

Classes taught in English at the IAE Clermont Auvergne
School of Management - 2025/2026

FALL Semester (1) from September 2025 to December 2025

UNDERGRADUATE LEVEL

Classes Codes	Classes for Incoming Students (FALL Semester)	Level	ECTS	Lecture Classes Hours	Tutorial Classes Hours	TYPE OF EXAM Continuous Control : CC / Final Exam : ET
Bachelor 1 st Year Level - Management - International Track						
Z104AU26	Anglais Appliqué à l'Economie et la Gestion renforcé English Applied for Economics and Management (Advanced Level)	Bachelor 1	2	X	35	CC
1104AU12	Main Functions of the Firm	Bachelor 1	6	30	15	CC
Bachelor 2nd Year Level - Management						
Z204CU22	Anglais Appliqué à l'Economie et la Gestion Applied English for Economics and Management	Bachelor 2	3	X	15	CC
Bachelor 2nd Year Level - Management - International Track						
1204CU10	International Business	Bachelor 2	3	20	X	CC
1203CU12	Macroeconomics 2: Economic Policy	Bachelor 2	6	30	15	CC
1203CU14	Probability 1	Bachelor 2	6	30	15	CC
Bachelor 3 rd Year Level - Management						
1304M030	Anglais des Affaires / Business English	Bachelor 3	3	X	20	CC
	English Conversation	Bachelor 3	3	X	10	CC
Bachelor 3 rd Year Level - Business Administration						
4506M026	Business Game	Bachelor 3	3	X	20	CC
2304M037	Business and Climate Change	Bachelor 3	1	X	15	CC
5304EU12	Business Intelligence	Bachelor 3	3	20	X	CC
UE Libre	Communicate in English	Bachelor 3	3	X	24	CC
2304EU10	Corporate Strategy	Bachelor 3	6	20	9	CC
5304EU08	Fundamentals of Sales	Bachelor 3	6	20	9	CC
5304EU10	International Business Communication	Bachelor 3	6	20	9	CC
2304EU11	Managerial Accounting	Bachelor 3	6	20	9	CC
2304EU13	Project Management	Bachelor 3	3	20	X	CC
2304EU08	Social Issues and Trends	Bachelor 3	6	20	9	CC
2304EU09	Statistical Inference	Bachelor 3	6	20	10	CC

GRADUATE LEVEL

Classes Codes	Classes for Incoming Students (FALL Semester)	Level	ECTS	Lecture Classes Hours	Tutorial Classes Hours	TYPE OF EXAM Continuous Control : CC / Final Exam : ET
Master 2 nd Year Level in Finance - International Audit and Corporate Finance						
Z710M013	Accounting and Financial Reporting under IFRS	Master 2	6	20	X	CC
Z5ABM039 AA	Audit	Master 2	6	20	X	CC
IACF Module AA	Audit Financial Game - to be allowed to attend this course, you must also attend the 3 courses listed below : - Competitive Intelligence (6 ECTS) - Financial Auditing and Compliance (6 ECTS) - Financial Market (6 ECTS)	Master 2	2 (+ 18)	X	20	CC
Z710M001	Competitive Intelligence and Political Risk Analysis	Master 2	6	20	X	CC
Z5ABM037 EF	Economic Policy and Exchange Rate	Master 2	6	20	X	CC
ZABM019	Finance and Value	Master 2	6	14	9	CC
Z5ABM042	Financial Auditing and Compliance	Master 2	6	20	X	CC
3510M021	Financial Economics	Master 2	6	20	X	CC
Z5ABM025	Financial Market	Master 2	6	20	X	CC
4510M024 AA	Governance and Responsibility	Master 2	6	20	X	ET
4510M024 AA	Governance and Social Responsibility in Microfinance Institutions	Master 2	6	20	X	CC
4510M024 AA	International Accounting	Master 2	6	20	X	CC
4510M024 EF	Macroeconomics	Master 2	6	20	12	ET
4510M024 EF	Microeconomics	Master 2	6	20	12	ET
Z5ABM017 AA	Strategic Management	Master 2	6	20	X	CC
M2 IACF01	Statistical Inference	Master 2	6	15	10	ET
3510M015	Theory of Finance	Master 2	6	20	X	ET

IAE CLERMONT AUVERGNE
Classes taught in English
Courses Syllabi

FALL Semester (S1)

- The courses offer is subjected to the vote of the university authorities.
- You need to be admitted by the professor before attending a Master 2 course, please provide the international relations service your transcripts of records in order to allow professors to check if you validated the prerequisites necessary to a good understanding of their course.
- Courses taught in English will open only if a sufficient number of students register. In the case one course taught in English is not organized, students who chose this course will have the possibility to attend it in French language or to choose another course.
- Learning Agreement: Any party can request changes to the study programme within two weeks after the start of each semester. These changes should be agreed by all parties as soon as possible, within two-weeks following.
- Attendance at each course is compulsory, after submission of the final Learning Agreement. Three justified absences from each course are accepted upon presentation of an official certificate within 3 days of the absence.

UNDERGRADUATE LEVEL				
Level	ECTS	Code	Name	Content
Bachelor 1st Year Level	2	Z104AU26	Anglais Appliqué à l'Economie et la Gestion renforcé / English Applied for Economics and Management (Advanced Level)	<u>Student Learning Outcomes:</u> This course is intended to provide the students with the most common vocabulary used in Business and Economics. <ul style="list-style-type: none">• After the class, students will be able to: Read and analyse graphs, charts and Diagrams.• Use correctly the technical vocabulary to describe trends and changes in the economic environment.• Argue and debate about Business and Economics topics in a structured way.
Bachelor 1st Year Level	6	1104AU12	Main Functions of the Firm	<u>Student Learning Outcomes:</u> This class is designed to discover and understand the main concept and key-terms in business organization. Students will learn the main functions of the firm. They correspond to firms' departments. Students will also know how these business departments are managed. In the end of the courses, students will be able to: <ul style="list-style-type: none">• Demonstrate knowledge of the key elements of the business organization and its environment,• Identify and comprehend the main functional areas of the business organization• Analyse, demonstrate and solve business situations within managerial knowledge. The question is how a business department work? Theoretical approaches, managerial methods and tools would help students to work on real managerial situation (cases studies).• Identify the links between the functional areas in management, organizations, management practices and the business environment. Course Structure: Lectures within on-going exercise to well understand the courses and cases studies to apply the courses during tutorials. Topic Outline: A bulleted list is a good way to display these topics as shown below: <ul style="list-style-type: none">• Introduction Main definitions (firm, management, roles and characteristics of management) and key-principles of decision-making (decision making as central to main activities of planning, leading, organizing and controlling). <ul style="list-style-type: none">• Chapter 1: Direction: The question is: How to choose a strategy? Then, which strategy managers should choose? Accordingly, to decision-making steps and the strategic level of the decision, Macro-environment of business will be learned: mission, purposes, policies and strategies (global and generic). Global strategies include international strategies. Tools: SWOT, BCG Matrix, Ansoff Matrix, Porter generic strategies, Porter 5 forces. <ul style="list-style-type: none">• Chapter 2: Marketing - Principles and objectives of marketing department. Orientations of marketing. Marketing process and research. Marketing planning. Tools: 4P.• Chapter 3: Production - System production classification - Objectives of production management - Production and productivity - Supply chain management and transportation modes. The question is also: centralization or outsourcing. Tools: Pareto's method.• Chapter 4: Human Resource - Key-principles. Tools: understand and analysis how asset staff in line with the all choices made by the firm in its each department. <ul style="list-style-type: none">• Chapter 5: Finance - Capitalization and actualization. Tools: formulas.
Bachelor 2nd Year Level	3	Z204CU22	Anglais Appliqué à l'Economie et la Gestion / English Applied for Economics and Management	<u>Student Learning Outcomes:</u> This course is intended to provide students with the most common vocabulary used in Business and Economics. After the class, students will be able to: <ul style="list-style-type: none">- Read and analyse graphs, charts and Diagrams.- Correctly use technical vocabulary to describe trends and changes in the economic environment.- Argue and debate about Business and Economics topics in a structured manner.
Bachelor 2nd Year Level	3	1204CU10	International Business	<u>Student Learning Outcomes:</u> On completion of this course, students should be able to: <ol style="list-style-type: none">1. Develop thought processes and analytical skills essential to a global mindset.2. Practice critical thinking by keeping current with global events and discussing their implications.3. Understand the role of globalization in shaping the business environment and assess trends, challenges and opportunities created by the globalization of business practices.4. Identify complexities introduced by globalization and integrate concepts learned in this class with those acquired in other courses.5. Examine trade and investment theories and patterns, and critically evaluate the role of governments and their impact on the international business environment.6. Develop written and oral communication skills as well as research and group skills. Topic Outline: <ol style="list-style-type: none">1. Introduction and Overview of globalization of markets and production,2. National Difference in Political Economy, Culture, Ethics,3. The Global Trade and Investment Environment (International Trade Theory, Foreign Direct Investment, Regional Economic Integration).4. The Global Monetary System (The Foreign Exchange Market, The International Monetary System, The Global Capital Market).5. The Strategy of International Business (Organization of International Business, Entry Strategy and Strategic Alliances).6. International Business Operations (Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R&D, Global Human Resource Management)

Bachelor 2nd Year Level	4	1203CU12	Macroeconomics 2: Economic Policy	<u>Student Learning Outcomes:</u> The goal of the course is to allow students to understand the effects of economic policy in closed and open economy Chapter 1: The ISLM model Chapter 2: The ISTR model Chapter 3: The Mundell-Fleming model
Bachelor 2nd Year Level	4	1203CU14	Probability 1	<u>Student Learning Outcomes:</u> Students will acquire methods to translate data; they will learn how to organize concrete situations in a random framework, through classical probabilistic events and discrete probabilistic models. Chapter I – Events and combinations State of knowledge 1/ sets and events, 2/ properties of a partition, 3/ independence of events Chapter II – Conditional Probability 1/ construction of a conditional probability, 2/ Bayes formula, 3/ link with the independence Chapter III –Discrete random variables characterization of discrete r.v., Probability Mass Function (PMF) and Cumulative Distribution Function (CDF) 1/ expected value or mean, 2/ variance and standard deviation, 3/ Discrete Probability laws Chapter IV – Discrete random vectors 1/ joint distribution, 2/ marginal laws, 3/ independence of random variables
Bachelor 3rd Year	3	1304M030	Anglais des Affaires / Business English	<u>Student Learning Outcomes:</u> The aim of this course is to help students improve their skills and abilities in business English. Companies such as Amazon, Zappos and Google will be analysed. The digital transformation and how it impacts the way business is organized will be a common theme throughout the lessons. The way the multisided platforms have changed the business landscape will be discussed and analysed.
Bachelor 3rd Year Level Business Administration programme	3	4506M026	Business Game	<u>Student Learning Outcomes:</u> Understanding the concepts of Business Understanding the basic concepts about Marketing, Operations, HR and Finance Interpretation of the Financial Statements and decision making. Course Structure: This lecture is divided into 10 lectures (2 hours). It is Computer Based Online course. The class is divided into groups and these groups are advised to carry out operations of a business (Sales, Marketing, HR, and Finance) and make certain decisions to achieve higher results (Profits). Finally, the students will be evaluated on the basis of class participation and final report submission. Topic Outline: A bulleted list is a good way to display these topics as shown below: •Strate logic Software •Performing Activities on the Software (Decision Making) Evaluating the results.
Bachelor 3rd Year Level Business Administration programme	1	2304M037	Business and Climate Change	GOALS: - Enable students to understand the strategic risks and opportunities associated with climate change - Acquire knowledge and ideas from initiatives taken by companies to reduce their greenhouse gas emissions - Understand how a business model can be adapted to ensure its resilience - Build an action plan to move towards a low-carbon economy in order to meet both profitability and carbon neutrality targets Each lesson starts with the example of companies attempting to lower their emissions and how they deal with this issue. The Syllabus can be modified for learning purposes Lesson 1 : Presentation / Business Model / “Bouygues : how to transform your business model” Lesson 2 : Climate change / “Patagonia : a complete new vision” Lesson 3 : Energie / “Carrefour : scope 3 and engaging your suppliers” Lesson 4 : Carbon accounting & reporting / “Pierre Fabre : incorporate your climate strategy into your product” Lesson 5 : Governance & Laws Lesson 6 : Post growth economics / “LVMH : circular economy reduces your carbon footprint” / “Lamazuna : Low carbon head quarters” Lesson 7 : Systemic approach & change / “Coca cola : how to engage your company in a net zero plan” / “FM logistics : collaboration” Lesson 8 : Greenwashing / “Air France : how to engage your employees” Lesson 9 : Common features of successful decarbonization initiatives / KIABI Lesson 10 : The Blue Economy ASSIGNMENTS : ASSIGNMENT 1 : 40 % / Individual work ASSIGNEMENT 2 : 60 % / As a group, a project will be given to the students and it will be assessed with an oral presentation and a written report

Bachelor 3rd Year Level Business Administration programme	3	5304EU12	Business Intelligence	<p><u>Student Learning Outcomes:</u></p> <p>1. Intro to Business Intelligence a. What is BI ? - b. Why use BI ? - c. How to use BI insights to drive business decisions</p> <p>2. The Data-Driven World & Agile Methodology a. What does it mean to be data-driven? - b. Examples of data-driven companies - c. Introduction to agile methodology</p> <p>3. Data Visualization (part one) a. The power of visualizations - b. Good vs bad dataviz - c. Misleading graphs and statistics - d. Storytelling through data</p> <p>4. Data Visualization (part two) a. Hands-on technical clinic - b. Intro to BI tool (Power BI) - c. Working with data and creating visualizations to reinforce data Storytelling in business use case - d. Showcase – my BI project which earned top marks - e. Showcase – AnnaBelle’s BI project which also earned top marks</p> <p>5. BI in Companies a. Different BI career paths and jobs - b. BI Process, Missions, Responsibilities - c. Intro to ETL, data modeling, data exploration</p> <p>6. The Future of Data and BI a. Data ethics - b. Data sustainability - c. Projections for the future and AI use cases</p> <p>7. Presentation of group projects a. Each group presents their work - b. I will act as judge</p>
Bachelor 3rd Year Level	3	UE LIBRE	Communicate in English	<p>Time slot for face-to-face classes : Friday afternoon</p> <p><u>Course Learning Objectives:</u></p> <p>Be able to evolve in an intercultural context. Be able to communicate and interact in daily life. Be able to communicate in a university context as well as improve oral and written performance.</p> <p><u>Methods to assess knowledge and skills :</u></p> <p>Attendance : Number of absences beyond which the obligatory attendance will be declared unfulfilled, leading to the failure of the student: 2 Initial assessment: Continuous assessment in the form of DCL test (Diploma in Language Skills) Second chance: 10-minute oral interview</p> <p><u>Additional information, specific constraints :</u></p> <p>A B1 level in English according to the CEFR (Common European Framework of Reference for Languages) validated by a positioning test carried out upstream.</p>
Bachelor 3rd Year Level Business Administration programme	6	2304EU10	Corporate Strategy	<p><u>Course Learning Objectives:</u></p> <p>The primary objectives of this course include:</p> <p>(1) Demonstrating competency of leading principles, perspectives and theories of Strategic Management (2) Ability to apply, analyze, synthesize and evaluate the leading principles, perspectives and theories, and show competence in using that knowledge to make practical and effective managerial decisions (3) Competence in both oral and written communication (4) Working effectively in teams and, where appropriate, understand and demonstrate effective management and leadership capabilities (5) Understand the ethical implications of decisions and actions</p> <p><u>Course Schedule:</u></p> <p>1: Strategic Management Approaches: “What is Strategy?” 2: The External Environment: In Class / The Five Forces that Shape Competitive Strategy (M. Porter interview). 3: The External Environment: Study case: Fitness First and the UK fitness health industry. 4: The Internal Organization: Study case: Harley Davidson. 5: Business-Level Strategy: Study case: Singapore Airlines. 6: Cooperative Strategy: Study case: Tesco. 7: Blue Ocean strategy: Students’ presentations. 8: Strategic Entrepreneurship: Study case: Virgin. 9: Synthesis and student’s presentations.</p>
Bachelor 3rd Year Level - Management	3	2304EU16	English Conversation	Not provided yet
Bachelor 3rd Year Level Business Administration programme	6	5304EU08	Fundamentals of Sales	<p><u>Student Learning Outcomes:</u></p> <p>On completion of the class, the student should:</p> <p>-Be able to understand the difference between selling and negotiation -Ethical and Legal Issues in Selling -Buying Behavior and the Buying Process -Communication Principles & Adaptive Selling to Build Relationships -How to Prospect and respond to objections -Obtain commitment & formal negotiation -Build partnering and long-term relationships</p>

Bachelor 3rd Year Level Business Administration programme	6	5304EU10	International Business Communication	<p><u>Student Learning Outcomes:</u></p> <p>This course is intended to introduce students to concepts associated with international business communication. After the class, students will be able to:</p> <ul style="list-style-type: none"> • Make a clear distinction between communication, business communication and international business communication. • Understand the relevant and appropriate means of an efficient communication process. • Put into practice verbal and non-verbal communication. • Adapt their communication to different cultural contexts • Be aware of ethnocentrism and stereotypes. <p><u>Topic Outline</u></p> <ul style="list-style-type: none"> • Understanding communication, whether verbal or non-verbal • Communication in business and in an international context • Defining the most efficient communication strategies according to the specific situations • Specific topics will be developed according to the needs of the students
Bachelor 3rd Year Level Business Administration programme	6	2304EU11	Managerial Accounting	<p><u>Student Learning Outcomes:</u></p> <p>This course aims to give students an understanding of the importance of using managerial accounting data in decision making. Students will be introduced to techniques of how to produce useful information, how to analyze that information to help a business plan and control its activities, and to assist in making informed decisions in various commercial circumstances. Topics include:</p> <ul style="list-style-type: none"> • Define managerial accounting and classify the different costs. • Prepare financial statements for a manufacturer, including a balance sheet, income statement, and schedule of cost of goods manufactured. • Understand how jobs are costed, including calculations of cost of goods manufactured and cost of goods sold • Calculate equivalent units of production for direct materials and conversion costs • Calculate operating income using contribution margin and contribution margin ratio • Use cost-volume-profit (CVP) analysis for profit planning
Bachelor 3rd Year Level Business Administration programme	3	2304EU13	Project Management	<p><u>Course description and context:</u></p> <p>Project management is becoming a powerful and popular practice in business. This is an introductory course which introduces students to project management principles using the underlying process, technology, and practical insights. The course will provide a structured approach to managing projects. Participants will apply their knowledge in a hands-on group assignment, through teamwork, interpersonal work techniques are encouraged, and communication experiences established. Course prerequisites: General knowledge of the business environment</p> <p>Student Learning Outcomes:</p> <ul style="list-style-type: none"> - Understand the properties of a project and how projects contribute to the strategic goals of the organization. - Identify the factors and challenges for project success and effective project management. - Identify project management components and understand how these components can be used to realize project success (risk management) and gain a competitive advantage.
Bachelor 3rd Year Level Business Administration programme	6	2304EU08	Social Issues and Trends	<p><u>Student Learning Outcomes:</u></p> <p>The course is intended to widen the scope of students by allowing them to get a better understanding of key historical periods in the English-speaking world.</p> <p>The course will show how these past historical, cultural, and sociological events helped to shape the world we live in today, including in the fields of the economy, business and management.</p>
Bachelor 3rd Year Level Business Administration programme	6	2304EU09	Statistical Inference	<p><u>Student Learning Outcomes:</u></p> <p>This course aims at providing the basic tools in statistical inference: point and interval estimation, basic one- and two-variable statistical tests, simple ANOVA.</p> <ul style="list-style-type: none"> - Random samples and the distribution of statistical - Point - Confidence intervals - Usual tests on one parameter and tests for the equality of two parameters - Contingency tables - What to do when the conditions required for applying a chi-square test are not fulfilled? - Comparing more than two means: one-dimension ANOVA (- time permitting: the notion of likelihood in statistics, and the maximum likelihood estimator of a proportion)
GRADUATE LEVEL				
Level	ECTS	Code	Name	Content
Master 2nd Year Level IACF Programme	6	Z710M013	Accounting and Financial Reporting under IFRS	<p>The growing importance of multinational companies and the increasing demand for market integration resulted in increasing demand for accounting harmonization. The differences in accounting treatments were identified as the major sources of lack of comparability, carrying disadvantages especially for listed companies. By advocating decision-usefulness and comparability, this set of standards gained worldwide recognition and acceptance in several countries. As a result, an understanding of IFRS is required.</p> <p>The student should understand the international dimensions of accounting and financial reporting. Through readings, activities, research and class discussion students should be able to develop skills to identify and deal with financial reporting issues.</p> <p>Introduction to IFRS : Convergence and Conceptual Framework Financial Statements presentation Assets elements: valuation and presentation Liabilities and Equity elements: valuation and presentation Income Statement and Cash Flow Group Accounting Review - Final Exam</p> <p>Instructional materials will be posted on-line and/or distributed in class. Recommended: www.ifrs.org www.iasplus.com Library resources could be helpful.</p> <p>It is important to read assigned material when given. Participation will include attendance, homework assignments, attentiveness and contribution to class discussion.</p>

Master 2nd Year Level IACF - AA Programme	6	Z5ABM039 AA	Audit	<p>To introduce the concepts and procedures of external audit which, when performed by an independent professional accountant, adds value to a set of financial statements prepared by a firm’s management. This includes compliance, review of internal controls, and identifying and assessing risks.</p> <p>To review the present external audit environment, including audit standards, legal liability and ethical framework; To describe the conditions required to issue audit reports, and to report on financial statements and internal control under the requirements for international reporting; To develop the framework within which audits are conducted, including the concepts of evidence, materiality, risk and audit planning, and internal controls.</p> <p>The course will be conducted with PowerPoint slides and will involve background reading, short lectures, practical exercises, and case study. Emphasis will be placed on ensuring students’ comprehension of audit practices and current audit issues through discussions, exercises, video and case studies in class</p> <p>PART 1 / 1. International auditing overview - 2. The audit market - 3. Ethics for professional accountants - 4. An auditor's services - 5. Client acceptance</p> <p>PART 2 / 6. Understanding the entity, risk assessment and materiality - 7. Internal control and control risk - 8. Control risk, audit planning and test of controls - 9. Analytical procedures - 10. Substantive testing and evidence</p> <p>PART 3 / 11. Completing the audit - 12. Audit reports and communication - 13. Overview of a group audit - 14. Corporate governance</p> <p>Arens, Beasley, Elder, Auditing and Assurance Services, 15e, Global Edition, Prentice-Hall 2014. Bahram Soltani, Auditing, An International Approach, Prentice-Hall 2010. Beasley, Buckless, Glover, Prawitt, Auditing Cases, 3rd edition, Prentice-Hall 2006. Michael C. Knapp, Contemporary Auditing, Real Issues & Cases, 5th edition, Thomson, 2012</p>
Master 2nd Year Level IACF Programme	2	IACF Module AA	Audit Financial Game - Module : Mandatory to follows 3 other courses : - Competitive Intelligence - Financial Audit - Financial Market	<p>Audit Financial Game - to be allowed to attend this course, you must also attend the 3 courses listed below :</p> <ul style="list-style-type: none"> - Competitive Intelligence - Financial Audit - Financial Market
Master 2nd Year Level IACF Programme	6	Z710M001	Competitive Intelligence and Political Risk Analysis	<p><u>Course Learning Objectives:</u></p> <p>To acquire a knowledge of firms and their markets; and to expose students to Michael Porter’s competitive advantage, five forces theory. To understand how companies gain and maintain competitive advantages in their market place. To better understand the importance of “market insights” to help decision making by providing a better understanding of the evolutionary environment of the firm in its markets.</p> <p>The course will be conducted with PowerPoint slides and will involve background reading, short lectures, and practical exercises. Emphasis will be placed on ensuring students’ comprehension of markets and external environment issues presented through discussions, exercises, video and case studies in class.</p> <p>Companies and markets are more than ever subject to a rapid change of products and competitors. This is especially the case of markets that go through constant changes (short product life cycles, globalization). The ability of a company to generate competitive advantages through one’s own "Competitive Intelligence" abilities has now become prerequisite for survival, since a management decision can only be as good as the information it is based upon. The course is an introduction to the issues of companies and their markets; perceived as the external environment of the company. It focuses on the theory of the 5 forces developed by Michael Porter to understand how companies gain and maintain competitive advantages in their market place.</p> <p>Topics include: market segmentation, distribution and consumers; the concepts of generic strategies, value chain, and attractiveness of a market and the principle of competitive advantage. By the end of the course, students should understand the complexity and importance of why companies require information on current and future markets, competitors, customers, technologies, etc... to position itself optimally.</p> <p><u>Bibliography:</u></p> <ul style="list-style-type: none"> • PORTER M (1985) COMPETITIVE ADVANTAGE. THE FREE PRESS, NEW YORK • PORTER M (1998) COMPETITIVE STRATEGY. THE FREE PRESS, NEW YORK • The 22 immutable laws of marketing, Al Ries & Jack Trout • The Discipline of Market Leaders, Michael Treacy & Fred Wiersema • The Mirage of Global Markets, David Arnold
Master 2nd Year Level IACF - EF Programme	6	Z5ABM037 EF	Economic Policy and Exchange Rate	<p>Course Learning Objectives:</p> <ul style="list-style-type: none"> • Understand the way foreign exchange markets are organized; • Analyze the role played by exchange rates in open economies; • Apprehend the determinants of exchange rates; • Understand the choice in terms of exchanges rates systems. <p>The course is delivered as follows: lecture and discussions based on document review. Students are provided with press articles and economic reports which are used for discussions based on document review.</p> <p>Chapter 1: Spot dealing in FX markets Chapter 2: Price parity relationships Chapter 3: Exchange rate systems Chapter 4: Monetary union and optimum currency areas</p> <p>Contents: Bank for International Settlement (2016), Triennial Central Bank Survey of foreign exchange and OTC derivatives markets in 2016. URL: https://www.bis.org/publ/rpfx16.htm Copeland, L. S. (2008). Exchange rates and international finance. Pearson Education. European Central Bank (2007). How Euro Became Our Money. URL: http://www.ecb.europa.eu/pub/pdf/other/euro_became_our_moneyen.pdf Frieden, J. A. (2014). Currency politics: The political economy of exchange rate policy. Princeton University Press. International Monetary Fund (2014). Annual Report on Exchange Arrangements and Exchange Restrictions. URL: https://www.imf.org/external/pubs/nft/2014/areaers/ar2014.pdf Reinhart, C., & Rogoff, K. (2004). The modern history of exchange rate arrangements: A reinterpretation. Quarterly Journal of Economics, 119(1), 1-48.</p>

Master 2nd Year Level IACF Programme	6	ZABM019	Finance and Value	<p>The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation. The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment. The course covers basic models of time value of money, portfolio mathematics, efficient market hypotheses and pricing models for primary financial assets.</p> <p>Course material will be delivered primarily through lectures, class discussion and textbook readings.</p> <p>• Chapter 1: Value and Time • Chapter 2: Value and Risk • Chapter 3: Value and Information • Chapter 4: Value and Option</p> <p>Bibliography: John C. Hull, “Options, Futures, and Other Derivatives,” Eighth Edition Mathematics of Finance, Robert Brown and Petr Zima, Second Edition, Schaum's Outline, 2011</p>
Master 2nd Year Level IACF Programme	6	Z5ABM042	Financial Auditing and Compliance	<p>To introduce the concepts and procedures of external audit which, when performed by an independent professional accountant, adds value to a set of financial statements prepared by a firm’s management. This includes compliance, review of internal controls, and identifying and assessing risks.</p> <p>To review the nature and types of fraud, risk factors for fraud, investigation techniques and forensics skills set.</p> <p>The course will be conducted with PowerPoint slides and will involve background reading, short lectures, practical exercises, and case study. Emphasis will be placed on ensuring students’ comprehension of audit practices and current audit issues through discussions, exercises, video and case studies in class.</p> <p>To review the present external audit environment, including audit standards, legal liability and ethical framework; § To describe the conditions required to issue audit reports, and to report on financial statements and internal control under the requirements for international reporting; § To develop the framework within which audits are conducted, including the concepts of evidence, materiality, risk and audit planning, and internal controls; § To review how fraud occurs within an organization, including the nature and types of fraud; the auditor’s role with fraud; and the procedures for an efficient, systematic fraud investigation. o Understand the auditor’s role with fraud, and his duty to the corporation; o Identify types of frauds that can occur in a work situation; o Alerts the warning signals where frauds may have occurred</p> <p>Bibliography: Arens, Beasley, Elder, Auditing and Assurance Services, 15e, Global Edition, Prentice-Hall 2014 Bahram Soltani, Auditing, An International Approach, Prentice-Hall 2010 Beasley, Buckless, Glover, Prawitt, Auditing Cases, 3rd edition, Prentice-Hall 2006 Michael C. Knapp, Contemporary Auditing, Real Issues & Cases, 5th edition, Thomson, 2012</p>
Master 2nd Year Level IACF Programme	6	3510M021	Financial Economics	<p>Understand the main determinants of short-term and long-term economic growth.</p> <p>Course prerequisite: - Basic macroeconomics (aggregate demand–aggregate supply model, determinants of unemployment, impact of monetary and budgetary policies, etc.)</p> <p>Course Structure: The course is structured around a lecture by the teacher followed by oral presentations made by groups of up to three students. Each group must present to the class a specific economic analysis. Each presentation is followed by a discussion with the teacher. At the end of each session, the teacher highlights some important theoretical notion or academic references.</p> <p>1. Introduction 2. Aggregate output and income 3. Aggregate demand, aggregate supply, and equilibrium 4. Economic growth and sustainability 5. Practice problems</p> <p>Bibliography: Mankiw, G., 2015. Macroeconomics. Worth Publishers Inc.</p> <p>Websites: IMF website: www.imf.org</p>
Master 2nd Year Level IACF Programme	6	Z5ABM025	Financial Market	<p>• The objective of the course is to provide students with a review to the financial markets. The course will cover specific aspects of financial markets in more detail. Emphasis will be put on their players and instruments, in order to provide a more detailed knowledge about risk/return characteristics and price determination.</p> <p>• It is expected that students will develop critical skills in assessing the relevance of the principles of market financial.</p> <p>Topic Outline:</p> <p>• Topic 1: Overview of the financial system • Topic 2: Monetary market • Topic 3: Bonds markets • Topic 4: Banking loans and securization • Topic 5: Stock markets • Topic 6: Forex markets • Topic 7: Empirical applications</p> <p>Bibliography: K. Matthews, M. Giuliadori, F. S. Mishkin. The Economics of Money, Banking and Financial Markets: European edition, Pearson; Édition, 2013 Z. Bodie, A. Kane, and A. J. Marcus, Investments (10th edition), McGraw-Hill (2013) P. Howells, K. Bain. Financial Markets and Institutions, Financial Times/ Prentice Hall, 2007</p>
Master 2nd Year Level IACF - AA Programme	6	4510M024	Governance and Responsibility	<p><u>Course Learning Objectives:</u></p> <p>Understanding of Governance, Board of Directors, Board Committees, Decision making, Responsibilities of the Directors and Committees, Ethical Requirements. With the help of practical cases.</p> <p>PowerPoint slides for the chapters. Case studies, and presentation of practical cases based on Governance failure and the responsibilities of the directors and owners of the companies.</p>

Master 2nd Year Level IACF - AA Programme	6	Z5ABM016 AA	Governance and Responsibility in Microfinance Institutions	<p><u>Course Learning Objectives:</u></p> <p>Introduce soon-to-be administrators and financial officers to the specificities of governance in microfinance institutions. Help students become proficient in technical microfinance and social performance vocabulary in one of the most widely used languages in the industry. Raise awareness about social performance and triple bottom line. Learn to use available data and resources in terms of organizations, research initiatives and rating agencies in the microfinance sector. Notions of theory, appraisal reading of articles and case studies, analyzing social and financial performance reports, group presentations, watching interviews of microfinance experts, analyzing promotional videos of microfinance institutions, role-plays, teamwork and breakout groups, etc.</p> <p>Defining corporate governance and the governance of microfinance institutions Apprehending the influence of legal statuses, financing structure and local regulations The role and responsibilities of the Board, the director's code of conduct, fiduciary responsibility The strategic decision-making process The importance of an adequate Management Information system and staff training Risks linked to governance Double mission and social performance management The main industry initiatives Evaluating governance</p>
Master 2nd Year Level IACF - AA Programme	6	Z5ABM030 AA	International Accounting	<p>This course familiarizes students with the concepts and standards underlying financial accounting systems. It emphasizes the construction of financial accounting statements as well as their interpretation and measurement. It explores the tools and techniques of financial statement analysis, emphasizing ratio and cash flow measurements of operating, financing, and investing performance.</p> <p>The module will involve short lectures (Power point slides), background reading, and practical exercises. Students are expected to read materials before coming to class.</p> <p>International Accounting Principles Overview: 1. Understand and apply the accounting concepts and principles to business situations. 2. Review the Differences in Accounting Systems Internationally 3. Evaluate business operations through the financial statements. Measuring Business Income: The Adjustment Process Accrual versus Cash-Basis Accounting and Categories of Adjusting Entries. Construct financial statements and evaluate a company's debt-paying ability. Understanding and constructing the Cash Flows Statement: Identify the purpose of the statement and distinguish among operating, investing, an financing cash flows Prepare the statement of cash flows by the indirect method In class midterm Stockholders' Equity Review the Corporate Structure, Paid-in Capital, Classes of Stocks Understand Stock Issuance, treasury stock, Dividend Distribution Reporting of Stockholders' equity in the financial statements Analysing and interpreting financial statements: Perform horizontal and vertical analysis Use Benchmarking and Ratio Analysis to make business decisions</p>
Master 2nd Year Level IACF - EF Programme	6	7504M114 EF	Macroeconomics	<p>The recent crisis increased the complexity of the effects of the fiscal and monetary policies worldwide. The aim of this course is to take a closer look at some of these complexities, focusing on some consequences of high indebtedness, including in terms of underdevelopment traps, and of modern monetary policies, in terms of institutional traps. The course consists of two parts: fiscal policies and monetary policies.</p>
Master 2nd Year Level IACF - EF Programme	6	7504M115 EF	Microeconomics	<p>This course focuses on the microeconomics of financial decision making. The first part is dedicated to the theory of decision under risk and uncertainty with an application to portfolio choices. The second part is dedicated to agency theory and deals with moral hazard and adverse selection with applications to insurance markets and corporate finance.</p>
Master 2nd Year Level IACF - AA Programme	6	Z5ABM017 AA	Strategic Management	<p>•Develop skills in the application of the tools and techniques necessary for strategic, management, •Understand the elements of a company's mission statement, •Consider the principles for developing achievable and realistic objectives, •Be able to apply the five forces of competition model to an industry, •Map the Value Chain for a firm and an industry, •Undertake a PESTEL analysis, •Consider the various strategic options for companies in different industry and company, situations, •Craft strategies that fit, •Understand the principles of effective implementation of strategy, • Assess the value chain and resources of a firm</p> <p>Lecture 1: Introduction to Strategic Management concepts / Content : A brief history of strategy, Definition of firm and strategy, the four main strategic schools, How to assess business statements / Lecture 2: Macro-environment analysis and scenarios / Content : PESTEL analysis, How to construct robust and valid scenarios of an industry, Life cycle of an industry / Lecture 3: Industry and strategic group analysis / Content : Five forces of M. Porter, Assessment of the profitability of an industry, Mapping your strategic position / Lecture 4 & 5: Competitive strategies – red and blue oceans / Content: How to create a sustainable competitive advantage?, The sources of success and failure for creating value, Introduction to Blue Ocean Strategy / Lecture 6: Setting aspirations – Mission, Vision and Values / Content: Personal aspirations, Organizational aspirations, Aspirations and strategy, Setting aspirations, Elements of a strategy statement / Lecture 7: Value chain and competitive resources / Content : Sources of performance, Concept of value chain, Different types of resources, Difference between resource and competence / Lecture 8: Competition at a global scale / Content : Understand how an industry goes global, International strategy and source of competitive advantage, Managing strategically across borders / Lecture 9: Corporate social responsibility and shared value / Content : Assess a strategy, Understand how to create and share value between stakeholders, What do we mean with corporate social responsibility and sustainable development?, Impacts of scattered value chains on CSR?</p>

Master 2nd Year Level IACF - EF Programme	6	M2 IACF01	Statistical Inference	<p><u>Course objectives :</u> Mastering the notions of estimate, confidence interval, statistical test, and their implementation in simple cases. Understanding the results of standard statistical analyses (confidence interval, P-value, etc.).</p> <p><u>Course requirements :</u> Basic mathematics : analysis (study of mathematical functions), probabilities (usual discrete and continuous random variables), basic algebra (secondary level : solving a simple equation, equivalence) ; basic statistical notions : average, variance, standard deviation, median, proportion, histogram.</p> <p><u>Course information:</u> The course is based on real data and on simulations performed by the students themselves. The course will start with a position test to evaluate the previous knowledge of the students. It is an online course combining several learning methods: live visioconference, online polls, homework (exercises to prepare), online video material. The 1st step of this lecture is to provide</p> <p><u>Course content:</u> Introduction : general notions in statistics + reminder in probabilities Case 1 : studying one qualitative variable Case 2 : studying one quantitative variable Case 3 : studying two qualitative variables Case 4 : studying one qualitative and one quantitative variables</p>
Master 2nd Year Level IACF Programme	6	3510M015	Theory of finance	<p>Understand the main determinants of short-term and long-term economic growth. Students must be familiar with basic statistics and econometrics.</p> <p>This course extends over 21 hours and is delivered in English. Its objective is to describe the notions that underlie modern financial theory.</p> <p>The course is organized around five chapters:</p> <ul style="list-style-type: none">• Market efficiency• Portfolio construction• Asset pricing• Stock valuation• Behavioral finance

**Classes taught in English at the IAE Clermont Auvergne
School of Management - 2024/2025**

SPRING Semester (2) from January 2025 to May 2025

Classes Code	Classes for Incoming Students (SPRING Semester)	Level	ECTS	Lecture Classes Hours	Tutorial Classes Hours	TYPE OF EXAM Continuous Control : CC / Final Exam : ET
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UNDERGRADUATE LEVEL

Bachelor 1st Year Level - Management - International Track

Z104M064	Anglais Appliqué à l'Economie et la Gestion English Applied to Economics and Management	Bachelor 1	2	X	15	CC
Z104M065	Anglais : Outils Linguistiques pour la Gestion Linguistic Tools for Management	Bachelor 1	1	X	7,5	CC
2104M002	Business English and English Conversation	Bachelor 1	2	X	42,5	CC
1103BU12	Macroeconomics 1: Aggregate Functions and Macroeconomic Equilibrium	Bachelor 1	6	30	15	ET

Bachelor 2nd Year Level - Management

2204M003	Anglais des Affaires et Anglais de Conversation Business English and English Conversation	Bachelor 2	3	X	22,5	CC
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Bachelor 2nd Year Level - Management - International Track

1204DU11	Banking and Financial Markets	Bachelor 2	3	20	X	ET
1204DU12	Probability 2 and Additional Topics in Algebra and Analysis	Bachelor 2	6	30	15	CC

Bachelor 3rd Year Level Management track Accounting and Finance

LICENCE 3^{ème} année Gestion parcours Comptabilité Finance

1304M030	Anglais des Affaires / Business English	Bachelor 3	3	X	20	CC
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Bachelor 3rd Year Level Business Administration

5304M038	Computing and Digital Uses	Bachelor 3	1	X	20	CC
5304FU07	Customer Relationship Management	Bachelor 3	6	20	9	CC
2304M015	Doing Business in Different Cultures	Bachelor 3	2	10	15	CC
5304FU08	Financial Accounting	Bachelor 3	6	20	9	CC
5304FU14	International Marketing	Bachelor 3	3	20	X	CC
2304FU11	Introduction to Quantitative Finance	Bachelor 3	6	20	9	CC
2304FU17	Introduction to Audit	Bachelor 3	6	20	9	CC
5304M037	Microfinance and Green Performance	Bachelor 3	3	20	X	CC
5304FU12	Professional and Personal Project	Bachelor 3	3	X	16	CC

GRADUATE LEVEL

Classes Code	Classes for Incoming Students (SPRING Semester)	Level	ECTS	Lecture Classes Hours	Tutorial Classes Hours	TYPE OF EXAM Continuous Control : CC / Final Exam : ET
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Master 2nd Year Level in Finance - International Audit and Corporate Finance (IACF)

Z710M029	Advanced Corporate Finance	Master 2	6	20	X	CC
Z710M025	Data Analysis - <i>Only for Full Year mobility students - Classes start in November</i>	Master 2	6	15	10	CC
Z5ABM102	Ecological Economics	Master 2	6	20	X	ET
Z710M028	Entrepreneurial Finance - <i>Only for Full Year mobility students - Classes start in November</i>	Master 2	6	20	X	CC
Z5ABM101	Private Equity - <i>Only for Full Year mobility students - Classes start in November</i>	Master 2	6	20	X	CC
Z710M024	Sustainable Finance	Master 2	6	20	X	CC

Master 2nd Year Level in Marketing Sales - International Business - DCIB

2511M054	International Business Strategy	Master 2	3	21	X	CC
2511M037	International Marketing	Master 2	3	18	X	CC

IAE CLERMONT AUVERGNE

Classes taught in English - 2024/2025

Courses Syllabi

SPRING Semester (S2)

- The courses offer is subjected to the vote of the university authorities.
- You need to be admitted by the professor before attending a Master 2 course, please provide the international relations service your transcripts of records in order to allow professors to check if you validated the prerequisites necessary to a good understanding of their course.
- Courses taught in English will open only if a sufficient number of students register. In the case one course taught in English is not organized, students who chose this course will have the possibility to attend it in French language or to choose another course.
- Learning Agreement: Any party can request changes to the study programme within two weeks after the start of each semester. These changes should be agreed by all parties as soon as possible, within two-weeks following.
- Attendance at each course is compulsory, after submission of the final Learning Agreement. Three justified absences from each course are accepted upon presentation of an official certificate within 3 days of the absence.

UNDERGRADUATE LEVEL

Level	ECTS	Code	Name	Content
Bachelor 1 st Year Level	2	Z104AU26	Anglais Appliqué à l'Economie et la Gestion English Applied to Economics and Management	<u>Student Learning Outcomes:</u> This course is intended to provide the students with the most common vocabulary used in Business and Economics. - After the class, students will be able to: Read and analyse graphs, charts and Diagrams. - Use correctly the technical vocabulary to describe trends and changes in the economic environment. - Argue and debate about Business and Economics topics in a structured way.
Bachelor 1 st Year Level	1	Z104M065	Anglais : Outils Linguistiques pour la Gestion / Linguistic Tools for Management	<u>Student Learning Objectives:</u> Build on the level acquired previously in the 5 skills: understanding spoken and written English, expressing oneself orally and in writing, interacting in English Strengthen grammar skills to prepare students for the TOEIC and the SIM tests Acquisition of technical vocabulary (economic and business English) Acquisition of professional-based skills: making presentations, writing business letters, etc. Course Structure: small groups of 20 students approximately. The course is based on discussion and interactivity, as well as activities (grammar and vocabulary exercises, debates, understanding video footages, etc.) <u>Topic Outline:</u> Individual oral presentations either on the current affairs or on social, economic or business topics + discussions on these topics. Discussions and oral or writing activities on topics related to economics, society or current affairs, starting from different types of media (videos, texts, recordings). Topics covered last year included the sharing economy (Airbnb), the cashless economy, money and overindebtedness, etc. Grammar revisions Oral comprehension, especially news topics
Bachelor 1 st Year Level	2	L1GEST01	Business English and English Conversation	<u>Student Learning Outcomes: Level 1</u> This course is intended to provide the students with the most common vocabulary used in Business and Economics. After the class, students will be able to: - Read and analyse graphs, charts and Diagrams. - Use correctly the technical vocabulary to describe trends and changes in the economic environment. - Argue and debate about Business and Economics topics in a structured way.
Bachelor 1 st Year Level	6	1103BU12	Macroeconomics 1: Aggregate Functions and Macroeconomic Equilibrium	<u>Student Learning Outcomes:</u> Macroeconomic modelling consists in (i) elaborating macroeconomic functions and (ii) studying macroeconomic equilibrium. This course is a follow up of Semester 1 course (Introduction to Economics). <u>Objectives include:</u> - two main macroeconomic functions: the consumption function and the investment function - introduce the financial markets, money demand and supply. - the study of macroeconomic equilibrium from a Keynesian approach. - understand more elaborated macroeconomic modelling such as the IS-LM (or Aggregate Supply – Aggregate Demand) framework.
Bachelor 2 nd Year Level	3	1203DU17	Anglais des Affaires et Anglais de Conversation / Business English and English Conversation	<u>Student Learning Outcomes: Level 2</u> This course is intended to provide the students with the most common vocabulary used in Business and Economics. After the class, students will be able to: - Read and analyse graphs, charts and Diagrams. - Use correctly the technical vocabulary to describe trends and changes in the economic environment. - Argue and debate about Business and Economics topics in a structured way.

Bachelor 2 nd Year Level	3	1204DU11	Banking and Financial Markets	<p><u>Student Learning Outcomes:</u></p> <ul style="list-style-type: none"> • The objective of the course is to provide students with an introduction to the banking firms and financial markets. Initially, the focus will be on the description of the nature and economic functions of the different types of banks. We will discuss why banks exist, what their main activities are, why they are of particular importance for the financial system and the real economy of a country. The second part of the course will then be used to cover specific aspects of financial markets in more detail. Emphasis will be put on their players and instruments, in order to provide a more detailed knowledge about risk/return characteristics and price determination. • It is expected that students will develop critical skills in assessing the relevance of the principles of financial intermediation. <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> • Chapter 1: Overview of the financial system • Chapter 2: Business of banking • Chapter 3: Central banking and financial regulation • Chapter 4: Management of banking • Chapter 5: Introduction to financial markets • Chapter 6: Financial crisis
Bachelor 2 nd Year Level	6	1204DU12	Probability 2 and Additional Topics in Algebra and Analysis	<p><u>Course learning Objectives:</u></p> <p>Students will acquire methods to organize concrete random situations, through classical discrete and continuous probabilistic models, read statistical tables. In addition, they will learn method and specific vocabulary for eigenvalues, matrix diagonalization and numerical/recursive sequences.</p> <p><u>Course Content:</u></p> <p>Chapter V – Continuous probability laws</p> <p>1/ Cumulative distribution function (CDF),</p> <p>2/ Probability Density function,</p> <p>3/ Gaussian law,</p> <p>4/ Statistical tables</p> <p>Chapter VI – Limit theorems</p> <p>1/ Theorems and method,</p> <p>2/ Approximation of a binomial law by a Poisson law (2 cases),</p> <p>3/ Approximation of a binomial law by a Normal law</p> <p>Chapter VII – Eigenvalues and diagonalization</p> <p>1/ Characteristic polynomial and Eigenvalues,</p> <p>2/ First application: Invertible n-by-n square matrix,</p> <p>3/ Eigenspaces and eigenvectors,</p> <p>4/ Main application: Diagonal matrix and change of basis matrix</p> <p>Chapter VIII – Sequences</p> <p>1/ numerical sequences,</p> <p>2/ recursive sequences</p>
Bachelor 3 rd Year Level Accounting and Finance LV Programme	3	1304M030	Anglais des Affaires / Business English	<p><u>Student Learning Outcomes:</u></p> <p>The aim of this course is to help students improve their skills and abilities in business English. Companies such as Amazon, Zappos and Google will be analysed. The digital transformation and how it impacts the way business is organized will be a common theme throughout the lessons. The way the multisided platforms have changed the business landscape will be discussed and analysed.</p>
Bachelor 3 rd Year Level Business Administration Programme	1	5304M038	Computing and Digital Uses	<p>This course is for anyone who wants to work with Excel on a regular basis, for self-taught learners with well-developed basic skills, who want to fill gaps in their knowledge and for anyone wanting to consolidate their knowledge of Excel.</p> <p>In this Advanced excel program titled as "Computer training", students will learn the usage of Subtotals, pivot tables, and pivot Charts.</p> <p>Apart from this, we will learn advanced excel and statistical functions. This Advanced Microsoft Excel training class is designed for students to gain the skills necessary to use pivot tables, audit and analyze worksheet data, utilize data tools, collaborate with others, and create and manage macros.</p> <p>At the course end, we will also dedicate some time in learning basics of visual basic which will definitely help students in future.</p>
Bachelor 3 rd Year Level Business Administration Programme	6	5304FU07	Customer Relationship Management	<p><u>Student Learning Outcomes:</u></p> <p>Customer Relationship Management (CRM) is nowadays an important component of any business activity. Its main principles may also be implemented in non-profit organizations. The aim of this course is to highlight the various aspects of customer relationship, through theoretical notions, practical case studies, videos and testimonies, etc.</p> <p>At the end of this course, each student should be able to:</p> <ul style="list-style-type: none"> -Identify the key principles of a Client Relationship, mutually and sustainably efficient, - Prepare a strategic and operational analysis of the CRM approach developed in a given situation, - Take into account the modern context (“Brick & mortar”), <p><u>Topic Outline:</u></p> <ol style="list-style-type: none"> 1. Introduction – Extended definition of the CRM. New rules in a digitalized world. 2. Key components of the CRM. Analyzing a CRM approach from both points of view (seller vs. client). 3. Implementing a relational strategy. 4. Importance of social media in a CRM approach. 5. Client information, basis of the CRM. Client data, from collect to utilization. 6. Building a CRM approach. Implementing a CRM approach. A multichannel and multilanguage understanding. 7. Channels of a CRM approach. Managing the relationship through direct calls, call centre, video and picture. 8. Websites and CRM. Viral Web viral and Web content. 9. Evaluating a CRM approach. Performance indicators and CRM improvement.

<p>Bachelor 3rd Year Level Business Administration Programme</p>	<p>2</p>	<p>4304M034</p>	<p>Doing Business in Different Cultures</p>	<p><u>Student Learning Objectives:</u></p> <p>As the world increasingly becomes a global village with Multinationals spreading their areas of influence around the world, businessmen accordingly are being asked to negotiate with people whose culture makes them think and react in very different ways. Contracts can be signed or rejected on details that are a result of cultural differences.</p> <p><u>Student Learning Outcomes:</u> To understand the theories of intercultural differences and identify probable cultural pitfalls while doing business abroad To be able to implement these theories to find solutions to specific problems in business negotiations To introduce the students to the Asian culture that is very much in the economic and business news, namely India and China</p> <p><u>Course Structure:</u> The course will be conducted with presentations, short lectures on theories, case studies and role plays, debates, and video and film analyses. Students will be required to participate actively and share personal experiences as well.</p> <p><u>Topic Outline:</u> Determinants of culture in regard to Management Impact of culture on negotiations and communication (Business culture in Asia) International Mergers and acquisitions Culture and Corporate Strategy</p>
<p>Bachelor 3rd Year Level Business Administration Programme</p>	<p>6</p>	<p>5304FU08</p>	<p>Financial Accounting</p>	<p><u>Student Learning Outcomes:</u> All decisions in a business organization are made in accordance with how they will affect the organization’s financial performance and future financial health. This course is an introduction to Financial Accounting practices. It begins by viewing the financial accounting system as a language, and familiarizes students with the structure, usage, conventions of accounting. The Balance sheet, income statement, and Shareholders’ Equity will be studied, including transaction analysis and information processing for a service and merchandising concern, and measurement and reporting of assets, liabilities, and equity.</p> <ul style="list-style-type: none"> - Understand Accounting and its Environment - Understand the underlying accounting concepts, principles, and Reporting Requirements - Review the legal forms of business organisations and ownerships. - Understand the process of the accounting information system - Identify financial statements and their inter-relationships - Review the firm’s controls over cash, including bank reconciliations - Use Financial Statements to evaluate operational performance.
<p>Bachelor 3rd Year Level Business Administration Programme</p>	<p>3</p>	<p>5304FU14</p>	<p>International Marketing</p>	<p><u>Student Learning Outcomes:</u></p> <ul style="list-style-type: none"> - International marketing continues to grow in both importance and complexity. - Challenges and opportunities for companies include better targeting, enhanced creativity, new market horizons and results driven communication. <p>Competences to be obtained:</p> <ul style="list-style-type: none"> - The objective of this module is to give a better understanding of the challenges facing companies today on the international stage and to maximize the marketing and communication opportunity. <p>Programme of the module:</p> <ul style="list-style-type: none"> - To review the basic principles and choices for company marketing and communication. - To understand and develop marketing and communication strategy for international development. - To identify and use key elements in a marketing and communication plan. - To develop and design concepts for specific international situations and to identified targets.
<p>Bachelor 3rd Year Level Business Administration Programme</p>	<p>6</p>	<p>2304FU11</p>	<p>Introduction to Quantitative Finance</p>	<p><u>Student Learning Outcomes:</u></p> <ul style="list-style-type: none"> • Given any two of interest rate, present value, or future value, calculate the third based on simple or compound interest. • Write the equation of value given a set of cash flows and an interest rate. • Given an annuity with level or non-level payments, immediate (or due), payable monthly, (or payable continuously), and any three of present value, future value, interest rate, payment, and term calculate the remaining two items. • Given any four of term of loan, interest rate, payment amount, payment period, principal, calculate the remaining items. • Given any four of price, redemption value, yield rate, coupon rate, and term of bond, calculate the remaining item. • Calculate the current value of a set of cash flows. • Construct an investment portfolio to fully immunize a set of liability cash flows <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> • Chapter 1: Simple interest and simple discount • Chapter 2: Compound interest and Compound discount • Chapter 3: Annuities • Chapter 4: Investment decision • Chapter 5: Loan repayment • Chapter 6: Bonds

Bachelor 3 rd Year Level Business Administration Programme	6	2304FU17	Introduction to Audit	Not provided yet
Bachelor 3 rd Year Level Business Administration Programme	3	L3BA02	Microfinance and Green Performance	<p>A strong working knowledge of English, spoken and written Basic financial vocabulary This course is an introduction to microfinance and green performance. It will provide background in these fields as well as an overview of the main stakeholders, tools and initiatives in the microfinance industry. It will highlight the need to balance financial, social and green performance not only for the welfare of customers but also for the sustainability of the microfinance institution.</p> <p>The course documents, exercise sheets, and the correction of the assessments are made available progressively on the ENT, under "Cours en ligne / Licence Droit – Economie – Gestion / L3 bilingue/ Introduction to microfinance and social performance. Chapter 1: introduction to microfinance and social performance : - History and definitions - Main actors and stakeholders - Rating/Auditing/Information Services Chapter 2: Clients - Who are microfinance clients? - How do borrowers use microcredit loans? - How do savings services help poor people? Chapter 3: Microfinance providers: Governments - MFIs and FSPs: NGOs, Credit unions, Banks, NBFIs / NBFCs, Fintechs Chapter 4: Impact, social and green performance - How does microfinance help the poor? - The triple mission - Transparency - Assessing social and green performance Chapter 5: Issues and challenges - Mission drift - Predatory lenders - Financial vs social performance</p> <p>This course includes case studies, pairwork, presentations, exercises, videos and handouts.</p>
Bachelor 3 rd Year Level Business Administration Programme	3	5304FU12	Professional and Personal Project	<p><u>Student Learning Outcomes:</u> Facilitating job and placement finding by:</p> <ul style="list-style-type: none"> • Understanding an employer’s need by an appropriate understanding of the job/placement requisites • Understanding how a C.V. should work • Understanding the workings of a cover letter • Understanding how to be successful in an interview <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> • Efficient job/placement search • A clear and well-conceived CV/ Resumé • An efficient Cover Letter • A successful job/placement interview • The magic circle: Job offer-CV-Cover Letter- Interview Understanding the workings of a cover letter
GRADUATE LEVEL				
Level	ECTS	Code	Name	Content
Master 2 nd Year Level IACF Programme	6	M2IACF02	Advanced Corporate Finance	<p>To take this course you should already have knowledge of the general principles of financial mathematics. <u>Student Learning Outcomes:</u> To understand the importance of a company valuation, its environment and practices, as well as the main techniques used. To analyse the dividend policy and its impact on the company's financial policy. To analyse share value: mechanisms, expected effects and measurement of followed policies. followed. <u>Course Structure:</u> 21hours of Lectures - To complete this course, students must fullfill compulsory activities (homework assignments) and take a final exam. <u>Topic Outline:</u> Part I : Company Valuation 1. Economic environment and fundamentals of valuation - 1. Valuation issues - 2. Economic context of the valuation - 3. Business valuation process - 2. Valuation by flows - 1. Fundamentals of the financial approach - 2. Dividend discounting models 3. Discounting of cash flows attributable to shareholders - 3. Comparative valuation - 1. Definition, rationale and characteristics of the comparative method - 2. Use of the comparative method (choice of drivers) - 4. Asset valuation methods - 1. Adjusted net book value - 2. Goodwill-based approach - 5. Different limitations of valuation methods - 94 - ARCUEIL «Activité universitaire de formation et de recherche dans le domaine des sciences de gestion et du management RE/IAE » Part II: Financial engineering 1. Dividend policy - 1. Practical details of dividend policy - 2. Informational content of the dividend policy - 3. Main theories explaining dividend policy - 4. Alternatives to cash dividend payments - 2. Dividend value management - 1. Alternative to the dividend policy: Share buy-backs - 2. Restructuring operations - 3. Initial public offerings (IPOs) <u>Textbook & Course Materials:</u></p> <ul style="list-style-type: none"> • Lecture slideshows • Copeland, T. S., Weston, F., & Shastri, K. (2005), "Financial Theory and Corporate Policy," Fourth Edition, Addison Wesley, Chapter 12 & 15 (12 & 14 in 4th edition dated (2014)). • Damodaran, A. : Investment Valuation.: Tools and Techniques for Determining the Value of Any Asset

Master 2 nd Year Level IACF Programme	6	4510M025	Data Analysis	The course is a reminder of basic statistical notions, especially estimation (point estimators, confidence intervals) and hypotheses testing, and how to apply the methods to different types of data. Examples on real economic or financial data are analyzed throughout the course.
Master 2 nd Year Level IACF Programme	6	M2IACF03	Ecological Economics	Pending Information
Master 2 nd Year Level IACF Programme	6	4510M030	Entrepreneurial Finance	<p><u>Objectives</u> : The course addresses key challenges of entrepreneurs and their financial managers: how much money can and should be raised; when should it be raised and from whom; what is a reasonable valuation of the company; and how should funding be structured. How to incentivize employees and prepare for an exit decision.</p> <p><u>Course format</u> : The class follows the life cycle of an illustrative venture to illustrate the key concepts of entrepreneurial finance and the different relevant roles. Active participation is expected, and so is preparation before the lectures. Relevant articles and videos will be shared with the students in addition to the references provided in the bibliography.</p> <p>The class is taught with a hybrid approach, both in-class and live remote sessions. For immersion purposes the lecturer might wear a hoodie.</p> <p><u>Course outline</u> : Financing innovation and new business : The importance of innovation and entrepreneurship / Specific challenges for financial managers</p> <p>Evaluating financing needs : Business model and assumptions / Financial modelling and cash flow forecast</p> <p>Financing solutions : Investors typology / Term sheet economics</p> <p>Valuation methods : Venture Capital method / Discounted Cash Flow approach</p> <p>Financing life cycle : Rounds and Cap Table / Exit</p>
Master 2 nd Year Level DCIB	3	2511M007	International Business Strategy	<p><u>Course Learning Objectives:</u> Students following this class should have knowledge of the fundamentals of marketing and distribution in general.</p> <p>Today, business is acknowledged to be international and there is a general expectation that this will continue for the foreseeable future. International commerce may be defined simply as business transactions that take place across national borders. This broad definition includes the very small firm that exports (or imports) a small quantity to only one or several countries, as well as the very large global firm with integrated operations and strategic alliances around the world.</p> <p>International Commerce Strategy is for anyone who expects to be a manager, in particular in the current international context.</p> <p>This course is designed for students who want: To become high level professionals in international business</p> <p>Group exercises; Readings; Lectures.</p> <p>Different international commerce strategies according to the business lines and size of the companies – Examples Strategy 1st step : internal and external diagnosis of the company – SWOT – Strength and weaknesses Market selection : how to select - Criteria – Advantages and Disadvantages Distribution and implantation : how to approach and do business with the selected markets</p> <p><u>Contents:</u> Participative case studies based on professionnall experience / International Commerce Editions Breal / Pratique du Commerce International - Foucher 26ème Edition</p>
Master 2 nd Year Level DCIB	3	2511M037	International Marketing	<p><u>Student Learning Objectives:</u> Develop the skills Relational & Interculturals / Pilot the International Business Development / Developing sales action & relationship / Sales team management / Lead sales strategy / Trading and selling in B2B context</p> <p>This course focuses on fundamental, strategic and operational knowledge of international marketing Objective 1: Know the fundamental principles of International Marketing Objective 2: Define an International Marketing strategy Objective 3: Apply what you’ve learned to real-world cases Objective 4: Present an International Marketing Strategy</p>
Master 2 nd Year Level IACF Programme	6	Z5ABM021	Private Equity	<p><u>Course Learning objectives:</u> To know what Private Equity means, To understand why firms merge, To know the main forms of restructuration, To learn the problem of corporate governance.</p> <p>Course content : (ventilation CM, TD, cas, jeux, autres et ventilation du volume horaire, documents mis à disposition des étudiants) - The seminar is divided into two parts: theory and practical knowledge of Private Equity with applications. The seminar will be conducted with PowerPoint slides and will involve some documents distributed throughout the seminar.</p> <p>This seminar provides an overview of Private Equity: forms, implications and consequences.</p> <p>First of all we develop the definition, the main characteristics and the world evolution. Then, we speak about the different forms of Private Equity (Mergers and Acquisitions, Going Private Transactions, Leveraged Buy Out, Public to Private, IPO...) with an international point of view (contrast between the USA and Europe...). Finally, we elaborate a method to measure the performance of these transactions with some applications.</p>

Master 2 nd Year Level IACF Programme	6	4510M031	Sustainable Finance	<p><u>Course Learning Objectives:</u></p> <p>Be aware, understand and be able to cope with the main ethical issues in finance</p> <p>Be able to master the basics of socially responsible investing (SRI) and ESG ratings</p> <p>Introduction to Finance Ethics and Sustainable Finance: Be aware, understand and be able to cope with the main ethical issues in finance - Be able to master the basics of socially responsible investing (SRI) and ESG ratings</p> <p>Chapter 1 – Finance & Ethics</p> <p>Chapter 2 – Socially Responsible Investments</p> <p>Boatright, J. R. (ed.), 2010, Finance Ethics: Critical Issues in Theory and Practice, Wiley, 592p.</p> <p>ARTICLES</p> <p>Renneboog, L., Ter Horst, J., & Zhang, C. (2008). Socially responsible investments: Institutional aspects, performance, and investor behavior. Journal of Banking & Finance, 32(9), 1723-1742.</p>
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