

BACHELOR IN MANAGEMENT

THIRD YEAR

FALL SEMESTER

INTERNATIONAL HR MANAGEMENT (HR301E_B)

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

Topics covered:

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

INTERNATIONAL NEGOTIATION SKILLS (NG302E_B)

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

Topics covered:

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

STRATEGY (ST302E_B)

This module aims at introducing students with two major perspectives of strategic analysis, namely external analysis and internal analysis. While external analysis helps students understand how firms structurally analyze both macro and industry environment, internal analysis enables students to diagnose firms' activities, resources and (dynamic) capabilities. Combining these two perspectives, students can further learn how to develop strategies at three different levels: business strategy, corporate strategy and international strategy. Strategy is a key part of a firm's decision making, and it impacts most activities within the firm. Business readings, firms' disclosure such as annual reports or information from their website will demonstrate the importance and ubiquity of strategic issues

Topics covered:

Analytic toolkits for the external environment:

- PESTEL framework for the macro-environment
- Porter's Five Forces for the industry environment
- Dynamic and uncertain environments

Analytic toolkits for the internal environment:

- Resources and capabilities with VRIN/VRIO,
- Value chain and value net analysis
- Business models

Analytic toolkits for business strategy: Three Generic Strategies based on competitive advantage and scope

Analytic toolkits for corporate strategy:

- The Ansoff Matrix, the BCG Matrix, the GE-McKinsey Matrix; role of corporate parents
- Organic development (DIY), mergers and acquisitions (BUY), and strategic alliances (Ally), and the "Buy, Ally or DIY" Matrix.

Evaluating strategies:

- Performance assessment
- Options assessment

DESIGN FOR INNOVATION STRATEGY (ST309E_B)

Work in Progress

1. FINANCE SPECIALIZATION

FINANCIAL MATHEMATICS (FI300E_B)

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

Topics covered:

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

CONCEPTS OF CORPORATE FINANCE (FI301E_B)

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

Topics covered:

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

FINANCIAL ANALYSIS (FI303E_B)

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

Topics covered:

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

2. MARKETING SPECIALIZATION

OMNI CHANNEL MANAGEMENT & DISTRIBUTION (MK303E_B)

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

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

DIGITAL MARKETING STRATEGY (MK306E_B)

Digital marketing can be defined as the targeted, measurable, and interactive marketing of products or services using digital technologies to reach and convert leads into customers and retain them. The course is constructed around the idea that Digital Marketing strategy is not just a new channel for marketing, but requires the digital marketer (CDO) to acquire a whole new understanding on how modern consumers use technologies to help them in their relationship with brands. The module evaluates the strategy, planning and execution of marketing mix decisions in the light of digital media and technologies. This allows to reach and generate relationships with current and future consumers in a timely, relevant, personal and cost-effective manner.

Topics covered:

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

CONSUMER BEHAVIOUR (MK313E_B)

Upon completing this course, students should be able to: Understand the different approaches that make consumers tick Develop a deeper understanding of how consumers make choices by learning about relevant psychological and sociological theories Identify how those theories can be used to impact real-world marketing strategies and decisions Understand the mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs and their actions Utilize marketing research to help marketers understand these mechanisms of influence and to influence marketing decisions.

Topics covered: - Perception - Learning and Memory - Motivation and Affect - Self, Personality, Lifestyles, and Values -Attitudes and Persuasive Communications -Decision Making

3. SUPPLYCHAIN SPECIALIZATION

SUPPLY CHAIN MANAGEMENT (SC301E_B)

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

Topics covered:

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

PURCHASING MANAGEMENT (SC302E_B)

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

Topics covered:

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

INVENTORY MANAGEMENT & WAREHOUSING (SC303E_B)

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

Topics covered: Demand Forecasting . Inventory Management . Excel modelling

SPRING SEMESTER

MINDFUL DECISION-MAKING (CR302E_B)

This module highlights challenges and best practices in decision-making in complex and modern organizational environments, drawing from current findings in relevant disciplines (social psychology, neuroscience, sociology, and organizational behaviour). The module addresses the main hindrances and facilitators of mindful decision-making, defined as decisions that are not only of benefit for the decisionmaker him or herself but also for other people and society in general. The module has a strong focus on personal development aimed at increasing students' capabilities to reach mindful decisions at work.

Topics covered:

- Common biases in decision-making at work
- Values and responsibility in decision-making
- Team decision-making
- Intuition and emotions vs. rationality
- Attention and meta-awareness for decision-making
- Global and diversity challenges for decision-making
- Organizational models and culture affecting decision-making
- Career decision

PROJECT MANAGEMENT (PM301E_B)

The course should allow students to position a project within the overall corporate objectives and strategy, and to understand the project specific environment, set project requirements, financial and non-financial goals. The course covers the process of a project - namely Start & End, Quality, Methods and Teamwork - defining a clear project goal statement, with goals, deliverables and control requirements.

Topics covered:

- The project environment
- The roles and responsibilities in project management
- Project organization
- Project methodologies - Agile, Kanban
- Acting as Project Manager and using the Project Management Office
- Running an effective project team
- The project process: planning stages, feasibility stages, implementing
- Project risk management
- Project communication management
- Project closure

ENTREPRENEURIAL THINKING AND INNOVATION (ST308E_B)

This module aims to equip students with the fundamental concepts of entrepreneurship, innovation, and small business management.

Upon completion of this module, students will be able to identify and interpret the innovation sources and their dynamics in existing companies and new businesses. Students will also comprehend the purpose of entrepreneurial activity in our society.

Topics covered:

- Introduction to innovation and entrepreneurship
- Creativity and management of opportunities
- Business model and related canvas
- Customer value proposal
- Growing a start-up: funding and intellectual property
- Industry analysis
- Value Position Design approach and related canvas
- Innovation schemes and paradigms
- Social innovation

1. FINANCE SPECIALIZATION

FINANCIAL MARKETS AND RISK MANAGEMENT (FI302E_B)

This introductory course provides a general overview on the financial markets and risk management. It emphasizes the theoretical and practical understanding of the concepts of financial markets and will get the students acquainted with the tools associated.

Topics covered:

- Financial Markets: Definition & Structure
- Financial Institutions & Intermediaries
- Financial Markets Different Products & Types: Bonds, Stocks, and Foreign Exchange

- Overview of Derivatives Markets and Securities: Futures, Forwards, Options, and Swaps
- Behavioral Finance
- Overview of Risk Management
- Financial Risk Management & Diversification.

BANKING SYSTEMS AND SERVICES (FI304E_B)

This course provides a basic overview of the international banking industry. It gives students an understanding of how banks work internationally and of the diverse products and services that they offer to both individual customers and corporations.

Topics covered:

- Overview of financial markets and institutions
- The role of banks in the finance industry
- Types of banking
- International banking
- Central banking
- Banking regulation and supervision
- Commercial banks' financial statements and analysis

FUNDAMENTALS OF AUDITING (FI305E_B)

This course provides the basic concepts of auditing. Special interest will be reserved for financial statements audit. We will review the various steps an external auditor conducts when he makes the auditing of financial statements.

Knowledge-based outcomes:

1. Understand the role and function of internal and external auditors
2. Identify the risks associated to contemporary management problems and the supervisory role of auditors
3. Determine the objectives of audit practices.

Skill-based outcomes:

4. Design and monitor a basic internal control system
5. Plan and secure a basic audit review

Topics covered:

- Introduction to Audit
- Auditing Standards & Environment
- Planning of Audit & Investigation duties
- Internal Control & Systems Audit
- Risk Assessment & Financial Statements Audit
- Key Systems Audit: Revenue and Capital Expenditure
- Audit Reporting

2. MARKETING SPECIALIZATION

BUSINESS TO BUSINESS MARKETING (MK307E_B)

This module focuses studies of marketing to other businesses, institutions, and the governmental entities. The buying behavior of business clients is explored, in addition to how the formulation and implementation of B2B marketing strategy differ from those used for individual consumers. The module covers marketing tools, theoretical frameworks in B2B contexts, recent academic articles, case studies analyses, and challenging tasks to prepare the students as B2B marketers.

Topics covered:

- Business-to-Business Markets and Marketing • Purchasing behaviour of businesses and other organizations • Business relationships and value creating • Business market segmentation • Pricing issues in B2B • Product and service development • Promotion and sales management • Communication and customer relationships management • Distribution and routes to market

DIGITAL MARKETING COMMUNICATIONS (MK309E_B)

The Marketing industry is one of the most affected from the Industry 4.0 revolution. Experiencing such a dynamic progress, a modern marketer is one who's competent in both: marketing and digital skills. This course will offer students advanced knowledge of digital communications tools, SEO/SEM, media, platforms, sales, PR, blogs, apps, and variety of tools and techniques, and more importantly a strategic model for integration and optimisation for effective communication with the targeted digital consumers. Hence, students will be learning practical skills on how to create and execute an effective Digital Marketing Communication Strategy by leveraging a range of digital marketing tools, tactics, and techniques. The course is designed to offer a comprehensive aspect at digital marketing through optimal combination of theory and hands-on experience, where a stronger focus will be given to practical case studies and industry learning. Students are expected to apply the theories, lessons and material presented or distributed throughout the sessions in order to complete the major group projects, namely the Digital Marketing Communication Plan. A system is implemented to ensure that every student is strongly encouraged to contribute evenly and equally to the workload when completing assignment.

Topics covered:

- Fundamentals of Digital Marketing Communication: Framework, models, concepts and elements, media.
- The Digital consumer: defining the buying persona in digital media context
- Digital Media and Marketing Mix (4P model within digital marketing context)
- Digital Marketing Campaign Planning
- Marketing Communication using digital media; SEO & SEM; Public Relations; [D] WOM; Paid online advertising; Influencers; Blogs
- Measurement and Analytics of social media and digital platforms
- Customer digital experience: designing Webs and apps, Content, design, optimisation and structure, web promotion

BRAND MANAGEMENT AND SUSTAINABILITY (MK314E_B)

Explain sustainable marketing and branding's role in a global framework /

- Identify the drivers, risks, challenges and opportunities associated with addressing sustainability management challenges.
- Apply the guiding principles and values that are a foundation for a holistic mindset that guides an effective sustainability vision, strategy and implementation plans.
- Identify the factors in developing a credible business case for common sustainability management approaches that deliver actual improvements and breakthrough sustainability performance.
- Navigate common and conflicting needs, perspectives and interests of multiple stakeholder groups, cross-sector, cross-disciplinary, cross-functional and industry-specific perspectives.
- Promote strategic benefits of integrating and engaging the business value chain from suppliers through to end customers for achieving and communicating breakthrough sustainability outcomes.
- Link systems thinking and lifecycle thinking to core business strategy and decision-making using product life cycle assessment based on international ISO standards.

Topics covered:

- Brands, Brand image, brand elements, brand mantra, branding process: types of brands; brands today - changes created by technology and sustainability
- Creating and managing sustainable brands
- Measuring a brand's performance: metrics

3. SUPPLYCHAIN SPECIALIZATION

OPERATIONS & PRODUCTION MANAGEMENT (QM311E_B)

This course introduces students to the area and techniques of operations management and presents a state-of-the-art view of the activities of the operations function. The course's overall rationale is to give students thorough background knowledge in basic servicing and production methods and concepts to enable them to appreciate their potential real-world applications. The objective is that students understand the role of managerial decisions in the effective design of services and products, layout and production planning and control.

Topics covered:

- Measuring operations performance
- Process design and improvement
- Quality management and control
- Facility layout
- Line balancing
- Production planning
- Just-In-Time production
- Use of basic quantitative techniques in OM

TRANSPORTATION AND DISTRIBUTION MANAGEMENT (SC305E_B)

The module explains the role of transportation and distribution in a supply chain and allows students to understand the trade-offs to be made between transportation, warehousing and distribution activities, and how to coordinate them. It introduces students to the different transport modes and network design options, planning, modelling, transport and distribution organization management, costs and accounting computations in the transport and distribution industry.

Topics covered:

- Session 1 - Introduction to Transportation and Distribution (Means and actors)
- Session 2 - Transportation Networks and planning
- Session 3 - Transportation and Distribution modeling
- Session 4 - Supply-chain management in the transport and distribution sector
- Session 5 - Transportation and Distribution organization management
- Session 6 - Transportation and Distribution accounting
- Session 7 - Transportation and Distribution Development (Sustainable/social development, AI)
- Session 8 - Transportation and Distribution Business

INTRODUCTION TO SUPPLY CHAIN ANALYTICS (SC306E_B)

This module presents how data and business analytics can be applied to deal with practical business situations in the field of supply chain management to facilitate decision-making and improve system performance, productivity, and profitability. In this module, three components of business analytics including descriptive, predictive, and prescriptive analytics, will be discussed and their application to deal with supply chain decision and optimization problems will be illustrated. This module will help students foster analytical thinking and problem-solving skills to overcome existing and emerging supply chain challenges.

Topics covered:

- Basics of analytics - Data visualization and exploration - Break-even analysis - Preference matrix - Basics of forecasting - Analytics for location decisions - Analytics for purchasing decisions - Analytics for production decisions