

# **MSc International Management & Business**

September 2024 – April 2025



**CODE:** Tbc

**Titre du cours /Course title:** CORPORATE FINANCE

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Christian Moinard (or Theodore Syriopoulos)

## ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

The course aims to gradually build a solid and consistent framework that integrates the fundamental corporate financial decisions. The module encourages students to think critically on core issues of financial management; helps them understand, prioritize and evaluate optimal decision-making; and, contributes to the development of practical managerial expertise skills on international corporate finance. To attain these goals, the course is based on the following theoretical and empirical pillars: financial management for value creation; investment decisions; financing decisions; and, valuation decisions.

## ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

Students will:

- gain a comprehensive overview of the major financial functions and processes of modern corporations operating in a global setting;
- understand and become skillful in managerial decision-making with emphasis on corporate financial management;
- be capable of determining the financial, economic and managerial resources to attain corporate strategic objectives;
- increase the economic and social added value of the firm;
- and, develop team-working efficiency, as well as practical skills on financial analysis, presentation and reporting.

## ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Financial Management for Value Creation
- Investment Appraisal Decisions
- Raising Corporate Financing
- Valuing Stock and Bond Securities
- Cost of Capital and Capital Structure.

## ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

The learning methods in the course include a combination of lectures, academic and empirical-practitioner analysis, videos, role plays, assigned exercises with critical thinking, problem solving and case-study analysis presentations. Students are encouraged to analyze, anticipate, act, and proceed to decision-making. Student regular class attendance and active participation is critical for gaining maximum benefits out of the interaction with the Instructor.

## ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Active class performance is critical for student evaluation on the course and is continuously

assessed. Students are expected to attend all lectures, arrive on time and present themselves with an alert, professional, and positive attitude. Absence, tardiness and disruptive behavior are to have an adverse impact on student evaluation.

Students are invited to learn the necessary concepts and methods, and to complete the assigned reading and empirical applications prior to the respective session; also, to actively participate in class discussions, questions, model exercises, homework assignments, and case studies. During the course, students will be asked to deal with a series of short problem-solving exercises, to participate in focused class workshops, to deal with a corporate case, to perform an MCQ test on the material taught, and to submit a written corporate assignment team-project report. Following the course completion, students are to sit a final exam.

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

- Hawawini, G., Viallet, C. (2019). *Finance for executives : managing for value creation*. (6th ed.). Cengage.
- Berk, J., DeMarzo, P. (2020). *Corporate Finance*. (5th ed.). Pearson. + Ebook
- Lectures Outline
- Course Slides
- Selected Problems Review
- Academic Papers
- Corporate Case Studies

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Final Exam     50%  
Continuous Assessment     50%

≡ **SEANCES /SESSIONS**

- **SESSION 1: Financial Management for Value Creation**
  - *LECTURE AND EXERCICES*: 04h00
  - This session explains the critical transmission from key financial managerial decisions into corporate value creation by identifying critical value drivers and dynamic mechanisms. The interrelations of revenue growth, return on invested capital and cash flows are analyzed. The profiles, roots and importance of corporate organic growth are investigated. A concise overview of some of the most challenging issues and questions raised by modern corporate finance is developed.
- **SESSION 2: Investment Appraisal Decisions**
  - *LECTURE AND EXERCICES*: 04h00
  - This session analyzes a set of widely established criteria, rules, and techniques for evaluating, ranking and selecting, independent and mutually exclusive, investment projects by market practitioners. Fundamental investment appraisal methods include the Net Present Value, Internal Rate of Return, Profitability Index, as well as supportive methods of Payback Period and Discounted Payback Period, and real options, a new challenging approach.
- **SESSION 3: Raising Corporate Financing**
  - *LECTURE AND EXERCICES*: 04h00

- This session explains critical issues in corporate financing decisions, based on real market practices. While investment decisions are vital for the growth and competitiveness of the firm, they can only materialize under efficient fund-raising decisions. Attention is paid to equity raising in international stock exchange markets. In addition, debt financing can provide alternative fund-raising options. An integrated efficient corporate financing strategy is critical to sustainable value creation.
- **SESSION 4: Valuing Stock and Bond Securities**
  - *LECTURE AND EXERCICES*: 04h00
  - This session explains key concepts, tools, and models on stock and bond valuation. The issue of stocks and bonds facilitates corporate fund-raising in global capital markets. These securities required first to be valued and priced with this process inducing critical direct implications for company cost of capital.
- **SESSION 5: The Cost of Capital**
  - *LECTURE AND EXERCICES*: 04h00
  - This session incorporates the theoretical and empirical input of the previous sessions to build specific tools, and methods, in order to estimate the firm's overall cost of funding, namely the 'Weighted Average Cost of Capital' (WACC). This is one of the most critical factors in all essential corporate decisions (investment – financing – operations). Ideally, the firm would prefer an optimal capital structure mix that would result in WACC minimization.
- **SESSION 6: Corporate Case Studies & Empirical Applications**
  - *LECTURE AND EXERCICES*: 04h00
  - This session integrates the material discussed in the previous sessions to develop and implement modern corporate case studies and empirical applications, targeting to familiarize students with market practices and approaches. Attention is paid to investment project cash flow estimation, equity finance implications on corporate value, and designing efficient capital structures.

**CODE:** Tbc

**Titre du cours /Course title:** GLOBAL MARKETING

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Catherine Morel

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

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

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

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

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

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

Having completed this course the student is expected to demonstrate:

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

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

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

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

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

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

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

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

### ≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

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

### ≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

#### **1. Collective assignment (40 % of total mark)**

- Project : A real-life case study.

#### **2. Individual final exam (60 % of total mark)**

An examination at the end of course.

### ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

#### **Core text:**

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

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

#### **Additional textbooks :**

Gannon, M J., Pillai, R. (2015). *Understanding global cultures, Metaphorical journeys through 31 nations, clusters of nations, continents and diversity*, 6th Edition. Sage

Gbadamosi, A. (2019). Contemporary issues in marketing: principles and practice. Sage.

Kozinets, R-V. (2020). Netnography : the essential guide to qualitative social media research. (3rd ed.). SAGE Publishing.

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

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

Malhotra, N-K. (2020). Marketing research : an applied orientation. (7th global ed.). Pearson. + Ebook

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

Nill, A. (2015). Handbook on ethics and marketing. Edward Elgar Publishing.

Palmer, A. (2014). Principles of services marketing. (7e éd.). McGraw-Hill Education.

Richardson, B. (2013). Tribal marketing, tribal branding: : An expert guide to the brand co-creation process. Palgrave Macmillan.

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

Trompenaars, F., Hampden-Turner, C. (2012). Riding the waves of culture : understanding diversity in global business. (3e éd.). McGraw-Hill Education.

Usunier, J-C., Lee, J-A. (2012). Marketing across cultures. (6e éd.). Pearson.

### ≡ MODALITES D'EVALUATION /EVALUATION METHODS

Final exam 60%

Group Project 40%

### ≡ SEANCES /SESSIONS

- **SESSION 1: Introduction and course overview**
  - *LECTURE*: 02h00
  - Review of key marketing concepts and introduction to international/global marketing. The first part of this session introduces the course and the assessment. In the second part of the session the concepts and principles of international/global marketing are introduced.
  - Readings: Keegan text Chapter 1 Introduction to Global Marketing.
- **SESSION 2: Understanding the global marketing environment**
  - Lecture & case studies & exercises: 02h00
  - In this session we examine the dynamic environmental factors surrounding the firm and explore the effects of environmental factors on the international firm's decision-making. Key issues contributing to environmental complexity in international markets are introduced. Strategies for managing across cultures are explored. SLEPT model is introduced
  - Readings: Keegan text Part 2 (chapters 2, 4 and 5).
- **SESSION 3: Scanning the environment: Market research**
  - Lecture & case studies & exercises: 02h00
  - Information is the most basic ingredients of a successful marketing strategy. In this session, we consider the role of marketing research and a marketing information system in identifying global market opportunities
  - Readings: Keegan text Chapter 6
- **SESSION 4: Master class**

- Seminar: 02h00
- Masterclass : during this session a marketing professional will come and share their experience of globalization but also give the brief for the marketing project
- **SESSION 5: STP**
  - Lecture & case studies & exercises: 02h00
  - Segmenting, targeting and positioning are key strategic marketing decisions. During this session, the issues posed by a global environment will be explored. Should the positioning be standardized across markets?
  - Readings: Keegan text Chapter 7
- **SESSION 6: Designing the global marketing programme - Product and branding**
  - Lecture & case studies & exercises: 02h00
  - *Marketing mix Product / Branding*
  - This session considers product decisions that affect the international firm (product, packaging in particular) and analyse why branding is such a key strategic element
  - Readings: Keegan text, Chapter 10
- **SESSION 7: Designing the global marketing programme: Price**
  - Lecture & case studies & exercises: 02h00
  - Pricing in overseas markets
  - What is the best approach to pricing when going international? Is it possible to have the same price for every single market you enter? Is it wise?
- **SESSION 8: Designing the global marketing programme: distribution**
  - Lecture & case studies & exercises: 02h00
  - This session is dedicated to distribution channels and how they are rather difficult to standardize. Shopping/buying are very culture-linked activities. Can the Internet change the state of play?
- **SESSION 9: Designing the global marketing programme – marcom**
  - Lecture & case studies & exercises: 02h00
  - This session considers Marcom and the digital revolution. How does it impact a firm's global communication?
- **SESSION 10: Coaching sessions in preparation for presentations**
  - Meeting point: 02h00
- **SESSION 11: Assessed presentations**
  - Group Presentation: 02h00
- **SESSION 12: Assessed case study presentations and exam preparation**
  - Briefing: 02h00



**CODE:** Tbc

**Titre du cours /Course title:** INTERNATIONAL STRATEGY

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ **DESCRIPTION DU COURS /COURSE DESCRIPTION**

The course covers strategic management as well as strategies of internationalization for companies. The course concentrates on two primary areas of analysis: the firm's external industry environment and its internal environment. A special attention will be given to the emphasis on Customer Experience and Disruptive Innovation which are two main axes of Strategy for successful Companies today.

Strategic success results from building competitive advantage through deploying internal resources and capabilities to exploit the key success factors within the firm's industry environment. Strategic management analyzes how managers can devise a set of actions ("the strategy") to acquire resources and capabilities that allows their company to obtain a competitive advantage which in today's world is often "transient". A special attention will be given to portfolio management and value creation through mergers, acquisitions and divestments. The asymmetry of value creation for buyer and seller will be explained at the same time as the tradeoffs between buying growth rather than seeking organic growth. The importance of CSR, the new role of environmental issues and the rising importance of the concept of social enterprise will be pointed out for the development of new strategies applicable in different environments.

Finally, using the previously studied concepts and tools, the course will cover the strategies of internationalization for companies wishing to operate outside of the domestic market.

### ≡ **OBJECTIFS DU COURS /COURSE OBJECTIVES**

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

### ≡ **CONCEPTS ENSEIGNES /TACKLED CONCEPTS**

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

### ≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

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

- Lecture: presentation of theoretical concepts and methods
- Short case studies: illustration of concepts with various examples from the Business World
- Team project: teams will complete a strategic analysis, propose the internationalization strategy and present recommendations for a company of their choice

### ≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

*Attendance and class participation:* If you cannot attend class due to unavoidable circumstances, we expect you to inform your instructor/administrator prior to the class of your absence. Please note that any unexcused absences will significantly impact your overall grade for the course. Students should expect to be called upon regularly to answer questions or provide contributions during case discussions.

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

*Group project:* There will be a written team project that consists of choosing a company, then performing a strategic analysis to deliver recommendations in a presentation during the last session. Details will be provided in the first strategy class.

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

*Academic honesty:* Violations of academic integrity are just causes for discipline under the Audencia Nantes School of Management Student Discipline procedure. All allegations of violations shall be handled according to that procedure.

### ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Johnson, G., Regnér, P., Angwin, D., Scholes, K. (2020). Exploring strategy : text and cases. (12th ed.). Pearson. + Ebook

Grant, R-M. (2022). Contemporary strategy analysis. (11th ed.). Wiley.

Ghemawat, P. (2018). The new global roadmap: enduring strategies for turbulent times. Harvard Business Review Press.

#### **Bain PDF Files:**

Mitchell, C., Sehgal, S., Mathur, H. (2019) Indian Farming's Next Big Moment: Farming as a Service. Bain & Company, Inc., Boston, MA, 1-12.

Schatteman, O., Woodhouse, D., & Terino, J. (2020). Supply chain lessons from Covid-19:

Time to refocus on resilience. *Bain & Company, Inc., Boston, MA, 1-12.*

**BCG PDF Files:**

Rüßmann, M., Lorenz, M. (2015) Industry 4.0: The Future of Productivity and Growth in Manufacturing Industries. BCG

+ TSR Report, From Buying Growth to Buying Value, Sustainability Report

**McKinsey PDF files:**

Hall, S., Lovallo, Dan, Musters, R. (2012) How to put your money where your strategy is. McKinsey.

+ Coping with tumultuous change, How to confront uncertainty in your Strategy, The Circular Economy, How to create a real hockey stick Strategy, Recovery will be Digital, Supply Chain Resilience

**Medium PDF Files:**

Why Corporate Innovation is so hard, Unlearning, Does Culture eat Strategy?

**Accenture PDF Files:**

The Disreputability Index, Ecosystems

**Deloitte PDF File:**

The rise of the Social Enterprise, Patterns of disruption,

**C.K Prahalad PDF File:**

The collaboration continuum

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Exam 40%

Participation 20%

Team project 40%

≡ **SEANCES /SESSIONS**

○ **SESSION 1:**

- *LECTURE AND CASE STUDIES:* 02h00
- Introduction to the course and the project. Introduction to a VUCA world and disruption. Presentation of state of Globalization; examples of reversals and moves towards Regionalization. Examples and files from Accenture, McKinsey and Bain.

○ **SESSION 2: Business models**

- *LECTURE AND CASE STUDIES:* 02h00
- Concept of Business Model and examples of evolution over time. Post Covid new normal preparation; shortfalls of traditional Strategy frameworks and Business Models to describe the new Business world. Updates on Porter 5 forces, Value Chain Analysis, VRIO, PESTEL and others.

○ **SESSION 3: Customer experience**

- *TYPE OF SESSION:* 02h00
- Customer experience is the new game changer of Strategy. Digitization, Artificial Intelligence, Analytics. Cooperation replacing

pure Competition. Examples drawn from traditional industries and agriculture. Covid 19 as an accelerator of the move to Industry 4.0.

- **SESSION 4: Digital**
  - *LECTURE AND EXERCICES*: 02h00
  - Most valuable companies do not manufacture and sell physical goods. From products to platforms.
  - Impact of new technologies. Platforms, how they emerge, how they evolve, their reach, their limitations. Governmental regulations. Ecosystems, how they replace the traditional concept of stakeholders and why they can fail. How digital encourage cooperation rather than competition. Culture, governance and Strategy execution. Exercise on Digital and AI applications in fashion and health industries.
- **SESSION 5: Platforms**
  - *TYPE OF SESSION*: 02h00
  - Covid and the rise of Platforms. From multichannel to omnichannel. Would Marketing eat Strategy for breakfast? Native digital companies advantages. Examples drawn from different continents and industries. Examples of successes and failures of platforms from Asia.
- **SESSION 6: Organization, people, and strategy**
  - *LECTURE*: 02h00
  - Purpose of an organization. Great Resignation and Quiet quitting as new Strategic challenges of companies. Worldwide legitimacy crisis: Global or Regional effects (BCG and McKinsey surveys). New opportunities and problems offered by remote and hybrid work. Gallup survey on population migrations and effect on Business Shift of the workforce: upskilling versus robots.
  - Robots' management? Exercise on McKinsey Future of work survey. Examples drawn from various industries and agriculture.
- **SESSION 7: Internationalization strategies**
  - *TYPE OF SESSION*: 02h00
  - Internationalization of a Business. Cross border pricing models. Organic growth and use of the Ansoff matrix to present a growth plan.
- **SESSION 8: M&A**
  - *TYPE OF SESSION*: 02h00
  - Divestments and M&A. Cross border acquisitions and divestments. External vs. organic growth. Examples of results of Joint Ventures and Acquisitions in different countries. Post Merger Integration and its flaws. Comparability of attractiveness of an acquisition during due diligence and post merger phases.
- **SESSION 9: ESG**
  - *TYPE OF SESSION*: 02h00
  - CSR and strategy. Value creation: from ROI to ESG and DEI. Circular economy applied to new Industrials.
- **SESSION 10: Coaching session on case study**
  - *COACHING*: 02h00

- Collective coaching session in order to help students to finalize their projects
- **SESSION 11: Students project presentations**
  - *TYPE OF SESSION:* 02h00
- **SESSION 12: Students project presentations and course conclusion**
  - *TYPE OF SESSION:* 02h00

**CODE:** Tbc

**Titre du cours /Course title:** INTERNATIONAL BUSINESS AND TRADE

**Term:** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

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

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

After this course the students will be able to

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

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

Main Economics Models and Theories (Adam Smith/Ricardo/HOS/Krugman). Free-Trade's Myths. World and regional trade agreements.

Main products imported and exported from World's areas. International Business Practices. Transport Modes will be detailed depending on the kind of products that need to be exported (from Agricultural products to Industrial Projects and Luxury Industry). International Trade and service industry.

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

Lectures, discussions, videos and case studies.

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

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

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Just like in a professional environment, a daily involvement is needed in this course. Students are expected to be involved in every lecture: questions during lecture, soft skills during team work and willingness to search for solutions. Quizzes' results will also be part of

the grade. During case studies, students will create documents that will be graded. Finally, their presentation regarding FTAs will also be taken into consideration for the grade.

### ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

- 1/Law of diminishing Returns/ Jacob Clifford
- 2/ International Economics: Theory and Policy  
By Krugman, P.R., Obstfeld, M., and Melitz, M. (2018).
- 3/The Benefits of Free Trade: Addressing Key Myths  
By Donald J. Boudreaux and Nita Ghei (2018).
- 4/ Alphaliner.com
- 5/ Mariner's vlog on Panama and Suez Canal and Arctic Route
- 6/ Video on P.R.C.'s Belt Road Initiative with New Silk Road and String of Pearls.
- 7/Prisoners of Geography, By Tim Marshall
- 8/ <http://wits.worldbank.org> and <https://www.macmap.org/>
- 9) International business : competing in the global marketplace  
Charles W.L. Hill, Auteur | New York [États-Unis] : McGraw-Hill | 2021

### ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

- 50%: continuous assessment (individual grade)  
50%: group work and presentations

### ≡ **SEANCES /SESSIONS**

- **SESSION 1: What is international business and international trade?**
  - LECTURE: 02h00
  - Introduction to International trade, main definitions, importance and challenges of international trade.
- **SESSION 2: Main economic theories**
  - LECTURE: 02h00
  - Main economic theories.
- **SESSION 3: Geopolitics and international business and trade**
  - LECTURE: 02h00
  - Main geopolitical theories. Influence of geopolitics on business and trade.
- **SESSION 4: Globalization**
  - LECTURE: 02h00
  - What is globalization? Digital capitalism. Global corporation.
- **SESSION 5: Globalization and trade**
  - LECTURE: 02h00
  - Influence of globalization on international business and trade. Current state of international trade. Globalization or slowabalization?
- **SESSION 6: Debate**
  - EXERCICE : 02h00
  - Formal debate between groups of students on previously studied questions.

- **SESSION 7: Free trade agreements**
  - LECTURE: 02h00
  - Global, regional and local free trade agreements and their influence on doing business.
- **SESSION 8: Trade around the world**
  - LECTURE: 02h00
  - Students presentations on state of globalization and trade of each region of the world and its FTA with other regions.
- **SESSION 9: International trade and logistics**
  - LECTURE: 02h00
  - Logistics in international trade: equipment, activities and special services linked with customer's industry. Videos about different warehouses owned by important industry actors. Zoom on customized solutions for Wholesale distribution, Fashion, Car and Medical industries. Introduction to the case.
- **SESSION 10: International trade and transport**
  - LECTURE: 02h00
  - Presentation of different Transport modes depending on companies needs.
  - Nike Exercise : Calculation of Transport Costs per pair of shoes between Viet Nam and France.
  - Applying to your case.
- **SESSION 11: Risk Management in International Business.**
  - LECTURE: 02h00
  - How to prevent country risk, material risks and financial risks. Videos on potential accidents and damages. Consolidation Exercise : comparaison of costs between two transport and logistics solutions for a company exporting small quantities of merchandise. Evaluating risks of your case.
- **SESSION 12: Final presentations of the case**
  - STUDENTS PRESENTATIONS: 02h00
  - Students presentations. Conclusions of the course.



**CODE:** Tbc

**Course title:** RESPONSIBLE PROCUREMENT AND SUPPLY CHAIN

**Term:** FALL

**Teaching hours:** 24 hours

**Number of credits:** 3

**Teaching language:** ☒English ☐French

**Course leader:** Mihalis Giannakis

**Speakers:** Mihalis Giannakis

### ≡ COURSE DESCRIPTION

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

### ≡ COURSE OBJECTIVES

- Define the procurement and the strategies of responsible procurement
- Define the Supply Chain Management and its role as a source of competitive advantage
- Classify the underlying dimensions of responsible supply chain strategies.
- *Analyze supply chain concepts, tools and techniques, covering supply chain design, supply chain coordination supply chain performance, sustainable supply chain risk management.*

### ≡ TACKLED CONCEPTS

- *Introduction to the module and to supply chain strategy*
- *Supply chain performance management*
- Responsible sourcing and procurement strategies
- Responsible supply chains
- Supply network design
- Supplier relationship management
- Logistics and Distribution strategies
- Supply chain dynamics - The bullwhip effect
- Sustainability-related supply chain risks
- *Supply chain sustainability – closed loop supply chains Supply chain resilience*

### ≡ LEARNING METHODS

Lectures

Case analysis and discussion

Role-playing games

Teamwork

Student presentations

### ≡ ASSIGNMENTS AND EXPECTED WORK

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

Continuous Assessment (40%): participation in course activities and case studies.

### ≡ **BIBLIOGRAPHY – COURSE MATERIAL**

**Main book:** Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*. (6th ed.) Essex, NE: Pearson Education.

Additional reading: Johnsen, T., Howard, M., & Miemczyk, J. (2014). *Purchasing and supply chain management: a sustainability perspective*. Routledge. Electronic copies of selected chapters to be provided.

### ≡ **EVALUATION METHODS**

Exam: 60%

Continuous assessment: 40%

### ≡ **SESSIONS**

- **SESSION 1: Introduction to supply chains**
  - LECTURE: 02h00
  - This session introduces you to the supply chains and their strategy. The session will focus on the strategic importance of supply chains; key decisions relating to supply chain management and the importance of supply chain performance
- **SESSION 2: Supply chain performance management**
  - LECTURE: 02h00
  - This session will be about the need to understand the 'costs-to-serve'. Concepts related to customer value are discussed in this session. We will present and analyse the supply-chain operations reference-model (SCOR); a process reference model that has been developed as a cross-industry standard diagnostic tool for supply-chain management.
  - Case study: Walmart
- **SESSION 3: Supply chain integration: responsible sourcing strategies**
  - LECTURE: 02h00
  - This session discusses the 'make or buy' decision that organisations face and its implications for supply chain synthesis and introduces fundamental issues of the design of responsible supply chain strategies.
  - Case study: Thomas Medical Systems
- **SESSION 4: Sustainable Procurement strategies and methods**
  - Drivers of sustainable procurement, the risk mitigation versus value creation perspectives. Sustainable procurement in the context of supply networks and ecosystems. Regulatory, legal frameworks and standards that have developed in recent years and the implications of these for sustainable procurement. We also explore trends in future due diligence developments.
- **SESSION 5: Social and environmental impact through procurement**

- How to analyze a company's environmental impacts. Social impact through procurement. Workers conditions, problems and cases of modern slavery.
- **SESSION 6: Supply network design**
  - LECTURE: 02h00
  - The goal of this session is to discuss issues to be considered when designing a supply chain network. We will discuss strategic and conceptual issues related to supply network design, which will bring to the surface all issues that a firm must consider when designing their supply chain network. The importance of distribution in supply chains will be highlighted.
  - Case study : Nokia
- **SESSION 7: Supplier relationship management**
  - LECTURE: 02h00
  - Supplier relationship management is concerned with the strategic choices for inter-organisational synergies that depend on how individual, groups and organisations interact with each other. We explore current thinking in business to business relationships with a particular interest in transaction cost economics, game theory and the phenomenon of trust. Supplier relationship management implies that companies work in 'partnerships' with the most important suppliers. But what does that mean in practice and when are other forms of relationships more appropriate? In this session we take a critical look at the relevance of partnerships and we evaluate partnership concepts such as trust and dependency
  - Case Study: Buyer-Supplier Relations
- **SESSION 8: Distribution strategies**
  - LECTURE: 02h00
  - Logistics and Distribution strategies deal with the effective flow and storage of goods and services and the related information management between the point of origin and the point of consumption. This session will introduce you to the subject of distribution strategies and the impact they may have on supply chain performance. It will explore the role of sustainable logistics in the organizations and in the economy in general, and examine the key interfaces of logistics with transportation management and other elements of SCM.
- **SESSION 9: Simulation role playing game: the beer game**
  - LECTURE: 02h00
  - The Beer Game forms a very important part of the module. It is rooted in the System Dynamics academic discipline and demonstrates with clarity how supply chain structure affects decision making behaviour and subsequently supply chain strategic choices. Useful insights can be generated in the way that sustainable supply chains can be created by managing the dynamic behaviour of supply chains.
- **SESSION 10: Supply chain dynamics - The bullwhip effect**
  - LECTURE: 02h00
  - One of the most fundamental questions surrounding supply chain strategy. Supply chains demonstrate an almost 'natural' dynamic in the

way that materials flow through them. The notion of the 'Forrester' or 'Bullwhip' effect is an important and problematic issue for supply chains. In this session you will experience firsthand the dynamics of supply chain coordination and the problems they cause.

- Video from the System Dynamics society

- **SESSION 11: Sustainability-related supply chain and procurement risks**

- LECTURE: 02h00
- In this session we discuss how to manage sustainability-related risks in global supply chains. We differentiate sustainability risks from supply chain operational risks and identify their drivers. We present an analytical framework based on the Failure Mode and Event Analysis (FMEA) on how to analyse these risks and propose mitigating strategies to manage them.

- **SESSION 12: Supply chain innovations**

- LECTURE: 02h00
- Traditional supply chains are rapidly transforming into more advanced, more complex processes that are driven by digital technology, artificial intelligence and other innovations. In this section will discuss prominent supply chain innovations as well as how organisations can develop strategies foster innovation along their supply chains

**CODE:** Tbc

**Titre du cours /Course title:** CONSULTING PROJECT IN INTERNATIONAL BUSINESS

**Term:** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

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

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

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

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

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

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

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

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

Simulation, coaching sessions, experiential learning

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students are evaluated on their ability to:

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

The work unfolds in 3 main parts:

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

The grading is based on the final delivery.

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

A peer evaluation complete the grading on an individual basis

## ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

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

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

Need a ref in tools in international business or commerce

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

The students will be evaluated as follows:

- Intermediate presentation (30%)
- Final presentation and deliverable (70%)

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: How to run a consulting mission in international business?**
  - LECTURE: 02h00
  - Introduction to the course, its format and expectations
  - Students posture as consultants. Building interaction and relation with clients. Tools to understand clients needs.
- **SESSION 2: Fundamentals of project management**
  - LECTURE: 02h00
  - Students will discuss project cycle, project roadmap, project planning, stakeholder analysis, and risk analysis for projects in international business.
- **SESSION 3: Client briefing**
  - LECTURE: 02h00
  - In this session, the client presents their problem, its context and related needs. There is time for questions and answers.
- **SESSION 4: Understanding client needs and building the project**
  - LECTURE: 02h00
  - In this session, all students will discuss their understanding of clients needs, mobilize necessary tools, and build the project plan.
- **SESSION 5: Coaching session**
  - LECTURE: 02h00
  - During this online coaching session, each group meets the teacher to discuss their progress. Questions can be asked, ideas discussed etc. Students prepare for their intermediate presentation.

- **SESSION 6: Coaching session**
  - LECTURE: 02h00
  - During this online coaching session, each group meets the teacher to discuss their progress. Questions can be asked, ideas discussed etc. Students prepare for their intermediate presentation.
- **SESSION 7: Intermediate presentation**
  - LECTURE: 02h00
  - Students present their work in progress.
- **SESSION 8: Debriefing intermediate presentation and adjusting the project**
  - LECTURE: 02h00
  - In this session, all students will discuss the intermediate presentations, the progress in the projects, will adjust if needed project plan, tools, possible new or modified needs, etc.
- **SESSION 9: Coaching session**
  - LECTURE: 02h00
  - During this online coaching session, each group meets the teacher to discuss their progress. Questions can be asked, ideas discussed etc. Students prepare for their final presentation.
- **SESSION 10: Coaching session**
  - LECTURE: 02h00
  - During this online coaching session, each group meets the teacher to discuss their progress. Questions can be asked, ideas discussed etc. Students prepare for their final presentation.
- **SESSION 11: Final presentations**
  - LECTURE: 02h00
  - Presentation to the client.
  - Students should deposit their presentation on BB before the start of the session.
- **SESSION 12: Final presentations & debrief**
  - LECTURE: 02h00
  - Presentation to the client.
  - Students should deposit their presentation on BB before the start of the session. Feedback will be provided.

≡ **NEED:**

Finding a corporate partnership for the client mission

**CODE:** Tbc

**Titre du cours /Course title:** MANAGING ACROSS CULTURES

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

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

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

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

By following this course, students should:

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

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

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

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

Lectures, seminars, group assignments, role-playing, case studies, individual and group self-reflections



## ≡ TRAVAIL ATTENDU /ASSIGNMENTS

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

## ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

### Basic reference:

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

### Additional references:

Azevedo, G. (2011). "Intercultural Integration in Sino-Brazilian Joint Ventures," in: Primecz, H., Romani, L., Sackmann, S. (2011). *Cross-cultural management in practice : Cultures and negotiated meanings*. Edward Elgar Publishing.

Azevedo, G. (2020). "Does Organizational Nonsense Make Sense? Laughing and Learning From French Corporate Cultures" . *Journal of Management Inquiry*, 29(4), 385-403.

Barmeyer, C., Bausch, M., Mayrhofer, U. (2021). *Constructive intercultural management. Integrating cultural differences successfully*, Cheltenham, Edward Elgar.

D'Iribarne, P-d. (1989). *La logique de l'honneur : Gestion des entreprises et traditions nationales* . Seuil. + Ebook

Esbjörn-Hargens, S. ( 2012) Overview Integral Theory: Integral Institute-Resource Paper N°1: [https://foresightinternational.com.au/wpcontent/uploads/2018/10/Intro\\_Integral\\_Theory.pdf](https://foresightinternational.com.au/wpcontent/uploads/2018/10/Intro_Integral_Theory.pdf)

Gannon, M. J., & Pillai, R. (2012) *Understanding Global Cultures: Metaphorical Journeys through 31 Nations, Clusters of Nations, Continents, and Diversity (5th ed.)* SAGE.

Hochachka, G. (2015) *Integral Transformation of Value Chains: One Sky's Integral Leadership Program in the Brazil Nut Value Chain in Peru and Bolivia*: [www.integralwithoutborders.org](http://www.integralwithoutborders.org)

Hochachka, G. ( 2009) *Developing Sustainability Developing the Self*: Trafford Publishing

Hofstede, G., Hofstede, G-J., Minkov, M. (2010). *Cultures and organizations : so aware of the mind : intercultural cooperation and its importance for survival*. (3e éd.). McGraw-Hill Education.

Laloux, F., Appert, E., Blanchard, P. (2017). *Reinventing organizations : la version résumée et illustrée du livre phénomène qui invite à repenser le management*. Diateino.

Nisbett, R-E. (2003). *The geography of thought : how Asians and Westerners think differently...and why*. Free Press. + Ebook

Reich, R. (2016). *Saving capitalism : for the many, not the few* . Icon Books. + Ebook

Renan, E. (1947), *What is a Nation: Oeuvres Complètes*, vol.1 pp.887-907.

Steers, R-M., Osland, J-S. (2020). *Management across cultures : challenges, strategies, and skills*. (4th ed.). Cambridge University Press.

Trompenaars, F., Hampden-Turner, C. (2012). *Riding the waves of culture : understanding diversity in global business* . (3e éd.). McGraw-Hill Education.

## ≡ MODALITES D'EVALUATION /EVALUATION METHODS

The final mark will combine grades by one instructor, as follows:

50%: Group presentations

20%: Participation and continuous assessment

30%: Individual essay

## ≡ SEANCES /SESSIONS

- **SESSION 1: Views of culture, emic and etic approaches to cultural studies**
  - LECTURE: 02h00
  - This introductory session will present different approaches to studying culture and discuss several definitions of cultures
- **SESSION 2: Cultural shock and cultural integration**
  - LECTURE: 02h00
  - This session will introduce the notion of cultural shock and adaptation and make students reflect on their own experience
- **SESSION 3: Languages and culture, perception and culture**
  - LECTURE: 02h00
  - This session will highlight the framework of intercultural communication and work on examples of perception and communication in several countries.
- **SESSION 4: Intercultural communication**
  - This session will help students to understand what practical misunderstandings can be provoked by the specificity of intercultural communication, and how to manage it.
- **SESSION 5: Cultural variables and dimensions**
  - LECTURE and presentations: 02h00
  - This session will introduce the notion of cultural dimensions from several researchers and discuss the utility and the limitations of dimensions approach
- **SESSION 6: Accessing cultural complexities.**
  - LECTURE: 02h00
  - Awareness of own cultural identity, cultural complexities in the workplace.
- **SESSION 7: What is management?**
  - LECTURE and exercices: 02h00
  - What are the missions and functions of managers, what are the main managerial frameworks
- **SESSION 8: Culture and management**
  - LECTURE and exercices: 02h00
  - How do cultures influence managerial posture, actions and functions and what is expected of managers from the teams? Role plays on management.
- **SESSION 9: Case study: cultural awareness and cultural distance in overseas management assignments**
  - Case study: 02h00
- **SESSION 10: Human Resources Management across the cultures**
  - Lecture: 02h00

- Main functions of human resources management. Manager's role in HR management. Role of culture(s) in HR. How do labor law, customs and habits across cultures influence Human resources management.
- **SESSION 11: How to manage multicultural teams?**
  - LECTURE AND EXERCISES: 02h00
  - MBI method and practical application
- **SESSION 12: Final presentations**
  - PRESENTATIONS: 02h00

**CODE:** Tbc

**Titre du cours /Course title:** MANAGERIAL COACHING

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

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

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

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

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

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

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

Group and individual exercises.

Personal work.

Lectures.

Readings.

Presentations.

Cases.

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

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

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

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Robbins, S., Judge, T-A. (2019). Organizational behavior. (18th global ed.). Pearson.  
+ Ebook

**Additional reading material will be provided during the course.**

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Robbins, S., Judge, T-A. (2019). Organizational behavior. (18th global ed.). Pearson.  
+ Ebook

**Additional reading material will be provided during the course.**

≡ **SEANCES /SESSIONS**

- **SESSION 1 : Defining main skills of a manager and leader**
  - Definition of the field of Organizational Behavior and definition of skills necessary to successful manager.
  - Getting to know your classmates better.Learning to work together as a multicultural team.
  - Learning to deliver powerful business presentations. Learning how to structure your public professional presentation. Learning behavioral tips to succeed your presentations.
  - Session duration : 02h00Lecture & practical work
- **SESSION 2 : Working in multicultural teams**
  - Work in different cultural settings. Setting your personal goals. Setting your development plan. Setting team objectives and rules of functioning. Starting to create an efficient multicultural team. Team development stages. KSF of successful and satisfied teams.
  - First team work on a public presentation, creating, delivering, getting feed-back.
  - Session duration : 06h00Lecture & practical work
- **SESSION 3 : Managerial communication and public presentations**
  - Importance of appropriate communication for managers, techniques of good managerial communication and public presentations
  - Session duration : 02h00Lecture & practical work
- **SESSION 4: Delivering public presentations**
  - Groups deliver the result of their first group work: a presentation on the subject of “Greatest challenges in the world today”, receive the feedback and discuss how did this first assignment went and what needs to be improved.
  - Session duration : 02h00Lecture & practical work
- **SESSION 5 : Personality and Values**
  - Presentation of personality models, bases of individual behavior, personality type, personality assessments. Discussion and application of the concepts to yourself. Individual and collective values and their effect on behavior in professional environment. Students will work on a case on values.

- Session duration : 02h00Lecture & practical work
- **SESSION 6 : Motivation theories**
  - Main Motivation Theories, from the early theories to the more contemporary ones. Students will reflect on their own motivation and learn to understand motivation of their classmates
  - Session duration : 02h00Lecture & practical work
- **SESSION 7: Motivation at workplace, individual and collective approach**
  - We will address how motivation theories are applied in practice. Mini case studies and exercises about Motivation will be used in this class.
  - Session duration : 02h00Lecture & practical work
- **SESSION 8 : Perception and decision making**
  - We will highlight the mecanismes of perception and its influence on individual and collective decision taking, discuss decision making across the cultures and groupthink phenomena.
  - Session duration : 02h00Lecture & practical work
- **SESSION 9: Emotional intelligence**
  - We will discuss emotional intelligence, its effects on personal efficiency and stress management and how to imprpve it. We will also study collective implication of emotional intelligence for managers.
  - Session duration : 02h00Lecture & practical work
- **SESSION 10 : Stress management**
  - Students will learn the theory and practical methods of stress management and analyze their stressors and defense mecanismes, learn, try, and select useful stress management techniques.
  - Session duration : 02h00Lecture & practical work
- **SESSION 11 : Organization, time management and and efficiency techniques**
  - In this session we will discuss personal organization, the phenomena of procrastination and its effect on efficiency and well being and learn individual organization, time management and efficiency techniques. We will also discuss how to create a wollective efficiency and stressless environment asa manager and team member.
  - Session duration : 02h00Lecture & practical work
- **Session 12 : Final presentations**
  - Students will present the learning from the semester: being their own data and their own researcher they will apply all concepts and methods learned to their own situation.
  - Session duration : 02h00 Students presentations

**CODE:** Tbc

**Titre du cours /Course title:** INTERNATIONAL BUSINESS NEGOCIATION

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Olga Kapitskaia

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

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

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

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

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

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

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

Distributive vs integrative negotiation

Positional and Principled negotiation

Negotiation 7 elements model

Negotiation process

Sales negotiation process

Motivations in negotiation and sales

Intercultural negotiation

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

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

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

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

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

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

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

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

- 40% Group project
- 30% Continuous assessment
- 30% Individual reflection

≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to negotiation**
  - *LECTURE AND EXERCICES*: 02h00
  - Introduction to the course. Introduction to the negotiation. Negotiations skills. How negotiator's view influence the negotiation. Reflexion. Exercices. Role plays.
- **SESSION 2: Integrative and distributive negotiation**
  - *TYPE OF SESSION*: 02h00
  - Integrative and distributive negotiation. Case. Role plays.
- **SESSION 3: Positional and principled negotiation**
  - *TYPE OF SESSION*: 02h00
  - Positional and principled negotiation. Case. Role plays. Simulation.
- **SESSION 4: Preparation in negotiation**
  - *TYPE OF SESSION*: 02h00
  - Negotiation process. Preparing the negotiation. Case and role plays.
- **SESSION 5: Sales as a type of negotiation**
  - *TYPE OF SESSION*: 02h00
  - Sales as a type of negotiation. Preparation for a commercial negotiation. Case and presentations.
- **SESSION 6: 3C commercial negotiation method**
  - *TYPE OF SESSION*: 02h00
  - 3 C method of commercial negotiation. Consult: techniques and role plays. Confront: techniques and role plays.
- **SESSION 7: 3C: conclude**
  - *TYPE OF SESSION*: 02h00
  - Conclusion integrative and distributive techniques. Role plays.
- **SESSION 8: Emotions in negotiation**
  - *TYPE OF SESSION*: 02h00
  - Emotions in negotiations. Ethics in negotiation. Role plays.
- **SESSION 9: Intercultural negotiation**



- *TYPE OF SESSION:* 02h00
- Effect of culture in negotiation. Relational and deal based cultures. Case and role play.
- **SESSION 10: Students performances**
  - *TYPE OF SESSION:* 02h00
  - Students performances on intercultural negotiation
- **SESSION 11: Wrap up collective case**
  - *TYPE OF SESSION:* 02h00
  - Wrap up collective case for the whole class. Preparing the case, role playing, debriefing.
- **SESSION 12: Wrap up role plays on intercultural negotiation**
  - *TYPE OF SESSION:* 02h00
  - Wrap up cases and role plays. Concluding the course.

**CODE:** Tbc

**Titre du cours /Course title:** IMPORT AND EXPORT WITH AND IN EUROPE

**Term:** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ **DESCRIPTION DU COURS /COURSE DESCRIPTION**

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

### ≡ **OBJECTIFS DU COURS /COURSE OBJECTIVES**

After this course the students should be able to

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

Understand important import and export rules and regulation in Europe.

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

### ≡ **CONCEPTS ENSEIGNES /TACKLED CONCEPTS**

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

DEB DES. UN and CFSP. CJUE.

Type of customs regime. Payment and risk management. DOP. Logistics and shipping.

Sales and after-sales administration.

### ≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

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

### ≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

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

### ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Understanding Global Trade, Elhanan Helpman

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

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

Building an Import/Export Business by Kenneth D. Weiss

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

## ≡ MODALITES D'EVALUATION /EVALUATION METHODS

Project: 50%

Exam: 50%

## ≡ SEANCES /SESSIONS

- **SESSION 1: History and geopolitics of European Union**
  - LECTURE: 02h00
  - History, geopolitics, main agreements which led to EU. Current state of EU.
- **SESSION 2: EU today**
  - LECTURE: 02h00
  - European institutions and its influence on business with and in Europe. Common market in Europe.
- **SESSION 3: EU commercial politics**
  - LECTURE: 02h00
  - EU commercial politics.
- **SESSION 4: Trading in Europe**
  - LECTURE: 02h00
  - Trading within Europe vs out of Europe. Intra-community trade.
  - Trade flow reporting, trade of goods or services declaration (DEB DES)
- **SESSION 5: Applicable law and different type of customs regime**
  - LECTURE: 02h00
  - UN and CFSP (common foreign security policy)
  - CJUE vs National Law (court of justice of EU)
  - Different type of customs regime (temporary, definitive...)
  - Labelling and Marking Requirements : CE, Others
- **SESSION 6: Financial dimensions of the international trade**
  - LECTURE: 02h00
  - Payment for the international operations: payment modalities, conditions, techniques. Secure payments.
  - Risk management and types of risks.
  - Contracts risks: Direct and Indirect damages. Bank guarantees.
- **SESSION 7: Directives vs Regulations**
  - LECTURE: 02h00
  - Differences
  - Regulations: range of applications, examples
  - Directives : range of applications, examples
- **SESSION 8: Export Documents**
  - LECTURE: 02h00
  - Import / Export License. Application areas (Culture / Defense...).
  - Official documents necessary to validate the regulatory requirements (DOP)
  - Certificate of origin.

- **SESSION 9: Sales administration in export**
  - LECTURE: 02h00
  - Commercial invoice. Managing documents. Receiving the orders. Logistics and shipping. Insurances.
- **SESSION 10: Importation and taxes**
  - LECTURE: 02h00
  - Tariff, Quota
  - EU Classification system UCC (Union Customs Code)
  - CN: Combined Nomenclature
  - TARIC
  - Other taxes: VAT (rate, exemption...). Excise duties (Special activities.).
- **SESSION 11: Import and export limitations**
  - LECTURE: 02h00
  - Restriction for certain product types. Dual-use components requirements.
  - Geopolitics and import and export (Ukraine war impact).
  - Economic partners: USA (transatlantic agreement), UK: Brexit impact.
- **SESSION 12: Students presentations**
  - LECTURE: 02h00
  - Final presentations of the students project

**CODE:** Tbc

**Titre du cours /Course title:** DOING BUSINESS IN FRANCE

**Term:** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course goes into practical details of creating or acquiring business in France including legal, administrative and social aspects. Building on students knowledge in the courses covered in the first semester, this course highlights French application of the concepts.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

After this course the students should be able to

- Have knowledge of French economical, business and social environment and ecosystem, important legal and administrative rules.
- Know what are important organizations for creating or acquiring business in France and where to find up to date information.
- Be able to apply this knowledge to practical cases of company creation or acquisition.

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

Liaison office / Branch / Subsidiary

RCS SIREN

GTC : Sales prevail over purchasing / Invoices

Corporate Tax, VAT

Collection Agencies

Judicial Body

Labor Law in France and protection of workers

Negotiation bodies

Government fundings

Labor costs in France

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

The course is a combination of lectures, reading and studying documents, role plays, discussion, and applying of learned material to a real case. The case is introduced in the beginning of the course and each part of it is treated following the session concentrating on a particular aspect. The last session is dedicated to students final presentations of the case treatment.

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Rigorous preparation and active participation is very important for the course. Students are invited to learn the necessary concepts and methods, to actively participate in discussions, exercises, and cases during the course, to complete the required reading and indicated tests before and after the indicated session.

## ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Majority of the sources are official sources and are in French. Students thus will be relying on the documents provided in English during the sessions.

Comment créer une société - Service-Public.fr

Ouvrir une société : les étapes à suivre - Legalstart<https://www.legalstart.fr>

Comment créer une entreprise en France ? | impots.gouv.fr

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Group project: 50%

Exam: 50%

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to doing business in France**
  - LECTURE: 02h00
  - Introduction to French economical, social and business environment. Introduction to the project (case study).
- **SESSION 2: How to start your business in France**
  - LECTURE: 02h00
  - Type of structure and Characteristics (Liaison office / Branch / Subsidiary..)
  - Administrative Steps (RCS SIREN .....). Applying to the case study.
- **SESSION 3: How to buy a company in France**
  - LECTURE: 02h00
  - Administrative and legal steps in acquiring a company in France. Applying to practical cases.
- **SESSION 4: Contractual modalities**
  - LECTURE: 02h00
  - Marketing options
  - Necessary Documents to start the business (GTC : Sales prevail over purchasing / Invoices...). Specific analysis of Contract terms
- **SESSION 5: Introduction to taxes**
  - LECTURE: 02h00
  - Corporate Tax (Double taxation issue.....)
  - VAT (Collected tax)
  - Others (Local tax.....)
- **SESSION 6: Labor Legislation and Impact of Headcount**
  - LECTURE: 02h00
  - Stake holders and French ecosystem
  - Collection Agencies
  - Judicial Body
- **SESSION 7: Legal Protection Schemes**

- LECTURE: 02h00
  - What is compulsory ?
  - Health management
  - Public bodies
  - Complementary protection / optional supplementary schemes
  - Presentation of the different clauses
- **SESSION 8: Insurances**
    - LECTURE: 02h00
    - Which company and job categories have to be insured ?
    - Goods / Activities / Persons insurances
    - Risk assessment: production loss protection / customer credit insurance...
- **SESSION 9: HR Management and Labor costs**
    - LECTURE: 02h00
    - Hiring/Contracts
    - Working Time
    - Contributions
    - Salaries
    - Bonus Incentive Schemes
    - Terminations
- **SESSION 10: Labor Negotiation**
    - LECTURE: 02h00
    - Negotiating Bodies (National Level / Company Level)
    - Trade unions
    - Negotiating with different stakeholders. Role plays.
- **SESSION 11: Financial Incentives / Government fundings**
    - LECTURE: 02h00
    - Institutions / Agencies presentation
    - Type of Fundings (Tax exemptions / Tax credits / Subsidies...)
- **SESSION 12: Final presentations**
    - PRESENTATIONS: 02h00
    - Students present their recommendations for the case study of the course

**CODE:** Tbc

**Titre du cours /Course title:** INTERNATIONAL LAW

**Term :** SPRING

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**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ **DESCRIPTION DU COURS /COURSE DESCRIPTION**

This course aims at introducing students to the specific legal issues companies may encounter when doing business abroad.

The course is divided into 4 parts:

Part 1 : General Framework is presenting the different forms of international business and the sources and players in the international law.

Part 2 : Transactions, International sales and CISG as well as distribution agreements and international property rights.

Part 3 : is concerning the comprehension of general sales and contract law.

Part 4 : International resolution of dispute ; showing the importance of ADR in international business and understand what is litigation and conflict of law as well as the consequences of disputes such as the enforcement of foreign judgments.

### ≡ **OBJECTIFS DU COURS /COURSE OBJECTIVES**

It is expected that students understand the frameworks of international public and international private law.

After this course, the students will acquire good notions of the international sales and the general contract law in studying the international transactions and distribution agreements. Focus will be made on the Intellectual Property Rights and Transfer of Technology as well as on the different forms of international investments, their different financing modes. through international payments.

Finally, the understanding of the resolution of international disputes will end this course in reviewing the different methods in an international context.

### ≡ **CONCEPTS ENSEIGNES /TACKLED CONCEPTS**

Develop an understanding of the legal tools in international business issues.

Discover international organizations and regulations on international trade.

Study how to manage and minimize international trade hazards.

Understand the effect of some clauses that can be found in international contracts, specifically in international sales of goods with the close study of the CISG.

### ≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

Lectures

In class tutorials

Essay topics

### ≡ **TRAVAIL ATTENDU /ASSIGNMENTS**



Students are expected to be active participants and to accomplish required reading and assignments before the sessions

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

NAYLER P. (2005) , Business Law in the Global Market Place .The effects on International business, Taylor & Francis, 272 pages

SHIPPEY K, (2009) A short course in International contracts, World trade press

ICC Arbitration rules and mediation rules : <https://iccwbo.org/publication/arbitration-rules-and-mediation-rules/>

ICC Standard sale of goods contract . <http://tfig.unece.org/contents/icc-model-international-sale-contract.htm>

**Recommanded reading :**

KOLAH A. (2002) Law for marketers, Taylors & Francis 442 pages

<https://www.lgdj.fr/l-essentiel-de-l-union-europeenne-9782297074582.html>

<https://www.lgdj.fr/l-essentiel-du-droit-international-prive-9782297068796.html>

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Continuous assessment : 50 % Group assignment (Case study in groups) last session.

Exam : 50%

≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to International Law**
  - *LECTURE AND EXERCICES*: 02h00
- **SESSION 2: Sources in International Business Law**
  - *LECTURE AND EXERCICES*: 02h00
- **SESSION 3: Players in International Business Law**
  - *LECTURE AND EXERCICES*: 02h00
- **SESSION 4: Transactions**
  - *LECTURE AND EXERCICES*: 02h00
  - Nature of the international market
  - Specific characteristics of the international market
  - Harmonization vs Substantive law
- **SESSION 5: International sales (CISG)**
  - *LECTURE AND EXERCICES*: 02h00
  - International sales (CISG). Introduction to CISG. Focus on main articles of the CISG.
  - Exercice on an international sales contract (ICC model). Work in groups
- **SESSION 6: Transactions: Distribution agreements and intellectual property rights**
  - *LECTURE AND EXERCICES*: 02h00
  - Forms of distribution (recall). Intellectual property rights
- **SESSION 7: GENERAL SALES CONTRACT LAW: Contents of contracts**

- *LECTURE AND EXERCICES*: 02h00
- General sales contract law: Contents of contracts
- **SESSION 8: UNIDROIT (PICC-UPICC)**
  - *LECTURE AND EXERCICES*: 02h00
  - UNIDROIT (PICC-UPICC). E. Services and E. Commerce
- **SESSION 9: Contract law and EU**
  - *LECTURE AND EXERCICES*: 02h00
- **SESSION 10: International Commercial Resolution Disputes**
  - *LECTURE AND EXERCICES*: 02h00
  - International Alternative Dispute Resolutions (ADR)
- **SESSION 11: Litigation**
  - *LECTURE AND EXERCICES* : 02h00
  - Litigation (court process). Enforcement of foreign judgment.
- **SESSION 12: FINAL CASE STUDY**
  - *CASE*: 02h00
  - Case study. Work in groups.

**CODE:** Tbc

**Titre du cours /Course title:** INTERNATIONAL BUSINESS DEVELOPMENT

**Term:** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This module explores the challenges and opportunities of international business development and considers models and techniques to achieve international market expansion. The course covers the full process starting with exploration of strategy for international growth (opportunities, roadmap, financing), possibilities of expansion into new markets (distribution networks, business partnerships and JVs) and construction of commercial action plans allowing to reach a new market and going from prospection to service.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

After this module the students will be able to:

- Evaluate the opportunity to expand across the borders for a company
- Build internationalization plan
- Build commercial plan for the sales process
- Sales process and sales techniques

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

Pillars of successful internationalization

Global growth strategy

Market expand strategy

M&A abroad

Set up abroad subsidiary

Sales process

Sales techniques

CRM and data analytics

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

The course uses variety of learning methods: lectures, readings, discussions, cases and role plays.

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

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

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

- Gap Selling: Getting the Customer to Yes: How Problem-Centric Selling Increases Sales by Changing Everything You Know About Relationships, Overcoming Objections, Closing and Price – November 3, 2019 by Keenan

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

40% exam

30% case

30% individual continuous assessment

≡ **SEANCES /SESSIONS**

- **SESSION 1: Pillars of successful internationalization**
  - *LECTURE*: 02h00
  - Overview of the course.
  - Overview of 4 pillars of successful internationalization:
  - Strategize, expand, set up, invest. Introduction to the case.
- **SESSION 2: Global growth strategy**
  - *LECTURE AND CASE STUDY*: 02h00
  - In addition to your previous course of International Strategy, learn the process and analysis needed to formulate your **global growth strategy**. Apply to your case.
- **SESSION 3: Market expand strategy**
  - In addition to your previous courses of Global Marketing, learn the process and analysis needed to formulate your **market entry** and **market expand** strategy. Apply to your case.
- **SESSION 4: Set up the company abroad**
  - *LECTURE AND CASE STUDY*: 02h00
  - How to set up and manage a subsidiary abroad. Global HR: International executive recruitment, visa, payroll, hosting. Subsidiary management: Company formation, local domiciliation, directorship, legal compliance, accounting, tax, supply chain & distribution platform... Apply to your case.
- **SESSION 5: Invest abroad**
  - *LECTURE AND CASE STUDY*: 02h00
  - Non organic growth, cross border M&A. Investing in manufacturing.
- **SESSION 6: How to sell abroad: designing your sales process**
  - *LECTURE AND CASE STUDY*: 02h00
  - Steps in the selling process, from prospection to conclusion. Applying to your case.
- **SESSION 7: Prospection techniques**
  - *LECTURE AND CASE STUDY AND EXERCICES*: 02h00
  - Prospection techniques. Case and Role plays. Intercultural specificities.

- **SESSION 8: Discovery and offer presentation**
  - *LECTURE AND CASE STUDY AND EXERCICES*: 02h00
  - Reminder of techniques of discovery and qualification of your client seen in International Negotiation course. Applying to your case. Reminder of presentation of offer techniques. Applying to your case. Role plays. Intercultural specificities.
- **SESSION 9: Treat objections and conclude**
  - *LECTURE AND CASE STUDY AND EXERCICES*: 02h00
  - Reminder of objection treatment and conclusion techniques. Applying to your case and role plays. Intercultural specificities.
- **SESSION 10: Coaching session**
  - *LECTURE*: 02h00
  - Coaching session for the case
- **SESSION 11: CRM and data analytics**
  - *TYPE OF SESSION*: 02h00
  - CRM and data analytics techniques and tools.
- **SESSION 12: Final presentations**
  - *TYPE OF SESSION*: 02h00
  - Final presentations for the case

**CODE:** Tbc

**Titre du cours /Course title:** B2B COMPLEX SALES

**Term :** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** tbd (+ corporate partnership for the actual mission)

## ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course will provide an overview of the B2B environment and complex sales. It will stress the need for anticipation and the importance of a structured approach in B2B marketing and sales. This course is also the occasion to emphasize the need for up-to-date customers account plans (importance of sharing a common view of the customers' stakes with internal players and external partners in a well structured document). The course will present the role and activities of Key Account Managers.

Finally, students will discover the importance of good work relationship on necessary levels in B2B contexts.

## ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

After completing the course, students will be able to better understand the main differences between B2C and B2B marketing and sales approaches. They will be able to apprehend B2B sales as a project using different tools and theoretical concepts.

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

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

## ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

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

## ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

This course uses a variety of learning methods which give each student the opportunity to understand and apply what they are learning (case studies, application exercises, role plays,

class discussions etc...). An important part of the course is a practical workshop allowing students to apply knowledge to a real life situation. During the course, students will play various role plays in order to go through different steps of the sales process (from the initial contact to the final presentation). These role plays will give them the opportunity to evaluate and adopt the right behavior (i.e. active listening, elevator pitch, teamwork during a presentation).

### ≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

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

### ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Mastering the complex sale : how to compete and win when the stakes are high!  
Jeff Thull, Author | Hoboken [États-Unis] : Wiley | 2010

Business marketing management : B2B  
Michael D. Hutt ; Thomas W. Speh | Stamford [États-Unis] : Cengage | 2012

Business-to-business marketing  
Ross Brennan, Author ; Louise Canning, Author ; Raymond McDowell, Author | New York [États-Unis] : SAGE Publishing | 2020

### ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Group work through case studies and exercises 30% of final grade

Final exam review theoretical aspects 70% of final grade

### ≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to B2B marketing**
  - *TYPE OF SESSION:* 02h00
  - Introduction to B2B marketing. Differences between B2B, B2C and B2B2C. Introduction to the case study.
- **SESSION 2: B2B market: how to survey, how to segment, how to position a brand**
  - *TYPE OF SESSION:* 02h00
  - How to survey and segment the market. Applying to your case. Working on your brand. Applying your brand position to the market.
- **SESSION 3: How to bring and assess value**
  - *TYPE OF SESSION:* 02h00
  - How to bring value to B2B offerings? How to price a B2B product or service?
  - Applying to your case.
- **SESSION 4: B2B routes to market**
  - *TYPE OF SESSION:* 02h00
  - Routes to market, distribution channels, B2B marketing communication.

- Applying to your case.
- **SESSION 5: B2B and complex sales**
  - *TYPE OF SESSION:* 02h00
  - Definition of complex sales, why B2B sales are complex. Process of complex sales. Case study.
- **SESSION 6: Calls for tenders**
  - Answering calls for tenders. Exercices.
- **SESSION 7: Level of sales in complex sales.**
  - *TYPE OF SESSION:* 02h00
  - Adapting sales to the level of your interlocutor. C-level sales. The importance of relationship in B2B selling. Role plays.
- **SESSION 8: Cultivating relations with clients**
  - *TYPE OF SESSION:* 02h00
  - Importance of after sales relations. Role of key account managers. Clients business reviews.
- **SESSION 9: Retaining clients**
  - *TYPE OF SESSION:* 02h00
  - Clients retention techniques. Upselling techniques. Role plays.
- **SESSION 10: Managing your clients accounts**
  - *TYPE OF SESSION:* 02h00
  - In-company client accounts management. Segmenting clients portfolio. Managing accounts. Opportunity reviews. Applying to your case.
- **SESSION 11: Case study coaching session**
  - *TYPE OF SESSION:* 02h00
- **SESSION 12: Case presentations and conclusion**
  - *TYPE OF SESSION:* 02h00
  - Case presentations. Exam review. Conclusion of the course.



## ELECTIVES

**Course title: DEVIANCE, FRAUD AND CORRUPTION**

**Teaching hours:** 24 hours

**Number of credits:** 3

**Teaching language:** ☒English

### COURSE DESCRIPTION

The corporate crimes are obviously morally wrong, legally unacceptable but unfortunately not so rare. As a matter of fact, research suggests that 37% of worldwide firms declared to have been victim of fraud in the previous two years (PWC, 2014). Commercial organisations could be the victims of diverse frauds including asset misappropriation, corruption, accounting fraud, cybercrime, investment fraud or unfair trading. Not only participating to this course is important for future executives willing to increase their awareness regarding economic crimes, but also the goal is to help them in their efforts to fight corporate frauds. In this respect, the most important question is for future managers: what should do an executive facing an economic fraud?

**Course title: Collaborate and manage across cultures**

**Teaching hours:** 24 hours

**Number of credits:** 3

**Teaching language:** ☒English

### COURSE DESCRIPTION

Cultures surround and permeate organizations of all types and forms. International managers therefore need to navigate across national, organizational, industrial, and occupational cultures and create efficient work environment with satisfied multicultural teams. This advanced course helps students learn how to collaborate in multicultural environment, how to build efficient and satisfied multicultural teams, how to communicate in multicultural settings and how to manage across cultures. We study the cultural dimensions as learned stereotypes and collective values, emic and etic approach, high and low context and other differences in communication across cultures, perception and taking decisions across cultures, steps of building multicultural teams, leadership postures across the cultures, etc. Going beyond gaining knowledge, thanks to coaching techniques, students are invited to reflect on their own views and experience and to get trained on the above subjects.