

Please note :

- 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

## Undergraduate Classes

### Fall Semester / Semester 1

Courses	Number of hours	Number of ECTS delivered
Main functions of the firm	45	6

This class is designed to engage students with the key terms, concepts and areas in the study of business. Students will learn about the workings of business organisations, how they function, and how they interact with the environment. The class also considers how these business organisations are managed in their different functional areas, including the strategies used to guide them and the decisions involved in the role of the manager.

Courses	Number of hours	Number of ECTS delivered
Conversational English	10	2

Student Learning Outcomes:

Improving fluency in spoken English  
 Understanding native speakers with different accents  
 Learning about Anglo-Saxon culture

Course Structure: conversation in groups, pair work, individual presentations and group presentations

Courses	Number of hours	Number of ECTS delivered
Macroeconomics 2 : Economic policy	45	4

The goal of the course is 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

Courses	Number of hours	Number of ECTS delivered
Microeconomics 2 : Producer and consumer behavior	45	4

The main objective of the course is to make students acquire the marginalist way of reasoning on which is build a significant part of the microeconomic theory. More generally, it is designed to help students for the analysis of economic decisions that can be observed in everyday life and to understand the crucial role of institutions and incentives in these behaviours. For this purpose, we will be thinking of individuals and firms as optimizing agents and will introduce many concepts like shadow prices, marginal costs and marginal rates of substitution that are included as basics in the economist's toolbox. Finally, the course will also be the opportunity to acquire some basic skills in building microeconomic models.

Courses	Number of hours	Number of ECTS delivered
International Business	20	3

Topic Outline:

1. Introduction and Overview (Globalization of markets and production)
2. Country Differences (National Difference in Political Economy , Differences in Culture, Ethics in International Business)
3. The Global Trade and Investment Environment (International Trade Theory, The Political Economy of International Trade, 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 (The Organization of International Business, Entry Strategy and Strategic Alliances)
6. International Business Operation (Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R&D, Global Human Resource Management)

Courses	Number of hours	Number of ECTS delivered
Probability 1	45	4

Students will acquire methods to translate data; they will learn how to organize concrete situations in a random framework, more particularly through classical probabilistic events and discrete probabilistic models. They will become aware of the specific vocabulary in English.

Courses	Number of hours	Number of ECTS delivered
Social issues and trends	30	3

The course is intended to widen the scope of students by allowing them to get a better understanding of key periods in the English-speaking world. This will show them 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.

- 1/ The 1960's in the USA: Culture and Counter -Culture
- 2/Australia, the not so lucky country for some
- 3/ Protest music in the USA

Courses	Number of hours	Number of ECTS delivered
Statistical inference	30	4

This course aims at providing the basic tools in statistical inference: point and interval estimation, basic one- and two-variable statistical tests, simple ANOVA. The course documents, exercise sheets, and the correction of the assessments are made available progressively on the ENT, under "pédagogie / Licence Droit – Economie – Gestion / L3 bilingue / Statistical inference / Documents and links". The course includes numerous examples, exercises, handouts

Chapter 1: Random samples and the distribution of statistical indicators  
 Chapter 2: Point estimation  
 Chapter 3: Confidence intervals  
 Chapter 4: Usual tests on one parameter  
 Chapter 5: Usual tests for the equality of two parameters  
 Chapter 6: Contingency tables

Courses	Number of hours	Number of ECTS delivered
Management Accounting	30	4

Student Learning Outcomes:

- Identification and Allocation of all costs in a manufacturing environment
- Calculation of different costs and using them to make business decisions
- Planning and Control – product costing and income determination
- Understand Financial Statements of Manufacturing Industry

Topic Outline:

- Management Accountant's responsibilities within the corporate structure; and regulatory requirements.
- Distinguish among all types of businesses: service, merchandising, and manufacturing
- Understand the financial statements and reporting needs of different types of companies
- Review of cost classifications and cost structures (direct versus variable costs)
- Calculation and Allocation of costs including calculation of manufacturing overhead
- Job costing / cost-volume-profit techniques
- Prepare a Master budgeting

Courses	Number of hours	Number of ECTS delivered
Corporate Strategy	30	4

The primary objectives of this course include:

- (1) Demonstrating competency of leading principles, perspectives and theories encompassed in the body of knowledge of Strategic Management
- (2) Exhibiting an ability to apply, analyze, synthesize and evaluate the leading principles, perspectives and theories encompassed in the body of knowledge of Strategic Management, and show competence particularly in using that knowledge to make practical and effective managerial decisions
- (3) Showing competence in both oral and written communication
- (4) Working effectively in teams and—where appropriate—understand and demonstrate effective management and leadership capabilities
- (5) Revealing an understanding of the ethical implications of decisions and actions

The in-class exercises allow you to gain experience working with others as a member of a team. Finally, oral and written communication skills are enhanced via active class participation, class presentations.

By the end of this course, you will learn important strategic management concepts, build strategic analysis skills, and develop a way of thinking about and applying these concepts and skills that will help you be more successful in resolving business problems and making business decisions, and gain experience working as a contributor on a team.

Courses	Number of hours	Number of ECTS delivered
Project management	20	3

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

Courses	Number of hours	Number of ECTS delivered
International Business export	30	3

Exporting skills are essential for you in your future work. Why? Because you will most likely work in a company that receives most of its sales from abroad.

Where do you start to learn about international business ?

First you start to understand to the differences in international business compared to national business. This is very important as you later need to adapt to these environmental conditions.

In a next step you learn about international strategic decision making in particular how to choose the country in which to export and how to choose the method to enter foreign markets (MES).

Then you will learn about how to manage the major operational risks in Exporting such as Currency and Non-Payment and political risks. You will also learn about international logistical risks including custom risks.

In our last session together you will negotiate an international sales and purchasing contract.

Courses	Number of hours	Number of ECTS delivered
International Business Communication	30	3

This course is intended to introduce students to concepts associated with international business communication. After the class, students will be able to :

- 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.

Courses	Number of hours	Number of ECTS delivered
Fundamentals of sales	30	4

Topic Outline:

- Making an appointment
- Getting to know the customer
- Preparing sales arguments
- Handling objectives
- How to conclude
- After-sales

Courses	Number of hours	Number of ECTS delivered
Business game	20	2

Student Learning Outcomes:

- Understanding the concepts of Business
- Understanding the basic concepts about Marketing, Operations, HR and Finance
- Interpretation of the Financial Statements and decision making

## Spring Semester / Semester 2

Courses	Number of hours	Number of ECTS delivered
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Macroeconomics1 : Aggregate functions and macroeconomic equilibrium

45

4

Macroeconomics is the branch of economics that studies economy wide phenomena. It therefore looks beyond the study of individual behaviors and market structure which are the subjects of microeconomics. Macroeconomics focuses on aggregate indicators such as saving, consumption, investment, public expenses and international factors which are ultimately determinants of GDP, and related aggregate phenomena such as inflation and unemployment. The objective of the course is to provide an introduction to how to model the relationships between those aggregate indicators. Modelling those relationships allows understanding how economic policy (monetary and fiscal policy) can have economy wide effects. Macroeconomic modelling consists in (i) elaborating macroeconomic functions and (ii) studying macroeconomic equilibrium.

Courses	Number of hours	Number of ECTS delivered
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Banking and financial markets

20

2

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.

Courses	Number of hours	Number of ECTS delivered
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Probability 2 and additional topics in algebra and analysis

45

4

Students will acquire methods to organize concrete random situations, through classical discrete and continuous probabilistic models, read statistical tables. In addition, they learn method and specific vocabulary for eigenvalues, matrix diagonalization and numerical/recursive sequences.

Courses	Number of hours	Number of ECTS delivered
Financial Accounting	30	4

All decisions in a business organization are made in accordance with how they will affect the organization's financial performance and future financial health. Financial Management involves investment decisions and financing decisions. Financial managers assess the potential risks and rewards associated with investment and financing decisions through the application of financial analysis. The objective of financial decision-making in a business is the maximization of the Wealth of the owners.

Courses	Number of hours	Number of ECTS delivered
Financial mathematics	30	4

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 m-thly, (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

Courses	Number of hours	Number of ECTS delivered
Customer Relationship Management	28	4

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. After the course, students should be able to know the principles of customer relationship management with a sustainable understanding, realize a strategic and operational analysis in a specific situation, and design an action plan.

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

- 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")



Courses	Number of hours	Number of ECTS delivered
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Doing business in different cultures

10

2

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. This 20-hour class aims to make students aware of these factors which should be given at least as much importance as the clauses of any business contract. Special focus will be placed on one of the emerging countries.

Courses	Number of hours	Number of ECTS delivered
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Microfinance and social performance

20

3

This course is an introduction to microfinance and social 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 and social performance not only for the welfare of customers but also for the sustainability of the Microfinance institution.

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.

Courses	Number of hours	Number of ECTS delivered
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Tools of international trade and logistics

28

4

Demonstrate an understanding of the incoterms and their importance in international trade

- Understand the role of packing and the use of different load units in international trade
- Choose an appropriate transport solution and evaluate the advantages and disadvantages of the different options
- Show knowledge of the different insurance guarantees, policies and procedures for an insurance claim
- Understand the role of customs, regimes, declarations and procedures
- Appreciate the functions of the forwarding agent, how to choose a forwarding agent and work together
- Calculate an export price and the cost price of imported products
- Understand the different means and techniques of payment in international trade and use them effectively.

Courses	Number of hours	Number of ECTS delivered
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**International marketing**

20

3

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.

Competences to be obtained :

- The objective of this module is to give a better understanding of the challenges facing companies today on the international stage and to maximise the marketing and communication opportunity.

Programme of the module :

- 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.

Courses	Number of hours	Number of ECTS delivered
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**Computing and Digital Uses**

20

2

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. In this Advanced excel program titled as "Computer training", students will learn the usage of Subtotals, pivot tables, and pivot Charts. 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 analyse worksheet data, utilise data tools, collaborate with others, and create and manage macros. At the course end, we will also dedicate some time in learning basics of visual basic which will definitely help students in future.

Courses	Number of hours	Number of ECTS delivered
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**Conversational English**

10

1

Improving fluency in spoken English

Understanding native speakers with different accents

Learning about Anglo-Saxon culture

Course Structure: conversation in groups, pair work, individual presentations and group presentations

Courses	Number of hours	Number of ECTS delivered
Professional personal project	24	1

facilitating job and placement finding by:

- 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

## Master Classes

### Fall Semester / Semester 1

Courses	Number of hours	Number of ECTS delivered
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Finance and Value	20	3
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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.

Courses	Number of hours	Number of ECTS delivered
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Financial auditing and Compliance	20	3
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Course learning objectives :

- § 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

Courses	Number of hours	Number of ECTS delivered
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Financial market	21	3
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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.

It is expected that students will develop critical skills in assessing the relevance of the principles of market financial.

Courses	Number of hours	Number of ECTS delivered
Business English	20	3

Objective: General and Business English. We will work on the four skills in this class: listening comprehension and speaking; reading comprehension and writing.

Courses	Number of hours	Number of ECTS delivered
Economics	20	3

Course prerequisite: Basic macroeconomics (aggregate demand–aggregate supply model, determinants of unemployment, impact of monetary and budgetary policies, etc.)  
Student Learning Outcomes: Understand the main determinants of short-term and long-term economic growth.

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.

Courses	Number of hours	Number of ECTS delivered
International Commerce Strategy	21	2

Student Learning Outcomes:

- Better understanding of the international commerce strategy
- Practical application of knowledge

Topic Outline:

- Reasons of various international commerce strategies
- Build the international commerce strategy : SWOT / Market selections, customer profile, implantation,....

Courses	Number of hours	Number of ECTS delivered
Cross-Cultural Negotiation	21	3

This class aims to highlight the difficulties involved in different professional negotiation situations involved in the day-to-day operations of a business working in an international environment.

Topic Outline:

- \*Preparing for a negotiation
- \*Closing a negotiation

Courses	Number of hours	Number of ECTS delivered
International Trade Instruments	21	2

This class aims to provide knowledge and skills concerning the operational tools necessary for a business working in an international environment.

Topic Outline:

Incoterms

Export pricing and payments

Tenders and guarantees

Compensation

Courses	Number of hours	Number of ECTS delivered
Sales Teams Management	21	3

Strategic Managerial competences are among the most expected by firms in today's environment. This is particularly true in Strategic Sales Management, where the ability to guarantee the future results is crucial. Regardless of their business area, current and future sales managers have to know how to think the strategic organization, see the 'Big picture', lead the teams, develop their skills, choose sales metrics, implement action plans, drive sales results, etc.

Courses	Number of hours	Number of ECTS delivered
Business Negotiation	24	3

Course prerequisite: Students following this class should have knowledge of the fundamentals of marketing and of sales techniques in general.

Student Learning Outcomes:

Knowing how to negotiate becomes a distinctive skill for anyone who expects to be a manager, in particular in the current international context.

## Spring Semester / Semester 2

Courses	Number of hours	Number of ECTS delivered
Principles of Financial Accounting	20	2

This is an introductory course to the widely accepted accounting theory and practice in the U.S.A. used by businesses to convey financial information to users external to the enterprise. The course begins by reviewing the financial accounting system, and familiarizes students with the structure, usage, and the conventions of accounting. This includes the merchandising operations cycle, and inventory costing methods, and the measurement of plant assets, natural resources and intangible assets. The Balance sheet, income statement, and Shareholders' Equity will be studied with emphasis on the measurement and reporting of assets, liabilities, and equity

Courses	Number of hours	Number of ECTS delivered
Private Equity	20	3

Course Objectives :

- o To know what Private Equity means,
- o To understand why firms merge,
- o To know the main forms of restructuring,
- o To learn the problem of corporate governance.

Course content :

This seminar provides an overview of Private Equity: forms, implications and consequences. This seminar is divided into two parts: theory and practical knowledge of Private Equity with applications.

Courses	Number of hours	Number of ECTS delivered
Portfolio Management	20	3

Measure the return and the risk of a portfolio

- Understand the benefit of diversification
- Know how to construct efficient portfolios
- Know different methods to measure a portfolios' performance
- Know how to apply different valuation models to evaluate stocks

Courses	Number of hours	Number of ECTS delivered
Business English	20	3

Objective: General and Business English. We will work on the four skills in this class: listening comprehension and speaking; reading comprehension and writing.

Courses	Number of hours	Number of ECTS delivered
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Theory of Finance

20

3

Course prerequisite:

- Elementary mathematics :
  - o Solving simple linear equations,
  - o Derivation of common functions,
  - o Matrix product
  - o Using logs, exponential functions
- Basic statistics
  - o Probability distributions
  - o  $E(X)$ ,  $\sigma(X)$ ,  $cov(X,Y)$
  - o Simple linear regression
- Basics of finance
  - o Compounding /discounting
  - o Stock & bond valuation

Student Learning Outcomes:

- Develop in-depth knowledge of major finance theories, relying on the original research papers
- Be able to understand concretely the tools derived from these theories in a portfolio management framework (efficiency frontier, beta...),
- Develop further understanding on the postulates and limitations of these theories

Courses	Number of hours	Number of ECTS delivered
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International Sales Development

31

3

Strategic Managerial competences are among the most expected by firms in today's environment. This is particularly true in Strategic Sales Management, where the ability to guarantee the future results is crucial. Regardless of their business area, current and future sales managers have to know how to think the strategic organization, see the 'Big picture', lead the teams, develop their skills, choose sales metrics, implement action plans, drive sales results, etc.

Course Structure: Workshops, case studies, exercises, portfolio analysis, lectures, readings.

Topic Outline:

Introduction: basics in Sales Management / Strategic Sales Approach / Setting goals and formulating sales strategy / Driving and Developing the sales team / Sales instruments and processes / Annual Sales Action Plan



Courses	Number of hours	Number of ECTS delivered
Key Account Management	21	3

As a key intermediary with the most important clients, the KAM has to develop partnerships and results on a long term view. For that purpose, students should be able to:

- Select key accounts on valuable criteria
- Develop strategies to engage long term partnerships
- Organize team actions and manage a set of dedicated tools and processes

Topic Outline:

- KAM definition
- KAM indicators, metrics, criteria
- KA Selection
- KAM Model & processes
- KAM Negotiation process
- KAM Development
- KA Manager: Role & skills