

Program and course catalogue

1. Overall presentation of the Global BBA	3
2. Course outlines	4
3. Exams & Grading System	4
4. Courses registration	4
5. Key dates	5
6. Courses offered to exchange students	6
6.1 MARKETS & INNOVATION.....	6
○ B3IM International Marketing.....	6
○ B4IM International Marketing.....	6
○ B4MSI Managing sustainable innovation.....	6
○ B4CCO Creating connexion object.....	6
6.2 STRATEGY & ORGANIZATION.....	7
○ B4BBP Big business players	7
○ B4STRA Strategic & Change management.....	7
○ B4DT Digital transformation & new management practices	7
○ B4GBC Global business case	7
○ B4RBM Rethinking business models.....	7
6.3 MANAGEMENT, LAW & HUMAN RESOURCES	8
○ B3IBL International Business Law	8
○ B3CCM Cross Cultural Management	8
○ B3HRM Human Resources Management.....	8
○ B3IBM International Business Management.....	8
○ B4OM Operations Management.....	9
○ B4BM Brand management	9
6.4 ECONOMICS, FINANCE & CONTROL	9
○ B3ISMC Management control	9
○ B3FA B3STRA Financial Accounting & Strategy	9
○ B4CG Corporate Governance	10
6.5.1 Marketing functional specialization	10
6.5.1.1 B4CRM Channel & retail marketing	10
6.5.1.2 B4CB Consumer Behaviour.....	10
6.5.1.3 B4DM Digital Marketing	10

6.5.2	Accounting, Finance, Control functional specialization	11
6.5.2.1	<i>B4FDCF Financial Diagnosis & introduction to Corporate Finance</i>	11
6.5.2.2	<i>B4MCTL Management Control</i>	11
6.5.2.3	<i>B4AT Accounting & Taxation</i>	11
6.5.3	International Business functional specialization	11
6.5.3.1	<i>B4IDS International development strategy</i>	11
6.5.3.2	<i>B4IBL International Business Law</i>	11
6.5.3.3	<i>B4IN International Negotiation</i>	11
6.6	SECTORIAL SPECIALIZATIONS	12
6.6.1	B4GC Specialization Growth Companies	12
6.6.2	B4DC Specialization Digital Companies	12
6.6.3	B4ENT Specialization Entrepreneurship	13
6.6.4	B4LUX Specialization Luxury	13
6.6.5	B4ID Specialization Industry & design	13
6.6.5	B4BI Specialization Banking & Insurance	13

1. Overall presentation of the Global BBA

The Global BBA is a four-year course of study which will allow you to put your future career options in perspective: acquiring the necessary knowledge, developing key skills and learning about yourself in a professional environment. Our goal is to offer you the best opportunities for your personality and potential.

Students who choose to study with us share our philosophy of learning and development – it's all about preparing future entrepreneurs. This means allowing you to achieve your full potential, develop your curiosity and openness to the world, a desire to learn, and willingness to contribute in a responsible way whilst gaining the methods and know-how that will allow you to thrive in professional contexts.

Innovation goes hand in hand with the entrepreneurial mindset and plays a key role with emlyon business school through the use of new tools, methods and techniques, but primarily through promoting a different way of learning. We take a hands-on pedagogical approach, creating practice exercises, simulations and group projects that will require the use of new technologies as a means to an end, never as an end in itself.

The programme is focused on preparing you for operational management and inspired by the makers philosophy. Following your secondary education or any further short courses of study you may have undertaken, the Global BBA will be able to transform you from a pupil into a student by teaching you a whole new way of learning.

The different stages of the course have been designed to gradually widen your horizons, ensuring that you are able to function in an English-speaking environment, gain real experience, including international experience, and participate in careers workshops. Naturally you will receive plenty of support, taking half of your courses with our permanent teaching staff and the other half with professionals who, as well as ensuring you acquire knowledge and methodology, can offer a personalised approach and help you understand how to put each pedagogical unit of the course into perspective.

Source <http://bba.em-lyon.com/eng/BBA>

2. Course outlines

- 4 year program
- The last 2 years courses are delivered in English (and accessible to exchange students)
- 4th year : core courses and specializations
- Dedicated to global management
- Possibility to take French courses (beginner & intermediate according to your level)

<http://bba.em-lyon.com/eng/bachelor-international>

<http://bba.em-lyon.com/eng/bba-em-lyon-bachelor>



On average, a course is composed of 8 sessions and it represents 24 contact hours (depends if it is a 12 or a 24 hours course)

One session lasts 3 hours. Except for sectorial specializations that are scheduled in 4-5 week blocks/seminar.

3. Exams & Grading System

Transcripts are sent to partner institution approximately 6 weeks after end of semester.

BBA grading system is based on a 20 point scale & follows a grading curve. Any class for which student fails to obtain at least a 10/20 will not be credited.

EMLYON Mark	ECTS MARK	Definition
15≥ to 20	A	Excellent
14≥to <15	B	Very good
12≥ to <14	C	Good
11≥ to <12	D	Satisfactory
10≥ to <11	E	Sufficient
8 ≥ to <10	FX	Fail
<8	F	Fail

4. Courses registration

Registration online	Semester 1 (fall semester):	Semester 2 (spring semester):
http://bit.do/course-registration-bba	15/06/2017 to 20/06/2017	15/11/2017 to 25/11/2017 (will be extended for the 3 rd year courses only)

Exchange students must take a minimum of 3 courses per term and a maximum of 6 courses per term (an equivalent of 30 ECTS). We recommend they complete 3 courses. However, **students must follow the course load requirements that are determined by their home school.**

Exchange student can choose courses among the 3rd and 4th year. Nevertheless, **It is not allowed to choose two courses that overlap.** Students can add and drop courses before the 2nd session.

5. Key dates

Key dates 2017/2018	Fall session 2017/2018	Spring session 2017/2018
Intensive French courses (only for absolute beginners candidates)	From Monday 04/09/2017 to Tuesday 05/09/2017	From Thursday 02/02/2018 to Friday 03/02/2018
Mandatory orientation meeting	From Wednesday 06/09/2017 to Friday 08/09/2017	From Monday 05/02/2018 to Tuesday 06/02/2018
Common orientation day with regular students	Monday 11/09/2017	Wednesday 07/02/2018
1st Day of Class	Tuesday 12/09/2017	Thursday 08/02/2018
Holidays	Monday 30/10/2017 to Friday 03/11/2017	Monday 16/04/2018 to Friday 20/04/2018 02/04/2018; 01/05/2018; 08/05/2018; 10 & 11/05/2018
Examinations	From Monday 18/12/2017 to Friday 22/12/2017	From Monday 14/05/2018 to Friday 18/05/2018
Last day of semester	Friday 22/12/2017	Friday 18/05/2018
Course registration platform http://bit.do/course-registration-bba	15/06/2017 to 30/06/2017	15/11/2017 to 30/11/2017
Courses : Add and drop period	Students are permitted to add or drop a course prior to the beginning of the second class.	

6. Courses offered to exchange students

Here we have classified the courses you can choose in some general subjects.

6.1 MARKETS & INNOVATION

○ B3IM INTERNATIONAL MARKETING

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	DRUMMOND@em-lyon.com

This course is designed for BBA students who wish to learning marketing.

This course aims at establishing a distinction between:

- ✓ on the one hand, general concepts and methods applying independently of any geographical area,
- ✓ and on the other hand, B2B marketing concepts.

○ B4IM INTERNATIONAL MARKETING

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course Supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	COOPER@em-lyon.com

The course is dedicated to understand how the international dimension modifies the conduct of marketing activities. The objective is to introduce students to some of the major concepts and theories in international marketing with the purpose of understanding how we can apply these concepts within a strategic and a real-world context, since the creation of effective marketing strategy is dependent on a clear understanding of the cultural differences.

○ B4MSI Managing sustainable innovation

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	ROSTAIN@em-lyon.com

This course is an introduction to sustainable innovation. Student will learn first what sustainable means and then they will use specific software to create product in an environmental friendly way. They will compare the usual way to create a product and will think about others possibilities to increase the sustainability of it. The main objective of this course is to make student aware of possible alternatives to create product for more eco-friendly perspective.

○ B4CCO Creating connexion object

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	LEVALLOIS@em-lyon.com

The objective of this course is to provide you with the key stakes of Internet of Things in the coming years for B2B and B2C industries. To do so, you will create your own object: an efficient way to picture what IoT can do in practice. Then, a series of experts will provide video lectures on the role played by IoT in their industries. The course includes videos, online exercises, and the creation of a concrete connected object in the Makers Lab of the school.

6.2 STRATEGY & ORGANIZATION

○ B4BBP Big business players

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	MAGAKIAN@em-lyon.com

B4BBP The purpose of this course is to analyse and to understand the path of evolution of a company and its industry. Students will be brought to present and to justify the implementation of a competitive advantage by making a historic analysis of the company and the decision making by managers. A lot of courses will be used for this course (finance, operation management, HR, strategy...)

○ B4STRA Strategic & Change management

year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	MAGAKIAN@em-lyon.com

B4STRA The pedagogical objectives of this course :

- To create links between strategy and organization. Beyond organizational issues the course focuses on sociology, collective action and change with the aim to achieve a strategic project.
- Knowing the basic concepts required to understand an organizational change (e.g. Typologies of org. change; stages of change; causes of failures of change programs; sources of individuals' resistance to change; etc.)
- Knowing the basic notions of organizational design (e.g. org. charts; formal vs informal structure; fit; coordination mechanisms; etc.)
- Understanding the role of power in organizational change (e.g. zones of uncertainty; concrete action system; open-diagnoses as a transformational tools; etc.)

Understanding the role of culture in organizational change (e.g. dimensions of national cultures; culture and identity; etc.

○ B4DT Digital transformation & new management practices

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	MAGAKIAN@em-lyon.com

B4DT The technologies of the digital modify at the same time the conditions of competitiveness and the organizational practices. The purpose of this course is to bring to the students the fundamentals allowing to use the digital technologies within the framework of a company, with in particular the impact of the collective networks, innovation...

○ B4GBC Global business case

Year	Type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	MAGAKIAN@em-lyon.com

B4GBC This course leans on the participation of local companies (Rhône-Alpes). From a strategic problem put by the company, students will make a complete study of the conditions of implementation of this project. Students will prepare an analysis and present the action plan in front of expert's jury.

○ B4RBM Rethinking business models

Year	Type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	MAGAKIAN@em-lyon.com

B4RBM The business model is the same time economic and organizational notion. Students will have to make the links between the microeconomics and the business models. Students will have to analyse several models of company with economy of scale, pensions or externality....

The pedagogical objective is to understand how the economic model evolves with new technological constraints with in particular the impact of the economy of networks, digital or organizational innovation.

6.3 MANAGEMENT, LAW & HUMAN RESOURCES

○ B3IBL INTERNATIONAL BUSINESS LAW

Year	Type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	CLEMENT@em-lyon.com

B3IBL Today, executives and managers are faced with the legal structure of business transactions in France and abroad. This program helps to acquire a general knowledge of the rules in purchasing law. In particular, it offers participants preventive methods to protect themselves during sales negotiations and when drawing up sales contract.

○ B3CCM CROSS CULTURAL MANAGEMENT

Year	Type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2,5	DRUMMOND@em-lyon.com

B3CCM The main objectives of this elective are the followings:

- ✓ To provide an in depth understanding of the concept of culture (through anthropological and historical approaches).
- ✓ To provide an original analysis grid of the different national cultures.
- ✓ To supply an in depth understanding of some cultural features related, in particular, to friendship, conversation, to develop an awareness to perceive values and meanings in different cultures.
- ✓ To prepare the students to adopt adequate behaviors when they are confronted to other cultures.

○ B3HRM HUMAN RESOURCES MANAGEMENT

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	OBACHELARD@em-lyon.com

B3HRM This course provides students with an understanding of the key issues in Human Resource Management. We will adopt the perspective of an operational manager who has to work in an organization, managers and subordinates. In this context, it is more and more each manager's responsibility to take decisions regarding HRM issues such as recruitment, expatriation, training and compensation in line with the strategy of the firm. The course will focus mainly on case studies of HRM practices in different countries. You will also hear several testimonies from HRM executives working.

○ B3IBM INTERNATIONAL BUSINESS MANAGEMENT

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	BERNEMAN@em-lyon.com

B3IBM This course combines several perspectives, namely Strategic Management, International Business & Innovation studies, thereby addressing the ongoing debate about global capabilities and strategies in emerging countries. We shall focus on firms' strategies across nascent yet fast developing industries such as banking, insurance, retail, etc. by discussing and analysing case studies from large emerging markets.

The aim of this program is to introduce and explore the main rules governing professional relationships between the purchaser and the seller, within the internal law and the international law.

○ B4OM OPERATIONS MANAGEMENT

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	GNEUBERT@em-lyon.com

B4OM Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market shares as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operation is essential for competitive success and long term survival. This course considers the operations from a managerial perspective. We will consider concepts, tools and methods for improving the performance of operation.

○ B4BM BRAND MANAGEMENT

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2.5	SITZ@em-lyon.com

This course aims at providing students with the key learning and tools so they can develop and manage efficiently a brand management. It includes topics such as: product development, product design and quality, brand identity and brand extension, integrated marketing communications, distribution and retail management, and managing supply and demand. The teaching method consists of lecture, case studies, group exercises and discussions.

6.4 ECONOMICS, FINANCE & CONTROL

○ B3ISMC MANAGEMENT CONTROL

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	78	5	CLEMENT@em-lyon.com

B3ISMC The aim of the course is to show that Management Control is a support of strategic decisions. In this perspective, this course allows:

- Understanding the purposes and principles of performance management and management control.
- Acquisition and being able to implement management tools (cost analysis, budgets).

○ B3FA B3STRA FINANCIAL ACCOUNTING & STRATEGY

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
3/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24+12	78+36	7.5	CLEMENT@em-lyon.com MAGAKIAN@em-lyon.com

B3FA B3STRAThose courses are to be chosen together.

This course provides the students with the skills necessary to interpret financial statements. At the end of this course, the student is able to:

- ✓ Analyse financial statements and understand the strategic effects of some reporting decisions;
- ✓ Analyse the equity structure of the firm as for example in the case of the creation of a new corporation and the issue of new equities;
- ✓ Write cash flow statements and analyse them;
- ✓ Analyse the process of firm consolidations;
- ✓ Understand the effects of the international accounting rules IAS/IFRS.

Strategy is by definition both broad in its scope and integrative of all other required courses. The focus is on top management decisions relating to the external environment (competition, stakeholders, or industry trends) and internal issues (control systems, corporate structure, leadership and culture, and resources and competencies).

○ B4CG CORPORATE GOVERNANCE

Year	type	Language	period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Core course	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	12	36	2,5	CLEMENT@em-lyon.com

B4CG The Corporate Governance course is designed to provide an overview of corporate governance and put into perspective the challenges of governing modern companies. This course aims at helping students to understand how the powers of governance are organized as well as to better grasp the link between corporate governance and the civil society. Information and insights are shared through debates and case studies in order to develop the students' ability to interpret current issues and anticipate future evolutions.

6.5 YEAR 4 FUNCTIONAL SPECIALIZATIONS (ELECTIVES)

6.5.1 MARKETING FUNCTIONAL SPECIALIZATION

6.5.1.1 B4CRM CHANNEL & RETAIL MARKETING

6.5.1.2 B4CB CONSUMER BEHAVIOUR

6.5.1.3 B4DM DIGITAL MARKETING

Year	type	Language	Semester	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	elective	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	3*24H	3*72H	3*5 ECTS	GROSSO@em-lyon.com pomies@em-lyon.com scheid@em-lyon.com

✓ Channel & Retail Marketing

Marketing encompasses all the activities and processes that participate in connecting firms to their markets. Today, most companies are customer-oriented which means that they organize their activities in order to really understand consumers and be able to adapt their offer. B2C marketing is a very interesting aspect of marketing that is dedicated to the end-consumers.

The course is dedicated to understand how B2C marketing functions and how it is central to many marketing activities and is important for the conduct of B2B marketing. The objective is to introduce students to some of the major concepts and theories in B2C marketing with the purpose of understanding how we can apply these concepts within a strategic and a real-world context, since the creation of effective marketing strategy. This course utilizes a variety of learning tools including the readings from textbooks, articles and other relevant sources, class lectures and discussions, class exercises, group projects, assignments, and exams.

✓ Consumer behavior

Consumer behavior is one of the most fascinating area of marketing and certainly the central one. This course contributes to developing a deep understanding of consumer behavior, and the development of a strategic perspective based on a solid understanding of management foundations and techniques in consumer behavior.

Consumers are at the center of all marketing activities. Therefore, it is vital to understand the why and how of their consumption behaviors, and the environment within which they behave, since this environment shapes much of what they think, feel, and do and constitutes the context within which the marketers and consumers interact. The objective of this course is to introduce students to some of the major concepts and theories in consumer behavior with the purpose of understanding how we can apply these concepts within a strategic and a real-world context, since the creation of effective marketing strategy is dependent on a clear

Understanding of the consumers' needs and wants. Together, we will expose ourselves to diverse approaches in consumer research, review major pre-consumption, consumption and post-consumption theories and apply these theories to real-world examples through assignments and projects. This course utilizes a variety of learning tools including the readings from textbooks, articles and other relevant sources, class lectures and discussions, class exercises, group projects, assignments, and exams.

✓ Digital Marketing

The Internet and new digital media offer a fundamentally new way of conducting business, creating tremendous opportunities and risks for organizations. E-commerce and computer-mediated interaction have transformed business by providing large-scale, instantaneous and nearly free commercial communications. This has changed vendor management and the nature of the supply chain speeding production and allowing it to respond to fluctuations in demand. More significant changes can be observed in consumer and business marketing since rapid access to information provides opportunities for customizing products, services, and advertising and promotional initiatives. Firms are able to measure the impact of marketing programs and supply-chain decisions as never before. Electronic commerce for many organizations also

represents a new and unique path to the marketplace, leading to complex and innovative opportunities for distribution and for pricing.

This course provides a series of strategic frameworks for managing marketing strategies in the digital marketplace. The emphasis throughout is on the development and application of conceptual models which clarify the interactions between competition, patterns of technological and market change, and the structure and development of internal firm capabilities. The main focus is on the acquisition of a set of powerful analytical tools which are critical for the development of an e-marketing strategy as an integral part of business strategy. These tools can provide the framework for deciding which technologies to invest in, how to structure those investments and how to anticipate and respond to the behavior of competitors, suppliers, and customers.

The course utilizes lectures, case analyses, and independent reading. The readings are drawn from marketing theory and research in technological change. The case studies provide an extensive opportunity to integrate and apply these abstract tools in a practical, business policy context.

6.5.2 ACCOUNTING, FINANCE, CONTROL FUNCTIONAL SPECIALIZATION

6.5.2.1 B4FDCF Financial Diagnosis & introduction to Corporate Finance

6.5.2.2 B4MCTL Management Control

6.5.2.3 B4AT Accounting & Taxation

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	elective	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	3*24H	3*72H	3*5 ECTS	CLEMENT@em-lyon.com

Corporate Finance

The course is directed at students who wish to be able to evaluate the performance and prospects of firms based on publicly available data. The course will focus on the work of the financial analysts, either working from the shareholders side or creditors side.

Performance Management

This course is designed for students who wish to understand how management control systems can help managers make operational decisions. It targets both students who want to hold managerial positions as students wanting to become management controllers.

Auditing

Learning the major principles of value added tax, industrial and commercial profits, corporate taxes and income tax.

6.5.3 INTERNATIONAL BUSINESS FUNCTIONAL SPECIALIZATION

6.5.3.1 B4IDS International development strategy

6.5.3.2 B4IBL International Business Law

6.5.3.3 B4IN International Negotiation

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	elective	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	3*24H	3*72h	3*5 ECTS	B4IDS BERNEMAN Corinne B4IBL CLEMENT Jean-Charles B4IN SIMON Christian

✓ International Development Strategy

1 Introduction to the course

The international institutional environment / World statistics / Globalization of Markets

2 The Strategy of International Business

Value creation, distinctive competences / Four strategic choices:

- Global standardization strategy
- Localization strategy
- Transnational strategy
- International strategy

3 Strategies for Analysing and Entering Foreign Markets

Four strategic choices:

- Which Foreign markets
- Entries Modes in foreign markets
- The Mercadex

4 Organizing for international business

Organizational architecture / Organizational structure:

- Centralization
- Decentralization

Matrix structure

5 Leadership and Employee Behavior

Individual behavior and international business / Need-based models across cultures / Decision making in international business / Groups and teams in international business

6 Human Resources Management

Staffing policy / Training and management development / Compensation / International labor relations

7 Operations Management

Where to manufacture / Make or buy / Managing a global supply chain

8 Financial Management

The economics of foreign exchange / The international capital market / Global treasury management / Global tax efficiency / Transfer pricing

9 Accounting and Taxation management

Country differences in accounting standards / Multinational consolidation and currency translation

✓ International Business Law

How can you develop your company abroad? Whether it is in the European Union or the United States, Asia, the United Arab Emirates or elsewhere, what strategies should you adopt and what contracts do you need?

This course helps you to answer these questions by looking at the legal cultures and pitfalls involved. The course covers all the types of contract used in setting up business abroad, eg: international sales, commercial agency, distribution contracts, transfer of technology and joint- ventures.

✓ International Negotiation

Based on an interactive and competitive negotiation simulation over 10 weeks, Students will gain an understanding of negotiation situations in an international setting and will be able to apply behavioural and cultural concepts and frameworks in order to optimize their own negotiations.

6.6 SECTORIAL SPECIALIZATIONS

6.6.1 B4GC SPECIALIZATION GROWTH COMPANIES

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Sectorial specialization	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	CLEMENT@em-lyon.com

B4GC The course on Growth Companies in Year 4 focuses on the study of growth conditions and corporate financing for mid-market companies (MMC) or SME/I which have or can have an international scope. This course should be viewed as a complement to strategy courses in Year 3 and 4 as well as the finance course. It deals specifically with the relationship strategy/capital development of the company and more generally, business development decisions. Five key themes are studied: the internationalization patterns of MMC; MMC alliances; capital opening operations for MMC; issues of entry into stock exchange and sales/acquisitions of MMC. The course thus allows to understand the use of different funding partners for growth, such as growth funds, innovation funds (OSEO), the strategic investment fund (Fonds stratégiques d'investissement) or the new stock exchanges for SME/MMC (e.g. EnterNext from NYSE). The course builds on the concepts found in the literature but also in collaboration with funding agencies of SME/MMC and the think tanks that support these issues of growth companies. It also builds on methods of observations from real cases in collaboration with companies of the economic territory in which the school is located.

6.6.2 B4DC SPECIALIZATION DIGITAL COMPANIES

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Sectorial specialization	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	CLEMENT@em-lyon.com

B4DC E-commerce, defined as business transactions carried out over electronic systems such as the Internet, mobile and TV is an interdisciplinary discipline that intersects information systems, marketing management, and strategic management. Notably, it can be where companies have included e-commerce as part of their value creation and appropriation, e-marketing where marketing activities are carried out electronically to add value to the goods and services to customers, and where the creation and delivery of service is digitalized.

This course has a strong strategic focus and is designed to familiarize students with the latest ecommerce practices (through cases) and thinking (through conceptual readings) so that students are prepared for business challenges in the digital economy. To achieve this purpose, the course materials expose students to an interdisciplinary set of cases and readings where e-commerce plays an important role.

The specific learning outcome are:

- ✓ acquire the ability of e-commerce strategic thinking,
- ✓ learn from the incumbent and mainstream e-commerce players and strategies (including online sponsored search, user generated contents and social networking),
- ✓ learn from the alternative/emerging strategies of mobile commerce, cloud commerce and various new generation e-services in order to develop the ability of sensing and grasping new viable trends that are likely to stay in the battle field.

6.6.3 B4ENT SPECIALIZATION ENTREPRENEURSHIP

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Sectorial specialization	English	<input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	CLEMENT@em-lyon.com

B4ENT This seminar as well as the conferences and lessons associated with the seminar aim principally at helping students to better grasp the way companies operate, particularly during the critical start-up phase. It also allows them to explore the concrete aspects of company operations regarding both the internal functions and those related to the company's environment.

6.6.4 B4LUX SPECIALIZATION LUXURY

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Sectorial specialization	English	<input checked="" type="checkbox"/> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	PHAN Michel PHAN@em-lyon.com

B4LUX The course aims to provide the students with a good understanding of the issues involved in luxury business. More specifically, the learning goals include an in-depth understanding of the luxury brands, the luxury industry, the major luxury conglomerates/players, the retail operations management, and the importance of customer experience, so the students can be well-prepared for their future careers in the luxury industry.

6.6.5 B4ID SPECIALIZATION INDUSTRY & DESIGN

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Sectorial specialization	English	<input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	OBACHELARD@em-lyon.com

Give a world overview of industry in the world;

- ✓ Acquire a transverse vision of the industry & design field;
- ✓ Establish a panorama of current issues and orientations of French industry;
- ✓ Train young people to be competitive in this professional universe;
- ✓ Convince students that industry is the only possibility for the development of a middle class;
- ✓ Show that industry is a path of excellence.

6.6.5 B4BI SPECIALIZATION BANKING & INSURANCE

Year	type	Language	Period	Teaching hours	Additional workload	ECTS	Course supervisor
4/4	Sectorial specialization	English	<input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> year	24	72	5	jbrivady@em-lyon.com

B4BI The pedagogical objectives of this course is to understand the financing of the economy, the role of bank and insurance companies. Students will have the possibility to see a historical approach of these 2 sectors and a benchmark between different countries and the statutory evolution.