les prix de cession adaptés dans le cadre d'une responsabilisation des services sur leurs performances financières
- Réaliser l'ensemble des budgets par fonction et leur synthèse financière dans un processus simplifié
- caractériser les différentes démarches de prévision à moyen terme (planification) et à court terme (budgétisation), leurs avantages et inconvénients
- Analyser un écart sur charge variable
- construire un tableau de bord stratégique, un tableau de bord de gestion, un balanced scorecard
- mettre en œuvre les principaux outils de contrôle de gestion de la masse salariale
- Faire preuve de capacité d'analyse et d'esprit critique à l'égard des démarches de contrôle de gestion
- réaliser sous Excel des démarches calculatoires de contrôle de gestion

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COURSE: Ethique et responsabilité sociale

CODE: DD32008F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

La société et l'économie sont de plus en plus confrontées aux enjeux du Développement Durable (DD). Dans ce cadre, les entreprises, quels que soient leur secteur d'activité, leur taille, leur implantation, doivent faire évoluer leur vision et leurs pratiques dans tous les domaines : recherche & développement, supply chain management, marketing, business model, management, communication, contrôle de gestion, avec des impacts significatifs sur leurs coûts et leur stratégie.

Ces évolutions conduisent à des débats, des négociations et des compromis entre les différentes parties prenantes impactées par l'activité des entreprises. Elles se manifestent aussi dans la jurisprudence, le changement des attentes des clients en B to C comme en B to B ou dans de nouvelles normes et lois.

Pour l'entreprise, la RSE et le DD relèvent aussi bien de la gestion des risques techniques, légaux et financiers que de l'innovation et du développement de nouveaux modèles d'affaires, dont certains peuvent déboucher sur des changements de société. Face à ces enjeux, elle peut adopter des réactions variées : défensive, suiviste ou proactive.

Ces évolutions ont aussi des conséquences au niveau individuel ; alors qu'émergent de nouvelles exigences sociales et légales, chaque acteur dans l'entreprise peut se trouver confronté à un dilemme personnel : quelle attitude adopter face à un comportement ou une pratique non responsable ?

Ce cours a pour but de préparer les étudiant-e-s aux évolutions actuelles et futures des entreprises et de leurs métiers, liées à la nécessité pour les entreprises de prendre davantage en compte les impacts de leurs activités sur l'environnement physique, économique et social.

Il leur permettra :

- de comprendre l'articulation entre les enjeux du développement durable, de la responsabilité sociale et de la prise de parole éthique ;
- de comprendre les dynamiques qui conduisent du débat public et des controverses à l'apparition de nouveaux principes de comportement pour les entreprises, que celles-ci perçoivent ces principes comme des opportunités ou comme des contraintes
- de connaître et de comprendre les démarches et outils en matière de RSE/DD et d'éthique, dans chaque domaine de l'entreprise ;
- de percevoir le potentiel d'innovation et de reconfiguration que comporte la RSE/DD pour les entreprises, les activités économiques voir la société dans son ensemble, et ce dans les pays développés comme dans les pays en développement

PREREQUISITE:

LEARNING OUTCOMES:

Différencier Développement Durable, Responsabilité Sociale et Éthique ;

Analyser une situation d'entreprise concrète du point de vue des enjeux RSE/DD et en tirer un diagnostic et des axes d'action ;

Identifier dans une situation donnée les parties prenantes, le cadre de leur implication et la dynamique de son évolution ;

Présenter et expliquer les principes des principaux outils et référentiels RSE/DD pour l'entreprise et ses différentes fonctions (approvisionnement, production, marketing, management, etc.) ;

Expliquer les nouveaux business models associés à la RSE/DD ;

Présenter les principaux débats RSE/DD actuels pour chaque fonction de l'entreprise ;

Mobiliser une démarche réfléchie pour faire face personnellement à des situations ou à des comportements non-éthiques en entreprise ;

Porter une appréciation informée et critique sur la stratégie RSE/DD d'une entreprise ou d'un secteur d'activité et la façon dont elle est déclinée et mise en œuvre.

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COURSE: Fundamentals of Finance

CODE: FI32011E

PROGRAMME: CESEM	LEVEL: Undergraduate
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TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

This course lays the fundamentals concepts of Finance. Students will learn how to estimate a project's cash flows. They will examine the principles of project valuation and selection. They will also appreciate the importance of risk and its relation with return. This course is suitable for any future manager and is a prerequisite for a specialization in finance.

PREREQUISITE:

LEARNING OUTCOMES:

- Be able to evaluate cash flows
- Acquire the tools for valuation and financial decisions making
- Estimate the risk and return of a project
- Understand the concept and applications of the tradeoff between risk and return
- Calculate the cost of capital

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COURSE: Globalization and Innovation

CODE: GS32018E

PROGRAMME: CESEM	LEVEL: Undergraduate
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TYPE: Seminar course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

Understand and analyse the phenomenon of globalization and its various aspects and effects. The first half of the seminar is dedicated to a general approach to globalization : history, structure, actors, dynamics. The second half is dedicated to an analysis theme by theme: territory, culture, finance, business, innovation

PREREQUISITE:

LEARNING OUTCOMES:

Students will be capable of analysis the globalisation phenomons
Understand the impact of globalisation and innovation

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COURSE: Globalisation et innovation

CODE: EC32007F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Seminar course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Comprendre et analyser le phénomène de la mondialisation et ses différents aspects et effets.

La première moitié du séminaire est consacrée à une approche générale de la mondialisation : histoire, structure, acteurs et dynamiques. La seconde moitié du séminaire est consacrée à une analyse thématique de la mondialisation : territoire, culture, finance, entreprise, innovation.

PREREQUISITE:

LEARNING OUTCOMES:

D'analyser les phénomènes de la Mondialisation

Comprendre l'impact de la mondialisation et de l'innovation

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COURSE: Management des ressources humaines

CODE: RH32011F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Core course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Chaque séance se déroulera selon deux modalités :

Une modalité consiste en l'animation par les étudiants d'un cours en mode « classe renversée ». Chaque groupe d'étudiants sera amené à réaliser des lectures obligatoires en amont des séances, et animera un cours en classe renversée, sur un thème précis pré-déterminé, et sur une durée minimale de 25 minutes.

Le cours en classe renversée devra :

- exposer les notions fondamentales relative au thème d'étude,
- exposer les pratiques managériales de trois pays différents (préférentiellement partenaires du CESEM),
- exposer un cas d'entreprise illustratif, récent (moins de 2 ans)
- mettre en exergue les « tactiques » et « astuces pratiques » : à savoir ce qui est à faire, ce qui n'est pas à faire (Do-Don't), puis ce qui se fait parfois et ce qui pourrait se faire en situation réelle.

Une seconde modalité consiste en travaux d'équipes autour d'un cas concret de gestion opérationnelle des ressources humaines.

L'intervenant participe aux travaux d'équipes et procède au debrief du cas.

PREREQUISITE:

LEARNING OUTCOMES:

D'identifier les enjeux stratégiques de la gestion des ressources humaines dans un contexte français et international.

D'utiliser ses compétences opérationnelles en matière de gestion des Hommes dans l'organisation

De considérer ces aspects stratégiques et opérationnels de manière transversale entre les thèmes étudiés en cours

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COURSE: Management stratégique

CODE: ST32009F

PROGRAMME: CESEM	LEVEL: Undergraduate
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TYPE: Core course	LANGUAGE: French
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

Ce cours vise à mettre en évidence les connaissances et pratiques fondamentales de base en Stratégie d'entreprise ainsi que la théorie des organisations en lien avec la stratégie. Ce cours met en lumière les concepts fondamentaux en stratégie en s'appuyant sur l'étude des cas d'entreprise et des articles afin de mieux appréhender les choix stratégiques des entreprises dans un marché globalisé et compétitif.

PREREQUISITE:

LEARNING OUTCOMES:

Diagnostiquer et évaluer la situation d'une entreprise

Comprendre et évaluer la trajectoire de l'entreprise à long terme

Evaluer l'insertion de l'entreprise dans son marché, vis à vis de ses concurrents et dans son environnement global

Evaluer son organisation et son fonctionnement interne au regard des choix stratégiques

Proposer des orientations stratégiques et d'organisation tenant compte de l'environnement et du marché

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COURSE: Marketing stratégique

CODE: MK32035F

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Core course

LANGUAGE: French

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The big changes took place in the last few years at economic, technological and social level. It brought some growing turbulence and called for strategic readjustments among the industry key players. Due to the new situation, (more precisely new customer behaviors : with uberisation / digitalization / Ethical revolution ...) « marketing » has to involve and it's a real necessity for student to understand new rules and adopt a strategic vision.

1° Part : Students have to read articles before courses, in order to participate to exercices during the 1st course.

2° Part : En classe – discussion on articles . Professor share vision on strategic marketing with students.

3° Part: Workshop : illustration of strategic marketing vision with a real case study.

PREREQUISITE:

LEARNING OUTCOMES:

Analyze a market, some actors and stake holders

Develop a strategic marketing plan : Brands and products portfolio – Brand diagnostic

Use marketing tools and establish a launching strategic plan.

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COURSE: Business Analytics

CODE: SI41001E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Businesses, governments, and individuals create massive collections of data as a byproduct of their activity. Increasingly, decision-makers and systems rely on intelligent technology to analyze data systematically to improve decision-making. In many cases automating analytical and decision-making processes is necessary because of the volume of data and the speed with which new data are generated. This course is designed to understand the strategic importance of Analytics and how to solve business problems by applying analytics methodologies and solutions to real world business contexts for improved decision-making. This course will cover a wide variety of analytics approaches and students will be asked to think more analytically and leverage analytics as a strategic asset. This course will expose students to a wide array of real consulting situations in business analytics operations and explain how to turn data into business intelligence and eventually use data and analytics to create business value.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the strategic importance of analytics, articulate a business problem and convert it into a viable analytics question
- Solve business problems by applying analytics methodologies and solutions to real world business contexts for improved decision-making
- Evaluate various analytical approaches and select the most appropriate for the given problem
- Explain and apply the core aspects of IT analytics solutions, manage their implementation and assess their effectiveness in a business context
- Identify the roles and responsibilities of the business analyst
- Understand a Problem in Business, explore and analyze the problem

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COURSE: Change Management in IT Environment

CODE: ML41001E

PROGRAMME: TEMA	LEVEL: Graduate
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TYPE: Core Course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

This course is designed to provide students with an overview of change processes that can occur at the individual, group, organizational, and/or societal levels in connection to Information Technology. Students should leave the course with a working knowledge of the change process. However, that content knowledge is secondary to the most important goal(s) of the course. The real focus of the course is: enhanced critical thinking skills related to the assessments involved in change efforts; and an understanding of the complexities of change and peoples' resistance to it. Most importantly, students should refine their analytical problem solving skills and be capable of presenting the results of an analysis to a critical audience in a relatively unstructured environment.

PREREQUISITE:

LEARNING OUTCOMES:

- Critically analyze change efforts
- Evaluate different perspectives on change and propose improvements
- Understand some of the main theories concerning organizational change and IT
- Understand the complexities underlying change and recipients' reactions

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COURSE: Digital Business Strategy

CODE: ST41004E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Core Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

In the new digital business era, developing strategies and business models to rethink how organizations can thrive will be the key to any organization's future viability. This course is designed to help students to rethink business around the digital and give them tools and frameworks to develop novel and agile digital business. It will also help them to see how they can develop strategies to create value for customers and new opportunities for organizations. Students will study the ways in which skills, roles, and processes may all need to change when a business embraces digital transformation, and how to execute this change.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop knowledge and skills in strategic analysis and formulation in the digital era
- Master and use relevant tools and frameworks of organizing a venture to achieve "rapid" growth in digital era
- Rethink existing business models around digital and develop strategies to create value for customers through new business models
- Understand how digital technology could make the organization better and be more competitive in their markets
- Understand the interaction between strategic & organizational capabilities and IT (digital) capabilities
- Understand the specific steps to creating a business strategy fit for the digital age
- Understand the strategic and organizational challenges related to managing digital business transformation

TEACHING METHODS:

The Oral presentation –and evaluation- will consist in presenting the Digital strategy of an organization. To achieve this objective the students will have to meet and interview members of the organization they chose. They will precisely focus on the 4 following topics :

- Engage your customer
- Transform your products
- Empower your employees
- Optimize your operations

They will give precise examples of concrete applications of these topics in the organizations they will present.

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COURSE: Project Management Methodologies

CODE: SI41003E

PROGRAMME: TEMA	LEVEL: Graduate
TYPE: Core Course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims
TEACHING HOURS: 30	CREDITS: 5

PRESENTATION:

Today's IT projects present one of the most important challenge to project managers. They require coordination with many stakeholders representing different areas covering the organizations activities and their interactions with business environment which is more and more dynamic and complex. The success of these projects depends on the project manager knowledge, both in technical and in the management fields, and his/her competencies.

This course addresses IT project management methods with a focus on subjects that could help those students whose aim is to prepare PMP® certificate and/or MS Project® certificate. It is designed to help them understand project management methodologies and attain their objective by teaching them the most required knowledge in this area. Recognized domestically and internationally, the PMP® certification has set a standard for excellence in project management. Also, MS project® becomes an unavoidable tool for the project manager. Through a case study, this course explains how MS Project® should be used efficiently in order to avoid the most regular mistakes.

The course enables students to acquire solid practical knowledge that help them preparing these certificates. It develops a comprehensive review of project management covering methodology, tools used by project managers including GANTT charts, PERT Diagrams, estimating activity time, scheduling, expediting, Critical Path Method and documentation.

PREREQUISITE:

LEARNING OUTCOMES:

- understand what needs to be considered when planning an IT project
- understand the various phases of the system development life cycle
- understand the project management methodology
- be more familiar with project management tools such as Gantt and PERT charts
- understand the role of the IT project manager
- manage and control IT project risks
- find solutions to problems (schedule, people, data, business requirements) related to IT projects
- understand the processes needed to prepare MS project® and/or PMP® certificates
- help you assess the pro or cons of the different IT Project Management Methods (V cycle and Agile/SCRUM) during a digital project

TEACHING METHODS:

During each lecture, the student must take notes in class, write a summary of his/her notes and send it to the professor in charge of this course before the next session. The student must read the books on the management of IT projects and uses e-learning resources available on the Web to learn more about topics developed during the course sessions.

COURSE: Digital Communication & Social Media

CODE: MK43004E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The objective of this elective is to efficiently integrate and use digital and social communication tools. It helps students develop digital and social practice to promote their own competencies (personal branding), a brand, a project or a company.

PREREQUISITE:

LEARNING OUTCOMES:

- Evaluate the interest of a social network regarding branding goals
- Assess a digital communication strategy
- Create and develop an online branding strategy
- Understand SEO/SEM tools
- Set up a SEO / SEM strategy
- Appreciate the design of digital communication tools

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COURSE: Experiential Marketing & Customer Centric Culture

CODE: MK43005E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The objective of this elective is to understand the role of consumer orientation and creation of experience by a brand. It helps students understand the role of experiential marketing and focus on consumer in the implementation of an efficient marketing strategy.

PREREQUISITE:

LEARNING OUTCOMES:

- Gain considerable experience in the analysis of marketing strategy decisions based on these determinant concepts and tools.
- Master the fundamentals of the customer centric culture, customer experience and experiential marketing.
- Understand how it can help to create value for consumers as part of a successful marketing strategy.
- Integrate, while developing marketing strategies, elements of emotions, hedonism, logic, and customer centric culture to connect with the customer and / or the client? 7 Concepts, applications and implementation.
- Reason and operate in a customer centric culture
- Implement an experiential marketing program (offline and online, in a multi-channel perspective)
- Transform the Brand into an Experience
- Build brand equity through Experiential Marketing
- Increase the credibility of a brand through consumer experience
- Support brand experiences, create emotional connections and develop positive perceptions
- Explore experiential trends within marketing today
- Better understand the postmodern customer and the customer centric culture
- Create and engage in rituals that make brands/stores more human and authentic

TEACHING METHODS:

All-over this module, through central theoretical fundamentals, applications, real case studies and reconstitutions, participants will actively investigate and apply, in a customer centric logic, the major experiential and sensorial techniques and strategies. Throughout the course, the main framework will be "learning by doing". Therefore, participants play the role of marketing managers and learn how to use these tools in order to make complex decisions in case situations.

Participants will be asked to:

1. before the course: prepare readings suggested by the professor before the course.
2. At the beginning of the course (first day): evaluation-MCQ (Multiple Choice Questions) related to a book which has to be read by the students before the course:
3. during the course: actively participate in several activities throughout the sessions: project development on the basis of a case study (document production, group presentation), readings, applications, store visits

COURSE: Supply Chain Optimization

CODE: SC43006E

PROGRAMME: TEMA	LEVEL: Graduate
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TYPE: Elective Course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Supply Chain Management is the systematic direction and control of the processes that transform inputs into finished goods or services. Supply chain function is one of the primary functions of a firm. While marketing induces the demand for products and finance provides the capital, the supply chain produces the product and delivers the product (goods and services) and focuses on the optimization of operations.

Historically, the optimization of operations within the supply chains was left to those with “experience” of the business. Progressively “scientific” management was developed led by the military and by the major manufacturing corporations. More recently, the combination of efforts to apply lessons from manufacturing to those of the service sector and the “analysis” of many business activities with a view to potential automation has led to a focus on business processes and their management. This will form the starting point of the supply chain optimization course.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze a supply chain unit
- Be able of modelling a supply chain
- Be able of optimizing a supply chain

TEACHING METHODS:

The method of assessment is continuous. Students are given a number of assignments over the period of the course. To satisfy the course requirements, the course work must reach an acceptable standard. There will be three types of assignment:

- Group case studies: group activities (presentations, case study)
- Group written report: a written report following a supply chain service unit visit (guidelines on moodle).
- Individual MCQ: a MCQ at the beginning of the course on the “introduction to logistique” TEMA 2 course (guidelines on moodle)

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COURSE: IS Consulting

CODE: SI43005E

PROGRAMME: TEMA	LEVEL: Graduate
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TYPE: Elective Course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

Technology, especially IT make business environment changing more and more fast. Consequently, the company must be able to adapt and transform all its levels to remain competitive. Corporate level, business level, activity level, business unit level and value chain level have to be reviewed in order to take into account this change. This, impacts strongly people behavior in terms of consumption and the company management in terms of thinking and conducting the business. Therefore, organization, business model, management, processes must be seriously examined and new tools should be found and implemented to reflect the digital transformation.

The objective of this specialized course is to understand how the consulting groups accompany and support their customers in optimizing their digital strategies through IT investments. It's organized in six sessions and involves real projects as well as methodologies and approaches used by consulting groups. Basing on lessons learned from a real consulting case, this course provides some key principles and tools such as Agile and Scum to lead change management due to the digital transformation. It shows how to evaluate IT solutions with respect to organization's problems and helps understanding the interaction between IT, organization and people behavior during IS consulting missions.

During each lecture, the students must take notes in class, write a summary of their notes and send it to the professor in charge of this course before the next session. The students must read the books on IS Consulting and uses e-learning resources available on the Web to learn more about topics developed during the course sessions.

PREREQUISITE:

LEARNING OUTCOMES:

- Identify the context and understand the mission objectives
- Understand and use methods and techniques used by consultants in different sectors of activity
- Propose and evaluate IT solutions with respect to organization's problems
- Handle a managerial position in business operations and IT projects
- Understand the interaction between IT, organization and people behavior during IS consulting mission
- Improve the consultancy skills and enhance their employability
- Understand business change approach using IT
- Play the IS consultant role

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COURSE: Big Data

CODE: SI52003E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The massive digitization of the contents (data, objects, facts, processes, etc.) in national and international organizations, especially companies, leads to the creation of databases whose volume is growing daily. At different levels and on a global scale, this mass of data is increasingly shared, and used by the different companies and their different activities in order to create value for their clients and to support or increase their competitive advantage in a global and digitized business environment. This is in line with the new digital era, which leads, among other things, to the emergence of a new concept called Big Data. The latter reflects the availability of a massive volume of structured and unstructured data, stored in numerous databases distributed across a worldwide network. This mass of data is sometimes accessible free of charge or for a fee, can be, for example, a source of business development and value creation for customers. They are of different natures and exchange at a faster and faster pace within these network where businesses, governmental and non-governmental institutions as well as private individuals can communicate. In particular, companies see this as an opportunity to develop their business both nationally and internationally.

Nevertheless, how can they exploit this mass of data in order to realize a real profit, to impose themselves on an increasingly competitive global market and above all to respond to the new needs of their potential customers by proposing real value? It is precisely to this pluralistic question that this course responds concretely by developing fundamental knowledge and practicing it to become real skills increasingly demanded by national, regional and international companies.

This high-level course allows national and international students to learn the systems, applications, methods and tools that enable this mass of data from multiple sources to be processed and exploited. It also enables participants to know how to distinguish the most interesting data and to analyze them and, more importantly, to exploit them for the benefit of organizations, including businesses, customers and citizens.

The practical and concrete cases presented in this course allow participants to learn to analyze real business situations in order to develop strategies and make better decisions by transforming this mass of data into information necessary for the conduct of business.

LEARNING OUTCOMES:

Define the Big Data concept within the Digital era

Understand and learn how big data can help to improve the company outcomes

Understand and learn how companies can exploit the mass of data in order to realize a real profit

Understand learn how companies can get benefit from the mass of data in order to compete on global market

Understand and learn how companies can use the mass of data in order to respond to the new needs of their customers

Learn how to distinguish the most interesting data and to analyze them

Learn how to distinguish the most important data and to exploit them for the benefit of organizations

Learn how to get real economic value from data in order to develop business and satisfy customers

Practice concrete cases to learn to analyze data in real business situations in order to develop successful strategies

Learn how to make better decisions by transforming this mass of data into information necessary for the conduct of business

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COURSE: Digital Innovation & New Businesses

CODE: SI52004E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The digital era refers to a set of human, technological and financial resources and their various interactions. Its realization is a challenge to the traditional way of carrying out projects, especially business ones, and expresses itself, among others, in the way to rethink the tools and the way to manage the traditional IT projects due to the transformation of the organizations such as companies. It introduces new rules and practices, bringing together areas often considered separately, namely, strategy, research and development, production, marketing and sales, finance, human resources, etc. In this context, Traditional IT project management has to be review and discussed. Based partly on an inverted pedagogy, this course is design to allow national and international students to co-produce the answers to this complex issue. Among other things, traditional IT project management tools and methods will be reviewed and discussed to determine whether they have to be abandoned or simply get adapted to fit into this digital era. For instance review key ITIL processes from the Cloud concept perspective. A new approach and appropriate methodology that take into account both the exogenous and endogenous environment of digital is taught in this course. They consider the Cloud Computing, Big Data, Mobility and Internet concepts as the main drivers and levers of this more and more dynamic and complex environment. Also, this course offers students the opportunity to understand and learn the main knowledge and practices related to project management that opt for Blockchain technology and cloud ERP concept.

PREREQUISITE:

LEARNING OUTCOMES:

At the end of the course participants should be able to

- Learn how to co-produce answers to IT project management in the digital era
- Understand and learn the difference between a traditional IT project management and a Digital project management
- Understand how the Cloud Computing, Big Data, Mobility and Internet concepts should be considered together in digital project management
- Understand and learn how traditional IT project management tools and methods should be review to fit into the digital era
- Understand and learn knowledge of the role of the project manager in the digital era
- Learn how to manage and control project in the digital era and increase confidence
- Learn how to find the right solutions to problems to fit with the business objectives and digital strategy
- Understand and learn basic knowledge on how to handle Blockchain projects as well as ERP projects that consider the Cloud concept

TEACHING METHODS:

COURSE: Innovation & Entrepreneurship

CODE: EN52006E

PROGRAMME: TEMA		LEVEL: Graduate
TYPE: Elective Course	LANGUAGE: English	
TERM: Fall	CAMPUS: Reims	
TEACHING HOURS: 45	CREDITS: 6	

PRESENTATION:

Innovation and entrepreneurship are the principal sources of jobs and wealth in market economies. Creating new businesses, capturing new markets, and enhancing organizational effectiveness occur through improving productivity and/or innovation. As a result, nowadays innovation is increasingly the source of sustainable competitive advantages for firms, which are necessary for survival and growth. New technologies, competition, and globalization compel both entrepreneurs and existing firms to foster innovation and agility. However, building an organization to successfully and repeatedly bring innovations to market is a big managerial challenge. This project-based course examines the key issues surrounding the entrepreneurial process as well as processes and practices that managers use to promote and manage innovation effectively in startups and existing firms. Among others, the course explores the following topics : opportunity recognition, entrepreneurial process, business model innovation, learn startup, innovator's dilemma, diffusion of innovations model, innovation management principles at different levels (inter-organizational, organizational, group, and individual) and design-driven innovation.

The course is framed in terms of growth-oriented new ventures, but skills developed are not restricted to new or growing enterprises. The course also seeks to assist students to understand how to convert strategic intentions into reality, whatever the kind of activity under consideration (for profit or not-for profit).

PREREQUISITE:

LEARNING OUTCOMES:

- Will understand key concepts of innovation management (types, processes, ...)
- Will know what disruptive innovation means, why most of incumbent firms often fail to respond to it and how firms can respond to disruptive innovation.
- Will understand main differences among various groups of adopters and will be able to design a proper innovation diffusion process for each group.
- Will be able to craft an innovation strategy and know how to manage innovation portfolio.
- Will be able to design a stage-gate model to manage an innovation project.
- Will be able to explain what factors are challenging the Closed Innovation and what is Open Innovation and what mechanisms to apply.
- Will develop skills for evaluating, articulating, refining, and pitching a new product or service offering, either as a start-up business or a new initiative within an existing firm.
- Will understand the importance of entrepreneurship to market economies and to get a complete overview of the entrepreneurial process.
- Will understand the key issues surrounding the entrepreneurial process, and current approaches for improving the development of business ideas and new ventures.
- Will be inspired and motivated to apply an entrepreneurial mindset in their future career, either as self-employed entrepreneurs or as managers.

COURSE: Leadership

CODE: ML52007E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Leadership processes are ubiquitous in society in general and occur at multiple levels in organizations (cf. micro, meso, macro). This course is designed to provide students with insights in leadership dynamics and the complexities of leadership in today's organizations and beyond. The aim of this course is to develop students' understanding of what leadership is (and what it is not), which difficulties and boundary conditions may arise in leading others, and the potential dark sides of leadership. In addition, students will increase their self-awareness and critical thinking about (their own) leadership identity.

Last, students will develop their competencies in leadership, for instance, by creating a vision, communicating convincingly, (intellectually) stimulate others, etc.

PREREQUISITE:

LEARNING OUTCOMES:

Analyze, diagnose, and experiment with leadership complexities at the micro, meso, and macro levels in organizations

- a. Explain, and apply the different roles of a leader
- b. Explain, apply, and criticize key leadership theories
- c. Explain and evaluate strategic and political dimensions of leadership

Analyze and evaluate how constructive relationships with peers, followers, and leaders are built and how interpersonal conflicts occur

- Improve their ability to create a vision and communicate convincingly
- Reflect on and evaluate their leadership competencies and strengths
- Evaluate their decision making and solve ethical dilemmas
- Analyze the complexities of leadership in and across different cultures and connect them to the challenges of diversity and inclusion
- Demonstrate their critical thinking and socio-analytical skills
- Compare and contrast "bright" and "dark" sides of leadership

TEACHING METHODS:

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COURSE: Design Thinking & UX

CODE: MK53---E

PROGRAMME: TEMA	LEVEL: Graduate
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TYPE: Elective Course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

The goal of the course is to develop the skills of students in designing technological products and services via the use of designers' tools.

It uses an action learning pedagogical approach, mixing theoretical insights, presentation of designers' tools and practice

PREREQUISITE:

LEARNING OUTCOMES:

understand the importance of design for technological products and services

analyze user experience and its antecedents

implement design and user experience strategies

TEACHING METHODS:

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COURSE: Disruptive Marketing

CODE: MK53---E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

"Technological knowledge of 2008 is 1% of that of 2050" (Centron and Davies, 2008). The Technology sector is developing to invade all the products as well as the daily consumers' life. The emergence of smart products such as smartphones, robots, Vacuum cleaners, connected televisions, shoes, people connected, etc. testify to the vivacity of the phenomenon. Therefore, it becomes imperative to focus the proposed solutions on users rather than the technology itself to maximize value creation for stakeholders. To this end, it is necessary to revisit marketing practices in order to integrate the technological tools, the speed of diffusion, or the absence of a cognitive reference to the product. This course is in line with new trends in the evolution of society: transhumanism, Singularity, robotization, automation by AI, chatbots, etc.

In this context, several questions arise:

What does the future hold in terms of technological change?

What are the major innovations that will change consumption and distribution patterns?

What are the evolutions related to the web? To mobile? To other technologies to come?

Are we ready for this societal change?

How will companies need to evolve to integrate these technologies?

How is the marketing approach impacted? The marketing function?

This course aims to provide answers to these questions in order to step back on the integration of technologies in the company in general and more specifically in the marketing trades, within the products and services of the companies. It aims to prepare future marketing, distribution, account managers, communication managers to the technological (r)evolution. This is what we call Disruptive Marketing.

Organized in line with research produced by the Smart Product & Consumption Research Institute (<http://institut.neoma-bs.fr/spoc/>), this course is recommended specifically for marketing managers who wish to work in sectors with strong technological components. However, it can be useful to the "traditional" marketing manager who will be confronted with these basic trends.

In previous years / other programs, the students worked in collaboration with SFR, Renault, Aldberan Robotics, iHealth, Tesla, Microsoft, etc. on emerging technologies.

- Decline and adapt the implementation of the marketing approach in contexts with strong innovation trends: strategy, pricing, distribution, offer design, communication, etc.

- Identify the managerial, societal and marketing implications of technology development in several sectors (digital, energy, industry, etc.) within the offerings of companies.

- Identify medium- and long-term prospective elements in order to better understand the marketing function in the light of technologies under development.
- Decide more easily in the "technological" contexts

PREREQUISITE:

LEARNING OUTCOMES:

- Decline and adapt the implementation of the marketing approach in contexts with strong innovation trends: strategy, pricing, distribution, offer design, communication, etc.
- Identify the managerial, societal and marketing implications of technology development in several sectors (digital, energy, industry, etc.) within the offerings of companies.
- Identify medium- and long-term prospective elements in order to better understand the marketing function in the light of technologies under development.
- Decide more easily in the "technological" contexts

TEACHING METHODS:

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COURSE: Digital Governance

CODE: SI53022E

PROGRAMME: TEMA

LEVEL: Graduate

TYPE: Elective Course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The Digital era is complex to describe definitely, to predict certainly and to conceive completely. The uncertainty that characterizes it and the interdependence of its economical, technological, strategic, societal and political aspects make it difficult to grasp entirely. Indeed, its multiple elements, their interdependencies and continuous interactions reflect a pluralistic difficulty. The latter is related to the governance of the organization before, during and after its digital transformation, which can be explained by the degree of involvement of management, employees and shareholders.

The Digital era leads to a break in the operation of markets, organizations and the behavior of economic actors and individuals. As a result, the role of the company's information system is no longer limited solely to supporting organizational infrastructure and commercializing its supply, but its role extends to its strategy and then its implementation. Indeed, this era imposes a new governance, the Digital governance, which take into account the organization digital strategy that influences the rules of conduct of business and competition and introduces new business models. This needs to consider a set of mechanisms and rules on which stakeholders (shareholders, managers and employees) agree on for a better functioning of the company and for a better achievement of business performance in this digital era. It involves investments needed in IT and digital components to build, implement, deploy and operate a digitized information system that best meets the needs and new uses. This course is designed to understand what Digital governance is, which processes are needed and how companies manage their digital transformation within their Digital governance frame, which considers the Cloud Computer, the Big Data, the mobility and the Internet concepts as the main drivers for this digital transformation of different activities, functions and jobs. The course offers national and international students the opportunity to understand and learn the main knowledge and practices related to Digital governance issue.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand and define what Digital governance is
- Understand and learn fundamental and practical knowledge related to Digital governance issue.
- Understand, learn and use methodology to conceive and elaborate different mechanism needed in Digital governance
- Understand and learn which digital processes are needed to make the digital transformation happened within a company
- Understand and learn how the Cloud Computer, the Big Data, the Mobility and the Internet concepts are considered within the Digital governance frame
- Understand why these concepts are the main drivers for the digital transformation of different activities, functions and jobs in the company

TEACHING METHODS:

COURSE: E-Supply Chain Management

CODE: SI53023E

PROGRAMME: TEMA	LEVEL: Graduate
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TYPE: Elective Course	LANGUAGE: English
TERM: Fall	CAMPUS: Reims

TEACHING HOURS: 30	CREDITS: 5
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PRESENTATION:

With the development of digital, there have more and more options for companies to deliver their customers: in-store, click and collect, drive, point relais, and so on. This digitization makes logistics, which was once seen as something ancillary, more and more crucial in distribution strategies. Logistics is thus increasingly a key factor in customer satisfaction. It is essential for multi- and cross-channel strategies to be implemented.

PREREQUISITE:

LEARNING OUTCOMES:

- Know the information systems used to manage the distribution
- Compare the different logistics channels of distribution
- Categorize the logistics players in the distribution
- Combine the logistical and marketing constraints in distribution

TEACHING METHODS:

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COURSE: Cross-cultural Management in Global Business

CODE: RH52001E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course focuses on the global management while dealing with global business complexities. As collaboration, communication and trust building gain importance and as flows of knowledge and processes become more critical success factors, the role of individuals in mediating between and within cultures becomes vital for global organizational performance. This course will help you to identify your intercultural intelligence based on self-assessment tools, to understand the competencies necessary to be an effective global managers, and to carry out systematic culture audits on intercultural projects by providing analytical tools to assess when and how culture impacts managerial processes such as teamwork, decision-making and strategic alliances.

In addition, the concept of culture is a key element to be understood and managed, leading to the term 'cross-cultural management'. In this context, culture is often perceived to be the culprit when difficulties arise in leading diverse workforces. There are various lines of research concerning culture and management, but we find a strong tendency to uncritically use stable, dispositional cultural traits from Hofstede to explain the impact and implications of culture on management. In this course, we identify global leadership qualities that take into account intercultural differences so as to better manage human resources at a global level. At the same time, we also examine complementary approaches to thinking about culture and management and discuss the effect of their theoretical and methodological traditions on how culture can be understood and how it affects interactions.

PREREQUISITE:

LEARNING OUTCOMES:

- Discuss analytical tools founded in research to assess when and how culture impacts managerial processes such as teamwork, decision-making, and strategic alliance partnership (culture audit).
- Identify managerial competencies to deal with intercultural issues to be successful in an increasingly culturally complex work environment,
- Gain a theoretical framework for understanding the concept of culture,

TEACHING METHODS:

To accomplish these objectives, we rely on a variety of activities, placing emphasis on experiential exercises. Learning is interactive and each class requires your active participation. The course is organized in 3 hour sessions, including lectures relating fundamental theories and concepts accompanied by a variety of activities and applications: discussions of cases, video clips, team exercises, self-assessments, guest speaker invitation for key issues, and students presentations.

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COURSE: Financial Analysis for Business Decision Making

CODE: CP52001E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

As the business world is growing internationally, both companies and investors have to face daily issues such as:

- What about my return in this company as an international investor?
- What about the solvency of my British supplier?
- What about the profitability of my American competitor?
- What about the liquidity of my Chinese customer?
- How can I understand and compare the financial ratios published by listed companies?

This course aims to train students to analyse financial statements, develop their own opinion about the company's future, and answer to these questions independently from the culture and the presentation of the accounting statements

PREREQUISITE:

LEARNING OUTCOMES:

- Analyse financial statements and calculate financial ratios, whatever their format
- Construct a synthetic presentation of their analysis & personal rating
- Interpret the ratios published by companies using different accounting systems and different financial ratios
- Make previsions about the future financial situation of the companies they analyse

TEACHING METHODS:

Lectures supported by the analysis of concrete cases issued from the business world.

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COURSE: International Service Marketing

CODE: MK52020E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The growing importance of global marketing is one aspect of a sweeping transformation that has profoundly affected the people and industries of many nations during the past 160 years.

Four decades ago, the phrase global marketing did not even exist. Today businesspeople utilize global marketing to realize their companies' full commercial potential. However, there is another, even more critical reason why companies need to take global marketing seriously: survival. A management team that fails to understand the importance of global marketing risks losing its domestic business to competitors with lower costs, more experience, and better products.

But what is global marketing? How does it differ from "regular" marketing? Marketing can be defined as the activity, set of institutions, and processes for creating, communicating, and delivering value for customers, clients, partners, and society at large.

Marketing activities center on an organization's efforts to satisfy customer wants and needs with products and services that offer competitive value and for managing customer relationships in ways that benefit the organization and its stakeholders. The marketing mix (product, price, place, and promotion) comprises a contemporary marketer's primary tools. Marketing is a universal discipline – as applicable in Argentina as it is in Zimbabwe.

The purpose of this course is to provide a pragmatic perspective on global marketing, with particular attention paid to the service marketing strategy adjustments and modifications that organizations must consider in extending their activities to the world marketplace. Attention will be focused on problems such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics in relation to specific national market needs and constraints, and coordinating strategies in global markets.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop a realistic and potentially viable global market entry strategy for introducing a product/ service to a country where the product/service has not been previously marketed.
- Discuss the issues in structuring and controlling an organization's global marketing program;
- Outline the process for developing an entry strategy for the targeted market;

TEACHING METHODS:

Please note that when I am leading discussions, asking questions etc., I may "cold call." Please be prepared for this. Also, keep in mind that if you aren't in class, you aren't participating.

In the time we have in the module, we will not be able to cover everything on the topic of international marketing. The textbook provides you with frameworks that are essential to understanding the subject. I've assigned chapters and some readings for each topic that will help you prepare and learn the material. There is limited duplication between material in class and the material in the book, so you need to read the book as well as come to class to learn the subjects. When readings are assigned, these must be integrated into your discussion and into the written assignments. Please read and prepare the cases completely.

Finally, note to put away your computers and gadgets in this class. Please make sure to turn off cell-phones and pagers during class. I realize that many students use laptops for note taking; however, I truly enjoy looking at students as opposed to laptop computers.

I also understand the temptation to multitask by using class time to catch up on e-mails, news, Facebook, or YouTube videos. This is an unwise use of class time and feedback from prior years clearly indicates that students are as distracted by the use of laptops of their peers as I am. To protect the learning environment for you and your classmates, I have a “no gadgets” (laptops, cell phones, PDAs, etc.) policy in this class. However, if I find that you are doing outside work, e-mailing, or surfing the Internet, I will expect you to stop. The same holds true for texting during class. I plan for two 10 to 15-minute breaks in every class, so you have ample time to text, make phone calls, go to the restroom, or buy a snack.

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COURSE: Organizational Behaviour & International Negotiation

CODE: ML52005E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

get things done. In areas such as international relations, labor union relations, corporate restructuring and investment, human resources, sales and purchases, project management, effective negotiation is the key to success. How well we meet our objectives depends on how well we negotiate.

Contrary to popular belief, the ability to negotiate is not innate. It requires specific training. Systematic analysis of the negotiation process has led to the development of proven techniques and tools specific to negotiation. Effective training in negotiation is crucial.

Based on the negotiation techniques developed by Roger Fisher of the Harvard Negotiation Project, our approach helps you build on your current skills to overcome critical barriers to negotiation. You will learn to recognize the common elements of seemingly different negotiations in a variety of test situations.

- An intensive, interactive, hands-on, 3-days training
- A learning-by-doing process through actual negotiations
- A pragmatic and effective approach to problem-solving and persuasion
- A combination of presentations, simulations, and structured exercises drawn from many different contexts.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply the mutual gains approach developed and taught at Harvard
- Create a framework for identifying and diagnosing problems
- Implement practical guidelines for simplifying the negotiation process
- Improve awareness and understanding of your current approach to negotiation

TEACHING METHODS:

The final grade will be based on a written requirement: workshop journal with daily entries : 100 %
Attendance is mandatory

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COURSE: Responsibility, Sustainability and Organizational Misconduct in Global Business

CODE: DD52002E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The integration of ethics and management models being relatively recent, the module commences with an overview of those professions where ethical thought has been present for centuries, such as the medical professions, the military, journalism, law and religion. What can managers learn from the experience of applied ethics in these professions? In a second step we apply these lessons to the state of the art in management ethics. After laying the theoretical bases, we proceed to in-depth exploration of particular issues and topics. We do this in remaining mindful of those global industries where ethical reasoning is particularly pronounced, such as pharmaceuticals, micro-finance, investment, apparel manufacturing, energy or food-processing. Case studies reflect on micro-ethical issues within companies, such as ethical marketing, executive remuneration and bonuses, sexual and gender equality, as well as recruitment and human resource policies. Other topical content will deal with international ethics; with a particular emphasis on offshoring, supply chain management, tax evasion, money laundering, corruption, lobbying, and human and social rights. The general approach to the subject matter is multidisciplinary.

Ethics and business have never made an easy couple. A historical perspective will demonstrate that much of the global business conducted prior to the 19th century took precious little notice of ethics – good examples of this are the slave, the spice and the opium trade. Modern philanthropy, the precursor of business ethics, emerged slowly throughout the 19th century. And the marriage of ethics and corporate business only really took off after 1989, following the end of the Cold War. Although 'business ethics' remains an oxymoron to many, the emerging consensus today is that it is possible to 'do well while doing good'. The beneficial effects of good corporate citizenship and social responsibility on reputation, brand value, and, ultimately, business sustainability are also being recognized. Finally, the ongoing sustainability debate is equally revelatory of how environmental impact is becoming an issue of significant importance in business strategy.

PREREQUISITE:

LEARNING OUTCOMES:

- Recognize and analyse areas of convergence and links between ethics and global management
- Position themselves on contemporary business ethics and corporate social responsibility debates
- Build, argue and justify ethical decision making, and take personal responsibility
- Participate effectively in collective decision-making that integrates an ethical dimension
- Understand how personal and corporate ethics interrelate, and understand the precepts of ethical leadership
- Understand the place and status of applied philosophy in ethical reasoning, and its relevance to practical life
- Understand the five classical approaches in ethical theory
- Understand the loans made by business ethics from medical, military or journalistic codes of conduct, and from professional ethics in general
- Understand the historical evolution of international business ethics, from philanthropy to the CSR movement

TEACHING METHODS:

In class collective assignments and case studies are combined with performance in one brief written exam. The exam evaluates students' capacity for critical application of ethical reasoning to business situations. Finally, a written report is to be assigned by the guest lecturer of the module.

COURSE: Statistics for Business and Economics

CODE: MQ53005E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Fall

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The course presents the fundamental techniques of statistical data analysis used in making business and operations management decisions. Descriptive statistics, graphical analysis, exploratory data analysis, hypothesis testing, applications of common distributions and models, such as regression, are covered. The course focuses on applications of statistical methods to managers' decision-making rather than on their theoretical foundations. Therefore, a significant part of the course is devoted to empirical exercises with SPSS with a particular attention given to the interpretation of results.

PREREQUISITE:

LEARNING OUTCOMES:

- become proficient in using SPSS
- Collect and identify various types of data
- Conduct an appropriate univariate, bivariate or multivariate analysis
- Conduct and interpret basic statistical tests (parametric and non-parametric)

TEACHING METHODS:

Two in-class assessments will test students' understanding of fundamental tools of statistical analysis as well as their practical application with SPSS. In addition, in the end of the course students will be required to organize a short presentation (to be done in groups of 5 or less) that will involve applying various statistical methods to real-life data. The exact details will be explained in class.

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COURSE: Blockchain and Fintech

CODE: FI42100E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION: Over the past decade, technological innovation has transformed the financial product and services at an accelerated pace, and following the introduction of blockchain, further disruption is on the way. The Financial Technology ("FinTech") and blockchain start-ups are exponentially growing in many directions, including mobile payments, crypto-currencies, foreign exchange, P2P lending, saving and investing, financial advice (robo-advisers), and health and life insurance.

Our goal in this course is to understand the economic and technological forces driving this change and to learn how to use them in a proper way. The curriculum is focusing on some areas that are most active and most prone to innovation through start-ups. For each area, we will focus on the underlying economics, the technology, the public policy issues, the competition, and the potential for collaboration between start-ups and the incumbents.

This is an interactive course to deepen students' understanding of the economics of FinTech and blockchains and also encourage students' creative and entrepreneurial spirit. A key component of the course is a collaborative team student project: each team will analyze an existing early-stage venture. At the end of the semester, each team will present its project to the class.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the impact of recent technological advances on the fast-changing financial industry
- Understand the core of Blockchain technology and its potential applications
- Develop the technical, financial and strategic skills to analyze and create new solutions and processes in the Fintech industry

TEACHING METHODS:

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COURSE: Brand Marketing

CODE: MK32039E

PROGRAMME: Global BBA/CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The course is designed for students who have already studied general marketing theory, preferably in an international context. It is intended for those students who are considering a career in brand or product management, particularly in an FMCG or general consumer goods context. It is also suitable for candidates seeking senior and general management positions in brand driven organisations for whom a knowledge and understanding of brand marketing theory may be considered an essential prerequisite.

Our primary objective will be to discover how brand marketing works and examine the actions and responsibilities of the marketing team in maximizing the potential of the precious brands under their control

We will also study why brands are considered by many professional commentators today to be the essence of marketing and the key driver of modern business and go on to demonstrate that brands are increasingly becoming recognized as the most valuable asset within the corporation, due to their influence on takeovers, mergers and acquisitions

PREREQUISITE:

LEARNING OUTCOMES:

undertake analysis and valuation of brand portfolios, plan strategic brand development and manage branded products and services for value and longevity

TEACHING METHODS:

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COURSE: Corporate finance

CODE: FI32009E (FI32007E)

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This subject lays the foundations of corporate finance. It presents the basic principles required for making most financial decisions. Students will learn how to estimate a project's cash flows; what critical factors must be taken into account. In particular, they will appreciate the importance of risk and how it should be factored into the discount rate. Applications include mergers and acquisitions and leverage buyouts.

PREREQUISITE:

Financial Accounting

LEARNING OUTCOMES:

- Appreciate the fundamental tradeoff between risk and return
- Be able to evaluate a business proposition
- Estimate the risk and return of a project
- Understand how firms create value and mitigate risks
- Understand how to make sound investment decisions

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COURSE: Corporate Finance

CODE: FI31013E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Creditors and investors, as well as managers, use financial statement analysis to judge the past performance and current position of a company, and also to judge its future potential and the risk associated with it.

- Creditors use the information gained from their analysis to make reliable loans that will be repaid with interest.
- Investors use the information to make investments that will provide a return that is worth the risk.

Past performance is a good indicator of future performance. Investors or creditors are interested in the trend of past sales, cost of goods sold, operating expenses, net income, cash flows and return on investment. These trends offer a means for judging management's past performance and are possible indicators of future performance.

Corporate Finance analyses investment and financing decisions are made by firms. These topics are useful to understand firms' policies and objectives and to understand how firms communicate according to their accounting situation.

The Financial Statement Analysis course is designed to prepare you to analyze, interpret and use financial statements effectively, both from a general manager and investor perspective.

The course will utilize a framework for financial statement analysis consisting of two key components:

- Basics of finance,
- Income statement
- Balance sheet
- Cash flow statement
- Ratio analysis.

PREREQUISITE:

Prerequisites in accounting ; possibly in international accounting

LEARNING OUTCOMES:

- Develop understanding of financial statements and the notes included in annual report.
- Understand the importance of cash generation.
- Learn to compute and interpret a full range of accounting and financial ratios; profitability, solvency.
- Examine the financing possibilities of a firm.

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COURSE: Economics 2

CODE: EC31032E

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

This course presents various cost calculation and analysis methods and how to use them in the decision-making process of organizations (management control).

PREREQUISITE:

LEARNING OUTCOMES:

- Compute costs using to the following methods : direct costing, FBC & ABC full costing, allocation of fixed costs on real activity
- Choose the appropriate computation method understanding the advantages and limits of every available method
- Use this cost approach in the decision-making process
- Compute costs using to the following methods : direct costing, FBC & ABC full costing, allocation of fixed costs on real activity
- Choose the appropriate computation method understanding the advantages and limits of every available method
- Use this cost approach in the decision-making process

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COURSE: Economie 2

CODE: EC31031F

PROGRAMME: Programme Grande Ecole	LEVEL: Undergraduate
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TYPE: Elective	LANGUAGE: French
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 15	CREDITS: 3
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PRESENTATION:

This course presents various cost calculation and analysis methods and how to use them in the decision-making process of organizations (management control).

PREREQUISITE:

LEARNING OUTCOMES:

- Compute costs using to the following methods : direct costing, FBC & ABC full costing, allocation of fixed costs on real activity
- Choose the appropriate computation method understanding the advantages and limits of every available method
- Use this cost approach in the decision-making process
- Compute costs using to the following methods : direct costing, FBC & ABC full costing, allocation of fixed costs on real activity
- Choose the appropriate computation method understanding the advantages and limits of every available method
- Use this cost approach in the decision-making process

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COURSE: Financial Derivatives and Risk Management

CODE: FI42101E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The course aims at providing strong knowledge in financial risk management techniques. We focus on interest rate and currency risks. Hedging is important to reduce the volatility of the firm's cash flows as well as the probability of financial distress. Hedging also has a positive and significant impact on the firm's value. We study the main hedging tools: swaps, forwards and futures, and options. We highlight the relative pros and cons of each instrument.

PREREQUISITE:

LEARNING OUTCOMES:

- Know how to apply the strategies to protect the company against currency and interest rate risk.
- Understand the mechanics of vanilla derivatives
- Understand how to manage foreign exchange and interest rate risks.

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COURSE: Integrated Marketing Communication & Digital

CODE: MK32---E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Integrated Marketing Communication & Digital en GBBA[®]: This course aims at mastering the various communication disciplines and tools, to develop an efficient Integrated Marketing Communication strategy for a brand/company in the digital age. It is designed to prepare students for marketing careers dealing with communication issues in companies or communication agencies. Integrating latest digital changes, it examines mainly advertising, media planning, direct marketing, promotion, sponsorship and PR.

Key words

- Integrated Marketing Communication
- Advertising
- Copy strategy
- Media planning
- Promotion
- Direct marketing
- Sponsorship and events
- PR

PREREQUISITE:

LEARNING OUTCOMES:

-

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COURSE: Project Management

CODE: ST32013E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The objective of this course is to present students with the fundamentals of project management, as well as the skills and behaviors that can allow companies and employees not only to achieve successful outcomes, but to take a strategic view towards gaining competitive advantage through the management of complex projects.

PREREQUISITE:

LEARNING OUTCOMES:

Understand the fundamental concepts of Project Management

Identify the necessary skills required to successfully manage complex projects

Evaluate the impact of leadership and team coordination on successful projects

Understand how to navigate through the challenges and opportunities faced within the management of different projects

Gain an overview of different issues that impact project management – cross-cultural and international settings

TEACHING METHODS:

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COURSE: Purchasing, Procurement and Supply Chain Management

CODE: SC42027E

PROGRAMME: Global BBA	LEVEL: Undergraduate
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TYPE: Semester course	LANGUAGE: English
TERM: Spring	CAMPUS: Rouen

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

The module will cover some aspects of purchasing operational activities, sourcing and contracts, but the focus will be on understanding supply chain management in a holistic frame and position sourcing agreements to enable students to maximise profits when working as supply chain manager

PREREQUISITE:

LEARNING OUTCOMES:

- Use and propose multiple procurement contracts and calculating their impact on total landed costs.
- Understand the consequences of sourcing strategies and their role within particular SC designs.
- Discuss and evaluate impact of supply chain complexity and product proliferation.

TEACHING METHODS:

-

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COURSE: Strategic Marketing

CODE: MK32031E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course offers participants an analytic decision-oriented framework for the development and implementation of international marketing programs and describes concepts relevant to all international marketers, regardless of the extent of their international involvement.

Emphasis is on the strategic implications of the competition in the markets of different countries. An environmental/cultural approach to international marketing permits a truly global orientation.

The main objective is to stimulate the curiosity of the student, in order to understand how to achieve global competitiveness, through the design and implementation of market-responsive programs and awareness of all aspects of the emerging global economic order.

PREREQUISITE:

LEARNING OUTCOMES:

- decision to internationalise
- selection of markets to enter
- Choice of entry modes
- design, implementation and coordination of a global marketing program

TEACHING METHODS:

-

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COURSE: The Digital Organisation

CODE: SI32015E

PROGRAMME: Global BBA/CESEM	LEVEL: Undergraduate
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TYPE: Core Course	LANGUAGE: EN
TERM: Spring	CAMPUS: Rouen-Reims

TEACHING HOURS: 45	CREDITS: 6
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PRESENTATION:

This course will give an understanding of how IT really matters and how business processes can be redesigned through information technology; insights and skills with respect to the following subjects: relationship between business and IT strategy, electronic business and commerce, IT security issues, business process reengineering, enterprise systems, building new information systems, IT outsourcing and realising business value through IT; understand the relationship between IT and the business.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand how information technology can redesign business processes.
- Understand the evolution towards more digital organizations.
- Explain the current trends in information technology (IT).

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COURSE: Web Marketing

CODE: MK42081E

PROGRAMME: Global BBA

LEVEL: Undergraduate

TYPE: Core Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The course examines digital marketing strategies and their implementation for brands.

It provides a detailed understanding of all digital channels and platforms.

Participants will complete the course with a comprehensive knowledge of how to develop an integrated digitalmarketing strategy, from formulation to execution.

PREREQUISITE:

LEARNING OUTCOMES:

Understand why and how to use digital marketing within a larger marketing strategy

understand the major digital marketing channels (Digital display, mobile, and social media)

learn to develop and execute a comprehensive integrated digital marketing strategy

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COURSE: Financial Analysis and Management

CODE: CP31036E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 6

PRESENTATION:

Managers as well as creditors and shareholders use the financial analysis techniques to assess the past and present financial situation. The stakeholders are then able to make decision and forecast the future financial situation. This explains how important the ability of interpreting and analysing the financial statements

PREREQUISITE:

- Pre-requisite in accounting (balance-sheet, income statement, Cash-flow statements, Notes)
- Mathematics: percentages equations with an unknown factor
- Excel

LEARNING OUTCOMES:

- Analyse the net income and identify its drivers
- Understand the factors that explain cash variation
- Analyse the strengths and weaknesses of a company from its financial indicators and ratios
- Understand the financial consequences of the managerial, investing and financing decisions

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COURSE: Business Law

CODE: AJ31048E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 6

PRESENTATION:

BUSINESS LAW IS A RELATIVELY BROAD COURSE IN THAT IT ADDRESSES, AMONG OTHER THINGS, INTRODUCTORY THEMES TO THE LAW AND MORE TECHNICAL ASPECTS SUCH AS CONTRACT LAW, CORPORATIONS AND LIABILITY.

PREREQUISITE:

LEARNING OUTCOMES:

- to master the legal vocabulary, to acquire the fundamentals
- to identify simple issues and know how to propose appropriate solutions;
- To be able to apply the current knowledge through the resolution of practical cases, while respecting legal methodology and reasoning;
- Understand and master issues related to the choice of legal status, contracts;
- Understand how a business works and the respective roles and powers of stakeholders.

COURSE: QM2 : Data Analytics

CODE: MQ 31026E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 6

PRESENTATION:

The course introduces Data analytics in the context of a quantitative study. Students will be trained in the following methods.

- Methodology of quantitative studies - Questionnaire design
- Descriptive Data analysis (univariate and bivariate, linear regression)
- Significance tests for an association (Chi-square test, Student's T test and Analysis of variance, test of a linear correlation coefficient)
- Implementation on spreadsheet (Excel)

PREREQUISITE:

MQ1: Math skills for Business. Please note that the laptop is still required

LEARNING OUTCOMES:

- Define research hypotheses and design a relevant questionnaire
- Choose relevant methods for analysing data
- Interpret and communicate results

COURSE: OB and Intercultural Management

CODE: ML32023E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

The main aim of this course is to examine how individuals interact within and outside groups in the context of organizations and to understand the intercultural aspects of such interactions. Students will learn essential management skills such as managing self, decision-making skills, reflexivity, interpersonal skills, communication skills, team-work, and intercultural management. Furthermore, students will examine how to analyze conflict and offer solutions. The course provides the practical background of management and leadership along with a conceptual perspectives drawing on various contributions from social and management sciences. The course draws both on the important conceptual basis, the case-study method, personality tests, classroom experiences and exercises, and group work. Students will thus be exposed to the concrete context that is extremely challenging.

PREREQUISITE:

LEARNING OUTCOMES:

- develop self-awareness of own management skills
- understand and analyze the team-building processes
- assimilate the fundamentals of decision process and be able to apply decision theories to management
- demonstrate skills for intercultural management
- comprehend and explain the importance of norms and role-taking in teams and organizations
- understand and explain the role of social conformity
- develop conflict-management skills, handle conflict and offer relevant solutions
- develop skills for relevant and convincing communication

COURSE: Consumer Behavior & Market Studies

CODE: MK32041E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

UNDERSTANDING WHY AND HOW CONSUMERS BEHAVE IS A KEY DETERMINANT OF A COMPANY'S SUCCESS AND AN IMPORTANT ASPECT OF MARKETING MANAGEMENT. BASED ON THIS OBSERVATION, IT IS ESSENTIAL FOR MARKETING MANAGERS TO BE FAMILIAR WITH THE CORE CONCEPTS OF CONSUMER BEHAVIOR: WHAT MOTIVATE CONSUMERS? WHAT DO CONSUMERS VALUE? HOW PERSUADE CONSUMERS THAT OUR PRODUCT IS GOOD? WHAT EXTERNAL FACTORS INFLUENCE CONSUMER BEHAVIOR? ALL THESE QUESTIONS REQUIRE TO ACQUIRE A GOOD KNOWLEDGE OF CONSUMER PSYCHOLOGY. HOWEVER, THIS IS NOT SUFFICIENT AS UNDERSTANDING CONSUMERS IS MADE POSSIBLE ONLY IF BEHAVIORAL AND ATTITUDINAL DATA ARE COLLECTED. A PRACTICAL UNDERSTANDING OF THE CONSUMER CAN HELP IN SELECTING AN APPROPRIATE RESEARCH METHODOLOGY AS WELL AS INTERPRETING DATA ORIGINATED FROM MARKETING SURVEYS. THE AIM OF THIS COURSE IS TWOFOLD: (1) FAMILIARIZE STUDENTS WITH CORE CONCEPTS INFLUENCING CONSUMER BEHAVIOR AND (2) MARKETING RESEARCH TOOLS. THIS COURSE PROVIDES AN OVERVIEW OF THE CORE CONCEPTS WHICH EXPLAIN THE WAY CONSUMERS BEHAVE FROM CULTURAL TO PSYCHOLOGICAL ASPECTS. THIS COURSE ALSO AIMS AT ACQUAINTING STUDENTS WITH THE SKILLS AND TECHNIQUES REQUIRED TO CONDUCT A RELIABLE MARKETING RESEARCH.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand how consumers make decisions Identify the main factors influencing consumer behavior
- Define the research problematic and distinguish it from the marketing problem.
- Gain a global comprehension of the marketing research process
- Develop the necessary skills to conduct marketing research including selecting an appropriate method
- Determining the sample and developing the data collection tool
- Conduct an analysis based on panel data
- Collect data and prepare it before analysis
- Use simple techniques for the analysis of qualitative and quantitative data
- Write and present research report
- Formulate managerial recommendations based on marketing data.

COURSE: Managerial Accounting

CODE: CG32020E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

THIS COURSE AIMS TO GIVE THE STUDENT BASIC NOTIONS ABOUT COST ACCOUNTING AND BUDGETING.

IN THE FIRST PART OF THE COURSE, THE STUDENTS WILL DISCOVER HOW TO CALCULATE THE COST EFFECTIVENESS OF PRODUCTS OR MARKET SEGMENTS. THEY WILL ALSO LEARN HOW THESE CALCULATIONS CAN HELP MANAGEMENT DECISIONS.

THE SECOND PART OF THE COURSE, THE STUDENTS WILL LEARN HOW TO ELABORATE A BUDGET FOR EACH FUNCTION OF THE ORGANIZATION. THEY WILL ALSO LEARN HOW TO COMPUTE AND ANALYSE VARIANCES BETWEEN FORECASTS AND ACTUAL NUMBERS.

PREREQUISITE:

The basics of Financial accounting

LEARNING OUTCOMES:

- • Use the basic vocabulary of cost accounting.
- • Calculate product cost efficiency using basic techniques
- • Elaborate a simple chain of budgets for each function
- • Consolidate a budget
- • Compute and analyze different variances between forecasts and actual numbers.

COURSE: Foundations of Investments

CODE: FI32016E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: core course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This compulsory course is designed to familiarize students with the basic tools and concepts of finance, and enables them to pursue additional courses in investments, corporate finance, capital markets, and financial institutions. It considers some of the most important issues on how firms make optimal investment and financing decisions. The course starts with topics on time value of money, different investment decision criteria and fundamentals of capital budgeting. It then progresses into a discussion on stock and bond valuation, the risk and return trade-off and the cost of capital. The course is going, as well, to introduce the students with financial markets: functions, players and types of assets. The objective of this course is to provide an understanding of both the fundamental theory of finance and the application to the real world problems.

PREREQUISITE:

Basic knowledge and skills in economics, statistics, algebra, and accounting are required.

LEARNING OUTCOMES:

- understand the time value of money
- apply different investment decision rules
- estimate a project's free cash flows
- understand the role of financial markets
- value stocks and bonds
- measure the risk and return
- estimate the cost of capital

COURSE: Macro Economics

CODE: EC32014E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: seminar

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

THE COURSE INTRODUCES STUDENTS TO THE MECHANISMS OF MACROECONOMIC FLUCTUATIONS AND HOW THE STATE CAN STIMULATE OR HINDER CONSUMPTION, INVESTMENT AND EMPLOYMENT THROUGH FISCAL AND / OR MONETARY POLICIES. THE COURSE EXPOSES STUDENTS TO SHORT AND MEDIUM TERM ANALYSES AND TO THE QUESTION OF WHETHER PUBLIC POLICIES ARE EFFECTIVE OR DESIRABLE IN EACH CONTEXT. THE COURSE BEGINS WITH THE FUNCTIONING OF A CLOSED ECONOMY, THEN APPROACHES THE FUNCTIONING OF THE LABOR MARKET AND ITS STRUCTURE THROUGH MONETARY AND PRICE ISSUES, TO FINISH WITH THE ANALYSIS OF AN INTERNATIONALLY OPEN ECONOMY. THE KEY IS TO SHOW STUDENTS THAT GOVERNMENT INTERVENTION HAS BOTH PLANNED AND UNINTENDED CONSEQUENCES FOR CORRECTING ECONOMIC FLUCTUATIONS.

PREREQUISITE:

Algebra

LEARNING OUTCOMES:

- ANALYZE THE POSITIVE AND NEGATIVE EFFECTS OF TAX AND MONETARY POLICIES
- UNDERSTANDING THE STRUCTURAL LIMITS POSED BY THE LABOR MARKET
- ASSESS THE ECONOMIC FLEXIBILITY OF A COUNTRY IN A GLOBALIZATION CONTEXT

COURSE: International Management

CODE: ST42038E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course aims to encourage debates likely to advance the understanding of numerous aspects of international management in general. We will look at different features of globalization, international strategy, global mobility, knowledge transfer and exerting control on different context such as multinationals and global sourcing. This course aims to promote critical awareness of the merits and complexities of international management.

The cases covered in the course represent a variety of industries and settings. Additional reading materials in the form of recommended readings that can be useful readings are optional and are intended to provide elaboration on some of the key topics covered in the sessions. Preparation in advance and active participation in class is the

best way to further develop both your learning skills and understanding. The cases for the all sessions will be given in-hand during the first session of the course.

PREREQUISITE:

LEARNING OUTCOMES:

- Develop different management tools in an international environment
- Recommend appropriate approach to develop and implement activities across countries
- Discuss and understand the mechanisms and complexity of transferring knowledge, of exerting control and of implementing effective communication between geographical dispersed teams
- Identify and analyze complex issues and problems in expatriation and develop appropriate solutions regarding different context (multinationals and global sourcing)
- Identify benefits and challenges associated with expatriation
- Develop an understanding of cultural differences and its role in different context
- Produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience
- Participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team to achieve specified outcomes
- Instill a critical, analytical, flexible and creative mindset

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COURSE: Strategic Marketing

CODE: MK42082E

PROGRAMME: Programme Grande Ecole

LEVEL: Graduate

TYPE: Semester Course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen-Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Most of the frameworks, processes, and analyses developed by marketing researchers, consultants, and managers are focused on solving four fundamental marketing problems.

1. All customers differ
2. All customers change
3. All competitors react
4. All resources are limited

Using the relevant marketing frameworks, processes, and analyses to solve each of these four underlying marketing problems is termed the First Principles of Marketing Strategy and represents the focus of this course. Specifically, the first two lectures provide an overview of marketing strategy, introduce each of the First Principles of Marketing Strategy, and outline the basic research methods and analyses needed in marketing strategy. The next five lectures provides an in depth coverage of the First Principles of Marketing Strategy. Finally, the last session consists of students' team presentations.

This course builds on the topics explored in Marketing Management by focusing on specific marketing strategies (e.g., developing and launching innovative products, building customer loyalty) and critical marketing tools/processes (e.g., cluster and conjoint analysis, choice models) in greater detail and accentuating the integrative nature of the marketing function through the development of a marketing plan.

Some critical success factors for business leaders include framing the business issue or problem (frameworks), outlining the steps for solving problems (processes), collecting data and applying analysis tools to inform problems (data collection and analyses), and weighting and integrating information to make choices (decisions). Thus, the overall objective of the readings, lectures, in-class exercises, and assignments will focus on these critical success factors.

The first part uses lectures to present and discuss course topics. Reading the assigned material prior to class and active involvement during the lecture will increase the value you gain from the class, as well as make it more interesting for everyone. Similar to the expectations in your other classes, preparation is paramount to making the class discussion valuable.

PREREQUISITE:

LEARNING OUTCOMES:

This course focuses on strategically analyzing and solving marketing problems from a decision makers' perspective. Specifically, the course has two key learning objectives:

1. Understanding and effectively using the fundamental frameworks, processes, and analysis tools of marketing strategy
2. Using the "first principles" of marketing strategy to solve business problems

COURSE: International Procurement

CODE: SC53015E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Importance of the purchasing function in the organization is already well known. When inserting this function into the globalized business scenario, it is known that purchasing abroad can reduce expenses, increase competitiveness, and also expand the horizon of a company. However, sourcing internationally also brings the complexity of purchasing into another level. Buying organization will face cultural challenges, logistics and also unexpected risks for the material supply. In addition, evaluation and management of the supplier under globalized scenario is also more challenging.

The objective of the present course is to give to the student an overview concerning the role of purchasing of the organization in the international procurement condition and capacitates them to deal with the sourcing in global scenario. The course will approach the international procurement from strategical and operational perspective.

PREREQUISITE:

LEARNING OUTCOMES:

- Design a proper international procurement process for the organization
- Develop a suitable integrated supplier management for the firm in the international context

TEACHING METHODS:

- Face-to-face course;
- Theoretical exposition and discussions;
- - Case studies

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COURSE: Logistics and Transportation

CODE: SC53009E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course provides students with an overview of transport and logistics issues in a global economy. Historical background and spatial dimension are associated with concrete methods of network analysis and case studies of terminals, gateways, hubs, and corridors where issues of cost, accessibility, performance, and congestion are analyzed.

PREREQUISITE:

LEARNING OUTCOMES:

- assess the role of transport and logistics activities in local and global economic development
- distinguish key success factors in the elaboration of transport and logistics projects
- measure and compare the performance and vulnerability of transport and logistics nodes based on rigorous indicators

TEACHING METHODS:

The teaching method consists of a review of key evolutions, concepts, methods, and indicators in the field of transport and logistics.

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COURSE: Managing Quality for Supply Chain Management

CODE: SC53017E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim is for students to develop an understanding of total quality management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service supply chains.

PREREQUISITE:

LEARNING OUTCOMES:

- analyse quality management issues in the industry of supply chains
- apply various tools and techniques of quality management in both manufacturing and service supply chains
- identify quality management philosophies and frameworks
- implement solutions to SCM quality problems

TEACHING METHODS:

For each session, the students should prepare for a short written quiz related to the topics discussed on the previous session.

The students have to work in one group project. For working on the cases, they have to organize in group of 4 students. Each group should submit a report, which length is limited to 10 pages (max 10 pages without appendices and max 20 pages with appendices), excluding attachments and numerical details. The topic of the project for each group will be discussed during the Lectures.

The evaluation of the reports is based on the following criteria:

- Organization and structure
- Critical analysis
- Presentation

Each student should prepare for a final written examination. A calculator may be utilized during the exam, but class notes, books and laptops are not allowed.

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COURSE: Revenue Management

CODE: SS53016E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim is for students to develop an understanding of Revenue Management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service sectors.

PREREQUISITE:

LEARNING OUTCOMES:

- Analyze Revenue Management issues in different industries
- Apply various tools and techniques of Revenue Management in both manufacturing and service sector
- Identify Revenue Management theory and practices
- Implement well-known revenue management policies such as capacity control, overbooking and pricing
- Propose and implement Revenue Management solutions in real applications

TEACHING METHODS:

Each student should prepare for a final written examination. Calculators, class notes, books and laptops are not allowed.

During the lectures the students (organized by their group projects) may be asked to work in Case studies. In coordination with the professor, the students should solve the case and participate in the discussion of the problem with rest of the class. By the end of the week the case takes place, the student should send a brief report with the main discussion of the case (Max. 3 pages). The evaluation of the reports is based on the following criteria:

- Organization and structure
- Critical analysis
- Presentation

For each session, the students should prepare for a short written quiz related to the topics discussed on the previous session.

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COURSE: Risk and Project Management

CODE: SI53013E

PROGRAMME: MSc in Supply-Chain Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Rouen

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This module introduces the students to project management from both managerial and technical point of view. The module faces the students with the different facets of project's risk and ways to manage in contingency. The course includes topics as Project Organization, Leadership, Project Time and Cost Estimation, Scheduling, Risk Management, Resource Management.

PREREQUISITE:

LEARNING OUTCOMES:

- Apply rules of effective leadership and teamwork
- Develop an effective project plan, and estimate cost, time and resources
- Identify sources of risk and design appropriate proactive actions
- Organize to execute the project plan
- Use a PM Software to schedule a project

TEACHING METHODS:

The module will be delivered using a mix of:

- lectures
- case discussions and presentations
- videos
- In class workshops and exercises.

All case studies must be pre-read and analysed by students individually. The cases are then discussed in groups. Students are asked to turn off their mobile phones during the class time.

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COURSE: Data Analysis & Business Intelligence

CODE: MQ32004E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

This course is intended for students who wish to better understand the impact of Information and Communication Technologies on the behavior of managers. In fact, ICTs have a profound influence on working methods, managerial relations, human resources management, internal and external communication, the ability of a company to be agile and to develop competitive advantages.

By data analysis, we mean here the analysis of quantitative data, a set of methods required for empirical studies and research as well as qualitative methods. This course allows you to start analyzing data from questionnaires or databases. It also provides keys to understanding publications of research work.

Information and business intelligence are at the heart of managerial decisions. However, many new issues arise for managers, such as the overabundance of information (big data), misinformation, cybercrime, lack of traceability of information ... Consolidating ones information system (IS) is therefore a major issue strategic

There are also many societal issues that digital technology raises or is causing. Attempt to answer philosophers, sociologists, psychologists, economists or anthropologists, whose reflections lead exciting debates unfortunately too far from the interests of the general public and managers, wrongly.

The objective of this course will be to raise these questions and to provoke discussions articulating at the same time the individual, interpersonal, organizational and societal levels, and mobilizing various disciplines. The aim of this course is also to adopt a critical posture in relation to the digital world by returning to the theories of communication and opening new perspectives of interpretation of its use and its role in society.

PREREQUISITE:

LEARNING OUTCOMES:

- Build a questionnaire
- Manage a database
- Describe variables and test hypotheses
- Communicate the results
- Implement these phases with Qualtrics and SPSS
- Understand the multiple definitions of digital
- Identify the questions it raises and their consequences on society
- Identify the challenges that digital represents for the global economy, businesses and individuals
- Build an opinion based on multidisciplinary knowledge from the best specialists in the field;
- Know the uses of new digital tools such as social networks, serious games, CRM and SRM electronic tools, e-sourcing ...
- Describe the issues associated with MOOCs
- Align the three human, organizational and technological dimensions of IS
- Understand the relationship between information systems optimization and organizational

performance

- Analyze new ways and methods used by businesses to communicate, advertise, recruit, manage information and knowledge
- Have a more critical view of information and communication technologies
- Analyze the uses of ICT and distinguish the different positive and negative aspects of these uses
- Challenge their own use of ICTs and have a more complete vision of the potentialities and dangers of ICTs
- Develop their sensitivity to recent and future developments in ICTs
-

TEACHING METHODS:

-

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COURSE: Entrepreneurship

CODE: EN32016E

PROGRAMME: CESEM		LEVEL: Undergraduate
TYPE: Semester course		LANGUAGE: French
TERM: Spring		CAMPUS: Reims
TEACHING HOURS: 45		CREDITS: 6
PRESENTATION:		
PREREQUISITE:		
LEARNING OUTCOMES: <ul style="list-style-type: none">		
TEACHING METHODS: <ul style="list-style-type: none">		

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COURSE: Leadership and Organization Development

CODE: ML32026E

PROGRAMME: CESEM/TEMA

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

Competences: leadership, self-management, project collaboration, inclusion

The (global) business environment is placing increased demands on leadership that happens on different levels in the organization. While top level leadership needs to provide vision and guidance on a strategic level to ensuring organizational success, leadership on all levels need to communicate organizational goals, ethics, and visions and motivate employees to engage with those organizational goals, ethics, and visions. This involves the ability to learn and adapt to new contexts and new people, often managing relationships across personalities, cultures, functions, and distance. This course will therefore address the knowledge and competencies needed for leading within such diverse contexts. In line with the strategic vision of Neoma, the emphasis will be on developing students' own leadership skills.

The course will emphasize interactive learning involving discussions, team exercises, simulations, case studies, and presentations. In addition to developing knowledge and skills in leadership suited for a global context, students will be asked to prepare a group project (presentation) and individual report that will also serve as the final exam.

PREREQUISITE:

LEARNING OUTCOMES:

- To understand and know how to develop self- and other awareness in the context of leadership
- To understand and understand how to manage diversity from a leadership perspective
- To develop skills in people management across a global context

TEACHING METHODS:

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COURSE: Negotiation

CODE: ML32020E

PROGRAMME: CESEM

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 45

CREDITS: 6

PRESENTATION:

PREREQUISITE:

LEARNING OUTCOMES:

-

TEACHING METHODS:

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COURSE: Business Game

CODE: BG4242003E

PROGRAMME: Programme Grande Ecole

LEVEL: Undergraduate

TYPE: Semester course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The international management simulation provides a serious management tool which integrates the functions of production, finance, marketing and financial management in the highly competitive global environment.

Supply chain, inventories and human resources management are required (optionally) in the third-year program. This simulation provides valuable hands on experience and allows participants to immediately apply ideas and concepts obtained through lectures as well as the simulation itself.

The simulation requires students to think independently while developing teamwork skills essential in designing successful multinational business. Each round, accounting, financial, production, marketing and strategy decisions are made. You have the results one minute after the end of the round. You must be present during all this session.

Simulation in M2, and specifically in M2 S5 or S7, includes additional themes (Inventories, supply chain,).

This simulation, places students in a practical and realistic situation where they must mobilize the knowledge acquired in the two first years of the program, for the first version, and all other courses, in the last year of the Program.

The focus is on the following dimensions:

- Competition: companies compete with each other; the goal is not only to make the "right" decision, as long as it exists, but to make better decisions than competitors;
- Temporal and operational dynamics: projects and decisions are placed in time and duration, in the context of international development;
- The organization of the team work, which must entrust the different members with distinct responsibilities and foresee the way in which coordination will be ensured; At distance, with existing communication tools, it needs to be organized and up to date with IT.
- Integration of the different functions of the company (production / supply, marketing, human resources, finance) and the proper use of the accounting information system and management tools;
- The need to justify projects and report results to stakeholders, in this case the facilitators acting as investors;
- The creation and maintenance of a "group dynamic" that allows teams to take full advantage of the diversity of skills and temperaments of its members, and where everyone contributes actively and positively to the success of the group

LEARNING OUTCOMES:

- Analyze a market and competitive positions, and implement strategies in different management fields. Make the link between the different production / procurement operational decisions, marketing, human resources) and their financial impact.
- Conceive a perspective of development in the long run. Analyze a team dynamic and contribute positively.
- Mobilize 'in situ' the knowledge acquired in the fundamental lessons of the first year of PGE Manage and develop a competitive activity.
- Our main objective is to allow students to progress towards a global perception of the company, worthy for executives who may ultimately be senior executives.

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COURSE: Digital Socio-Economic Environment

CODE: EC52003E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The module's main objective is to provide students with the tools and elements to grasp the "big picture" of the economy so that they are later on able to better relate particular issues and identify the stakes and the dynamics taking place in the global arena. The work aims to enable participants to forge their own original critical vision of the future and not be wholly dependent on the one presented by financial or other publications and media.

This course provides further study of current topics relating to the Internet and the capitalism, seen also from the point of view of recent societal and political trends focused on social stratification and big data.

PREREQUISITE:

LEARNING OUTCOMES:

- Be able apply basic data mining algorithms to analyze the effects of socio-economic factors on the future development of business and management practice.
- Be able to collect data from open public databases to include the calculation of geostrategic and macroeconomic risks in their business decisions.
- Have deeper awareness of the analytics models and the current issues in the development of the EU and China in particular.
- Have knowledge of basic facts and figures on the global social-economic and political institutions and agencies.

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COURSE: Leadership and Management Competences

CODE: ML53016E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

Leadership is the most studied and least understood topic in all of social sciences". This quote is attributed to Warren Bennis, who was referred to as the "dean of leadership gurus" by Forbes and as "the professor who established leadership as a respectable academic field" by The Financial Times.

This course aims to provide participants with state-of-the-art tools and frameworks, which allow the analysis of individual and group situations and potential courses of action. From team formation to successful inspiration through leadership, this course encompasses the entire scope of management and leadership competencies. The focus is on the development of soft skills required for successful team players, managers and leaders. The interactions between the leader, the team and the context will also be at the core of the course. Based on the premise that "leadership is everyone's business" (Kouzes & Posner, 2007), participants will explore what it takes to be effective leaders and at the same time, develop their personal leadership style, with a better understanding of how it affects their organization, other persons, and ultimately themselves.

Experience shows management is a subject best taught in a very interactive way. What distinguishes successful from unsuccessful team players, managers and leaders is the development of "soft" skills needed to carry out hardcore management strategies. Therefore, the course has a practical orientation and much of the theory will be derived from participants' own readings and class discussions. Each tool or concept is treated through a brief theoretical introduction, classroom discussion of cases, role-plays, practical exercises, self-assessments and a lot of dialog - to enable a deeper understanding and analysis. Videos will also be used to illustrate some concepts.

PREREQUISITE:

LEARNING OUTCOMES:

- Identify personal strengths and weaknesses in leading teams;
- Demonstrate knowledge of inspiration and influence techniques;
- Identify personal strengths and weakness in leadership;
- Enable leaders (explore the impact of themselves and their behavior on others and help them to develop leadership skills);
- Choose the method or style of communication adapted to the objectives and the constraints of the situation;
- Identify best strategies for leading change.

TEACHING METHODS:

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COURSE: Managerial Accounting

CODE: CG52002E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

This course covers the cost management concepts and methods. Managerial accounting is one of the most important accounting areas. It is concerned with the provisions and use of accounting information to managers within organizations, providing them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions. In contrast to financial accountancy information, management accounting information is:

- primarily forward-looking;
- model-based to support decision-making, and so on.

PREREQUISITE:

LEARNING OUTCOMES:

- Understand the critical role of management accounting system in a firm
- Understand why the cost concepts are important in making management decisions

TEACHING METHODS:

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COURSE: Operations & Supply Chain Management

CODE: SC52001E

PROGRAMME: MSc in Global Management

LEVEL: Graduate

TYPE: Seminar course

LANGUAGE: English

TERM: Spring

CAMPUS: Reims

TEACHING HOURS: 30

CREDITS: 5

PRESENTATION:

The overall aim of the module is to allow students to develop an in-depth understanding of the interdisciplinary nature of Operations and Supply Chain Management. In more detail, this module aims to provide students with an overview of how to improve different types of operations, and supply chains as a way of contributing to the long term sustainable development of profit and non-for-profit organizations. The module will also provide students with in depth knowledge and understanding of the major pertinent concepts, techniques and models that are used for planning, managing and improving operations and Supply Chains in the context of both service and manufacturing organizations globally.

PREREQUISITE:

LEARNING OUTCOMES:

- identify and utilise appropriate methods for collecting and analysing data related to Operations and Supply Chain Management
- locate, summarise and synthesise a range of information from published literature and electronic sources on operations and Supply Chain Management
- use and evaluate a variety of tools for improving organizational performance in an efficient and effective manner
- use communication skills; listening; questioning; oral and written; using a range of media, including the preparation of audit report and delivering presentations

TEACHING METHODS:

The course employs a variety of teaching methods such as class discussions, exercises, case studies, etc. This is an interactive class where you are expected to show active participation. You are expected to attend and actively participate in every session. If you cannot make a session due to a conflict or emergency, please notify the professor in advance.

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PGE - 2020-2021 Academic Year

SPECIALIZATION "Corporate Finance"

Program leader

Imen MEJRI, Phd
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☐ Français / French

Main teaching language

☒ Anglais / English

Presentation

The NEOMA BS Corporate Finance specialization aims at training students for careers in Corporate Finance: Corporate and Investment Banking, Mergers & Acquisitions, Private Equity, Financial Analysts and Chief Financial Officers. It aims to help students develop key skills required by professionals in corporate finance.

Its purpose is to help students develop key skills required by professionals in the corporate finance area:

- A solid and a double competence in two complementary areas: corporate finance and financial engineering;
- A cross-disciplinary vision of the company financial issues: Understanding strategic and financial transactions; finding (for insiders) and offering (for outsiders) adequate financial solutions.

Learning objectives

At the end of the program, in terms of knowledge and skills, participants should be able to:

- Leverage financial data for strategic decision-making
- Assess the level of a company's risk and implement hedging strategies
- Get an opinion of the value of a company for a financial transaction (fund raising, merger, acquisition, IPO, etc.)
- Understand the determinants of corporate financial policy (capital structure, dividend policy; cash management ...) and optimize its choice with an objective of value creation and maximization
- Master the techniques of corporate finance operations
- Advise firms and investors in the realization of complex financial schemes
- Advise businesses in setting up their acquisitions or equity participation (LBO, private equity, etc.)
- Understand the stakes of the technological transformations for corporate finance
- Propose argued solutions integrating the different dimensions analyzed.

Pedagogical Methods

The articulation of the Corporate finance specialization is based on an alternation between theoretical and practical seminars (using case studies and concrete examples).

Presentations by several experts from the financial industry are organized at the end of each course.

The content of the major is built on a cross-disciplinary vision of the contemporary issues of corporate finance.

Students play an active role in the learning process, based on "Think-Pair-Share" and reciprocal teaching.

Required qualities

Students who wish to follow "Corporate Finance" specialization should:

- Demonstrate analytical skills,
- Show motivation, rigor and organization,

- Have the required skills to understand the theoretical concepts and technical tools and their relationship to professional practice,
- Be able to have a broad vision of the issues studied,
- Have a comprehensive understanding of business issues and financial institutions.

Prerequisite and recommended electives

- Blockchain revolution: From Cryptocurrencies to other Finance Applications (15 h)
- Behavioral finance (15 h)
- Investments /Marchés Financiers & Risque (30h)

Courses description

1. Advanced corporate finance - 30 hours [FI]

Main learning goals and major outlines

This course focuses on the two main corporate decisions: Capital structure and Payout policy.

The first learning goal is to understand and assess the firm's capital structure decision:

- The relative proportions of debt, equity, and other securities that a firm has outstanding);
- Effect of leverage on the equity cost of capital;
- Optimal capital structure; trade-off theory; Modigliani & Miller (in perfect capital markets; interest tax shield and costs of bankruptcy and financial distress);
- Agency costs of debt (under-investing, debt overhang, asset substitution problems and leverage);
- Asymmetric information, signaling and capital Structure; Pecking order theory; Market timing; etc.

The second learning goal is to understand the firm's payout policy:

- Different forms of distribution to shareholders of available income;
- The choice between paying dividends and repurchasing shares;
- Optimal dividend policy with and without taxes; Modigliani & Miller;
- Signaling with payout policy; etc.

2. Cash Management & Short Term Financing - 30 hours [FI]

Main learning goals and major outlines

- Understand the short-term financing decision / Be familiar with short term debt instruments: marketable debt securities; commercial paper... etc.
- Know the different functions of a treasury manager and understand his main roles and interactions in a firm.
- Master the Treasury Function as a key player in Risk Management
- Cash Management and group consolidation: Cash pooling
- Fintech and cash management.

3. Corporate valuation - 30 hours [FI]

Main learning goals and major outlines:

- Master the main methods of corporate valuation as Discounted Cash Flows (DCF); Valuation based on comparable firms; Adjusted Net Asset, Economic Value Added (EVA) and Excess Earnings (Goodwill); etc.
- Be able to identify what method is relevant given the company's sector, economic environment.
- Be able to use corporate valuation methods in complex situations and in various contexts (M&A, PE, IPO, Equity research; etc.)
- Master the techniques of financial modeling and valuation using VBA.

4. Risk management and Derivatives - 30 hours [FI]

Main learning goals and major outlines

- Understand the characteristics of derivative instruments (Options, FRA, Futures; etc.);
- Study the hedging strategies that can be implemented by firms to hedge financial risks (stocks; commodities; exchange rates etc.);
- Put into practice derivative instruments in arbitrage and trading strategies;
- be able to evaluate derivatives, in particular financial options, and use this approach to evaluate

flexibility in corporate finance (real options).

5. Debt instruments - 30 hours [FI]

Main learning goals and major outlines

- Understand the process of raising bonds both in domestic and international markets;
- Understand main bond features: Issuers and investors; Auction and syndication; other features (callable, convertible, puttable, Seniority...); Collateral (secured, covered), etc.
- Evaluate bond prices; Term structure of interest rates; Credit risk and ratings; Yields.
- Study the hedging debt risk: Foreign currency denominated bonds; Floating rates; Credit risk; Interest rate swaps; Cross-currency swaps; Credit derivatives.
- Understand the mechanics of securitization (typology and process).

6. Corporate Restructuring - 30 hours [FI]

Main learning goals and major outlines

The course provides a thorough understanding of the corporate financial restructuring process of financially troubled firms. The course focuses on the financial as well as the strategic and legal issues involved.

- Analyze the firm's solvency and liquidity performances.
- Analyze various restructuring mechanisms: out-of-court workouts; exchange offers; Chapter 11 bankruptcy.

7. Corporate governance - 30 hours [FI]

Main learning goals and major outlines

- Understand the fundamental theories and practices of modern corporate governance.
- Recognize the three major players in corporate governance: shareholders, board of directors, and managers, and appreciate their roles in determining corporate direction and the obstacles interfering with their ability to do so.
- Study the principal-agent model (how to mitigate agency conflicts between managers and shareholders); executive compensation incentives; the role of the board of directors; shareholder activism; corporate takeover and takeover defenses, etc.

8. Mergers & Acquisitions - 30 hours [FI]

Main learning goals and major outlines

The M&As represent a major part of business development. In this course, the focus is clearly long-term growth strategy with emphasis on deals logics and synergies and legal implementation. More specifically, this course will cover the following topics :

- The M&A worldwide market, the corporate and strategic aspects of M&A,
- M&A versus organic growth with regards to value creation, outcomes and analysis of success / failure of large deals in the case of listed companies,
- Cash deals versus share exchange deals and subsequent value creation impact,
- Alternative to M&A (strategic alliances vs plain Vanilla M&A deals),
- The deal process (from the origination to post-deal integration),
- Mergers tax system,
- Post-merger integration issues, financial engineering (including control protection and defense).

9. Venture Capital & Private Equity - 30 hours [FI]

Main learning goals and major outlines

Venture capital and private equity constitute the so-called "alternative" asset class as opposed to conventional investments in stocks, bonds and commodities. Many start-ups and entrepreneurial firms require substantial capital. Venture capital and private equity organizations finance these high-risk but potentially high reward companies.

This course aims to apply the corporate finance's key-concepts to the venture capital and private equity market and to be familiar with the structure of contracts, institutions and selection process in the venture capital and private equity industry:

- Understand how VCs and PE firms work and invest
- Be familiar with preferred securities
- Understand how to do an LBO and how PE firms evaluate and finance LBO deals (structured finance)
- Focus on Mezzanine investments.

- Apprehend the exit routes in PE transactions (IPO; Trade sale; Secondary Buyout; Leveraged Recapitalization).

10. Digital Finance (Finance 2.0) - 30 hours [FI]

Main learning goals and major outlines

Disruptive innovation has been at the heart of finance. The latest shockwave comes from financial technology or digitalization. FinTech companies use technology to change the nature and delivery of financial services with a more customer-driven approach than traditional financial institutions.

The main learning goal of this course is to understand the stakes of the technological transformations for corporate finance (Crowdfunding; P2P lending; Block chain; ICO... etc.).

11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

11. Bankers advising on mergers and acquisitions transactions;
12. Analysts mergers and acquisitions ;
13. Business Officers and directors of investment in private equity;
14. Advisors in Private banking
15. CFOs (especially large listed companies);
16. Financial Auditors;
17. Analysts' Equity sell side and buy side in financial institutions;
18. Credit analysts in banks and rating agencies;
19. Financing/ Leasing managers;
20. Cash managers;
21. Officers of specialized business finance large businesses (corporate banking in "coverage" or structured finance), etc.

Examples of internships or jobs carried out by students after the specialization:

22. Analysts mergers and acquisitions ;
23. Bankers advising on mergers and acquisitions transactions;
24. Credit analysts;
25. Advisors in Private banking;
26. Business Officers in private equity;
27. Financing / Leasing Managers;
28. Consultants and managers in Transaction Services, etc.

PGE - 2020-2021 Academic Year

SPECIALIZATION « Digital Expertise for Marketing »

Program leader

Alena KOSTYK
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☐ Français / French

Main teaching language

☒ Anglais / English

Presentation

The Specialization « Digital Expertise for Marketing » aims to train students in up-to-date digital marketing techniques, as well as give them the ability to adapt to rapidly changing job environment in the omnichannel digital business world. This is achieved by developing strategic vision, market research skills, as well as exposure to the leading product digitalization methods.

Learning objectives

At the end of the program, students should be able to:

- Implement digital transformation in companies based on the global strategic vision, and knowledge of digital disruption techniques.
- Design digital marketing communications, and effectively deliver these communications to the target audience using a mix of digital media.
- Analyze quantitative and qualitative company-level and industry-level data, and draw managerial insights based on this data analysis.
- Implement multichannel distribution strategies driven by the e-commerce and m-commerce sales.
- Understand the basics of designing successful digital products (websites and apps).

Pedagogical Methods

The pedagogical method used in the specialization « Digital Expertise for Marketing » is the classical teaching method. It is combined with the “Active learning” with the real-life case studies, company visits, guest speakers, and students’ project teamwork.

- Each module contains at least one writing examination.
- Each module contains at least one active learning project component (team and/or individual).
- References and reading materials are specified by the head of each course.

Required qualities

Careers in digital marketing are well known for being challenging and exciting due to the fantastic opportunities that they provide.

- The first quality required by this major is a strong motivation, a real interest, a hard-working capacity, and an ability to adapt and learn fast.
- The second quality required is the technical proficiency, including analytical skills and advanced computer skills.
- The third quality is the spirit of innovation.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Navigating technology and digital disruptions - 30 hours

As the first course in the specialization, this course develops strategic vision in relation to the digitalization of the marketplace. The students acquire the strategic knowledge they need to become effective digital leaders, and to help their organization successfully transform itself to meet the ever-changing needs of the marketplace and its customers. The course introduces students to the emerging technologies, artificial intelligence and machine learning, and basic concepts related to coding.

Key words

- digital disruption
- digital capabilities
- digital transformation
- business models of the digital giants
- emerging technology trends
- artificial intelligence
- machine learning

2. Digital advertising - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. The students learn to design marketing messages in the digital context. They are introduced to programmatic advertising, advertising on social media, email and mobile advertising, and interactive advertising. Future evolutions of advertising are also discussed. This course includes Facebook Ad certification, and Google Ads individual qualification.

Key words

- social media advertising
- Facebook Ads
- Google Ads
- programmatic advertising
- email advertising
- mobile advertising
- interactive advertising

3. Traffic management & Search engine marketing - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. It focuses on customer acquisition through successful web traffic management. The course introduces students to the search engine marketing: search engine optimization, paid search, sponsored links, and online partnerships. Website design implications are also discussed. This course includes Google Analytics certification.

Key words

- search engine optimization (SEO)
- web traffic
- traffic management
- paid search
- affiliate marketing
- conversion rate
- landing page

4. Influence & Social Media Strategies - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. The students are introduced to the social media management, community management, e-PR, influencer marketing, content marketing and brand reputation marketing. This course includes HubSpot Academy Content Marketing Certification.

Key words

- social media
- community management
- influencer marketing
- content marketing
- brand communities
- brand fans

5. E-CRM - 30 hours

This course is part of the Consumer Intelligence block. The course focuses on the principles of consumer-centricity, and generating sales through building customer loyalty. Students are introduced to consumer journey in the digitalized marketplace, customer relationship management (CRM), marketing campaigns optimization, profitability goals, and key marketing performance metrics. This course includes training in a CRM software (e.g., Salesforce).

Key words

- customer relationship management (CRM)
- consumer journey
- sales
- sales leads
- customer loyalty
- key performance indicators (KPIs)
- profitability

6. Data Analytics - 30 hours

This course is part of the Consumer Intelligence block. It trains students in the basics of quantitative data analytics, from (1) data exploration and preparation, to (2) data analysis and (3) data visualization and reporting. Through practical exercises, quantitative analysis methods are introduced, e.g.: predictive modeling methods, sales forecasting, etc. This course requires basic understanding of the mathematics and statistics. This course includes training in a quantitative data analysis software (e.g., MsExcel, SPSS).

Key words

- data collection
- quantitative data analysis
- predictive modeling
- forecasting
- data visualization

7. Unstructured data Analytics - 30 hours

This course is part of the Consumer Intelligence block. It trains students in the basics of qualitative data analytics. Specifically, students learn how to collect unstructured data using online communities, social media (e.g., Twitter), and other sources. Students practice performing netnography, text mining, semantics analysis, and sentiment analysis of this data. This course includes training in a qualitative data analysis software (e.g., Atlas.ti).

Key words

- netnography
- text mining
- semantics analysis

- sentiment analysis
- qualitative data analysis

8. Ethics, Consumption and technology - 30 hours

This course deepens students' strategic vision in relation to the digitalization of the marketplace. Critical marketing perspective is introduced, and consumers' relationships with the digital technologies are discussed. Students engage in discussions of the impact of digital technologies on consumption practices, online consumer behavior, and critical approaches to digitalization. Ethical questions related to the digitalization are covered: e.g., technology addiction, health issues, consumers' misbehavior.

Key words

- critical marketing
- online consumer behavior
- technology adoption
- technology addiction
- ethics
- sustainability

9. Digital and mobile commerce - 30 hours

This course introduces students to the multichannel distribution strategy and tactics. E-commerce (web distribution channel) and m-commerce (mobile distribution channel) are discussed in detail. Students learn about online sales, e-merchandising, online "atmospherics", online retail analysis, hybrid retail systems & growth hacking techniques.

Key words

- multichannel business strategy
- retail management
- distribution
- operations management
- marketplaces
- e-merchandising
- retail metrics
- hybrid retail systems
- growth hacking

10. User experience Design (UX) - 30 hours

This course is part of the Product and Design block. The course teaches students to understand user needs based on the universal principles of design. It includes introduction to the new product development process, basics of Web and app design, as well as evaluation of designs with users, and conducting UX research.

Key words

- user experience
- design principles
- new product development
- concept testing
- web design
- app design
- UX research

11. Advanced Digital tools for creativity - 30 hours

This course is part of the Product and Design block. It teaches students the basics of creative process necessary for the new product development. Additionally, it trains students in advanced software tools for design, such as Adobe Photoshop, Illustrator, and several web site & app creation tools.

Key words

- creativity
- creative process
- design software
- Adobe Photoshop
- Web design
- App design

Career opportunities

- Technology evangelist
- Product manager in a technology-driven industry
- Data analyst
- Web/digital analyst
- Social media manager
- Web traffic manager
- Content manager
- Community manager
- CRM manager
- Digital designer (CDO)
- UX designer

PGE - 2020-2021 Academic Year

SPECIALIZATION « Financial Markets: Asset and Risk Management »

Program leader

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☐ Français / French

Main teaching language

☒ Anglais / English

Presentation

The major in “Financial markets” aims to prepare students for various careers in the sector of financial markets. To this end, the program provides first to students an overall view on the financial markets. Then, it equips them with some mathematical and computer tools which can help them to better understand how these markets work. Finally, it presents the different aspects (including the mechanism, the pricing, and the hedging) of the main instruments used by investors to make relevant decisions relative to their objectives of risk and return.

Learning objectives

At the end of the program, students should have acquired the following skills:

- Understand the mechanism of the principal financial instruments (including stocks, interest-rate instruments, exchange-rates, financial derivatives);
- Know how to price these instruments with the theories developed in modern finance (including CAPM and APT) and in mathematical finance (including arbitrage theory and Black & Scholes model);
- Know how to put into place some operational tools with the help of Excel programming and Bloomberg data;
- Know how to use classic financial instruments and other alternative instruments (including structured products, hedge-funds, private equity, real-estate, commodities) to meet with investors' specific need;
- Have a good knowledge on different job positions provided in financial markets as well as the professional practice in asset and risk management.

Pedagogical Methods

The pedagogical method used in the major of “Financial markets” is the classical teaching method. It is nevertheless completed with the method of “Active learning” with the help of case studies, co-teaching, outdoor visit, conferences, and students' presentation in teamwork.

- For each module, there is at least one writing examination. In most modules, there are two writing examinations with a mid-term one and a final one. The overall grade is based on these two exams.
- References are specified in each course. Handouts are prepared by the professor in charge of the course on the basis of the principal reference of the course.

Required qualities

Careers in financial markets are well known for being challenging and exciting due to the fantastic opportunities that they provide.

- The first quality required by this major is a strong motivation, a real interest, and a hard-working capacity.
- The second quality required is the technical proficiency including mathematical skills and specialized knowledge in economics and finance.
- The third quality is the spirit of innovation and entrepreneurship.

Prerequisite electives

- Blockchain revolution: From Cryptocurrencies to other Finance Applications (15 h)
- Behavioral finance (15 h)
- Investments /Marchés Financiers & Risque (30h)

Courses

1. Quantitative tools for finance (FM 1) - 30 hours [FI]

As the first of the “tool course”, the course makes preparations for other courses. It aims to equip students with some mathematical tools and programming languages such as Excel VBA. Meanwhile, it shows how to make simulations with random variables in different situations.

Key words

- Optimization under constraints with Lagrange Multiplier
- Variance-covariance matrix
- Big data and data management with statistic tools
- Simulations with random variables
- Introduction to computer languages used in finance
- Introduction to the main econometric tests used in empirical finance
- Partial derivative equations to resolve financial derivative pricing problems

2. Financial programming (FM2) - 30 hours [FI]

As a second “tool course”, this course teaches students how to use Excel VBA as a working tool to be able to resolve operational problems with VBA programming. In this way, students will be able to put theoretical results into practice. In addition, some other computer languages like Python and Java will be introduced.

Key words

- Draw the Markowitz's Frontier
- Compute the VaR of a portfolio
- Write programs permitting to realize an arbitrage between futures prices and spot prices
- Write programs to price European options with Black-Scholes-Merton formula
- Write programs to price American options with Monte-Carlo simulations
- Write programs to compute Greek letters for option sensitivity analysis

3. Money market instruments (FM3) - 30 hours [FI]

This course examines the main money market instruments, presents the various types of interest rates, and analyzes the different amortization schemes of a debt repayment. It also helps students to understand the link between the money market and the forex markets, as well as the impacts of the Central Bank's monetary and exchange policies on this market.

Key words

- Discount and capitalization
- Simple interest and compound interest
- Annual equivalent rates
- Short-term debt instruments (T-Bills, Certificate deposits, Commercial papers)
- Repo and reverse repo
- Euro-dollars and LIBOR
- Fed Fund and ECB's Refi Rate
- Interest-rates and exchange rates
- Main amortization schemes

4. Portfolio management and other alternative investments (FM4) - 30 hours [FI]

This course permits students to get a deeper understanding of the key concepts (risk, return, diversification, efficient frontier) and theories (index models, CAPM, APT) developed in portfolio management after the introductory course entitled "Investment". In addition to the classic financial instruments such as stocks, bonds, and bills, the course also introduces other alternative instruments including structured-funds, hedge-funds, and private equity.

Key words

- Efficient portfolio
- Single-Index and multiple-index models
- Capital asset pricing model
- Arbitrage pricing model
- Behavioral finance
- Structured funds
- Hedge funds
- Private equity

5. Digital transformation of international finance (FM5) - 30 hours [FI]

The Financial Technology (FinTech) is transforming the financial sector. The use of digital technologies is the norm. This course aims to introduce digital transformation of international finance to students. Meanwhile, the development of cryptocurrencies and their empirics will be presented and its impact on the international financial system will be analyzed.

Key words

- Currencies and exchange rates
- Exchange rates and interest-rates
- Two aspects of international finance: exchange rate markets and international implementation
- Financial technology transformation
- Development and mechanism of cryptocurrencies
- Impacts of cryptocurrencies on international financial system

6. Fixed-income instruments and forex derivatives (FM6) - 30 hours [FI]

This course is devoted to long-term fixed-income instruments and derivatives based on exchange-rates. On the one hand, it develops knowledge related to yield curve, sensitivity, duration, convexity, and the pricing of fixed-income instruments. On the other hand, it deals with pricing and hedging problems of financial derivatives (futures, forwards, options) based on exchange-rates.

Key words

- Yield curve
- Sensitivity, duration, and convexity
- Pricing of fixed-income instruments
- Futures and forward contracts based on exchange-rates

- Options based on exchange-rates

7. Financial risk management (FM7) - 30 hours [FI]

This course aims to present key tools and models to measure market risk (ex. calculation of VaR) and credit risk (ex. pricing of CDS). It also permits students to understand the mechanism of securitization and the principle of structured credit products such as ABS and CDO.

Key words

- Financial risk management
- Various types of financial risks
- Value at risk
- Credit default swap
- Asset-backed securities, Collateralized debt obligations
- Mechanism of securitization

8. Financial derivative products (FM8) - 30 hours [FI]

This course aims to knowledge on financial derivatives both from the point of view of investors and sellers by putting the main focus on plain-vanilla options with an extension to some exotic profiles. It permits students to know how to use binomial trees and Black-Scholes formula for pricing and hedging. It also explains regulations on trading (after 2008), emphasizes trading limits, inner control, and ethics in different jobs in financial markets (sales, trading, structuring).

Key words

- Futures and forward contracts
- Plain-vanilla options
- Exotic options
- Binomial trees
- Black & Scholes model
- Regulations on trading and ethics in financial markets
- Risk control and management in financial institutions

9. Commodities (FM9) - 30 hours [FI]

The commodity market has expanded during the 2000's, a period of "financialisation of commodities". In the context of a tight employment market, the commodity sector offers fantastic job opportunities to our students both in physical and derivative markets. By trying to give students a sector specialization, this course develops knowledge on commodity. In this way, students will understand the specificity of the storable commodity asset class, get a first comprehension on how futures markets on commodities work, and how these derivative products are priced.

Key words

- Importance of commodities on the world economy
- Commodities and their financialisation
- Storable and non-storable commodities
- Futures markets on commodities
- Pricing of futures contracts on commodities

10. Introduction to advanced topics in financial practice (FM10) - 30 hours [FI]

This course has two goals. The first one is to introduce some advanced topics, which are lately developed both in theory (ex. micro-structure approach, behavioral finance) and in practice (ex. capital-guaranteed funds, high-frequency trading, evolution of Exchanges and Clearing-houses, Socially responsible investment). The second one is to let student know how it happens concretely in the professional world. For this, practitioners in financial establishments based in Paris and London (many of them are Neoma Business School alumni) will be invited to share their experiences through presentations on job

opportunities provided by different departments in financial markets (trading rooms, FO, MO/BO, risk management, compliance) as well as the practice in asset and risk management.

Key words

- Capital-guaranteed funds
- Commodity trading and hedging
- Private equity
- Credit, debt, funding valuation adjustment
- Corporate social responsibility (CSR) or Environment, social and governance (ESG)
- Socially responsible investment (SRI)

11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

- Sales on the trading floor in a CIB (Corporate Investment Bank)
- Fund managers in an Asset-management company
- Risk managers in an financial institution
- External auditors for specialized funds (such as structured funds)
- Financial experts in regulation bodies
- CRM (Customer Relationship Management) or "Investment Specialist" in an AM (Asset Management)
- Brokers in brokerage firms
- General inspector and internal auditor in a bank
- Financial analyst / Credit analyst in a financial institution

Examples of internships or jobs carried out by students after the major

- "Sales" in a CIB (ex. SG CIB, BNP Paribas CIB, CA CIB)
- "Investment Specialist" or "Client Relationship Management" in an AM (ex. Amundi, Lyxor, BNP Paribas AM)
- "Sales" or "traders" in commodities (ex. SG soft commodities, Alpiq)
- "Traders" in banks (ex. Mizuho Bank and Morgan Stanley of CDS, collateral and X-Valuation Adjustment)
- "Structurers / Sales" of structured products (ex. CSFB, Arfima)
- "Strategists" in a CIB (ex. Shanghai Stock Exchange, China Investment Bank)
- "Inspectors" in Inspection Générale in a banque (ex. SG CIB, CA CIB)
- "Risk Management", "MO" or "BO" in banks (ex. SGCIB Asia Pacific)
- "Financial analysts" (ex. HSBC France) or "Consultants" in Big 4 (ex. Deloitte)

PGE - 2020-2021 Academic Year

SPECIALIZATION "Creative and Cultural Industries"

Program leader

Sébastien DUBOIS

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Main teaching language

☒ Français / French

☒ Anglais / English

Presentation

The programs aims to provide students with a deep theoretical and empirical knowledge of the creative/cultural industries sector. It will introduce students to the core issues of this sector (production, distribution, digitization, marketing specificities etc.). It deals with every branch of the cultural sector: music, cinema, books, the visual arts and the performing arts. It thus prepares the students to careers in the cultural/creative industries. Lectures have both academic and professional backgrounds. The program will not only focus on the management of the arts, but also look at the economic, social and cultural issues raised by the current transformation of the creative/cultural industries.

Learning objectives

This major aims to:

- introduce the students to the core and contemporary issues of the creative/cultural industries
- develop students' critical and creative thinking
- provide students with the skills and knowledge necessary to develop a career in the creative and cultural industries

Students will also have the opportunity to meet and collaborate with many professionals in the arts sector (Centre Pompidou, Musée de Rouen, Ladiray Gallery, TF1, Netflix and Canal+ producers, Editions du Seuil, Editions de la Découverte, Centre National du Cinéma, Believe Music, Warner, Uzik, microqlima, Théâtre du Relais, Normandie Impressionisme, Opéra de Rouen...). Many of these professionals are alumni.

Pedagogical Methods

- theoretical lectures
- case studies on the birth or development of artistic genres, firms, artists
- art works analysis in relation to their commercial strategy
- use of social media (Internet, social media)
- teamwork and creative work

Required qualities

To choose this major, it is essential :

- To be interested in the arts: careers in the arts are vocational and creative, we look for creative and passionate students
- Have a critical perspective and intellectual curiosity

Courses

▪ **Cultural marketing and digitization**

As cultural goods are experience goods and customers' satisfaction subjective, commercial success remains always uncertain in the cultural and creative industries. Firms producing cultural goods (movies, books, music...) now operate at a global level in a fierce competition, and have to develop new marketing strategies. On the other hand, if cultural organizations (museums, theaters...) have long been protected from the harsh realities of the marketplace by relying on wealthy patrons or public subsidies, these sources of finance become scarcer so that they now have to turn to other sources of income, and to the market, which has led them to set up marketing strategies. Marketing is thus crucial for cultural firms and entrepreneurs to reduce that uncertainty, and bring customers to their products, be it goods or services. The general objectives of the course are to teach the specific uses of marketing concepts in the artistic and cultural area. It will be articulated around the organization of the cultural production, the evolution of the individual and collective cultural consumption and the emergence of creative industries. Cultural and creative industries have proved to be very innovative in designing marketing strategies, through notably the use of new technologies.

▪ **Strategies in the arts: art, markets and society**

Art and society are closely intertwined. The development or emergence of new cultural forms and markets is directly related to social changes, from royal patronage to multinational firms. Similarly, entrepreneurs and artists strategies are embedded in a social context that they have to appraise. Social change and cultural innovation results from the entrepreneurship and leadership of both cultural entrepreneurs and artists. The course will for instance look at the segmentation of cultural market, with the emergence of new artistic genres such as the modern novel or music (rock, soul, rap). The course will analyze these strategies, using economics, sociology, leadership and management as its theoretical basis. This interdisciplinary course will deal with the fine arts as well as the cinema, literature or music.

▪ **The Art Market in the World**

The program will expose the students to a large variety of art market's professionals, and to the interconnectivity of the art world. Topics to be considered include: dealer's motivation and strategy, artist's image, art advisory, importance of museum relations, typology of collectors...We will also give an overview of all the principles that together comprise today's art market, including the institutions that compete to shape the market. It will focus on the financial structure that underlies the art market, the rise of art as an asset class, the prevalence of investors, and the rapid growth of the art market in emerging economies, especially in China and in Arabic area. In the meantime, the courses will offer an overview of the concept of value in the art market, examining how value is estimated in historical art as well as in contemporary art, and taking into consideration how valuation differs in a variety of evaluation contexts. The course is livened by a professional gallerist and courtier with extensive experience in France and in England.

- **Music: strategies and opportunities in the Digital revolution**

The music industry has undergone dramatic changes in the past 10 years. The market has fallen down by more than 30% and starts recovering from this crisis. The paradox is that we have never probably listened so much to music. Music companies have now to reinvent their business model to take into account these innovations which have revolutionized production and even more distribution,. In an industry pushed by technological but also economic and organizational innovation, new business models have emerged (legal downloading, streaming...) reframing the strategies of the music industry actors: majors, labels, artists, distributors. This course will be provide to the students a survey of the music industry, highlighting the mains areas where music and business are interconnected. The focus of this 30 hours seminar will be to develop a transcultural understanding of the global music industry, analyzing the general landscape of the music business industry, the changes and the opportunities in the job market: the emerging trends, distribution, promotion and the different ways the companies and partners develop their strategies. The course also question the main issues that are left unresolved such as profitability, or the remuneration of the actors, especially artists who have turned (back) to live performances to make money. The course is led by Carlos Rabasso with the participation of professionals (Warner Music, Believe, Nancy Jazz Festival...).

- **Majors, independents, globalization: the movie industry**

The movie industry has been one of the first to experience a post-Fordist organization. As such, it is often advocated that the movie industry is a kind of economic and organizational laboratory for innovation. It has a specific organization based on short-term projects, multiple arrangements independent companies (production, special effects, soundtracks, trailers etc.) which participate to the manufacturing of a movie. Outsourcing is thus a key strategy in the movie industry. If majors dominate the industry, the cinema rests on of a nebulous of innovative independent actors which provides production, post-production or marketing. Indeed, marketing is now fully part of cinema making, not only in promotion but also from creation to distribution. Multiple actors then manage copyrights, on which revenues are shared on the basis of percentages. As films budgets are growing, producers have to find money from various sources, and the movie industry has experienced highly financialized funding (from hedge funds for instance) as well as public funding. Movie producers must also internationalize and diversify sales on various supports (DVDs, TV channels, digital, by-products...) to face rising costs. The course will deal with these different issues, looking at the strategies/constraints of the different actors. The course under the aegis of an alumni with a huge experience in the sector welcomes professionals (TF1, Netflix, Canal+, CNC).

- **The Performing Arts: project management and organizational agility**

The sector of the performing arts is very diverse (theaters, music halls, festivals, theater troupes, orchestras, tour organizers...), but shares a common feature: goods are produced alive. The performing arts are organized into an economy of short-term projects that are never fully reproducible: every tour is different, and within a tour or a series of theater performances each performance is at least slightly different. Facing the famous “cost disease”, performing arts managers have to manage both operational and artistic costs and a dilemma: how much to invest in order to limit their costs while attracting the wider possible audience? Costs come first from labor, as the performing arts rest on the unsteady but highly qualified jobs (actors, musicians, sound engineers etc.). The sector is rapidly changing, with the entrance of multinationals as well as businessmen and financiers who have been buying theatres, new actors such as tour organizers. On the other hand, the sector largely rests on public funding. The course will introduce the students to the relations between these actors (commercial contracts, employment contracts etc.) to help the students understand how the industry functions and prepare them to hold positions as performing arts managers.

- **Value and Reputation: how to create value in the arts?**

Reputation lies at the heart of the economics of culture. Cultural goods are unusual ones: they must create their own market while their value remains uncertain. As the price of an artwork does not depend (or only slightly) on its material characteristics, its value lies in the perception key actors or the wider public make about it. Reputation has thus given birth to a flow of literature on which this course will draw. Reputation comes out of social processes this course will illuminate. We will first look into details at this strange immaterial thing reputation is. We will also answer key questions for the economics of art: Are reputations stable? Do they last over time? How to explain reputation-building, that is, where do artists' fame come from? How can artistic organizations develop the reputation of their artists, which are their core assets? We will also introduce students to methodologies used to assess reputation, both qualitative and quantitative.

- **Contemporary issues the publishing industry**

The publishing industry is maybe unexpectedly one of the biggest cultural industry. It plays a key role in society, as it is responsible for the transmission of knowledge, and that of culture as books are the main support for all kinds of knowledge. At the same time it is also an entertainment industry offering highly marketed goods. The gatekeeping process – selecting manuscripts – is at the heart of the publishing industry as it conditions success. The publishing industry involves multinational commercial companies oriented toward profit as well as smaller ones focusing on cultural value and artistic innovation. One of the main (and often underestimated) issue is that of distribution, which largely governs the industry, book distribution being a highly industrialized operation. Distribution strategies often condition

success or, for smaller publishers, economic survival. The publishing industry has also been partly digitized, even if digitization has not shaped strategies as much as in the case of the music industry, but it remains an open question for the future of the industry.

- **Cultural policies and public cultural institutions**

Cultural policies have developed throughout the world, as the rising number of museums demonstrates. The course will look at cultural diplomacy, and the rise of soft power through cultural institutions as well as their positioning at a time when museums, operas but also non-profit organizations (museums, libraries, orchestras) blossom. The course will introduce students to the strategies and organization of cultural institutions, with a non-exclusive but specific focus on communication and marketing strategies. It will also introduce students to the daily operational functioning of cultural institutions. A specific session will be dedicated to careers in public and non-profit cultural organizations to help students organize their job search.

- **Intellectual property and contracts in the creative industries**

Intellectual property is the economic basis in the creative industries. Firms, artistic agents and artists manage copyrights. Companies make money in the arts only if they hold copyrights on works, with the exception of the works having fallen in the public domain. Contracts in the cultural sector are thus specific. The course is delivered by intellectual property professionals specialized in the cultural industries. The course will look at copyrights legal basis and management, including moral rights, property rights and neighboring rights as well as contractual issues.

- **CSR, Innovation for social change**

This course is designed to provide a broad understanding of the principles of corporate social responsibility (CSR) and its implications for social dynamics and transformation. Students will have the opportunity to gain insights into the importance of CSR dimensions and the nexus between socially responsible actions and sustainable social value. A particular emphasis is placed on the role of corporate social responsibility in transforming business and society and its impact on corporations, business practices and models and managerial actions and choices. Participants will have a hands-on exposure to CSR innovation and will have the ability to critically assess CSR dimensions in conjunction with social enterprise strategies. The study of the real-world examples and case studies provide the opportunity to recognize the importance of sustaining CSR innovation as a requisite for socially responsible ventures and social transformation.

Career opportunities

- Cinema and TV production
- Sales manager in the cultural industries
- Marketing and communication manager in the cultural industries
- Fundraising and sponsorship
- Executive and administrative positions in artistic institutions (museums, foundations, theatres...)

Examples of internships or jobs carried out by students after the major

- chef de produit interface TV Canal +
- sales assistant Coproduction (Berlin)
- marketing assistant international sales Wild Bunch
- product manager Centre Beaubourg
- chef de produit Glénat
- chef de produit Stock
- attaché de presse et de communication musée
- assistant de production 3B Production
- chef de projet Firstage Productions
- Responsable marketing Aranametrix
- Operations officer Soundcharts
- Assistant opération E-Commerce Ubisoft
- chargée de mission Fondation Culture & Diversité

PGE - 2020-2021 Academic Year

SPECIALIZATION « Accounting, Auditing & Advisory »

Program leader

Charles DAUSSY

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☐ Français / French

Main teaching language ☒ Anglais / English

Presentation

The “Accounting, Auditing & Advisory” specialization aims at preparing students to various careers in accounting and finance with a focus on how to “building quality financial practices into the organization through decision support, planning, and control over the organization’s value-creating operations.”

Beyond advanced skills in accounting and financial management such as financial planning, analysis, control, and decision support, the purpose of this specialization is to prepare future management accountants / controllers for the key challenges of the organizations of tomorrow:

Strategic thinking with or beyond the numbers;

Deployment and control of the value creation processes that meets the expectations of a multiplicity of stakeholders (including an ever greater societal awareness);

Support of the disruptive evolution of organizations in the use of new technologies (data & analytics, AI, etc.).

The AAA specialization is designed with the objective of being CMA® (Certified Management Accountant) designated.

CMA® is a globally recognized professional certification in management accounting that gives visibility to this specialization.

The students who follow the AAA specialization can chose to take the CMA exam in order to get the certification. Passing this exam will bring more value to the student when she (he) comes to the market because “the CMA® program recognizes the unique proficiencies required for success in this challenging profession [management accountants / controllers].”

On CMA® exam:

“The Institute of Certified Management Accountants (ICMA®) regularly reviews the content of the Certified Management Accountant (CMA®) exam to ensure that current topics are appropriately updated and relevant

to business practice. Connectivity of a practical Body of Knowledge to the workplace is important. The CMA exam aligns with the knowledge, skills and abilities that an accountant or finance professional in business uses on the job today – financial planning, analysis, control, and decision support. These skills are critical to the success of finance teams.

The CMA program has been designed to meet the evolving needs of business – today and tomorrow. We look forward to helping you achieve excellence as a professional. Certification will confirm your proficiency in your chosen field and your dedication to personal and professional growth.”

CMA Handbook

To be as close as possible to the needs of the market, on some topics, the AAA specialization is designed in co-construction with recognized professionals such as audit firms or consulting companies.

Learning objectives

In terms of knowledge and skills, students will acquire at the end of the program:

Strong skills in management accounting based on strong knowledge bases in financial accounting and finance;

A strong understanding of strategic thinking and how to support strategic management;

A strong understanding of the challenges of tomorrow's organizations (how to accompany major and sometimes disruptive changes).

Pedagogical Methods

“Active teaching”: a relevant combination of theoretical content, practical cases and case studies / simulations co-organized with partners.

Required qualities

Students who wish to follow this specialization should demonstrate:

A strong knowledge base in accounting and corporate finance;

Analytical and synthesis capabilities;

A strong motivation to make this program a unique opportunity to increase their value in the market;

An ability to push the boundaries to overcome existing models;

A natural curiosity to imagine the organizations of tomorrow

Prerequisite electives

IFRS introduction

Courses

1. INTRODUCTION TO FINANCIAL REPORTING (AAA1) - 30 hours

The objective of this course is to enhance students' knowledge and understanding of the International Financial Reporting Standards (IFRS) and to improve their ability to apply IFRS for financial reporting. In addition, this course will provide students with a fundamental understanding of the basic principles for preparing consolidated financial statements. Throughout the course, students will use various practical issues with regard to recording business transactions and preparing financial reports from a global/international perspective. If the courses focuses on IFRS principles, key differences between IFRS and US GAAP will be highlighted.

Key topics

Financial reporting Environment;

Conceptual framework;

Review of the accounting process (Accounting equation, process of preparation of financial statements, principles of recording transaction in journals ledgers, balance, post-closing trial balance, etc.);

The statement of financial position and financial disclosures;

The income statement;

The statement of cash flows, the changes in equity statement;

Property, plant, and equipment;

Impairment of assets;

Scope and consolidation process;

Consolidation Techniques and Procedures.

2. ADVANCED MANAGEMENT ACCOUNTING (AAA2) - 30 hours - CMA®

This course consists of two parts – cost management and decision analysis. The first part focuses on the process of determining how much it costs to produce a product. Topics covered include several types of cost accumulation, cost measurement and cost allocation systems as well as sources of operational efficiency and business process performance for a firm. An important concept in the section that deals with business process performance is the concept of competitive advantage, how a firm can attain it. Secondly, any job in management or planning entails decision-making. The goal of decision-making is to maximize the benefits and/or reduce the costs to the company by selecting the best option from among the available options.

This course will prepare students wishing to sit the CMA exams for “Cost Management” (Part 1-D.) and “Decision Analysis” (Part 2-C.).

Key topics

Cost management

Process Costing;

Job Order Costing;

Cost Allocation and Activity-based Costing;

Life-cycle Costing;

Joint Product and By-product Costing;

Variable and Absorption Costing;

Estimating Fixed and Variable Costs;

Supply Chain Management.

Decision analysis

Cost-volume-profit analysis (or breakeven analysis);

Marginal analysis;

Pricing.

3. PLANNING, BUDGETING AND FORECASTING (AAA3) – 30 hours - CMA®

As prerequisites, students have to master the main issues in financial accounting. The purpose of this course is to show how budgets help companies to increase their level of performance. In order to become a win-to-win course, this process of forecasts has to be understood by students (as it is by companies) as a learning machine. To work out a department budget, and to improve forecasts, require to know accurately the causation between means and outputs.

The three steps of the process (strategic plan, budgets and analysis of the achievements) will be studied, highlighting some topics that are usually left in the dark such as capital budget, supporting budget schedules or constrained optimization.

This course will prepare students wishing to sit the CMA exams for “Planning, Budgeting and Forecasting” (Part 2-C.).

Key topics

From strategy to budgets

- Different steps of long term planning;
- Budgeting process (types of budgets, main actors...);
- Stocks budgets.

Operating budgets

- Revenues budget (Ordinary least squares);
- Production budget (efficient time, constrained optimization);
- Procurement budgets (Wilson Economic Order Quantity formula);
- Support services budgets;
- Activity based budgeting;
- Project budgeting;
- Flexible budgeting.

Financial budgets

- Capital budget;
- Budgeted income statement;
- Cash budget;
- Budgeted balance sheet;
- Budgeted statement of cash flows.

4. EXTERNAL FINANCIAL REPORTING DECISIONS (AAA4) - 30 hours - CMA®

This course builds on the principles introduced in AAA1 and focuses on more advanced financial accounting topics. Students will gain an understanding of how the requirements of international (IFRS) and US standards lead to transparent and comparable financial information. The standards cover how business transactions, and assets and liabilities are recognized, derecognized and measured in financial statements and how companies are required to communicate relevant information about these matters in corporate reports. Students will use the information presented in companies' financial statements to develop an understanding of key accounting policies. By considering a range of practical examples, they will begin to learn how the exercise of judgement about accounting policy choices affects the results and financial position that a company reports.

While the course assumes a good understanding of fundamental accounting techniques, in all cases, the accounting underpinning the relevant areas will be explained as necessary.

In conjunction with course AAA1, this course will prepare students wishing to sit the CMA exams for "External Financial Reporting Decisions" (Part 1-A.).

Key topics

Revenue from contracts with customers;
Leasing transactions;
Tax;
Inventories and construction contracts;
Intangible assets;
Investments;
Liabilities and equity, and equity transactions.

5. MANAGING FINANCIAL DECISIONS (AAA5) - 30 hours - CMA®

The purpose of this course is to understand the long-term financial and investment decisions.

- a) We will go through the question of investment, with the capital budgeting and the working capital;
- b) The course will also cover the financial decisions, through the capital structure and the raise of capital;
- c) We will address the return on capital, through cost of capital and cash-flow analysis;
- d) The course will approach some notion of risk linked to the financial decisions.

In conjunction with other courses in the AAA specialization, this course will prepare students wishing to sit the CMA exam for “Corporate Finance” (Part 2-B.) and “Investment Decisions” (Part 2-E.).

Key topics

Risk and return;
Long-term financial decisions and capital structure (cost of capital, raising capital, dividend policy...);
Working capital management;
Corporate restructuring (mergers and acquisition, bankruptcy...);
Capital budgeting;
Cash-Flow analysis;
Risk analysis in capital investment.

6. RISK MANAGEMENT AND INTERNAL CONTROLS (AAA6) - 30 hours - CMA®

This course consists of two parts – Enterprise risk management and Internal controls. Enterprise Risk Management can be defined as “a structured and disciplined approach: It aligns strategy, processes, technology, and knowledge with the purpose of evaluating and managing the uncertain-ties the enterprise faces as it creates value.” It is a truly holistic, integrated, forward-looking, and process-oriented approach to managing all key business risks and opportunities—not just financial ones—with the intent of maximizing shareholder value as a whole.” Risks are events that might cause harm to a business. They are not certain to

occur, but if they occur, they will have a negative impact on the business. In addition, internal control examines all of the controls that the company has set up and put in place to help achieve its objectives. We often think of internal controls as trying to prevent something from going wrong, but they are really set up to assist the organization in the achievement of its objectives. It is important to be very familiar with the objectives of internal control.

This course will prepare students wishing to sit the CMA exams for “Risk Management” (Part 2-D.) and “Internal Controls” (Part 1-E.).

Key topics

Risk management

Types of risk (business, hazard, financial, operational, strategic, legal compliance and political risk);

Risk mitigation;

Risk analysis;

ERM (Enterprise Risk Management).

Internal controls

Corporate governance;

Internal control risk, environment, procedures, and standards;

Responsibility and authority for internal auditing;

Types of audits; assessing the adequacy of the accounting information system controls;

Business continuity planning.

7. FINANCIAL STATEMENT ANALYSIS (AAA7) - 30 hours - CMA®

This course is designed to provide a thorough understanding of financial statement analysis and to develop students' ability to apply the essential techniques to the real world cases. It covers calculation and interpretation of financial ratios, evaluation of the performance by using multiple ratios, comparison between market value and book value, profitability analysis, analytical issues including impact of foreign operations, effects of changing prices and inflation, off-balance sheet financing, and earnings quality.

In addition, this course aims at helping students who would like to pursue management accountancy as a career for their professional development.

This course will prepare students wishing to sit the CMA exams for “Financial Statement Analysis” (Part 2-A.).

Key topics

Basic financial statement analysis

Common size financial statements;

Common base year financial statement.

Financial ratios

Liquidity;

Leverage;

Activity;

Profitability;

Market;

General issues.

Profitability analysis

Income measurement analysis;

Revenue analysis;

Cost of sales analysis;

Expense analysis.

8. STRATEGIC PERFORMANCE MANAGEMENT (AAA8) - 30 hours - CMA®

This course focuses on the implementation of the strategy within an organization and how it is deployed across the business units.

- 1) The course will address the management control process in a decentralized organization with the notion of responsibility centers, transfer pricing and the management by exception.
- 2) The course will explain how to deploy the strategy to answer the stakeholder requirements, with the balanced scorecard and its four perspectives, and how to choose and follow relevant key indicators.
- 3) The course will also cover the variance analysis to understand how management control masters performance by encouraging employees' behavior and decisions.

In conjunction with other electives in the AAA specialization, this course will prepare students wishing to sit the CMA exam for "Performance Management" (Part 1-C.).

Key topics

Balanced scorecard ;

Key performance indicators: return on investment, customer profitability...

Responsibility centers, reporting and transfer pricing;

Variances analysis, flexible budget and standard cost.

9. DATA & ANALYTICS FOR STRATEGIC DECISIONS (AAA9) - 30 hours

Big Data heavily affects the way organizations are doing business. Management accountants / controllers – as they are primary users of data to support strategic management and decision-making processes – contribute to this disruptive digital evolution.

This course aims at covering how the management control systems take the opportunity of Bid Data to manage performance more effectively and efficiently.

Key topics

Data and decision-making process: an overview of the current situation and challenges

- Organization of data: BI systems; data lakes; etc.
- BI tools; data analysis;
- AI and Finance.

Data & Analytics: tools to visualize and analyze data for decision-making (workshops and practical cases on using these tools: Power BI; Tableau; Qlik sense).

IT and finance

- IT financial governance;
- Technology cost, value and decisions.

How the digital transformation affects the job.

This course is co-built and co-taught with audit firms and consulting firms.

10. MANAGING SOCIAL RESPONSIBILITY, GOVERNANCE AND ETHICS (AAA10) - 30 hours

How organizations respond to ethical and societal challenges. An ever-greater societal awareness is becoming a stakeholder as such and the organizations must meet new expectations.

Reputation of organizations is at stake. Beyond potential competitive advantages, not complying with regulation or/and not meeting stakeholders' expectations may jeopardize the future of organizations as they may lose their "license to operate."

This course aims at presenting how organizations develop their management systems to cope with these new challenges.

This course will prepare students wishing to sit the CMA exam for "Professional Ethics" (Part 2-F.).

Key topics

Monitoring CSR objectives and managing corporate social performance

- An overview of the challenges in terms of ESG (Environment, Social & Governance);
- Regulation (soft law) and reporting frameworks (NRE; Grenelle 2; GRI; ISO26000; etc.);
- ESG Key Performance Indicators (KPIs) to manage social performance (incl. Sustainability Balanced Scorecard (SBSC)); relationship between social and financial performance;
- Non-financial information (certification by independent 3rd parties; Integrated Reporting; etc.): a new challenge.

Part of this course is co-built and co-taught with audit firms and consulting firms.

Professional ethics (CMA®)

- Ethical considerations for management accounting professionals and for the organization.

11. CONSULTING SERVICES (AAA11) - 30 hours

This course presents raising consulting services provided by consulting firm in organization and / or strategy, by financial services companies as well as other companies offering similar types of services or by audit companies (for non-audit services).

At the end of the course the student will be able to:

Help companies reducing the risk of fraud thanks to forensic accounting & investigation services;

Understand processual and change management issues related to the implementation of IFRS;

Participate to process reviews for ending financial year;

Contribute to auditors' advisory missions in projects of merger & acquisition.

Key topics

Introduction to consulting services

- Overview of the main consulting services;
- Overall presentation of the main actors, their business model and their market shares;
- Salary, career perspective, etc.

Consulting in organization (Establishing a process diagnosis Running an organizational change project)

- Before sales phase: answering a call for tender / writing a proposal (methodology: Agile/scrum);
- Change management related to the implementation of new technologies.

Consulting in audit firms

- Transaction services / M&A;
- Cash management diagnosis;
- Restructuring.

Other issues

- Interim management of medium-sized businesses;
- Training for job interviews in consulting firms.

Career opportunities

Management accountant / controller

Business analyst

Cost accountant / controller

Internal auditor

Auditor / manager in audit firms

Advisory manager in audit firms

Consultant in consulting firms

Risk manager

Finance manager / CFO

Examples of internships or jobs carried out by students after the major

Junior management (cost) accountant

Assistant auditor in audit firms

Junior consultant in audit firms and consulting companies

PGE – 2020/2021 Academic Year

SPECIALIZATION « Supply Chain Management and Purchasing »

Responsable de spécialisation/*Program leader*

Alejandro Lamas

NEOMA Business School, Rouen campus

alejandro.lamas@neoma-bs.fr

Main teaching language ☒ *Anglais / English*

Présentation du programme / Presentation

The specialization in Purchasing and Supply Chain Management provides robust knowledge about the business activities carried out in Supply Chains consisting of large or small firms.

The content of the Purchasing and Supply Chain Management specialization gives a full view of the Supply Chain with particular emphasize in Purchasing and Development and a balanced professional training between Strategy, Processes, Organization, and Information Systems. The specialization combines class sessions, in which students can develop the theoretical skills, with practical experiences such as visit to firms in which students can learn from the on-site operations and decisions. Thus, the structure of the specialization meets the expectation of recruiters.

The Supply Chain Management and Purchasing specialization may be also interesting for students envisaging a professional career on Finance or Marketing, because the inter-relationship of such subjects with SC are essential for the success of an organization.

The specialization is held on Rouen Campus.

Objectifs d'apprentissage/Learning objectives

The main objective of the specialization is that students learn the tools for making decisions that lead to maximizing the performance of the firms in terms of organization, planning, productivity, quality, and cost reductions in competitive environments.

In particular, by the end of the specialization the students will be able:

To understand and to implement the different tools for optimizing the organization of a firm.

To model the business processes and operations for the continuous improvement of a firm.

To understand and to deal with the impact of working in Supply Chain environments.

<p><u>Qualités requises et attentes par rapport au contenu / <i>Required qualities</i></u></p> <p>An analytical mindset, An open mind for tangible and quantitative approaches, Organisational ability, Good communication skills.</p>
<p>Métiers préparés // <i>Job opportunities</i></p> <p>Leader of Supply Chain projects Purchasing Responsible Supply Chain / Purchasing / Operations Consultant Demand Manager Supply Chain Responsible Procurement Responsible Logistics Director Planning Manager Flow Manager</p>

PGE – 2020/2021 Academic Year

SPECIALIZATION “HR & CONSULTING”

Responsable de spécialisation/Program leader

Rachel BEAUJOLIN

Neoma Business School, Reims Campus

rachel.beaujolin@neoma-bs.fr

Main teaching language

☒ Anglais / English

Présentation du programme / Presentation

The purpose of the “HR & Consulting specialization” is to develop student’s skills and competencies in HR & Consulting:

1. in a context of complexity: permanent organizational transformations, digitization, multi-actors, individualities and changing expectations, etc.
2. From an innovation perspective: vision, to think out of the box, etc.

This specialization aims students who wish to specialize in human resources management and/or internal or external consulting, particularly in the fields of organization, human resources, working conditions, employee management relations, recruitment and redeployment. The specialization takes a cross-functional approach to human and social problems linked to organizational development, in a context of almost permanent change. Our mission is to develop both the employability of students in the labor market and their reflexivity on the main theoretical frameworks and HRM practices.

Objectifs d’apprentissage/Learning objectives

The aim of this specialization is to prepare the student for a career in consulting or human resources management. Students will learn to:

- Analyze working situations and identify current and future challenges linked to the organization of work;
- Know, appropriate, criticize the main HRM & work organization Models;
- Identify main trends in HRM (structure, architecture, tools, methods, position, ...) and explain their implications;
- Design HR strategies and policies, in particular in a context of change;
- Decline these policies into operational plans to support them (recruitment, career management, training, industrial relations, employee relations management, working conditions, change management);
- Evaluate the relevance of HR tools and decide upon them;
- Outline the different ways in which HRM can contribute to change;

- Understand critically the links between HRM and performance;
- Understand the consulting market, its actors and areas of intervention;
- Find their place in a team of consultants and with regard to the client;
- Understand the professional techniques of the junior & senior consultants;
- Explore the relationships between CSR, social innovation and HRM.

Qualités requises et attente par rapport au contenu / *Required qualities*

Students who wish to follow this specialization must have good knowledge of sociological theories of organizations and the principal dimensions of the HR function, and be interested in individual and group human relations.

COURSES :

1 - DROIT DU TRAVAIL

DECOUVRIR l'environnement juridique comme élément du fonctionnement de l'entreprise.

STRUCTURER SES SAVOIRS comprendre les interactions entre le fonctionnement de l'entreprise et les conséquences juridiques de ses choix.

- Acquérir les fondamentaux
- Identifier des problématiques simples et savoir proposer des solutions adaptées
- Maîtriser du vocabulaire juridique

2- WORK PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOR

This course provides a brief overview that affect the characteristics and behavior of employees at the workplace. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include individual differences and motivation, group dynamics, leadership, conflict, negotiation, and decision-making. By doing so, students will learn the way to effectively manage individuals and groups at work. Furthermore, this course will play a role of bridge between core course (i.e., humanities and management) and diverse elective courses in organizational behavior and human resource management (e.g., human resource management; leadership; team management; talent management).

- Identify important components of group dynamics and leadership
- Learn theoretical knowledge and practical tactics that lead better collaborations
- Understand the nature of individual differences and motivation that contribute to the enhancement of performance and well-being of individuals at work

3- MACRO ORGANIZATIONAL DEVELOPMENT

This course is designed to equip full-time PGE students with a deeper understanding of how to design and develop organizations. The goal is to understand better the functions and responsibilities of top management and the problems associated with shaping the character and performance of an organization. In addition to learning the material, the single most difficult challenge for you in this course

is to begin the development of a unique and personal point of view about how organizations should be managed and the learning goals are as follows:

- To increase your appreciation of the role organization design and development plays in driving firm performance and effectiveness over time
- To expand your understanding and practical ability to lead an organization through a re-design process
- To increase your capacity to design and lead complex, large-scale change processes in a developmental way

4-SOCIOLOGICAL AND CLINICAL APPROACHES OF WORK

This course will provide in-depth insight on the themes:

- Sociology of Work
- Ethnography
- Clinical approaches of work

5-CONSULTING

This module will deal with the job market for NEOMA BS students intending to work as consultants, and with the different types of HR and organization consultants; analysing a consulting project and its methodology, answering a call to tender, and interacting in the team of consultants and with the client system.

- Analyse a client's demand and build a commercial proposal
- Buy a consultancy service
- Know about different consulting methodologies
- Understand the job market and different types of consultancy

6-TALENT MANAGEMENT

This course will revolve around the following talent management themes:

- Talent Acquisition, Recruitment
- Employee development, career, training
- Compensation and benefits

7-MANAGING EMPLOYEE RELATIONS

This course is part of the « HR & Consulting » specialization. This specialization aims at training students in the exercise of the HR function and in the consulting business, in a context of complexity (permanent transformations, digitization, multi actors, individuality and employees changing expectations ...) and from an innovation perspective. Its purpose is to develop both the employability of students in the labor market and their reflexivity on the main theoretical frameworks and HRM practices.

This course dedicated to "employee relations and change" will explore the role of the HR function in the management of organizational transformations and in accompanying changes in employment (redundancies, changes in skills, redeployment, and professional mobility). It implies to adopt a stakeholder perspective and to develop a deep understanding of industrial relations systems, of bargaining and disputes processes, of resistance and participation mechanisms.

8- PEOPLE ANALYTICS, BIG DATA AND HR

Outlines of this course :

- Méthodes quantitatives / statistiques appliquées aux RH
- HR tools using quantitative data (with critical awareness): engagement surveys, HRIS, workforce planning

9- DEVELOPING HR STRATEGY AND CREATING VALUE

This course is part of the « HR & Consulting » specialization. This specialization aims at training students in the exercise of the HR function and in the consulting business, in a context of complexity (permanent transformations, digitization, multi actors, individuality and employees changing expectations ...) and from an innovation perspective. Its purpose is to develop both the employability of students in the labor market and their reflexivity on the main theoretical frameworks and HRM practices.

This course dedicated to “strategic HRM” will explore in particular the roles of the HR function, the choices in how to structure and organize HR department, the debates between “best fit” and “best practices” perspectives on SHRM, the content and process perspectives of HR strategy, the links between HRM and performance outcomes, the HRM practitioners competencies, the trends in SHRM.

This will enable Strategic HRM students to develop their own understanding of the field, and to inform their practices as HRM professionals.

10- CSR AND SEMINAR PAPER

This course will cover the following subjects:

- Discrimination, diversity and inclusion (e.g. H/F, handicap)
- Methods of research

11 - HR AND WORK ORGANIZATION

There is no emphasis in claiming work is in crisis today. Workers suffering, professional disease spreading, and dissatisfaction growing: institutionalized models of work organization clearly fail to address the issues of the reality of work. On the other hand, there is clear evidence of a movement towards a reinvention of work organizations, thanks to new technologies, new ways to cooperate, and new ideologies too. The course purpose is to engage critical discussion

and reflection among aspiring be HR students, about the relationship between HRM and work organization: what kind of HR tools and policies could foster the development of more appropriate work organization? What kind of representation of work is embedded within HR tools and practices? How could HR department help to transform work? The course will provide with theoretical approaches to work and guide students' reflection on the role of HR regarding work and people at work within organizations.

Given the large scope of the topic and the variety of expertise and scientific disciplines involved, the course does not pretend to cover it all or to turn students into work specialists. Nevertheless, it is based

on the premise that students will use their autonomy and curiosity to guide and sustain their learning dynamic. With that intent, a large amount of online resources (even developed by the students) will be available.

Métiers préparés /Job opportunities

- HR auditing/Social auditing
- Organisational consulting and auditing
- Change support consulting
- Recruitment consulting
- Human resources strategy and policy consulting
- Management consulting
- Quality of life at work and psychosocial risk consulting
- HRIS consulting
- CSR auditing
- Human resources manager
- Training manager
- Recruitment manager
- HR studies officer
- Career manager
- Social controlling manager
- Competences and Talent manager
- Community manager
- Employer brand manager
- CSR manager

Examples of internships carried out by students prior to the specialization

- Consultancy in human resources management and organisation
- Consultancy in recruitment
- Consultancy in quality of life at work
- Management consultancy
- Human resources manager
- Recruitment, partnerships and school relations officer
- International HR office, HR and teleworking project manager
- Careers advisor
- Management Development & HR Control
- Training methods assistant; Compensation & Benefits Analyst