Undergraduate Exchange Student Modules (Level 4)
2017 / 2018

FALL SEMESTER	SPRING SEMESTER
DATES: SEPTEMBER 2017 – DECEMBER 2017 EXAMS : DECEMBER 2017 RESIT EXAMS : JUNE-JULY 2018	DATES: JANUARY 2018 – APRIL 2018 EXAMS : APRIL 2018 RESIT EXAMS : JULY 2018

MANAGEMENT MODULES (Min. 3 modules / Max. 6 modules)

Code	Module	Hours	Credits	Code	Module	Hours	Credits
CR401E_TC1	Corporate Social Responsibility	27	5	CR401E_TC2	Corporate Social Responsibility	27	5
FI402E_TC	Financial Markets & Portfolio Management	27	5	FI402E	Financial Markets & Portfolio Management	27	5
FI403E	Financial Analysis	27	5	FI404E	Financial Risk Management	27	5
FI443E	Corporate Finance	27	5	HR443E	Strategic Human Resource Management	27	5
HR443E_TC	Strategic Human Resource Management	27	5	HR444E	Recruting & Training	27	5
IS402E	Information Technology Management	27	5	IS443E	Management of Information Systems	27	5
MK401E_TC	Advertising	27	5	IS444E	Implementation of Business Information Systems	27	5
MK444E_TC	Business to Business Marketing	27	5	MK442E	New Products & Brand Management	27	5
OB403E	Managing Cultural Diversity	27	5	MK443E	Services Marketing Management	27	5
PM401E_TC	Project Management	27	5	MK444E	Business to Business Marketing	27	5
SC404E	Supply Chain Management: Fundamentals	27	5	QM401E	Operations Management	27	5
ST401E	Strategic Management Fundamentals	27	5	SC402E	Principles of Purchasing	27	5
ST403E_TC	Entrepreneurship & Small Business Management	27	5	SC403E	Purchasing and Logistics	27	5
ST404E_TC1	European Geopolitics	27	5	ST305E_TC	Doing in Business in France	27	5
				ST404E_TC2	European Geopolitics	27	5

OPTIONAL LANGUAGE MODULES

Code	Module	Hours	Credits	Code	Module	Hours	Credits
4LV2F1_TC	French Language	30	3	4LV2F2_TC	French Language	30	3
FG401N_TC	French Culture	30	3	FG402N_TC	French Culture	30	3

ACADEMIC AREA   :   **Human Resource Management – Corporate Social Responsibility**

PROGRAMME   :   **UGTC**

CONTACT HOURS / FORMAT   :   **27 hours**

STUDY TIME   :   **95 hours (Class preparation, homework and assessments)**

CREDITS   :   **5 ECTS – M1**

PRE-REQUISITE MODULES:

Students are expected to have a basic knowledge of corporate policy and strategy and of management in all its dimensions.

MODULE OBJECTIVES:

This course prepares the students to understand, identify and shape the responsibility of business vis-à-vis society and future generations and provides them with a framework for assessing and addressing the ethical nature of business decisions. Central concepts of business ethics will be introduced such as: Corporate Social Responsibility, Sustainable Development, Ethics, Morals and Values and Stakeholder Management.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This is a free standing course not specifically related to academic programmes.

The course will refer to theories and practises taught in management courses or acquired by experiences made during previous internships and/or first work experience.

In line with the school's GRP objectives, the course will highlight the global and responsible aspects of business in each course through analyzing CSR from an international perspective. Additional attention will be given to innovation within the context of social and green entrepreneurship.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
At the end of the course students should be able to:

1. Summarize the relevance of CSR given the challenges the world is facing today,

2. Explain the main theoretical and conceptual approaches to CSR,

3. Identify a company's stakeholders and characterize the relationships with them,

4. Assess the strategic opportunities provided by CSR and sustainability,

5. Identify the implications of a CSR policy in the main managerial domains.

TOPICS COVERED:

Central concepts of business ethics will be introduced such as:

- Corporate Social Responsibility,
- Sustainable Development,
- Ethics, Morals and Values,
- Stakeholder Management,
- Social and Green Innovation.

Internationally recognized CSR instruments, standards and related laws will be introduced, e.g. GRI, Global Compact, Rating Agencies, Multi-Stakeholder Initiatives (ETI, FLA, etc.)

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbooks:

- Crowther, David & Aras, Güler. (2008) *Corporate Social Responsibility*. Bookboon. *Available at http://bookboon.com/en/defining-corporate-social-responsibility-ebook*

ACADEMIC AREA	:	**FINANCE – ACCOUNTING - ECONOMICS**
PROGRAMME	:	**UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Corporate Finance Fundamentals (FI443E or equivalent) and/or Financial Analysis (FI403E or equivalent)

MODULE OBJECTIVES:

This module gives students some insight into jobs which are found in banks, investment firms and insurance companies, such as investment analyst, money manager, portfolio manager or financial planner.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This course is one of the 2 modules of the Finance Minor (PGE 2 Program).

The other course of the Finance Minor is Financial Risk Management

The module is centered on the **global** aspect of finance in a world which is getting more interactive as ever. In view of the numerous financial crisis, the course deals with related issues and how they could have been averted **responsibly,** making students **pioneers i**n this field.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Identify the different types of markets organizations and their constituents,

2. Classify the market participants according to their objectives and their behaviour,

3. Differentiate the main financial instruments used for investing purposes,

4. Evaluate the risks attached to the use of financial instruments

5. Define an investing strategy and build a stock portfolio,

6. Select a methodology to implement a strategy,

7. Monitor the evolutions of an investment strategy,

8. Assess an investment strategy according to its objectives and asset mix.

TOPICS COVERED:

The main themes of the module are:

*   Organization of different security markets, main kinds of investments, relations between risk and return.

- Asset pricing models: the efficient frontier, standardized measure of systematic risk (beta), Capital Asset Pricing Model.
- Basic principles of financial asset management: objectives, preferences, constraints; benchmark selection, performance measurement.
- Valuation principles by asset class, and clues to risk management through derivative instruments.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (Suggested textbook):

Frank K. Reilly, Keith C. Brown – *Analysis of Investments and Management of Portfolios* – South-Western (Latest Edition)

ACADEMIC AREA	:	FINANCE – ACCOUNTING - ECONOMICS
PROGRAMME(S)	:	PGE2 – UGTC
CONTACT HOURS	:	27 hours
STUDY TIME	:	95 hours (Class preparation, homework and assessment)
CREDITS	:	5 ECTS – M1

PRE-REQUISITE MODULES:

An introduction to financial and management accounting (AC301F and AC302E or equivalent).

MODULE OBJECTIVES:

This module provides an introduction to some key concepts and tools for financial analysis and management. The module first focuses on published financial statements (income statements, balance sheets and cash flow statements). The aim here is help students to understand the structure and content of the financial reports provided to external stakeholders of an enterprise. Next, the module introduces criteria commonly used in stocks market to appraise the equity or the enterprise, and its evolution. Finally, as investors will increasingly incorporate Environmental, Social and Governance considerations into their investment process, the module introduces the main ESG indicators. The relation between the performance/risk management and these indicators is next discussed.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

The module is a mandatory module of the PGE program. One of the learning objectives is that students acquire basic competencies in the various areas of management,

In this module:

- the student learn the fundamental techniques in finance
- the student starts the acquisition of management problem solving techniques based on accounting and quantitative methods
- the student uses English in a business context.

The school is committed to train Global Responsible Pioneers. This module presents ESG indicators, increasingly taken into account by investors. The students will have to incorporate these indicators in the financial analysis of one firm.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

By the end of the sessions, the students should be able to:

1. understand the structure of a company annual report and accounts
2. explain the difference between investment and financing
3. identify the different sources of financing for a firm and for each of them their advantages and disadvantages
4. apply the many valuation methods that can be used to value a company
5. use financial information to assess a company's health and its strategy
6. select the appropriate ratios to perform a financial analysis
7. choose the appropriate method to value of a firm

8. select the appropriate tools for any computation (Excel, solver, financial tables)

9. compare investment alternatives

10. determine whether or not they agree to work for, invest in, or trade with, a particular company

TOPICS COVERED:

This module focuses on the interpretation of companies accounts. The main elements of the module are:

- The role of a financial analyst

- Description of the financial statements used for external communication

- Margin analysis

- Specificities of the accounting policies

- Working capital management

- Debt structure and its cost and stakes

- Ratio analysis

- The application of basic discounted cash flow techniques to value a company

- Valuation of companies

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (suggested textbook) :

Vernimmen P. (Latest Edition) *Corporate Finance: Theory and Practice*, John Wiley & Sons

(eBook available : 2009 english version)

ACADEMIC AREA	:	FINANCE – ACCOUNTING - ECONOMICS
PROGRAMME(S)	:	PGE2 – UGTC
CONTACT HOURS	:	27 hours
STUDY TIME	:	95 hours (Class preparation, homework and assessment)
CREDITS	:	5 ECTS – M1

PRE-REQUISITE MODULES:

Fundamentals of Finance

MODULE OBJECTIVES:

The aim of this module is to extend the student's basic knowledge of finance principles. The students will be familiarised with the main business environment issues which affect the investment and financing decisions of a firm, whatever its stage of growth. At the end of this course the students should be able to understand the transition from the business risk of operating activities to the risk for the financial structure. They will be able to understand and analyse a company's financing position, and to address the main financial management issues in a global and international environment.

CONTRIBUTION TO PROGRAMME OBJECTIVES :

The module is a mandatory module of the PGE program. One of the learning objectives on thePGE is that students acquire basic competencies in the various areas of management,

This module fits well to the School's GRP Objectives, which are to prepare managers ready to perform in a global environment with an attitude of responsible pioneers. The topics covered in this module provide a *GLOBAL* approach to the students to understand the issues and challenges of the finance world. It also enables them to act in a *RESPONSIBLE* manner, while making important financial decisions that may foster significant strategic implications to the corporate world. Knowledge of a wide array of topics with the ability to solve complex problems also induces confidence in the students to lead from the front and be *PIONEER* to meet new challenges of a dynamic corporate finance environment.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

By the end of the sessions, the students should be able to:

1. Understand significance of Corporate Finance in business world,

2. Differentiate between types of securities and their issuance,

3. Perform project valuation (Investment Decision),

4. Understand company's choice between debt and equity (financing decision)

5. Distinguish between different forms of capital structures with respect to market conditions (forms),

6. Ascertain trade-offs in dividend policy and their implications for investors,

7. Value debt in relation to the main parameters involved,

8. Discuss the choice of shareholders according to a firm's strategy and constraints,

9. Classify the relevancy of different types of financing according to a company's profile and strategic objectives,

10. Assess the consistency of strategic decisions made by companies, and weight their financial impact, through the collection of consistent information.

TOPICS COVERED:

- The ways for a firm to finance its activities on the long term, whatever its stage of growth.

- The financial stakeholders inside and outside the firm.

- The capital structure and its effects on risk and the value of the firm.

- The capital structure and its effects on return and the value of the firm.

- The cost of money is and its impact on the valuation of financial assets.

- The ways to return cash to shareholders and the effects of the dividend policy on the firm's value.

- A brief overview of financing techniques for mature or declining companies: mergers, LBO, spin offs.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (suggested textbook) :

Berk, J. and DeMarzo, P. (2014) *Corporate Finance*, 3rd Edition. Pearson Education. **(eBbook available)**

ACADEMIC AREA	:	**HUMAN RESOURCE MANAGEMENT**
PROGRAMME	:	**PGE2 - UGTC**
CONTACT HOURS / FORMAT	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework & assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Organizational Behavior (OB301E or equivalent)

MODULE OBJECTIVES:

The aim of this module is to provide students with a conceptual framework and practical skills which will equip them to critically assess and deal with strategic HR issues facing international companies.

CONTRIBUTION TO PROGRAMME OBJECTIVES :

This module contributes to the following aims:

- To be a "junior" specialist in HR management
- To be open to the world and cultural diversity
- To be intellectually agile and methodical in a business context

The module will teach students to think about strategic human resource management from a GLOBAL perspective. They will be exposed to issues of expatriate management, management of international teams and international mergers, acquisitions and joint ventures. Students will also consider issues of ethics and RESPONSIBILITY from a human resource management perspective.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

At the end of this module, students should be able to:

1. Critically assess the link between company strategy / culture and HRM
2. Identify key success factors in attracting, developing, and retaining key competences.
3. Analyse how HRM can contribute to a successful international merger, acquisition, or alliance
4. Assess the impact of cultural forces on HRM
5. Assess strategic issues in diversity management and employer-employee relations
6. Write a job description
7. Plan and carry out an employment interview

8. Plan and carry out a performance review.
9. Design a simple training program for expatriates
10. Design a compensation package for expatriates

TOPICS COVERED:

- Introduction: why and how HRM is strategic
- Talent management
- Employee engagement
- Strategic HR planning
- Strategic and operational recruiting
- The strategic management of expatriate talent
- Performance management
- Training and development, strategic career planning
- Compensation management
- Strategic HRM in international mergers, acquisitions, and joint ventures
- Diversity management and employer-employee relations

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

- Armstrong, M. (2012). *Armstrong's Handboook of Human Resource Management Practice.* (12th edn). Kogan Page. **(eBook available)**
- Armstrong, M. & Redmond, K. (2012), Armstrong's Handbook of Strategic Human Resource Management, 5th ed., Kogan Page. Available as e-book on library site

ACADEMIC AREA	:	**SUPPLY CHAIN MANAGEMENT**
PROGRAMME(S)	:	**PGE 2 - UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITES MODULES:

Basic business knowledge and awareness of information and communications technology.

MODULE OBJECTIVES:

This course aims at providing a deeper understanding of the issues, challenges and opportunities in the application by people and organizations of information and communications technology.

The course emphasizes an organizational and managerial approach to IT and Information Management, covering strategic issues as well as IT implementation and change.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

Students must know how to use ICTs in their functions. They will be able to summarise the fundamental principles of computer hardware, applications software, networking and client/server development and to produce a business information system prototype.

The course contributes to two dimensions of GRP concept:

- Global business: The course content and cases maintain relevance to global business environment
- Innovations: This course examines the innovative approaches to information systems
-

MODULE INTENDED LEARNING OUTCOMES (ILOs):

After successful completion of this course, students should have achieved the following objectives:

1. Be able to identify and assess strategic information systems that may (potentially) affect corporate positioning and competitiveness;

2. Have an understanding of the process and products of information planning and its relationship with both a company's overall strategy, the information systems portfolio, and the development of individual systems;

3. Have an understanding of the process, context and issues in information systems development projects;

4. Be able to perform high-level process and data analysis;

5. Have an understanding of key developments in information and communication technologies and their possible impact on businesses.

TOPICS COVERED:

The course is structured around:

- Organizations, Management, and the Networked Enterprise
- Information Technology Infrastructure
- Key System Applications
- Building and Managing Systems

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbook:

Laudon, Kenneth C.; Laudon, Jane P. (2015). Management Information Systems. (14th edn). Pearson

Education. **(eBook available)**

ACADEMIC AREA	:	**MARKETING**
PROGRAMME	:	**UGTC Level 4**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessments)**
CREDITS	:	**5 ECTS - L4**

PRE-REQUISITE MODULES:
"MK301N - Fondamentaux du Marketing" and "MK302E - Marketing Fundamentals" or equivalent.

MODULE OBJECTIVES:
The module covers the different aspects of advertising, with a specific focus on the design, the planning and the implementation of a successful advertising program along with an introduction to integrated marketing communication and advertising theories and their relationships with consumer behaviour.

CONTRIBUTION TO PROGRAMME OBJECTIVES:
Building on marketing fundamentals about marketing research and consumer behaviour, students should gain an extensive understanding of techniques and processes that are essential to developing effective communication strategies while respecting ethical concerns in the spirit of corporate social responsibility.

This module takes a global perspective by recognizing cultural differences and their effects on advertising. Responsibility and ethics are emphasized throughout the module, particularly in relation to agencies' work and consumers' trust. "Pioneer" is reflected in the emphasis given to developing Integrated Marketing Communication (IMC) so that it is more in line with the spirit of sharing in social media and more effective in meeting the needs of consumers to participate and interact with brands and companies.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
By the end of the module, students will be able to build and/or criticise an advertising campaign and to integrate it with the rest of the promotional and/or marketing mix in a strategic perspective. They will be trained to follow a method with specific steps to build or criticise an advertising plan. They will be able to apply the tools given to the creation of advertising proposals and to the analysis of contemporary advertising campaigns.

Knowledge and skills outcomes: To be able to:

1. Explain the nature, structure, function and operations of the national and international advertising industry,

2. Discuss advertising's role both as a promotional mix element and as a set of techniques which works in conjunction with other promotional activities,

3. Analyse and assess contemporary advertising strategies and present solutions to cognate case study problems,

4. Collectively develop, create and propose advertising strategies,

5. Evaluate external and internal factors that will impact the management of the advertising process for an organisation's international communication strategy (research trends; economical & cultural trends, strengths and weaknesses),

6. Identify and develop skills (including cross-cultural) that are applicable to different strategic/creative promotional scenarios.

TOPICS COVERED:
In order to achieve the learning objectives, the module will focus on the following points:

- Communication objectives,
- Budgeting the promotion/communication-mix,
- The Client and the creative Brief,
- The copy strategy & copy styles,
- Design and production for visual communication,TV, radio, outdoor, etc…
- International Advertising: Standardisation versus adaptation; Glocalisation,
- Traditional media tools: Media strategy, Media Planning, Media buying,
- Digital advertising & social media,
- Other Traditional and Non-traditional Media tools: Marketing Public relations, Direct-Response, Sales Promotion, Sponsorship, Flashmobs & emotions sharing, etc.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Recommended textbook:**
- Moriarty, S., Mitchell, N. and Wells, W. (2014) *Advertising & IMC Principles & Practice*, (10th Edn), Pearson.
Or
- Moriarty, S., Mitchell, N. and Wells, W. (2011) *Advertising & IMC Principles & Practice*, (9th Edn), Pearson. **(E-book available).**

ACADEMIC AREA	:	**MARKETING**
PROGRAMMES	:	**PGE2 - UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessment)**
CREDITS	:	**5 ECTS - M1**

PRE-REQUISITE MODULES:

Marketing Fundamentals (MK301N / MK302E or equivalent).

MODULE OBJECTIVES:

This course explores business-to-business marketing in a contemporary business context. The course highlights companies' marketing towards customers in industrial, institutional, and government sectors. Business-to-business marketing encompasses market segmentation, positioning, pricing, communication, physical distribution, customer service and sales management. This course, therefore, examines marketing activities as they occur in value chains of interconnected business networks.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

Junior Expert: This module is part of the minor in Industrial Marketing, a pre-requisite for PGE3 majors in Supply Chain Management.

Global: Many B2B markets are of global nature and this module highlights the challenges and opportunities associated with having customers and suppliers from other countries and continents.

Responsible: Several B2B marketing tasks include ethical and environmental considerations. This module therefore emphasizes managers' responsibility with regard to dealing with such issues.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Demonstrate a coherent and detailed knowledge of B2B marketing concepts and models.
2. Accurately deploy established techniques for analysis of factors that affect value creation in business markets.
3. Evaluate the recent developments in the field of B2B marketing with special attention directed at new technological applications.
4. Describe and comment upon current research in the field of B2B marketing.
5. Demonstrate an ability to identify critical components in value-chains that affect companies' competitive positions in business markets.
6. Appreciate the information requirements for strategy development in B2B markets.

7. Manage own learning in connection to project work.

TOPICS COVERED:

- Segmentation, value chains and value creation in business networks.
- Pricing in the business sector.
- Development of products and services in the business sector.
- Positioning, promotion and sales management.
- Positioning in B2B markets.
- Communication and customer relationships.
- Distribution, logistics and quality management.
- Delivering value.
- Strategy development and evaluation of marketing efforts.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Suggested Textbook:**

- Anderson, J. C., Narus J. A. and Narayandas, D. (Latest Edition) *Business Market Management: Understanding, Creating, and Delivering Value*, Pearson Prentice Hall.

ACADEMIC AREA	:	**HUMAN RESOURCES MANAGEMENT**
PROGRAMME(S)	:	**PGE2 – UGTC**
CONTACT HOURS / FORMAT	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework & assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES: None.

MODULE OBJECTIVES:

This module will enable students to know how to work with people from different cultures. Students will develop an understanding of the impact culture on international business relations and how to use conceptual frameworks for predicting behavior in different national contexts. Students will develop their cross-cultural communication and multicultural teamwork skills as well as their knowledge of how to do business in several major countries and one of their choice.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This module introduces students to the challenges of international assignments, cross cultural communication, and working in multicultural teams. It prepares students with knowledge and skills to be successful in international corporations and develop an international career in today's global business environment.

▪ **Global**: the module develops students' cultural intelligence (CQ), i.e., their ability to predict and understand behavior of people from other national business cultures with whom they will be called to work;

▪ **Responsible**: When considering the triple bottom line "people-planet-profits," the module focuses particularly on the people side, as students learn to respect and work effectively with managers and employees with other cultural norms.

▪ **Pioneer**: as students analyze cross-cultural management issues, they learn to think "outside their cultural box."

MODULE INTENDED LEARNING OUTCOMES (ILOs):

1. Analyse cross-cultural management situations using cultural dimension models and make relevant recommendations

2. Analyse problems that expatriates face throughout the expatriation process and make appropriate recommendations

3. Analyse cross-cultural communication and multicultural team situations and recommend solutions

4. Analyse people management issues in international business alliance situations and make pertinent recommendations
5. Make recommendations on how to do business in a chosen business culture.

TOPICS COVERED:

- The importance and meaning of culture in international business
- Conceptual frameworks for identifying and analysing cultural differences
- Managing expatriates effectively
- Cross-cultural communication and teamwork
- Managing cultural integration in international joint ventures, mergers, and acquisitions
- "Doing business in" selected countries

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (selected textbooks) :

- Browaeys, M-J & Price, R. (2015), Understanding Cross-Cultural Management, 3rd edition, Pearson Education, **ESC Rennes library e-book (2011 edition) and hard copy**
- Moran, R. T., Harris, P. R., Moran, S. V. (2014). Managing Cultural Differences, Taylor & Francis Publishing, **ESC Rennes library e-book and hard copy**

ACADEMIC AREA : HUMAN RESOURCE MANAGEMENT – Project Management

PROGRAMME : UGTC

CONTACT HOURS / FORMAT : 27 hours

STUDY TIME : 95 hours (Class preparation, homework and assessments)

CREDITS : 5 ECTS – M1

PRE-REQUISITE MODULES: None.

MODULE OBJECTIVES:

This module teaches students why projects matter in a changing business environment, their impact on organizations, how they are created, managed and implemented, how students will be involved as individuals, team members and managers, and how performance relates to projects.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This is a free standing course not specifically related to academic programmes.

This course aims to enable students to understand how to better manage globalisation and other management projects within a business context. Their responsibilities are then better appreciated for all aspects of project related decisions and implementation. This course aims to enable them to draw on all aspects of their work here at ESC Rennes to (as far as it is possible) make a success of their projects under the unique conditions that they find themselves. Students will be pioneers in the management and implementation of change at both a strategic and operational level.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Position a project within the overall corporate objectives and strategy
2. Analyze the project-specific environment: resources
3. Determine the project requirements
4. Implement the process of a project
5. Define a clear project goal statement
6. Select various methods and software (WBS, PERT, Gantt…) to organize, structure and schedule a project

7. Resolve team-related problems

8. Use projects for performance

TOPICS COVERED:

- The project manager
- Team management
- Time & resources management
- Complexity - Information management
- Success & performance.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbook:

- H. Kerzner H., (2013). Project management: a system approach to planning, scheduling, and controlling, 11th edition. Wiley **(e-Book available)**

ACADEMIC AREA : **Supply Chain Management**

PROGRAMME(S) : **PGE2 – UGTC**

CONTACT HOURS : **27 hours**

STUDY TIME : **95 hours (Class preparation, homework and assessments)**

CREDITS : **5 ECTS – M2**

PRE-REQUISITE MODULES:

None

MODULE OBJECTIVES:

The main objective of this course is to understand the basic concepts of supply chain management and the link between the different supply chain activities, which cover the activities of purchasing, storing, manufacturing, distributing, and selling.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

Within a professional context, this module prepares students to understand the supply chain management and the job opportunities offered by this field. This course gives the basic concepts. Students that are interested in supply chain management will later have the opportunities to deepen their knowledge with more detailed modules.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

At the end of this module, the student should be able to:

1. Describe the main concepts related to supply chain management

2. Understand the relationships between the processes of purchasing, holding inventory, manufacturing, distributing, and selling

3. Analyze the performance criteria in a supply chain

4. Discuss the global factors in supply chain management

5. Know the job market opportunities in the field of supply chain management

TOPICS COVERED:

1. Supply chain configuration

2. Physical and information flows in supply chains

3. Production management

4. Purchasing management

5. Inventory management

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbooks:

[1] N. Slack, S. Chambers, R. Johnston, *Operations Management*, Prentice Hall, 5th edition, 2007.

[2] Stevenson W. J., *Production/Operations Management,* 9th edition, McGraw-Hill, 2006.

[3] Cachon, G., Terwiesch, C. *Matching Supply with Demand: An Introduction to Operations Management. New York*, NY: McGraw-Hill / Irwin, Second Edition, 2009

ACADEMIC AREA	:	STRATEGY-INNOVATION
PROGRAMMES	:	PGE2-UGTC
CONTACT HOURS	:	27 hours
STUDY TIME	:	95 hours (Class preparation, homework and assessments)
CREDITS	:	5 ECTS – M1

PRE-REQUISITE MODULES:
"MK301N-Fondamentaux du Marketing I", "MK302E-Marketing Fundamentals II" and "ST303F-Introduction aux Fonctions de l'Entreprise, or equivalent.

MODULE OBJECTIVES:
This module introduces the students to formulating a strategy on an international and global scale.

The concepts relevant to formulating a strategy are described. The module is developed along two basic axes – (1) analysis of the external and internal environment and (2) formulation of the best strategy (business, corporate, international and/or virtual) taking into consideration the economic, social and environmental objectives that a firm needs to achieve to be a good corporate citizen.

CONTRIBUTION TO PROGRAMME OBJECTIVES:
This module helps to meet the following objectives:

■ **Generalist in Management:**

- The students develop analytical skills and a critical ability commensurate with an undergraduate level of study,
- They are equipped with the tools and concepts needed to adapt to a dynamic international environment,
- They develop an overview of business operations to be able to decide upon, and contribute to, the strategy of a company or any organization.

■ **Global Leader:**

- This module extends the knowledge of students about identifying global issues, trends and driving forces which influence the firm and its business environment.

■ **Responsible Leader:**

- They also learn how to integrate CSR and ethical values in the process of strategic management.

■ **Pioneer Leader:**

- Through this module students learn how to think strategically about a firm's future position and how to create and explore strategic actions for achieving the long-term goals.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
Upon completion of the module, you should be able to:

1. Understand the strategic decisions, strategy development process and strategic mission, vision and values,

2. Understand and analyze the external environmental forces affecting domestic and international strategic decisions,

3. Define the industry boundaries and evaluating the forces affecting the industry in which the firm is competing domestically and internationally,

4. Evaluate firm external threats and opportunities and identify a firm's strengths and weaknesses,

5. Define and formulate the business strategy to match the firm's external and internal environment.

TOPICS COVERED:
In this module the following themes will be dealt with:

• Definition of strategy and introduction to the strategy formulation and execution process,

• Corporate Social Responsibility and related values to be considered in strategic management process,

• External Analysis: PESTEL,

• External Analysis: Industry Analysis,

• Internal analysis: SWOT and TOWS Analysis,

• Internal analysis: Value chain analysis, Core competencies and Competitive advantages Analysis,

• Problem/challenge identification,

• Business strategy decision: cost leadership vs differentiation,

• Introduction to corporate strategies.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:
■ **Required Textbook:**

• Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland, I. A. J. 2015. Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases (20th Revised edition.). New York, NY: McGraw-Hill Inc.,US.

ACADEMIC AREA	: **STRATEGY-INNOVATION**
PROGRAMME	: **UGTC**
CONTACT HOURS	: **27 hours**
STUDY TIME	: **95 hours (Class preparation, homework and assessments)**
CREDITS	: **5 ECTS - M1**

PRE-REQUISITE MODULES:

None.

MODULE OBJECTIVES:

The module aims to introduce the concepts of entrepreneurship and their application in existing firms as well as new start-up firms. This module will cover a range of relevant topics and activities ranging from the features of innovation & entrepreneurship, to the preparation of a start-up business plan.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This is a free standing course not specifically related to academic programmes.

The contents of this module have been designed to meet the global issues associated with entrepreneurship and the issues for which a global entrepreneur is responsible in pioneering new ideas and entrepreneurial businesses.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

After completing this module, the student will be equipped to:

1. Use innovation and creativity in existing companies,

2. Plan and launch a business venture,

3. Act as an internal / external consultant to small companies, i.e., analyse risks, problems and opportunities, and make pertinent recommendations.

TOPICS COVERED:

- Why small businesses are important.

- Entrepreneurs – What motivates them, what makes them successful, the qualities they need.

- Innovation and creativity – How to create a competitive business proposition, carry out customer research; the role of observation and creative skills.

- Strategy for small firms – Short and long-term, customer focus, marketing, product range, financial controls.
- Writing a business plan: Purpose, actions and content - marketing analysis, segmentation, objectives, competitive analysis, people, financials (profitability, cash flow). Students will write how innovation can be included in a business, and plan how innovation fits in a business environment.
- The family and small business – the particular strengths of family businesses and some of the difficulties they have to surmount.
- Franchising – how to be part of a big brand organisation and still be your own boss.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Recommended Textbook:**

- Beaver Graham (2002) *Small Business, Entrepreneurship and Enterprise Development*, Financial Times - Prentice Hall.

ACADEMIC AREA	:	**STRATEGY-INNOVATION**
PROGRAMME	:	**UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessments)**
CREDITS	:	**5 ECTS - M1**

PRE-REQUISITE MODULES:

None.

MODULE OBJECTIVES:

Business practitioners need to be able to analyse and adapt to a changing business environment influenced by political, cultural and economic factors. The module provides students with the tools and concepts to undertake this analysis, with specific reference to the European continent and the European Union. At the same time, the module aims to introduce students to EU institutions and government as they impact upon the conduct of business activities.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This is a free standing course not specifically related to academic programmes.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
By the end of the module the student should be able to:

1. Analyse the impact that geopolitical factors have upon economic policy-making in Europe,
2. Identify the fundamental factors underpinning European integration and the development of the EU and other parts of Europe,
3. Distinguish the basic institutions of the EU, in terms of their organization and functions,
4. Analyse the impact common rules and institutions have on the conduct of business,
5. Understand and anticipate changes in Europe and formulate strategies for dealing with them.

TOPICS COVERED:

- Introduction: Europe today.
- Europe in a changing world.
- From European Community to European Union.
- Enlargement and its impact on the nature and politics of the EU.
- EU Policies I.
- EU Policies II. The Single Market.
- Monetary Policy: From the EMS to to EMU.

- The euro after 15 years.

- European Foreign and Defence Policy Issues.

- The future of Europe: at a crossroads or with its back to the wall?

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Recommended Textbook:**

- Bache, I., Bulmer, S., George, S., and Parker, O. (2014). *Politics in the European Union*. (4th edn). Oxford University Press.

DEPARTMENT: **Language Center**
PROGRAMME(S)   :   **CREDIT TRANSFER :**
                                        UNDERGRADUATE AND POSTGRADUATE PROGRAMS
INSTRUCTOR(S):   **Co-ordinator:**
                                        Birgit LÜTZENBERGER (birgit.lutzenberger@esc-rennes.fr)
                                        Office 149
                                        Instructors: To be announced

OFFICE HOUR: **To be announced**
CONTACT HOURS / FORMAT: **30 hours per semester**
STUDY TIME: **45 hours** (*Class preparation, homework and assessment*)
CREDITS: **3 ECTS**

PRE-REQUISITE MODULES: **no pre-requisites**

MODULE OBJECTIVES:
By the end of the module the student will have developed skills for
communicating in French in everyday and/or professional situations.
Some students will be able to present to the TFI – Test Français International.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

Beginner (level A1 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.
- introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.
- interact in a simple way provided the other person talks slowly and clearly and is prepared to help.

Lower intermediate (level A2 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment).
- communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters.
- describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

Intermediate (level B1 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc.
- deal with most situations likely to arise whilst travelling in an area where the language is spoken. Can produce simple connected text on topics which are familiar or of personal interest.
- describe experiences and events, dreams, hopes & ambitions and briefly give reasons and explanations for opinions and plans.

Upper intermediate (level B2 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in his/her field of specialisation.
- interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party.
- produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.

TOPICS COVERED:

Depending on the group:
Every situations and professional situations

LINK WITH AND CONTRIBUTION TO PROGRAMME:

To enable international students to integrate French every days life and business situations

LINKS WITH COMPANIES: *none*

TEACHING METHODS:

Develop individual communication skills (written and oral work, written and oral comprehension, interaction):

By varying group dynamics (alternating, whole class, small groups and pairs)
By encouraging the student to speak spontaneously and alone
By using a variety of teaching supports (audio, video, etc…).
By using mainly authentic source documentation.

METHODS OF ASSESSMENT:

Assessment	Individual	Type (oral, written)	Length of exam (when applicable)	Weight %	ILOs assessed
Continuous	individual	Oral/written	TBA	40%	According to level
Final Exam	individual	written	1,5h	40%	According to level
Final Exam	pair-work	oral	10min/ each pair	20%	According to level

ACADEMIC INTEGRITY:
Please remind students of the school plagiarism policy.

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagram) of books or articles, another student's work or text, diagram, data from the internet without proper referencing etc. Adding your name to group work in which you have not participated or letting a student who has not participated add his/her name to work is also considered as an offence and will lead to disciplinary action for all involved.
Plagiarism in any assessed work (continuous assessment, examinations and projects) is considered as a serious offence and will lead to disciplinary action.

Other forms of academic dishonesty are subject to disciplinary sanctions. Academic dishonesty, other than plagiarism may take any number of forms such as submission of the work more than once whether the earlier submission was at another institution, unless prior approval has been obtained, cheating on an examination, aiding another student's dishonesty, unauthorized or inappropriate use of computers, calculators and other forms of technology in course work, assignments or examinations.

BIBLIOGRAPHY:

Recommended Textbook:

Not special bibliography
Reading all kind of informations in all kinds medias

TV	Print Medias	Cinema
www.france5.fr	www.lemonde.fr	www.allocine.fr
www.france2.fr	www.lefigaro.fr	www.cine35.fr
www.france3.fr	www.liberation.fr	
www.tf1.fr	www.lesechos.fr	
	www.lenouvelobs.com	

MODULE PLAN

DEPENDING ON THE GROUP LEVEL

DEPARTMENT : **CENTRE DE PREPARATION ET DE FORMATION A LA GLOBALITE**

PROGRAMMES : <u>**Undergraduate and Postgraduate TC**</u>

INSTRUCTOR : **Raymond LANCIEN dit Arsène**

FORMAT : **1 module of 30 hours per semester**

CREDITS : **3 ECTS Credits per semester**
PASS or FAIL (depends on the programm)

PRE-REQUISITE MODULE : None

LEARNING OBJECTIVES :

The objective of this module is to discover social, political economic and cultural aspects of contemporary France and to go deeper into the complex notion of culture.

MODULE INTENDED LEARNING OUTCOMES :

By the end of the module, the student :
1. should have an appreciation of the principal features of contemporary French life and culture ;
2. be able to identify the major strengths and weaknesses of French political and social organization ;
3. have acquired the basic concepts for understanding how and why French culture and organization have developed.

MODULE DESCRIPTION :

Principal features of contemporary French life and culture

LINK WITH AND CONTRIBUTION TO PROGRAMME : not applicable

TEACHING METHODS :

Formal presentations and Questions/Answers around the issues dealt with.

METHODS OF ASSESSMENT :

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight %	ILOs assessed
Continuous	Individual	Personal work		40 %	1 – 2 – 3
Final	Individual	Written Final Exam	2 hours	60 %	1 – 2 - 3

ACADEMIC INTEGRITY :

Academic dishonesty may take the forms of: 1. Plagiarism, i.e. copying the ideas or work of another person without citing the source. This includes books, extracts of articles, tables, diagrams and material from internet or other electronic sources. 2. Submission of work more than once, including work submitted at a prior institution, unless prior approval has been obtained. 3. Cheating on an examination. 4. Submission of work that is not your own without citation. 5. Adding your name to work to which you have not contributed or allowing another student to do the same. 6. Unauthorized or inappropriate use of computers, calculators and

other forms of technology in coursework, assignments or examinations. All these can lead to disciplinary sanction. Please refer to your student handbook for full details.

BIBLIOGRAPHY :

General information about France :
- Directory of French Professional Sites : www.indexa.fr
- Europe Online France : www.europeonline.com/fra/indexa.htm/
- French Culture at About.com : frenchculture.about.com/culture/frenchculture/
- Links to websites about France : home.earthlink.net/jillej/liens.htm
- FYI France : www.fyifrance.com/indexa.htlm
- Globe Online : www.globeonline.fr/
- Hapax : French Resources on the Web : hapax.be.sbc.edu/
- Imaginet : www.imaginet.fr/
- Pointeur Adminet : www.adminet.com/
- The City of Paris : www.paris.org/
- Web France International Community of Sites : www.wfi.fr/

English :
- Perry, S. (1997) *Aspects of contemporary France,* Routledge. [1–210/10852]
- Zeldin, T. (1988) *The French,* Harvill Press. [1-210/10765-1-210/10 843]
- Rouban, L. (1998) *The French Civil Service*, La Documentation Française. [1-210/10065]
- Hewlett, N. and Forbes, J. (2000) *Contemporary France*, 2ème edition, Longman.
- Popkin, J. (2005) *A history of modern France*, 3ème edition, Prentice-Hall.
- Szarka, J. (1992) *Business in France*, Pitman. [1-210/4667]

French :
- Ardagh, J. (2000) *La France du nouveau siècle*, Flammarion. [1–210/11536]
- Zeldin, T. (1983) *Les Français,* Seuil. [1–210/10832]
- Jack, A. (1999) *Sur la France*, Odile Jacob. [1-210/10884]
- Insee (2011) *France, Portrait social 2011,* Insee. [0-83/25207]
- Moreau-Defarges, P. (1994) *La France dans le monde au XXe,* Hachette. [1-210/10363]
- Mermet, G. (2009) *Francoscopie 2010 : Tout sur les Français*, Larousse. [0-83/22743]
- Roesch, R. et Rolle-Harold, R. (2009) *La France au quotidien,* Presses Universitaires de Grenoble.

Fall Semester

SESSIONS	TOPICS
1	General Introduction
2	Main phases in the building up of France
3	XIXth. XXth centuries : origins of French people
4	French republican values vs multiculturalism
5	A strong cultural identity : Brittany
6	Education in France
7	Higher Education
8	Analysis of some very recent events
9	Students' choice
10	Conclusion

ACADEMIC AREA : **Human Resource Management – Corporate Social Responsibility**

PROGRAMME : **UGTC**

CONTACT HOURS / FORMAT : **27 hours**

STUDY TIME : **95 hours (Class preparation, homework and assessments)**

CREDITS : **5 ECTS – M1**

PRE-REQUISITE MODULES:

Students are expected to have a basic knowledge of corporate policy and strategy and of management in all its dimensions.

MODULE OBJECTIVES:

This course prepares the students to understand, identify and shape the responsibility of business vis-à-vis society and future generations and provides them with a framework for assessing and addressing the ethical nature of business decisions. Central concepts of business ethics will be introduced such as: Corporate Social Responsibility, Sustainable Development, Ethics, Morals and Values and Stakeholder Management.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This is a free standing course not specifically related to academic programmes.

The course will refer to theories and practises taught in management courses or acquired by experiences made during previous internships and/or first work experience.

In line with the school's GRP objectives, the course will highlight the global and responsible aspects of business in each course through analyzing CSR from an international perspective. Additional attention will be given to innovation within the context of social and green entrepreneurship.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
At the end of the course students should be able to:

1. Summarize the relevance of CSR given the challenges the world is facing today,

2. Explain the main theoretical and conceptual approaches to CSR,

3. Identify a company's stakeholders and characterize the relationships with them,

4. Assess the strategic opportunities provided by CSR and sustainability,

5. Identify the implications of a CSR policy in the main managerial domains.

TOPICS COVERED:

Central concepts of business ethics will be introduced such as:

- Corporate Social Responsibility,

- Sustainable Development,

- Ethics, Morals and Values,

- Stakeholder Management,

- Social and Green Innovation.

Internationally recognized CSR instruments, standards and related laws will be introduced, e.g. GRI, Global Compact, Rating Agencies, Multi-Stakeholder Initiatives (ETI, FLA, etc.)

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbooks:

- Crowther, David & Aras, Güler. (2008) *Corporate Social Responsibility*. Bookboon. *Available at http://bookboon.com/en/defining-corporate-social-responsibility-ebook*

ACADEMIC AREA	:	**FINANCE – ACCOUNTING - ECONOMICS**
PROGRAMME	:	**UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Corporate Finance Fundamentals (FI443E or equivalent) and/or Financial Analysis (FI403E or equivalent)

MODULE OBJECTIVES:

This module gives students some insight into jobs which are found in banks, investment firms and insurance companies, such as investment analyst, money manager, portfolio manager or financial planner.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This course is one of the 2 modules of the Finance Minor (PGE 2 Program).

The other course of the Finance Minor is Financial Risk Management

The module is centered on the **global** aspect of finance in a world which is getting more interactive as ever. In view of the numerous financial crisis, the course deals with related issues and how they could have been averted **responsibly,** making students **pioneers i**n this field.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Identify the different types of markets organizations and their constituents,

2. Classify the market participants according to their objectives and their behaviour,

3. Differentiate the main financial instruments used for investing purposes,

4. Evaluate the risks attached to the use of financial instruments

5. Define an investing strategy and build a stock portfolio,

6. Select a methodology to implement a strategy,

7. Monitor the evolutions of an investment strategy,

8. Assess an investment strategy according to its objectives and asset mix.

TOPICS COVERED:

The main themes of the module are:

- Organization of different security markets, main kinds of investments, relations between risk and return.

- Asset pricing models: the efficient frontier, standardized measure of systematic risk (beta), Capital Asset Pricing Model.
- Basic principles of financial asset management: objectives, preferences, constraints; benchmark selection, performance measurement.
- Valuation principles by asset class, and clues to risk management through derivative instruments.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (Suggested textbook):

Frank K. Reilly, Keith C. Brown – *Analysis of Investments and Management of Portfolios* – South-Western (Latest Edition)

ACADEMIC AREA	:	**FINANCE - ACCOUNTING - ECONOMICS**
PROGRAMME(S)	:	**PGE2 – UGTC Level 4**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, assessments & reading)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES: Students are expected to have a knowledge of Corporate Finance Fundamentals and Financial Analysis. Background in mathematics is a plus.

MODULE OBJECTIVES:

Risk Management is a fundamental challenge that financial managers confront in business world. Particularly, the challenges emanating in the aftermath of the 2008 financial crisis - rampant information flows, growing volatility, changing regulatory environment and tight monitoring - increasingly entails a grasp on understanding, measuring, and managing various types of risk. Thus, a holistic enterprise-wide approach towards risk management is essential to cater for the large-scale operations for not only financial institutions but also industrial firms. Risk management establishes standards for aggregating disparate information, gathering market data, calculating risk measures and creating timely reporting tools for management market, credit, and operational risks. This course is aimed to provide its participants an understanding about the basic concepts of risk, its measurement and management particularly in the context of financial institutions.

CONTRIBUTION TO PROGRAMME OBJECTIVES :.

This course is one of the 2 modules of the Corporate Finance Minor (PGE 2 Program).

This module is well aligned to the School's GRP Objectives - to prepare future managers to perform in a global environment with an attitude of responsible pioneers. The topics covered in this module provide a *GLOBAL* perspective to understand the issues and challenges related to risk and risk management approaches, act in a *RESPONSIBLE* manner while making important financial decisions to minimize risk implications, and be *PIONEER* to meet the challenges of dynamic risk environment particularly in the context of financial institutions.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Identify the different types of risks threatening a financial institution: market, credit & operational risks.

2. Differentiate the main approaches (Analytical, Historical, Monte Carlo VaR) to implement a risk management policy.

3. Understand the key principles of Basel II and III

4. To analyse the impact of risk on performance (link economic capital / RAROC)

5. Implement in Excel risk measures (Analytical, Historical, Monte Carlo VaR) for portfolio of stocks, bonds and derivatives

6. Monitor and backtest a risk management policy

TOPICS COVERED:

A vast range of topics relating to financial risk management will be covered under this module.

This broadly includes among others:

- Definition of risk and introduction to risk management

- Sources and types of risk

- Value at Risk (VaR), Why and How to use VaR, types of VaR

- Monte Carlo Simulation

- Back Testing

- Credit risk

- Financial Derivatives and Hedging

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (Suggested textbook):

Hull, J.C. (2015). *Risk management and financial institutions*, John Wiley & Sons. [eBook available] (Recommended)

ACADEMIC AREA	:	**HUMAN RESOURCE MANAGEMENT**
PROGRAMME	:	**PGE2 - UGTC**
CONTACT HOURS / FORMAT	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework & assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Organizational Behavior (OB301E or equivalent)

MODULE OBJECTIVES:

The aim of this module is to provide students with a conceptual framework and practical skills which will equip them to critically assess and deal with strategic HR issues facing international companies.

CONTRIBUTION TO PROGRAMME OBJECTIVES :

This module contributes to the following aims:

- To be a "junior" specialist in HR management
- To be open to the world and cultural diversity
- To be intellectually agile and methodical in a business context

The module will teach students to think about strategic human resource management from a GLOBAL perspective. They will be exposed to issues of expatriate management, management of international teams and international mergers, acquisitions and joint ventures.   Students will also consider issues of ethics and RESPONSIBILITY from a human resource management perspective.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

At the end of this module, students should be able to:

1. Critically assess the link between company strategy / culture and HRM
2. Identify key success factors in attracting, developing, and retaining key competences.
3. Analyse how HRM can contribute to a successful international merger, acquisition, or alliance
4. Assess the impact of cultural forces on HRM
5. Assess strategic issues in diversity management and employer-employee relations
6. Write a job description
7. Plan and carry out an employment interview

8. Plan and carry out a performance review.

9. Design a simple training program for expatriates

10. Design a compensation package for expatriates

TOPICS COVERED:

- Introduction: why and how HRM is strategic

- Talent management

- Employee engagement

- Strategic HR planning

- Strategic and operational recruiting

- The strategic management of expatriate talent

- Performance management

- Training and development, strategic career planning

- Compensation management

- Strategic HRM in international mergers, acquisitions, and joint ventures

- Diversity management and employer-employee relations

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

- Armstrong, M. (2012). *Armstrong's Handboook of Human Resource Management Practice.* (12th edn). Kogan Page. **(eBook available)**

- Armstrong, M. & Redmond, K. (2012), Armstrong's Handbook of Strategic Human Resource Management, 5th ed., Kogan Page. Available as e-book on library site

OFFICIAL SYLLABUS
HR 444 E
RECRUITING AND TRAINING

ACADEMIC AREA : **HUMAN RESOURCE MANAGEMENT**

PROGRAMME(S) : **PGE 2 - AUTC**

CONTACT HOURS : **27 hours / 9 x 3 hours**

STUDY TIME : **95 hours (Class preparation, homework and assessment)**

CREDITS : **5 ECTS – M1**

PRE-REQUISITE MODULES:

Students are expected to have successfully completed a module of Organizational Behavior or Introduction to Management.

MODULE OBJECTIVES:

This module is designed to provide students considering a career in Human Resources Management the concepts and tools they will need to be effective in an entry-level HR position, which often involves managing recruiting or training.

CONTRIBUTION TO PROGRAMME OBJECTIVES :

This module contributes to the following programme aims:

1. To be a "junior" specialist in HR management
2. To be open to the world and cultural diversity
3. Learn to be intellectually agile and methodical in a business context

Links with the school GRP objective (global responsible pionneer)

Global: the principles covered in a global setting

Responsible: recruiting the right people and then developing them to their potential are social priorities of any company

Pioneer: latest innovations in recruiting and training will be discussed.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

By the end of the module, students should be able to:

1. Develop an employer branding strategy
2. Write an effective job ad
3. Design and carry out an effective job interview
4. Recommend other appropriate testing and selection techniques

5. Design an effective training program: objectives, delivery, methods, evaluation

6. Make recommendations concerning training venues and providers

7. Evaluate the effectiveness of leadership development and other training programs

TOPICS COVERED:

Recruiting

- Employer branding and other recruiting strategies

- Sourcing candidates and writing job ads

- The make or buy dilemma: internal vs. external recruiting

- The use of social media in recruiting

- Recruiting specific job profiles (engineers, generation Y, …)

- The legal context: recruiting for diversity and avoiding discrimination in the hiring process

- Interview design and techniques

- Psychometric testing, competency testing, and other selection techniques

Training

- Adult learning theory

- Training program design

- Training methods

- Trainer selection

- Internal and external coaching

- Leadership development

- Evaluating the effectiveness of training and development programs

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY (Suggested textbook) :

Armstrong, M. (2012), *Armstrong's Handbook of Human Resource Management Practice*. (12th edn). Kogan Page.

ACADEMIC AREA	:	**SUPPLY CHAIN MANAGEMENT**
PROGRAMME(S)	:	**PGE 2 – UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Information Technology Management (IS402E or equivalent)

Co-requisite: IS444E Implementation of Business Information Systems (IBIS

MODULE OBJECTIVES:

All business professionals and managers need to know how to get the best from Information Systems: how to use them, how to specify and procure them, and how to manage relationships with the ICT professionals who build and maintain them. In addition, the executives of the organisation are together responsible for setting the information strategy of the organisation. This information strategy is an integral part of the overall business strategic planning process, and must also be fully aligned with it.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This module is part of the IS Minor and contributes to the following programme objectives:.

Junior Expert: This module aims to continue to prepare business school graduates for a career in consultancy, the management of the information systems function of an enterprise, the procurement and management of outsourced services.

Global: Most significant businesses and many organizations are international or global in nature, from primary suppliers through corporate projects and operations to marketing and distribution to end consumers. The data flows underlying these chains of coordinated endeavors require a shared understanding of the data and the information derived from it.

Responsible: Businesses have multiple responsibilities: to their owners/shareholders, their employees, the host countries for their facilities and broader social goals as well (among them safety, the environment and privacy.) Good decisions and policies, especially in complex circumstances with potentially long-term consequences, require considered and expert assessment of relevant data. For that they need an efficient IS.

Pioneer: Innovation is a word that encompasses everything from strategy to processes to production to products and more. Increasingly, breakthrough products, services, pricing, distribution and service opportunities have emerged through the use of new data sources, new computing power and new tools and techniques to analyze

previously unimaginable volumes of data. IS443E provides real world insight into these techniques, as well as specific examples of how companies are benefitting today.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Identify the objectives, techniques and strategies associated with the creation and management of information systems.
2. Describe and evaluate the management of the activities of IS professionals.
3. Analyse the requirements for, and specify, a simple web-based business information system.
4. Model knowledge and plan actions in a systematic way.

TOPICS COVERED:

The abbreviated name of this module, "MIS", can be read two ways:

- Management Information Systems – how information systems are used by managers to assist them in their decision-making and control
- Managing Information Systems – how to manage the activities of in-house ICT (Information and Communications Technology) staff; and how to procure and manage outsourced ICT-related services provided by services suppliers and consultants.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbook:

Laudon, K.C. and Laudon, J.P. (2014). *Essentials of MIS*. (11th edn). Pearson Education.

ACADEMIC AREA : **Supply Chain Management**

PROGRAMME(S) : **PGE 2 – UGTC Level 4**

CONTACT HOURS : **27 hours**

STUDY TIME : **95 hours**

CREDITS : **5 ECTS – M1**

PRE-REQUISITE MODULES:

Students should normally also follow IS443E Management of Information Systems in order to constitute the Minor in Information Systems.

MODULE OBJECTIVES:

By learning how to implement Web-based Business Information Systems (WBIS) you will be in a position to manage critical information system / technology resources on the basis of an experiential understanding of the fundamental infrastructure components of Web-Based Information Systems (WBIS) and their underlying information and communications technologies (ICT). This module is a second stage of preparation of business school graduates for a career in **consultancy**, the **management** of the information systems function of an enterprise, the **procurement and management** of outsourced services or more generally and as **educated and aware users** of the services provided by the firm's own systems department and by consultancy practices, software service companies and web agencies.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This module is a second-level contribution to the programme objective which requires that graduates are expected to demonstrate knowledge and understanding of information systems and new technology applied to the business field.

This module forms one half of the IS Minor, concerning itself with *what* an IS is and *how* it is built and deployed on the Web. The companion IS443E concentrates on *why* IS are important and *to whom*.

The course contributes two dimensions of GRP concept:

- The course content and cases maintain relevance to *global business* environment

- This course examines the *innovative* approaches to information systems

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Identify and analyse requirements for various types of web-based business information systems WBIS acting in organisations and choose appropriate types of website using appropriate technological approaches.
2. Plan, develop, implement and test a prototype web-based BIS.
3. Reflect on your learning experiences as you evolve and document your problem analysis, design approaches, choice of software, development processes and testing.

TOPICS COVERED:

In this course, we study theoretical principles and real life practices concerning the implementation of Business Information Systems (BIS) using web-oriented Information and Communication Technologies ICT. This module is an introduction to the principles of *content-oriented web publishing* and of *data-driven websites. (ex.* B2C e-commerce sites and B2B e-business sites). However, social networking sites such as Facebook are data-driven but content-focussed; characterised by User Generated Content, UGC. The course shows the essential components of all such systems. Thus the topics include website structure and coding of web pages (HTML, CSS, client and server side scripting), databases and website management for effective deployment and / or development of Business Information Systems.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

➢ Felke-morris, T. (2013) *Web development and design foundations with HTML5*, 6th edition, Boston, Pearson.

➢ Kaushik, A. (2010) *Web Analytics 2.0*, Eyrolles. **(eBook available)**

ACADEMIC AREA	:	**MARKETING**
PROGRAMMES	:	**PGE2 - UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessment)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Marketing Fundamentals (MK301N / MK302E or equivalent).

MODULE OBJECTIVES:

The general objective of this module is to provide students with an understanding of the concepts related to designing, launching, planning and managing products and brands, with a focus on new product development (from ideas to product launch).

CONTRIBUTION TO PROGRAMME OBJECTIVES:

Junior Expert: Product and brand management is a critical topic for any firm because it involves every department. Effective product and brand management often determines the success of an organization. Therefore, this module is important for students who intend to specialize in marketing or strategic management. It is part of the minor in Consumer Marketing, a prerequisite for PGE3 majors in Marketing or Innovation. It is also of interest to students who want to understand an organization through its brand management strategies.

Global: The contents of this module have been designed to meet the global market requirements in terms of branding and new product development. Hence students will be able to meet any challenges in new product and brand management, irrespective of the market or countries they will be working after their graduation.

Responsible: The module includes topics which enlighten students on the importance of ethics and cultural issues in creating or managing brands, thereby enabling them to become responsible managers.

Pioneer: This course teaches students both the traditional theories as well as contemporary developments in this field, thereby providing them with state of the art knowledge in the field as well as clarifying the importance of lifelong learning to evolve continuously, to become a pioneer in the field of new products and brand management.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Describe and explain all the actions required for each stage of the product and brand management process which include designing, launching, planning and managing.

2. Conduct a brand audit which consists of analysing and evaluating company's existing brand by applying a set of relevant and specific analytical tools following a defined process.

3. Generate and evaluate new ideas (Idea generation and screening), develop concepts for the chosen idea and then test it (concept testing).

4. Design a comprehensive brand plan for new product launch.

TOPICS COVERED:

The module addresses five important issues:

- How do you build brand equity?

- How can brand equity be measured?

- How do you capitalize on brand equity to expand your business?

- How do you manage a brand portfolio?

- What is the innovation process?

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Suggested Textbook:**

o Keller, K. L. (Latest edition) *Strategic brand management: Global edition*. Harlow: Pearson.

o Aaker, D. A. (1991). *Managing Brand Equity: Capitalizing on the value of a Brand Name.* New-York: The Free Press.

ACADEMIC AREA	**:**	**MARKETING**
PROGRAMMES	**:**	**PGE2-UGTC**
CONTACT HOURS	**:**	**27 hours**
STUDY TIME	**:**	**95 hours (Class preparation, homework and assessment)**
CREDITS	**:**	**5 ECTS - M1**

PRE-REQUISITE MODULES:
None.

MODULE OBJECTIVES:
The objective of this module is to develop an understanding of the issues involved in the marketing and management of services and especially the differences between the marketing of services and goods. After completing this module, students should be able to apply services marketing principles to a variety of service industry settings.

CONTRIBUTION TO PROGRAMME OBJECTIVES:
This module integrates issues of marketing, human resource management and operations management, building on previous modules studied, extending and applying them within the context of services organisations. This module is part of the minor in Consumer Marketing. A minor in marketing is a prerequisite for major 8 "International Sales and Retail Management" and Major 10 "International Business Intelligence Management".

This module takes a global perspective by examining the internationalization of services and the global marketing strategies of service organisations. Responsibility is a theme that permeates each discussion on marketing strategies; in particular themes around sustainability and business ethics. Students are required to take a pioneering approach to analyzing and developing a service innovation which could be marketed globally.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
By the end of the module the student will be able to:

1. Critically assess the role of services in adding value to specific products and to national economies.
2. Identify the unique characteristics of services and their implications for marketing strategies.
3. Apply the expanded services marketing mix of product, price, promotion, place, people, processes and physical evidence.
4. Recognise the links between Marketing, Operations and Human Resource Management in service organisations.
5. Understand the links between key customer experience metrics and profitability; and
6. Develop a global, strategic marketing plan for a service innovation.

TOPICS COVERED:

In order to achieve the learning objectives, the module will focus on the following specific subjects:

- The importance of the service sector of the economy and its export potential.

- The unique characteristics of services and their implications for marketing strategies including expanded marketing mix of product, price, promotion, place, people, processes and physical evidence and the different nature of consumer behavior.

- The links between Marketing, Operations and Human Resource Management in service organisations.

- Key concepts in services marketing management including: service encounters, service blueprinting, relationship marketing, service scripts, and service accessibility.

- Productivity and industrialization of services and the use of IT in services marketing.

- Conceptualizations and measurement of service quality and implementation of service quality improvements such as setting service standards, customer focus, organisational change, leadership, quality tools, quality awards and processes.

- Importance of matching supply and demand of services and most commonly used techniques for managing supply and demand.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Suggested Textbook:**

- Palmer, A., (2011), *Principles of Services Marketing*, 6th edition – McGraw-Hill Book Company, 2011.

ADDITIONAL READING:

- Bates, K.; Bates, H. and Johnston, R. (2003), Linking service to profit: the business case for service excellence, International *Journal of Service Industry Management*, 14 (2), 173-183.

- Bowers, Michael R. and Martin, Charles L. (2007), Trading places: employees as customers, customers as employees, *Journal of Services Marketing*, 21(2), 88-98.

- Cassab, Harold, and MacLachlan, Douglas L (2009) A consumer-based view of multi-channel service, *Journal of Service Management*, 20(1), 52 – 75.

- Cowley E., Farrell C., Edwardson M. (2005), The role of affective expectations in memory for a service encounter, *Journal of Business Research,* 58 (10), 1419-1425.

- Cunningham, Lawrence F.; Young, Clifford E. and Gerlach, James, (2009), A comparison of consumer views of traditional services and self-service technologies, *Journal of Services Marketing*, 23 b(1), 11-23.

- Curran, JM, Meuter, ML & Surprenant, C. F (2003), Intentions to use self-service technologies: A confluence of multiple attitude, *Journal of Service Research,* 5 (3) 209-24.

- Dabholkar, P.A. & Bagozzi, R.P. (2002), An Attitudinal Model of Technology-Based Self Service: Moderating Effects of Consumer Traits and Situational Factors, *Journal of the Academy of Marketing Science*, 30 (3), 184-201.

- Docters, R; Reopel, Mike; Sun ,J-M and; Tanny, S (2004), Capturing the unique value of services: why pricing of services is different, *Journal of Business Strategy*, 25 (2), 23-28.

- Doherty, A.M. and Alexander, N. (2006), Power and control in international retail franchising, *European Journal of Marketing*, 40 (11/12), 1292-1316.

- Grayson, R.A.S. and McNeill, L. S. (2009) Using atmospheric elements in service retailing: understanding the bar environment *Journal of Services Marketing* 23 (7), 517 – 527**.**

- Grönroos, C., (2001), Guru's view: the perceived service quality concept - a mistake? *Managing Service Quality*, 11 (3), 150-2.

- Gruca, Thomas S. and Rego, Lopo L. (2005), Customer Satisfaction, Cash Flow and Shareholder Value, *Journal of Marketing,* 69 (3), 115-130.

- Heskett**,** James L., Jones, Thomas O., Loveman, Gary W., Sasser**,** Jr., W. Earl and Schlesinger, Leonard A, (2008) , Putting the service profit chain to work, *Harvard Business Review*, Vol. 86 (7/8), pp 118-129.

- Hogg, G. Laing, A and Winkelman, D., (2003) The professional service encounter in the age of the Internet: an exploratory study, *Journal of Services Marketing*, 17 (5), pp 476-94.

- Joseph, Mathew; Stone, George (2003), An empirical evaluation of US bank customer perceptions of the impact of technology on service delivery in the banking sector, *International Journal of Retail & Distribution Management*, 31 (4), 190-202.

- Laczniak, R N., DeCarlo, T E. and Ramaswami, S N., (2001), Consumers' responses to negative word-of-mouth communication: An attribution theory perspective, *Journal of Consumer Psychology*, 11 (1), 57-73.

- Law, Rob; Leung, Kenith; Wong, Rjames (2004), The impact of the Internet on travel agencies, *International Journal of Contemporary Hospitality Management*; 16 (2), 100-107.

- Lovelock, Christopher and Gummesson, Evert (2004), Whither services marketing? In Search of a new paradigm and fresh perspectives, *Journal of Service Research*, 7 (1), 20-41.

- Mayer, Karl J.; Bowen, John T.; Moulton, Margaret R. (2003), A proposed model of the descriptors of service process, *Journal of Services Marketing,* 17 (6), 621-639.

- Mellahi K., Jackson T. P. and Sparks L. (2002), An exploratory study into failure of successful organizations: the case of Marks and Spenser, *British Journal of Management*, 13, 15-19.

- Newberry, C.RF., Klemz, B.R. and Boshoff, C. (2003), Managerial implications of predicting purchase behavior from purchase intentions: a retail patronage case study, *Journal of Services Marketing,* 17 (6), 609-20.

- Newholm, Terry; Laing, Angus; and Hogg, Gillian (2006), Assumed empowerment: consuming professional services in the knowledge economy, *European Journal of Marketing*, 40 (9/10), 994-1012.

- Shen, Anyuan and Ball, A. Dwayne (2009), Is personalization of services always a good thing? Exploring the role of technology-mediated personalization in service relationships, *Journal of Services Marketing,* 23 (2), 79-91.

- Slåtten, T; Mehmetoglu, M; Svensson, G and Sværi, S (2009) Atmospheric experiences that emotionally touch customers: A case study from a winter park, *Managing Service Quality*, 19 (6).

- Toivonen ,M and Tuominen ,Y (2009), Emergence of innovations in services , *The Service Industries Journal*, 29 (7), 887-902.

- Vargo, Stephen L. and Lusch, Robert F. (2004), Evolving to a new dominant logic for marketing, *Journal of Marketing,* 68 (1), 1-17.

- Vasconcelos, A F (2008), Broadening even more the internal marketing concept, *European Journal of Marketing*, 42 11/12, 1246 – 1264.

- Walker, RH, Craig-Lees, M, Hecker, R & Francis, H (2002), Technology-enabled service delivery: an investigation of reasons affecting customer adoption and rejection, *The International Journal of Service Industry Management*, 13 (1), 91-106.

ACADEMIC AREA	:	**MARKETING**
PROGRAMMES	:	**PGE2 - UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessment)**
CREDITS	:	**5 ECTS - M1**

PRE-REQUISITE MODULES:

Marketing Fundamentals (MK301N / MK302E or equivalent).

MODULE OBJECTIVES:

This course explores business-to-business marketing in a contemporary business context. The course highlights companies' marketing towards customers in industrial, institutional, and government sectors. Business-to-business marketing encompasses market segmentation, positioning, pricing, communication, physical distribution, customer service and sales management. This course, therefore, examines marketing activities as they occur in value chains of interconnected business networks.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

Junior Expert: This module is part of the minor in Industrial Marketing, a pre-requisite for PGE3 majors in Supply Chain Management.

Global: Many B2B markets are of global nature and this module highlights the challenges and opportunities associated with having customers and suppliers from other countries and continents.

Responsible: Several B2B marketing tasks include ethical and environmental considerations. This module therefore emphasizes managers' responsibility with regard to dealing with such issues.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Demonstrate a coherent and detailed knowledge of B2B marketing concepts and models.
2. Accurately deploy established techniques for analysis of factors that affect value creation in business markets.
3. Evaluate the recent developments in the field of B2B marketing with special attention directed at new technological applications.
4. Describe and comment upon current research in the field of B2B marketing.
5. Demonstrate an ability to identify critical components in value-chains that affect companies' competitive positions in business markets.
6. Appreciate the information requirements for strategy development in B2B markets.

7. Manage own learning in connection to project work.

TOPICS COVERED:

- Segmentation, value chains and value creation in business networks.
- Pricing in the business sector.
- Development of products and services in the business sector.
- Positioning, promotion and sales management.
- Positioning in B2B markets.
- Communication and customer relationships.
- Distribution, logistics and quality management.
- Delivering value.
- Strategy development and evaluation of marketing efforts.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Suggested Textbook:**

- Anderson, J. C., Narus J. A. and Narayandas, D. (Latest Edition) *Business Market Management: Understanding, Creating, and Delivering Value*, Pearson Prentice Hall.

ACADEMIC AREA	:	**Supply Chain Management**
PROGRAMME(S)	:	**PGE2 – UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, assessments & reading)**
CREDITS	:	**5 ECTS – M1**

PRE-REQUISITE MODULES:

Basic knowledge in Management Science techniques

MODULE OBJECTIVES:

The main objective of this module is to provide students with a sound conceptual understanding of Operations Management (OM), its strategic importance, and its links with other business functions. The course emphasizes OM applications by using theory in conjunction with problem solving tools, so that students may apply their acquired knowledge to real business problems, and work better with people from other departments of the firm.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

Junior expert: This module introduces students to the area and techniques of OM and presents a state-of-the-art view of the activities of the operations function.

Together with "SC403E Purchasing and Logistics" they form the PGE2 minor in Logistics and Operation Management" The 2 modules contribute to the school's mission to prepare "innovative and responsible managers to perform in a global environment" in the following way:

Global: The skills and abilities gained in these modules are applicable to any enterprise operating in any environment.

Responsible: Students learn about the importance of the efficient / optimum use of limited resources.

Pioneer: Students are encouraged to be imaginative and resourceful regarding how they attack problems and analyze issues.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Understand the OM function and the relevant theories that underpin it (Knowledge Outcome)

2. Understand the strategic role of OM for both manufacturing and service organizations in maintaining an organization's competitive edge. (Knowledge Outcome)

3. Participate as team members in an OM department in undertaking various operational activities. (Ability Outcome)

4. Apply OM methods that they have learnt to their work in other departments, such as marketing. (Ability Outcome)

TOPICS COVERED:

- Process selection and capacity decisions,
- Facility layout and design,
- Forecasting
- Production planning and scheduling,
- Quality management.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbook:

[1] Heizer, J. and Render, B. (2014) *Principles of operations management*, 9th edition, Upper Saddle River, Prentice Hall.
[2] Krajewski, L.J. & Ritzman, L.P. (2015) *Operations Management*, 11th Edition, Prentice Hall.
[3] Slack, N. and Chambers, S. et al. (2013) *Operations management*, 7th edition, Prentice Hall.

ACADEMIC AREA : **Supply Chain Management**

PROGRAMMES : **PGE2 – UGTC**

CONTACT HOURS : **27 hours**

STUDY TIME : **95 hours(Class preparation, homework and assessment)**

CREDITS : **5 ECTS – M1**

PRE-REQUISITE MODULES:

There is no specific module that is essential before studying purchasing at this level although it will be assumed that students have a good knowledge of marketing and management issues.

MODULE OBJECTIVES:

This module examines the formulation and implementation of a purchasing strategy for companies of all sizes and in all sectors. The main topic areas in this module include: purchasing and its value to private organizations, the various purchasing policies and methods that are available and the importance of proper sourcing and Supplier Relationship Management.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This module is part of the PGE2 minor in Industrial Marketing.

With the increasing integration of the global economy and the increasingly competitive nature of the business environment, it is important that students have a clear understanding of the principles of purchasing and supplier sourcing so as to increase the efficiency and value adding capabilities of the organizations that they work for. The knowledge gained from this module will enhance their analytical and decision making skills, which will allow them to make an immediate and valuable contribution upon entering the professional world.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Explain the importance of purchasing and why this importance is growing significantly.
2. Evaluate the recent developments in this field, including the advantages and disadvantages of new technologies.
3. Comprehend the scope of this subject and the different purchasing policies of organizations.
4. Demonstrate a theoretical and practical knowledge and understanding of buyer's strategies, their purchasing problems, their behaviour as buyers and of buyer-seller relationships in the organizational context.

5. Appreciate the requirements for effectiveness in purchasing strategy. Develop an understanding of the strategic areas of purchasing as they apply in organisations. To achieve this, the development of organizational relationships in strategy evaluation and development must be emphasised.

TOPICS COVERED:

The main topic areas in this module include:

- What is purchasing?
- Who is a buyer?
- What is the purchasing performance?
- Purchasing organization, link with other departments
- Purchasing Strategy and how to implement a global purchasing plan
- What is sourcing?
- How to negotiate?

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbooks:

- Schuh C., (Latest Edition) *The Purchasing Chessboard, 64 methods to reduce cost and increase value with suppliers*, Springer. **(eBook available)**
- Monczka, R.M., Handfield, R.B., Giunipero, L. and Patterson, J.L. (2011) . *Sourcing and supply chain management* (5th edn). South Western.

ACADEMIC AREA : **Supply Chain Management**

PROGRAMME(S) : **PGE2 – UGTC**

CONTACT HOURS : **27 hours**

STUDY TIME : **95 hours (Class preparation, assessments & reading)**

CREDITS : **5 ECTS – M2**

PRE-REQUISITE MODULES:

SCM: Fundamentals (SC404E or equivalent)

MODULE OBJECTIVES:

The main objective of this course is to understand the different features of purchasing activity: make or buy decisions, supplier selection, supplier evaluation, and procurement. An emphasis will be made on procurement and, basically, on its correlation with inventory and manufacturing management.

CONTRIBUTION TO PROGRAMME OBJECTIVES :

Junior expert: Within a professional context, this module prepares students to work in purchasing and logistics. It provides some extended and technical concepts that deepen the basic concepts studied in the course of SCM: fundamentals.

Together with QM401E Operations Management, they form the PGE2 minor in Logistics and Operation Management. The 2 modules contribute to the school's mission to prepare "innovative and responsible managers to perform in a global environment" in the following way:

Global: The skills and abilities gained in these modules are applicable to any enterprise operating in any environment.

Responsible: Students learn about the importance of the efficient / optimum use of limited resources.

Pioneer: Students are encouraged to be imaginative and resourceful regarding how they attack problems and analyze issues.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

At the end of this module, the student should be able to:

1. Describe the main purchasing phases

2. Understand the main techniques of supplier selection

3. Acquire some skills in supplier evaluation

4. Master the correlation between procurement, inventory and production planning

TOPICS COVERED:

- Supplier selection
- Supplier evaluation
- Procurement
- Inventory management and warehousing
- Logistics network design
- Green logistics
- Transportation

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

Suggested textbooks:

[1] N. Slack, S. Chambers, R. Johnston, *Operations Management*, Prentice Hall, 5th edition, 2007.

[2] Stevenson W. J., *Production/Operations Management*, 9th edition, McGraw-Hill, 2006.

[3] Cachon, G., Terwiesch, C. *Matching Supply with Demand: An Introduction to Operations Management. New York*, NY: McGraw-Hill / Irwin, Second Edition, 2009

ACADEMIC AREA : **STRATEGY-INNOVATION**

PROGRAMMES : **IBPM3 - UGTC Level 4**

INSTRUCTOR : **Thierry Bossée-Pilon <thierry.bossee-pilon@esc-rennes.com> Adjunct-Faculty Member**

CONTACT HOURS : **27 hours**

STUDY TIME : **95 hours (Class preparation, homework and assessment)**

CREDITS : **5 ECTS - M1**

PRE-REQUISITE MODULES:

None.

MODULE OBJECTIVES:

Anyone wanting to do business in France needs to know the specific cultural aspects of France, the major facts and data concerning its macro-economy and how its legal and managerial specificities will impact business operations.

Thanks to a cross-cultural approach and several comparative analysis, students will understand the potential pitfalls and advantages of doing business in France.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This course contributes to meet learning objectives:

Generalist:

- Apply management knowledge and skills, tools and methods in a variety of business contexts and situations.
- Adapt to a rapidly changing environment.
- Being open to the world and cultural diversity.

Global:

Understand France situation and specificities within the European context and the globalized economy.

Responsible:

Manage operations taking into account the interests of all stakeholders in the French context.

Pioneer:

Analyze the 'French touch' in Eco innovation and manage the support of the French innovation system.

MODULE INTENDED LEARNING OUTCOMES (ILOs):
This module aims to enable you to:

1. Describe and compare cultural differences between their own culture and the French culture using cross-cultural approach and frameworks.

2. Explain major trends and key data of the French economy with a macro-economic point of view and with a comparative approach.

3. Understand the economic and social structure and legislation in France, and how this affects business.

4. Be familiar with country-specific managerial practices, do's and don'ts for working in a French context.

TOPICS COVERED:

- Cultural guidelines: cross-cultural approach.
- Macro economy of France: Comparative analysis.
- Starting a business in France.
- Managing operations in France.

TEACHING METHODS:

- Lectures, case studies workshops.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	G	oral	20'	40%	1-4
Final	I	written	2h30	60%	1-4
				Total 100%	

ACADEMIC INTEGRITY:
Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagram) of books or articles, another student's work or text, diagram, data from the internet without proper referencing etc. Adding your name to group work in which you have not participated or letting a student who has not participated add his/her name to work is also considered as an offence and will lead to disciplinary action for all involved.

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

Other forms of academic dishonesty are subject to disciplinary sanctions. Academic dishonesty, other than plagiarism may take any number of forms such as submission of the work more than once whether the earlier submission was at another institution, unless prior approval has been obtained, cheating on an examination, aiding another student's dishonesty, unauthorized or inappropriate use of computers, calculators and other forms of technology in course work, assignments or examinations.

BIBLIOGRAPHY:

■ **Recommended Textbook:**

- Schneider, S.C., Stahl, G.K. and Barsoux, J-L. (2014). *Managing Across Cultures*. (3rd edn). Harlow: Pearson Education. (eBook available).

- Whiting, R. (2006). *Starting a Business in France: A step by step guide.* How To Books.

- Starting a business in France, APCE, 2013 - http://www.apce.com/pid372/to-set-up-a-business.html

- Doing business, World Bank Report, 2016 - http://www.doingbusiness.org/

- OECD economic surveys, France, 2015 - http://www.oecd.org/eco/surveys/economic-survey-france.htm

■ **Additional Reading:**

- French economic Newspapers and Magazines (Les Echos, Le Monde, Le Point, L'Expansion…)

- Harvard Business Review

- Business and Society Review

■ **Web sites:**

http://www.institut-entreprise.fr/

http://www.gouv.fr/

ST305E_TC
DOING BUSINESS IN FRANCE

SESSIONS	TOPICS	(ACTIVITIES, READING/ ASSIGNMENTS TO BE DONE BEFORE CLASS)
1	Presentation of the programme Cultural guidelines Workshop1 Press review about France instructions	Books 'Managing across cultures' 'France ,customs and culture'.
2-3	Press review about France Macro economy of France-Comparative analysis Workshop 2 France a global economic power Workshop 3	INSEE statistics OECD economic surveys, France 2014 Ernst &Young report EIM 2014.
4	Press review about France The main challenges of the French economy Workshop 4	Experts papers OECD economic surveys, France 2014 Ernst &Young report EIM 2014.
5-6	Press review about France Starting a business in France Workshop 5	DB 2014 World Bank report Starting a business in France APCE.
7-8	Press review about France Managing operations in France Workshop 6	http://www.institut-entreprise.fr/ http://www.gouv.fr/
9	Doing business in France : Your Business project	

ACADEMIC AREA	:	**STRATEGY-INNOVATION**
PROGRAMME	:	**UGTC**
CONTACT HOURS	:	**27 hours**
STUDY TIME	:	**95 hours (Class preparation, homework and assessments)**
CREDITS	:	**5 ECTS - M1**

PRE-REQUISITE MODULES:

None.

MODULE OBJECTIVES:

Business practitioners need to be able to analyse and adapt to a changing business environment influenced by political, cultural and economic factors. The module provides students with the tools and concepts to undertake this analysis, with specific reference to the European continent and the European Union. At the same time, the module aims to introduce students to EU institutions and government as they impact upon the conduct of business activities.

CONTRIBUTION TO PROGRAMME OBJECTIVES:

This is a free standing course not specifically related to an academic programme.

It aligns with the School mission to "Prepare, through education and research, innovative and responsible managers to perform in a global environment": students understand that geopolitics is a subject automatically including ethical questions in relationship to cultural differences, international negotiations and political power.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

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

1. Analyse the impact that geopolitical factors have upon economic policy-making in Europe,
2. Identify the fundamental factors underpinning European integration and the development of the EU and other parts of Europe,
3. Distinguish the basic institutions of the EU, in terms of their organization and functions,
4. Analyse the impact common rules and institutions have on the conduct of business,
5. Understand and anticipate changes in Europe and formulate strategies for dealing with them.

TOPICS COVERED:

- Introduction: Europe today.
- Europe in a changing world.
- From European Community to European Union.

- Enlargement and its impact on the nature and politics of the EU.

- EU Policies I.

- EU Policies II. The Single Market.

- Monetary Policy: From the EMS to to EMU.

- The euro after 15 years.

- European Foreign and Defence Policy Issues.

- The future of Europe: at a crossroads or with its back to the wall?

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight (total 100%)	ILOs assessed
Continuous	TBA	TBA	TBA	20% to 40%	TBA
Final	TBA	TBA	TBA	60% to 80%	TBA
				Total 100%	

BIBLIOGRAPHY:

■ **Suggested Textbook:**

- El-Agraa A. ed. (2011) *The European Union,* 9th ed., Prentice-Hall. (E-book available)

	DETAILED MODULE OUTLINE 0LV2F1 ET 0LV2F2 FRENCH LANGUAGE

DEPARTMENT: **Language Center**
**PROGRAMME(S) : **   CREDIT TRANSFER :
        UNDERGRADUATE AND POSTGRADUATE PROGRAMS
INSTRUCTOR(S):   **Co-ordinator:**
        Birgit LÜTZENBERGER (birgit.lutzenberger@esc-rennes.fr)
        Office 149
        Instructors: To be announced

OFFICE HOUR: **To be announced**
CONTACT HOURS / FORMAT: **30 hours per semester**
STUDY TIME: **45 hours** (*Class preparation, homework and assessment*)
CREDITS: **3 ECTS**

PRE-REQUISITE MODULES: **no pre-requisites**

MODULE OBJECTIVES:
By the end of the module the student will have developed skills for
communicating in French in everyday and/or professional situations.
Some students will be able to present to the TFI – Test Français International.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

Beginner (level A1 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.
- introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.
- interact in a simple way provided the other person talks slowly and clearly and is prepared to help.

Lower intermediate (level A2 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment).
- communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters.
- describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

Intermediate (level B1 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc.
- deal with most situations likely to arise whilst travelling in an area where the language is spoken. Can produce simple connected text on topics which are familiar or of personal interest.
- describe experiences and events, dreams, hopes & ambitions and briefly give reasons and explanations for opinions and plans.

Upper intermediate (level B2 of CEFR Common European framework of reverences for Languages)
At the end of this module the student will be able to:
- understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in his/her field of specialisation.
- interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party.
- produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.

TOPICS COVERED:

> Depending on the group:
> Every situations and professional situations

LINK WITH AND CONTRIBUTION TO PROGRAMME:

To enable international students to integrate French every days life and business situations

LINKS WITH COMPANIES: *none*

TEACHING METHODS:

Develop individual communication skills (written and oral work, written and oral comprehension, interaction):

> By varying group dynamics (alternating, whole class, small groups and pairs)
> By encouraging the student to speak spontaneously and alone
> By using a variety of teaching supports (audio, video, etc…).
> By using mainly authentic source documentation.

METHODS OF ASSESSMENT:

Assessment	Individual	Type (oral, written)	Length of exam (when applicable)	Weight %	ILOs assessed
Continuous	individual	Oral/written	TBA	40%	According to level
Final Exam	individual	written	1,5h	40%	According to level
Final Exam	pair-work	oral	10min/ each pair	20%	According to level

ACADEMIC INTEGRITY:

Please remind students of the school plagiarism policy.

Plagiarism is copying another's work or ideas. This includes sections (sentences, tables, diagram) of books or articles, another student's work or text, diagram, data from the internet without proper referencing etc. Adding your name to group work in which you have not participated or letting a student who has not participated add his/her name to work is also considered as an offence and will lead to disciplinary action for all involved.

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

Other forms of academic dishonesty are subject to disciplinary sanctions. Academic dishonesty, other than plagiarism may take any number of forms such as submission of the work more than once whether the earlier submission was at another institution, unless prior approval has been obtained, cheating on an examination, aiding another student's dishonesty, unauthorized or inappropriate use of computers, calculators and other forms of technology in course work, assignments or examinations.

BIBLIOGRAPHY:

Recommended Textbook:

> Not special bibliography
> Reading all kind of informations in all kinds medias

TV	Print Medias	Cinema
www.france5.fr	www.lemonde.fr	www.allocine.fr
www.france2.fr	www.lefigaro.fr	www.cine35.fr
www.france3.fr	www.liberation.fr	
www.tf1.fr	www.lesechos.fr	
	www.lenouvelobs.com	

MODULE PLAN

DEPENDING ON THE GROUP LEVEL

DEPARTMENT : **CENTRE DE PREPARATION ET DE FORMATION A LA GLOBALITE**

PROGRAMMES : <u>**Undergraduate and Postgraduate TC**</u>

INSTRUCTOR : **Raymond LANCIEN dit Arsène**

FORMAT : **1 module of 30 hours per semester**

CREDITS : **3 ECTS Credits per semester**
PASS or FAIL (depends on the programm)

PRE-REQUISITE MODULE: None

LEARNING OBJECTIVES:

The objective of this module is to discover social, political economic and cultural aspects of contemporary France and to go deeper into the complex notion of culture.

MODULE INTENDED LEARNING OUTCOMES:

By the end of the module, the student :
1. should have an appreciation of the principal features of contemporary French life and culture ;
2. be able to identify the major strengths and weaknesses of French political and social organization ;
3. have acquired the basic concepts for understanding how and why French culture and organization have developed.

MODULE DESCRIPTION:

Principal features of contemporary French life and culture

LINK WITH AND CONTRIBUTION TO PROGRAMME: not applicable

TEACHING METHODS :

Formal presentations and Questions/Answers around the issues dealt with.

METHODS OF ASSESSMENT:

Assessment	Individual /Group	Type (oral, written)	Length of exam (when applicable)	Weight %	ILOs assessed
Continuous	Individual	Personal work		40 %	1 – 2 – 3
Final	Individual	Written Final Exam	2 hours	60 %	1 – 2 - 3

ACADEMIC INTEGRITY:

Academic dishonesty may take the forms of: 1. Plagiarism, i.e. copying the ideas or work of another person without citing the source. This includes books, extracts of articles, tables, diagrams and material from internet or other electronic sources. 2. Submission of work more than once, including work submitted at a prior institution, unless prior approval has been obtained. 3. Cheating on an examination. 4. Submission of work that is not your own without citation. 5. Adding your name to work to which you have not contributed or allowing another student to do the same. 6. Unauthorized or inappropriate use of computers, calculators and

other forms of technology in coursework, assignments or examinations. All these can lead to disciplinary sanction. Please refer to your student handbook for full details.

BIBLIOGRAPHY:

General information about France:
- Directory of French Professional Sites : www.indexa.fr
- Europe Online France : www.europeonline.com/fra/indexa.htm/
- French Culture at About.com : frenchculture.about.com/culture/frenchculture/
- Links to websites about France : home.earthlink.net/jillej/liens.htm
- FYI France : www.fyifrance.com/indexa.htlm
- Globe Online : www.globeonline.fr/
- Hapax : French Resources on the Web : hapax.be.sbc.edu/
- Imaginet : www.imaginet.fr/
- Pointeur Adminet : www.adminet.com/
- The City of Paris : www.paris.org/
- Web France International Community of Sites : www.wfi.fr/

English:
- Perry, S. (1997) *Aspects of contemporary France,* Routledge. [1–210/10852]
- Zeldin, T. (1988) *The French,* Harvill Press. [1-210/10765-1-210/10 843]
- Rouban, L. (1998) *The French Civil Service*, La Documentation Française. [1-210/10065]
- Hewlett, N. and Forbes, J. (2000) *Contemporary France*, 2ème edition, Longman.
- Popkin, J. (2005) *A history of modern France*, 3ème edition, Prentice-Hall.
- Szarka, J. (1992) *Business in France*, Pitman. [1-210/4667]

French:
- Ardagh, J. (2000) *La France du nouveau siècle*, Flammarion. [1–210/11536]
- Zeldin, T. (1983) *Les Français,* Seuil. [1–210/10832]
- Jack, A. (1999) *Sur la France*, Odile Jacob. [1-210/10884]
- Insee (2011) *France, Portrait social 2011,* Insee. [0-83/25207]
- Moreau-Defarges, P. (1994) *La France dans le monde au XXe,* Hachette. [1-210/10363]
- Mermet, G. (2009) *Francoscopie 2010 : Tout sur les Français*, Larousse. [0-83/22743]
- Roesch, R. et Rolle-Harold, R. (2009) *La France au quotidien,* Presses Universitaires de Grenoble.

Spring Semester

SESSIONS	TOPICS
1	Introduction
2	France since 1945
3	Health and social policies
4	Assets ans limits of the welfare state
5	Young people in the job market
6	Towards a new work culture
7	French families
8	The European commitment
9	Analysis of some recent events
10	Conclusion – Cheese tasting