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Courses	Level of studies	SEMESTER	Number of hours taught	Number of ECTS delivered	Synopsis
<b>Main functions of the firm</b>	Undergraduate academic studies	1 - Fall semester	45	5	<p>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.</p> <p>Topic Outline:</p> <ul style="list-style-type: none"> <li>• Development of business and management</li> <li>• Concepts, definitions and origin;</li> <li>• Introduction to key concepts; development of organisational theory and management thought, including scientific management and the human relations school of thought.</li> <li>• The management role;</li> <li>• Decision making as central to main activities of planning, leading, organizing and controlling.</li> <li>• Theoretical approaches to decision making and strategic management; change management.</li> <li>• Managing the main functional areas;</li> <li>• Human resource management;</li> <li>• Production;</li> <li>• Marketing;</li> <li>• Finance;</li> <li>• Communication systems.</li> </ul>
<b>Macroeconomics 2 : Economic policy</b>	Undergraduate academic studies	1 - Fall semester	45	4	<p>The goal of the course is to understand the effects of economic policy in closed and open economy</p> <p>Chapter 1 : The ISLM model Chapter 2 : The ISTR model Chapter 3: The Mundell-Fleming model</p>
<b>Microeconomics 2 : Producer and consumer behavior</b>	Undergraduate academic studies	1 - Fall semester	45	4	<p>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.</p> <ol style="list-style-type: none"> <li>1. Production technologies and profit maximization (1. The production function, 2. Optimal combination of inputs and profit maximization)</li> <li>2. Cost theory (1. Cost minimization, 2. The cost function and conditional input demand functions, 3. Costs analysis)</li> <li>3. The supply (1. The individual supply function, 2. The long-run aggregate supply function)</li> <li>4. Preferences and constrained choice (1. Individual preferences, 2. The budget constraint and optimal choice)</li> <li>5. The demand (1. Effects of income variations, 2. Effects of price variations, 3. Substitution and income effects)</li> <li>6. The evaluation of gains (1. The producer surplus, 2. The gain of the consumer)</li> <li>7. The normative aspects of the competitive equilibrium (1. Competition and well-being, 2. Normative considerations)</li> </ol>

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<b>International Business</b>	Undergraduate academic studies	1 - Fall semester	20	2	<p>Topic Outline:</p> <ol style="list-style-type: none"> <li>1. Introduction and Overview (Globalization of markets and production)</li> <li>2. Country Differences (National Difference in Political Economy , Differences in Culture, Ethics in International Business)</li> <li>3. The Global Trade and Investment Environment (International Trade Theory, The Political Economy of International Trade, Foreign Direct Investment, Regional Economic Integration)</li> <li>4. The Global Monetary System (The Foreign Exchange Market, The International Monetary System, The Global Capital Market)</li> <li>5. The Strategy of International Business (The Organization of International Business, Entry Strategy and Strategic Alliances)</li> <li>6. International Business Operation (Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R&amp;D, Global Human Resource Management)</li> </ol>
<b>Probability 1</b>	Undergraduate academic studies	1 - Fall semester	45	5	<p>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</p> <p>Chapter I – Events and combinations State of knowledge, 1/ sets and events, 2/ properties of a partition, 3/ independence of events</p> <p>Chapter II – Conditional Probability 1/ construction of a conditional probability, 2/ Bayes formula, 3/ link with the independence</p> <p>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</p> <p>Chapter IV – Discrete random vectors 1/ joint distribution, 2/ marginal laws, 3/ independence of random variables</p>
<b>Managerial accounting</b>	Undergraduate academic studies	1 - Fall semester	30	4	<ul style="list-style-type: none"> <li>• Identification and Allocation of all costs in a manufacturing environment</li> <li>• Calculation of different costs and using them to make business decisions</li> <li>• Planning and Control – product costing and income determination</li> <li>• Understand Financial Statements of Manufacturing Industry</li> </ul> <p>Topic Outline:</p> <ul style="list-style-type: none"> <li>• Management Accountant’s responsibilities within the corporate structure; and regulatory requirements.</li> <li>• Distinguish among all types of businesses: service, merchandising, and manufacturing</li> <li>• Understand the financial statements and reporting needs of different types of companies</li> <li>• Review of cost classifications and cost structures (direct versus variable costs)</li> <li>• Calculation and Allocation of costs including calculation of manufacturing overhead</li> <li>• Job costing / cost-volume-profit techniques</li> <li>• Prepare a Master budgeting</li> </ul>

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<b>Corporate strategy</b>	Undergraduate academic studies	1 - Fall semester	30	4	<p>The primary objectives of this course include:</p> <ol style="list-style-type: none"> <li>(1) Demonstrating competency of leading principles, perspectives and theories encompassed in the body of knowledge of Strategic Management</li> <li>(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</li> <li>(3) Showing competence in both oral and written communication</li> <li>(4) Working effectively in teams and—where appropriate—understand and demonstrate effective management and leadership capabilities</li> <li>(5) Revealing an understanding of the ethical implications of decisions and actions</li> </ol> <p>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.</p> <p>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.</p>
<b>Statistical inference</b>	Undergraduate academic studies	1 - Fall semester	30	3	<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> <p>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".</p> <p>Chapter 1: Random samples and the distribution of statistical indicators (What is a random sample? Random distribution of a proportion, an arithmetic mean, a variance, Other useful continuous distributions (Student, chi-square and Fisher-Snedecor probability distributions))</p> <p>Chapter 2: Point estimation (Point estimation of a parameter using OLS, Properties of a point estimate, Usual estimates for an expected value, a variance, a proportion.</p> <p>Chapter 3: Confidence intervals (Notion of confidence interval (CI), CI of an expected value, CI of a variance, CI of a proportion (normal approximation))</p> <p>Chapter 4: Usual tests on one parameter (Conformity test for a proportion, Conformity test for an expected value, Conformity test for a variance)</p> <p>Chapter 5: Usual tests for the equality of two parameters (Comparison of two expected values, or variances)</p> <p>Chapter 6: Contingency tables (Definitions : joint, marginal, conditional frequencies, Chi<sup>2</sup> tests for a one-dimensional and 2-dimensional count table</p> <p>The course includes numerous examples, exercises, handouts.</p>

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Langue A - Social issues and trends	Undergraduate academic studies	1 - Fall semester	30	3	<p>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.</p> <p>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.</p> <p>Topic Outline</p> <p>1/ The 1960's in the USA: Culture and Counter -Culture (Jean Pierre PLA)</p> <p>The 1960's were a turning point in the social and economic culture of the United States (and the world), with tensions within the American life between mainstream and experimental trends from economic, political, cultural, racial and social and regional perspectives. This course should enable you to get a better understanding and less superficial approach to the understanding of this important period and of the beliefs of American society then and today. We will also consider an international perspective including Britain and France</p> <p>2/Australia, the not so lucky country for some (Michelle Brooks-Didier)</p> <p>For 50 000 years the indigenous Australians lived in harmony in the somewhat hostile conditions of Australia. The arrival of European settlers in 1788 would bring about many changes. This course explains their struggles to live and for recognition in a 'white' Australia.</p> <p>3/ Protest music in the USA (Tonya Givelet)</p>
Project management	Undergraduate academic studies	1 - Fall semester	20	3	<ul style="list-style-type: none"> <li>• Comprehend how projects do contribute to the strategic goals of the organization.</li> <li>• Understand why organizations have developed a formal project management process to gain a competitive advantage.</li> <li>• Gain skills to manage teams and project processes effectively and efficiently</li> </ul> <p>Topic Outline</p> <p>Week 1-2 (4 hours)</p> <p>1. Introduction / What is project management – Project cycle - What is the role of the project manager</p> <p>Week 3-4 (4hours)</p> <p>2. Project management : an integrative approach</p> <p>Week 5-6 (4 hours)</p> <p>3. Defining the project/Project Scope Management/Create WBS</p> <p>Week 7 (2 hours)</p> <p>4. Project Communication Plan</p> <p>Week 8 -9-10 (6 hours)</p> <p>5. Managing project teams/Closing a project</p>

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<b>International Business export</b>	Undergraduate academic studies	1 - Fall semester	30	3	<p>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.</p> <p>Where do you start to learn about international business ?</p> <p>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.</p> <p>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.</p> <p>In our last session together you will negotiate an international sales and purchasing contract.</p> <p>Conclusion: It will be a very useful and practical course for you.</p> <p>Course Structure:</p> <p>Lecture based course with practical case studies.</p>
<b>Langue A Business English</b>	Undergraduate academic studies	1 - Fall semester	15	3	<p>The aim of this course is to help students improve their skills and abilities in business English</p> <p>Most lessons will use active teaching methods where students are encouraged to speak and interact with others</p> <p>Companies such as Amazone, Zappos and Google will be analysed.</p> <p>The digital transformation and how it impacts the way business is organized will be a common theme throughout these lessons.</p> <p>The way the multisided platforms have changed the business landscape will be discussed and analysed.</p>
<b>International Business Communication</b>	Undergraduate academic studies	1 - Fall semester	30	3	<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"> <li>• Make a clear distinction between communication, business communication and international business communication.</li> <li>• Understand the relevant and appropriate means of an efficient communication process.</li> <li>• Put into practice verbal and non-verbal communication.</li> <li>• Adapt their communication to different cultural contexts</li> <li>• Be aware of ethnocentrism and stereotypes.</li> </ul> <p>Topic Outline</p> <ul style="list-style-type: none"> <li>• Understanding communication, whether verbal or non-verbal</li> <li>• Communication in business and in an international context</li> <li>• Defining the most efficient communication strategies according to the specific situations</li> <li>• Specific topics will be developed accordinf to the needs of the students</li> </ul>

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<b>Fundamentals of sales</b>	Undergraduate academic studies	1 - Fall semester	30	4	<p>On completion of the class, the student should:</p> <ul style="list-style-type: none"> <li>• Be able to understand the difference between selling and negotiation</li> <li>• Be able to obtain an appointment with potential customers</li> <li>• Be able to understand the difference between selling and negotiation</li> <li>• Be able to ask the right questions</li> <li>• Be able to present the product/service in an appropriate manner</li> <li>• Be able to counter objections</li> <li>• Be able to identify when to conclude the sale and how to do it</li> <li>• Be able to follow-up the sale and develop the customer relationship</li> </ul> <p>Topic Outline:</p> <ul style="list-style-type: none"> <li>• Making an appointment</li> <li>• Getting to know the customer</li> <li>• Preparing sales arguments</li> <li>• Handling objectives</li> <li>• How to conclude</li> <li>• After-sales</li> </ul>
<b>Macroeconomics1 : Aggregate functions and macroeconomic equilibrium</b>	Undergraduate academic studies	2 - Spring Semester	45	4	<p>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.</p> <p>This course is a follow up of Semester 1 course (Introduction à l'économie) and consists in an introduction to macroeconomics. Two main macroeconomic functions are studied: the consumption function (Chapter 1) and the investment function (chapter 2) which are core elements of aggregate demand. Those functions pertain to the real economy. The last two chapters pave the road towards macroeconomic equilibrium modelling. Chapter 3 introduces to financial markets while paying attention to the money demand and money supply. This chapter provides basic concepts that are necessary to the understanding of monetary policy. Chapter 4 is dedicated to the study of macroeconomic equilibrium taking the lenses of Keynes. It is therefore an introduction to short-term macroeconomics and provides the (Keynesian) rationale of fiscal policy. Chapter 3 and chapter 4 are necessary to understand more elaborated macroeconomic modelling such as the IS-LM (or Aggregate Supply – Aggregate Demand) framework which will be extensively studied during Semester 3 and 4.</p>

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<b>Banking and financial markets</b>	Undergraduate academic studies	2 - Spring Semester	20	2	<ul style="list-style-type: none"> <li>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.</li> <li>It is expected that students will develop critical skills in assessing the relevance of the principles of financial intermediation.</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>Chapter 1: Overview of the financial system</li> <li>Chapter 2: Business of banking</li> <li>Chapter 3: Central banking and financial regulation</li> <li>Chapter 4: Management of banking</li> <li>Chapter 5: Introduction to financial markets</li> <li>Chapter 6: Financial crisis</li> </ul>
<b>Organizational theories</b>	Undergraduate academic studies	2 - Spring Semester	33	3	<p>The main objective of this course is to develop basic understandings of the notion of organization. Students will discover the main components and the dynamic of organizations by a presentation of key scholars. We will focus more precisely on three fundamental issues:</p> <ul style="list-style-type: none"> <li>Division of work,</li> <li>Coordination issues,</li> <li>Power and authority</li> </ul>
<b>Fundamentals of marketing</b>	Undergraduate academic studies	2 - Spring Semester	20	2	<p><u>Course description:</u> This 20 hours course provides an overview of marketing functions It includes the study of theories, while developing a practical knowledge of the marketing management system and its key components. It develops an understanding of market research methodology as applied to different markets. It deals with the study of the consumer behavior, segmentation and positioning. It deals with general marketing strategy issues in the global market environment: product, distribution channels, pricing, communication, markets segmentation and positioning. In this course, we will take the perspective of the marketing decision maker. By the end of the course, you should understand the complexity and challenges associated with making marketing decisions as well as ways to design effective marketing strategies and to satisfy the consumer's needs and desires. On the practical side, this new understanding of marketing should make each of you a more knowledgeable consumer.</p> <p><u>Student Learning Outcomes:</u> This course is an introductory course in marketing. After the course, you'll be able to:</p> <ul style="list-style-type: none"> <li>- Define the marketing concept</li> <li>- Understand how to analyze the market and understand the marketing research principles.</li> <li>- Understanding consumer behavior and the basic principles of segmentation and positioning.</li> </ul>

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<b>Probability 2 and additional topics in algebra and analysis</b>	Undergraduate academic studies	2 - Spring Semester	45	4	<p><u>Course learning Objectives :</u> 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.</p> <p><u>Content :</u> Chapter V – Continuous probability laws 1/ Cumulative distribution function (CDF), 2/ Probability Density function, 3/ Gaussian law, 4/ Statistical tables Chapter VI – Limit theorems 1/ Theorems and method, 2/ Approximation of a binomial law by a Poisson law (2 cases), 3/ Approximation of a binomial law by a Normal law Chapter VII – Eigenvalues and diagonalization 1/ Characteristic polynomial and Eigenvalues, 2/ First application: Invertible n-by-n square matrix,, 3/ Eigenspaces and eigenvectors, 4/ Main application: Diagonal matrix and change of basis matrix Chapter VIII – Sequences 1/ numerical sequences, 2/ recursive sequences</p>
<b>Financial Accounting</b>	Undergraduate academic studies	2 - Spring Semester	30	4	<p>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.</p> <p><u>Course content :</u> - Introduction to Finance and Financial Management : Finance and the Goals of the Firm, Agency Problems, The Legal Forms of Business, Finance and the Multinational Corporation - Understanding Financial Statements: Measuring the company's profits and book value, Computing a company's taxes, Financial Statements and International Finance - Evaluating a Firm's Financial Performance: Stockholders' Report, Financial Ratio Analysis - Time Value of Money: Compound Interest and Future Value, Present Value, Annuities</p>
<b>Financial mathematics</b>	Undergraduate academic studies	2 - Spring Semester	30	4	<ul style="list-style-type: none"> <li>• Given any two of interest rate, present value, or future value, calculate the third based on simple or compound interest.</li> <li>• Write the equation of value given a set of cash flows and an interest rate.</li> <li>• 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.</li> <li>• Given any four of term of loan, interest rate, payment amount, payment period, principal, calculate the remaining items.</li> <li>• Given any four of price, redemption value, yield rate, coupon rate, and term of bond, calculate the remaining item.</li> <li>• Calculate the current value of a set of cash flows.</li> <li>• Construct an investment portfolio to fully immunize a set of liability cash flows</li> </ul>



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<b>Customer Relationship Management</b>	Undergraduate academic studies	2 - Spring Semester	30	4	<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>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.</p> <p>At the end of this course, each student should be able to:</p> <ul style="list-style-type: none"> <li>- Identify the key principles of a Client Relationship, mutually and sustainably efficient,</li> <li>- Prepare a strategic and operational analysis of the CRM approach developed in a given situation,</li> <li>- Take into account the modern context ("Brick &amp; mortar")</li> </ul>
<b>Langue A - Doing business in different cultures</b>	Undergraduate academic studies	2 - Spring Semester	10	3	<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. 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.</p> <p><u>Student Learning Outcomes:</u></p> <ul style="list-style-type: none"> <li>o To understand the theories of intercultural differences</li> <li>o To make students aware of the cultural pitfalls in doing business abroad</li> <li>o To learn to use these theories to find solutions to specific problems that may arise in business negotiations</li> <li>o To introduce the students to a culture that is very much in the economic and business news currently, namely India</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>o Studying negotiations &amp; culture</li> <li>o Impact of culture on negotiations and communication</li> <li>o Globalisation and international business</li> <li>o International Mergers and acquisitions</li> <li>o Doing business in India</li> </ul>
<b>Microfinance and social performance</b>	Undergraduate academic studies	2 - Spring Semester	20	2	<p>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.</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. This course includes case studies, pairwork, presentations, exercises, videos and handouts.</p>

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<b>Tools of international trade and logistics</b>	Undergraduate academic studies	2 - Spring Semester	30	4	<p><u>Student Learning Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the incoterms and their importance in international trade</li> <li>• Understand the role of packing and the use of different load units in international trade</li> <li>• Choose an appropriate transport solution and evaluate the advantages and disadvantages of the different options</li> <li>• Show knowledge of the different insurance guarantees, policies and procedures for an insurance claim</li> <li>• Understand the role of customs, regimes, declarations and procedures</li> <li>• Appreciate the functions of the forwarding agent, how to choose a forwarding agent and work together</li> <li>• Calculate an export price and the cost price of imported products</li> </ul> <p><u>Topic Outline:</u> A bulleted list is a good way to display these topics as shown below: Incoterms, Packing, Carriage, Insurance, Customs, The forwarding agent, Export pricing, Means and techniques of international payments.</p>
<b>International marketing</b>	Undergraduate academic studies	2 - Spring Semester	20	2	<p><u>Description :</u></p> <ul style="list-style-type: none"> <li>- International marketing continues to grow in both importance and complexity.</li> <li>- Challenges and opportunities for companies include better targeting, enhanced creativity, new market horizons and results driven communication.</li> </ul> <p>Competences to be obtained :</p> <ul style="list-style-type: none"> <li>- The objective of this module is to give a better understanding of the challenges facing companies today on the international stage and to maximise <u>the marketing and communication opportunity.</u></li> </ul> <p><u>Programme of the module :</u></p> <ul style="list-style-type: none"> <li>- To review the basic principles and choices for company marketing and communication.</li> <li>- To understand and develop marketing and communication strategy for international development.</li> <li>- To identify and use key elements in a marketing and communication plan.</li> <li>- To develop and design concepts for specific international situations and to identified targets.</li> </ul>
<b>International marketing</b>	Undergraduate academic studies	2 - Spring Semester	20	4	<ul style="list-style-type: none"> <li>- International marketing continues to grow in both importance and complexity.</li> <li>- Challenges and opportunities for companies include better targeting, enhanced creativity, new market horizons and results driven communication.</li> </ul> <p>Competences to be obtained :</p> <ul style="list-style-type: none"> <li>- 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.</li> </ul> <p><u>Programme of the module :</u></p> <ul style="list-style-type: none"> <li>- To review the basic principles and choices for company marketing and communication.</li> <li>- To understand and develop marketing and communication strategy for international development.</li> <li>- To identify and use key elements in a marketing and communication plan.</li> <li>- To develop and design concepts for specific international situations and to identified targets.</li> </ul>

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<b>Professional personal project</b>	Undergraduate academic studies	2 - Spring Semester	16	1	<p><u>Student Learning Outcomes</u> : facilitating job and placement finding by:</p> <ul style="list-style-type: none"> <li>• Understanding an employer's need by an appropriate understanding of the job/placement requisites</li> <li>• Understanding how a C.V. should work</li> <li>• Understanding the workings of a cover letter</li> <li>• Understanding how to be successful in an interview</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Efficient job/placement search</li> <li>• A clear and well-conceived CV/ Resumé</li> <li>• An efficient Cover Letter</li> <li>• A successful job/placement interview</li> <li>• The magic circle: Job offer-CV-Cover Letter- Interview Understanding the workings of a cover letter</li> </ul>
<b>Training in tools and digital uses</b>	Undergraduate academic studies	2 - Spring Semester	15	4	<p>In this Introduction to Microsoft Excel training course titled as "Training in tools and digital uses", students will create and edit basic worksheets and workbooks. This course is designed for students who want to gain the necessary skills to create, edit, format, and print basic Microsoft Excel worksheets. Apart from the introduction of Excel, students will also learn how to use formulas and functions in excel. Further, we will also overview the visual depiction of data through the usage of charts and how to create data sets and tables in excel. This course is meant for students who want to advance their skill set by learning to work with formulas, lists, and illustrations. There are no prerequisites for this course.</p>
<b>Computer training</b>	Undergraduate academic studies	2 - Spring Semester	20	2	<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. 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.</p>
<b>Organisational Management</b>	Master academic studies	1 - Fall semester	24	3	<ul style="list-style-type: none"> <li>• Key aspects of an organization (division of labor, power, coordination mechanisms...)</li> <li>• How to structure an organization?</li> <li>• The main components and effects of an organization's culture</li> <li>• Mechanisms of incentives, soft leadership in contemporary organizations</li> <li>• Faces of power</li> <li>• Decision making in organization</li> <li>• Innovative organizations and management</li> <li>• Learning and change management</li> </ul>

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<b>Governance and Social Responsibility in Microfinance Institutions</b>	Master academic studies	1 - Fall semester	24	3	<p><u>Topic Outline:</u>            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>
<b>Strategic Management</b>	Master academic studies	1 - Fall semester	21	3	<ul style="list-style-type: none"> <li>• Develop skills in the application of the tools and techniques necessary for strategic, management,</li> <li>• Understand the elements of a company's mission statement</li> <li>• Consider the principles for developing achievable and realistic objectives,</li> <li>• Be able to apply the five forces of competition model to an industry,</li> <li>• Map the Value Chain for a firm and an industry,</li> <li>• Undertake a PESTEL analysis, • Consider the various strategic options for companies in different industry and company, situations,</li> <li>• Craft strategies that fit,</li> <li>• Understand the principles of effective implementation of strategy,</li> <li>• Assess the value chain and resources of a firm</li> </ul>
<b>Economics</b>	Master academic studies	1 - Fall semester	21	3	<ul style="list-style-type: none"> <li>• Mobilizing theoretical knowledge on contemporary economic issues</li> <li>• Making an oral presentation in English</li> </ul> <p>Topic Outline: Topics discussed during the course are based on the DSCG official program :</p> <ul style="list-style-type: none"> <li>• Organization and regulation of the economy</li> <li>• Growth, technical progress and employment</li> <li>• A knowledge economy</li> <li>• Networks, territories and clusters</li> <li>• Spatial, social and environmental inequalities</li> <li>• The market and the non-market sector</li> <li>• Social protection and solidarity</li> </ul>
<b>Organisational Management</b>	Master academic studies	1 - Fall semester	24	3	<ul style="list-style-type: none"> <li>• Key aspects of an organization (division of labor, power, coordination mechanisms...)</li> <li>• How to structure an organization?</li> <li>• The main components and effects of an organization's culture</li> <li>• Mechanisms of incentives, soft leadership in contemporary organizations</li> <li>• Faces of power</li> <li>• Decision making in organization</li> <li>• Innovative organizations and management</li> <li>• Learning and change management</li> </ul>

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<b>Strategic Management</b>	Master academic studies	1 - Fall semester	21	3	<ul style="list-style-type: none"> <li>•Develop skills in the application of the tools and techniques necessary for strategic, management,</li> <li>•Understand the elements of a company's mission statement</li> <li>•Consider the principles for developing achievable and realistic objectives,</li> <li>•Be able to apply the five forces of competition model to an industry,</li> <li>•Map the Value Chain for a firm and an industry,</li> <li>•Undertake a PESTEL analysis,</li> <li>•Consider the various strategic options for companies in different industry and company, situations,</li> <li>•Craft strategies that fit,</li> <li>•Understand the principles of effective implementation of strategy, • Assess the value chain and resources of a firm</li> </ul>
<b>Business Intelligence</b>	Master academic studies	1 - Fall semester	21	3	<p><u>Course learning objectives :</u> The core objectives of the course are to:</p> <ul style="list-style-type: none"> <li>· To acquire a knowledge of firms and their markets; and to expose students to Michael Porter's competitive advantage, five forces theory.</li> <li>· To understand how companies gain and maintain competitive advantages in their market place.</li> <li>· 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.</li> </ul> <p><u>Course content :</u> 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><u>Topics include:</u> market segmentation, distribution and consumers; the concepts of generic strategies, value chain, and attractiveness of a market and the principle of competitive advantage.</p>
<b>Financial Auditing and Fraud</b>	Master academic studies	1 - Fall semester	21	3	<p><u>Course learning objectives :</u></p> <ul style="list-style-type: none"> <li>- To review the present external audit environment, including audit standards, legal liability and ethical framework;</li> <li>- To describe the conditions required to issue audit reports, and to report on financial statements and internal control under the requirements for international reporting;</li> <li>- To develop the framework within which audits are conducted, including the concepts of evidence, materiality, risk and audit planning, and internal controls;</li> <li>- 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.</li> <li>- Understand the auditor's role with fraud, and his duty to the corporation;</li> <li>- Identify types of frauds that can occur in a work situation;</li> <li>- Alerts the warning signals where frauds may have occurred;</li> </ul>

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<b>Comparative accounting</b>	Master academic studies	1 - Fall semester	21	3	<p><u>Course Description :</u> This course provides students with a solid grounding in financial accounting techniques and skills. Students are familiarised with the conventions of the financial reporting system used by businesses to convey financial information to users external to the enterprise. The Balance sheet, income statement, Statement of Cash Flows, and Shareholders' Equity will be studied. The role of control in monitoring and improving performance will be studied including the principles internal controls.</p> <p><u>Course Objective:</u> To aid in successful mastery of fundamental accounting principles for use by students in the financial and auditing fields.</p>
<b>Governance and Social Responsibility in Microfinance Institutions</b>	Master academic studies	1 - Fall semester	24	3	<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</p> <p>Course Structure: 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><u>Topic Outline:</u> 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>
<b>Financial Market</b>	Master academic studies	1 - Fall semester	20	3	<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. It is expected that students will develop critical skills in assessing the relevance of the principles of market financial.</p> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Topic 1: Overview of the financial system</li> <li>• Topic 2: Monetary market</li> <li>• Topic 3: Bonds markets</li> <li>• Topic 4: Banking loans and securitization</li> <li>• Topic 5: Stock markets</li> <li>• Topic 6: Forex markets</li> <li>• Topic 7: Empirical applications</li> </ul>

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<b>Business English</b>	Master academic studies	1 - Fall semester	21	3	<p>General and Business English. We will work on the four skills in this class: listening comprehension and speaking; reading comprehension and writing.</p> <p><u>Topics (these can change):</u></p> <ul style="list-style-type: none"> <li>- Water and roundtable</li> <li>- Multiculturalism and Business</li> <li>- The Ascent of Money (Documentary, Channel 4, UK), Economic History</li> <li>- Office Politics – Problem-solving activity</li> <li>- Psychometric exercises used in recruitment</li> </ul> <p><u>Assessment:</u></p> <ul style="list-style-type: none"> <li>- Oral mark for roundtable on water</li> <li>- Written work on problem-solving</li> </ul>
<b>Economics</b>	Master academic studies	1 - Fall semester	21	3	<ul style="list-style-type: none"> <li>• Mobilizing theoretical knowledge on contemporary economic issues</li> <li>• Making an oral presentation in English</li> </ul> <p>Topic Outline: Topics discussed during the course are based on the DSCG official program :</p> <ul style="list-style-type: none"> <li>• Organization and regulation of the economy</li> <li>• Growth, technical progress and employment</li> <li>• A knowledge economy</li> <li>• Networks, territories and clusters</li> <li>• Spatial, social and environmental inequalities</li> <li>• The market and the non-market sector</li> <li>• Social protection and solidarity</li> </ul>
<b>Trade Policy and economic growth</b>	Master academic studies	1 - Fall semester	20	3	<p>The course aims at providing an in-depth overview of the long-standing debate on the role of trade and trade policies in fostering economic growth. The course should allow the student to write a mémoire on the relationship between international trade and development.</p> <p><u>Course description</u></p> <p>The course discusses the role of international trade in the process of economic development. It introduces basic stylized facts on the pattern of trade of developing countries, and it provides a brief overview of the expected gains from trade, and of the theoretical justification for trade policies. It deals with the trade policies implemented in the past by countries that are now developed, and it reviews the empirical evidence on the relationship between trade openness, trade policies and economic growth.</p> <p><u>Course requirements</u></p> <p>All students are invited to attend classes prepared, having done the recommended readings for the previous lecture, which are reported in the course outline. You can self-assess your understanding of the topics dealt with in class going through the list of exercises that is proposed for each lecture. Suggested readings can be drawn upon to further develop a specific topic and strengthen its understanding.</p> <p><u>Course outline</u></p> <p>The course is composed of three main parts: (i) analysis of trade data to derive some stylized facts on the trade pattern of developing countries; (ii) non-technical review of static and dynamic trade models, and (iii) review of the empirical evidence, and analysis of the historical experiences of now developed countries and of East Asian countries with respect to the trade policies they implemented.</p>

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<b>Economic policy and exchange rate</b>	Master academic studies	1 - Fall semester	24	3	<ul style="list-style-type: none"> <li>• Understand the way foreign exchange markets are organized;</li> <li>• Analyze the role played by exchange rates in open economies;</li> <li>• Apprehend the determinants of exchange rates;</li> <li>• Understand the choice in terms of exchanges rates systems.</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Chapter 1: Spot dealing in FX markets</li> <li>• Chapter 2: Price parity relationships</li> <li>• Chapter 3: Exchange rate systems</li> <li>• Chapter 4: Monetary union and optimum currency areas</li> </ul>
<b>Financing development I</b>	Master academic studies	1 - Fall semester	10	2	<p><u>Courses objectives</u></p> <p>Present and analyze the full range of tools available to finance development, including public and private financing, and domestic and international financing. ii) Give a first view of the links between the different types of financing</p> <p>Financing development I</p> <p>I. Introduction</p> <p>II. Financial development (Banking) and public borrowing</p> <p>III. Foreign Aid (Official Development assistance)</p> <p>IV. Foreign Direct Investment : Macroeconomic analysis</p> <p>V. Remittances</p>
<b>Financing development II</b>	Master academic studies	1 - Fall semester	14	2	<p><u>Courses objectives</u></p> <p>Present and analyze the full range of tools available to finance development, including public and private financing, and domestic and international financing. ii) Give a first view of the links between the different types of financing</p> <p>Financing development II (Rota graziosi)</p> <p>I. Economic Development : standard analysis ; growth and poverty traps</p> <p>II. Taxation : Domestic Revenue Mobilization : direct and indirect taxation)</p> <p>III. Global public goods</p> <p>IV. Foreign Direct Investment: Microeconomics analysis: Natural ressources taxation</p>
<b>Strategic Management</b>	Master academic studies	1 - Fall semester	21	2	<ul style="list-style-type: none"> <li>• Develop skills in the application of the tools and techniques necessary for strategic, management,</li> <li>• Understand the elements of a company's mission statement</li> <li>• Consider the principles for developing achievable and realistic objectives,</li> <li>• Be able to apply the five forces of competition model to an industry,</li> <li>• Map the Value Chain for a firm and an industry,</li> <li>• Undertake a PESTEL analysis,</li> <li>• Consider the various strategic options for companies in different industry and company, situations,</li> <li>• Craft strategies that fit,</li> <li>• Understand the principles of effective implementation of strategy,</li> <li>• Assess the value chain and resources of a firm</li> </ul>



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<b>Introduction to behavioural economics and finance</b>	Master academic studies	1 - Fall semester	21	2	<p>We will study the behavioral finance research methodology by linking psychological insights, individual trading behavior and puzzles on market level.</p> <p><u>Topic Outline:</u></p> <ol style="list-style-type: none"> <li>Classical Economics and Finance : • Theory of Preferences, • Risk Preferences, • Temporal Preferences, • Efficient Market Hypothesis</li> <li>Methods of Behavioral Economics : • Hypothetical choices (Questionnaires), • Experiments with actual outcomes, • Field research, • Process measuring, including fMRI</li> <li>Selected Behavioral Concepts : • Behavioral decision research, • Tversky and Kahneman's biases and heuristics, prospect theory, • Thaler's anomalies</li> <li>Examples of current research</li> </ol>
<b>Financial Market</b>	Master academic studies	1 - Fall semester	20	2	<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><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Topic 1: Overview of the financial system</li> <li>• Topic 2: Monetary market</li> <li>• Topic 3: Bonds markets</li> <li>• Topic 4: Banking loans and securitization</li> <li>• Topic 5: Stock markets</li> <li>• Topic 6: Forex markets</li> <li>• Topic 7: Empirical applications</li> </ul>
<b>Financial auditing and fraud</b>	Master academic studies	1 - Fall semester	21	2	<p><u>Course learning objectives :</u></p> <ul style="list-style-type: none"> <li>- To review the present external audit environment, including audit standards, legal liability and ethical framework;</li> <li>- To describe the conditions required to issue audit reports, and to report on financial statements and internal control under the requirements for international reporting;</li> <li>- To develop the framework within which audits are conducted, including the concepts of evidence, materiality, risk and audit planning, and internal controls;</li> <li>- 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.</li> <li>- Understand the auditor's role with fraud, and his duty to the corporation;</li> <li>- Identify types of frauds that can occur in a work situation;</li> <li>- Alerts the warning signals where frauds may have occurred.</li> </ul>
<b>Macro econometrics</b>	Master academic studies	1 - Fall semester	16	3	<p><u>Univariate Time Series :</u></p> <p>Stationary variables (ARMA and ARIMA modeling, Seasonal ARMA and ARIMA)</p> <p>Non stationary variables : unit root testing</p> <p>Multivariate Time Series (ARDL Models, Cointegration techniques (Engle-Granger Approach, Johansen)</p>

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Econometrics	Master academic studies	1 - Fall semester	16	3	<p>1. Linear regressions models</p> <ul style="list-style-type: none"> <li>- Ordinary least squares and related methods</li> <li>- Robust estimation</li> <li>- Maximum likelihood method</li> </ul> <p>2. Endogeneity and instrumental variables</p> <ul style="list-style-type: none"> <li>- Instrumental variables estimation</li> </ul> <p>3. Limited dependent variables and selection models</p> <ul style="list-style-type: none"> <li>- Probit and Logit models</li> <li>- Heckman selection models</li> </ul> <p>4. Introduction to nonparametric models</p> <ul style="list-style-type: none"> <li>- Kernel density</li> <li>- Kernel regression</li> </ul>
Theory of finance	Master academic studies	1 - Fall semester	21	3	<p>Students should be able to:</p> <ul style="list-style-type: none"> <li>• Define market efficiency and its different forms</li> <li>• Understand modern portfolio theory and how efficient portfolios are built</li> <li>• Understand and make use of the main asset pricing models</li> <li>• Value stocks under different frameworks</li> <li>• Explain which biases affect investors' decisions</li> </ul> <p><u>The course is organized around five chapters:</u></p> <ul style="list-style-type: none"> <li>• Market efficiency</li> <li>• Portfolio construction</li> <li>• Asset pricing</li> <li>• Stock valuation</li> <li>• Behavioral finance</li> </ul>

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<b>Analysis and techniques for market study</b>	Master academic studies	1 - Fall semester	25	4	<p>Students will be able to manage a market survey and will choose the roght techniques to do it.</p> <p><u>Topic Outline:</u> CHAPTER 1: INFORMATION 1. From birth to the development of market studies : 1. 1.1. Definitions: research and market studies, 1.2. Evolutions and history 2. The role of marketing research : 2.1. The interest of market research, 2.2. Goals, 2.3. The constraints to integrate, 2.4. The quality of market research 3. The marketing information system, 3.1. The purpose of the MIS, 3.2. The organization of the MIS, 3.3. Sources of information and methods of collecting information: typology of studies, 3.4. Stages of the research process, 3.5. The content of a study proposal 4.- Documentary research. CHAPTER 2: QUALITATIVE ANALYSIS 1. Observational studies 2. Qualitative studies: 2.1. Origin, 2.2. Definitions and characteristics, 2.3. The methods, 2.3.1. Group techniques, 2.3.2. Individual interviews, 2.4. Investigative techniques, 2.5. The organization of a qualitative interview, 2.6. Treatments and analyzes. CHAPTER 3: INVESTIGATIONS BY SURVEY - THE QUESTIONNAIRE 1. Determining the sample : 1.1. In a non-exhaustive survey, 1.2. In a comprehensive survey 2. Sampling methods, 2.1. Probabilistic or random methods, 2.2. Non-probabilistic or empirical methods (or a reasoned choice) 3. Elaboration of the questionnaire, 3.1. Writing of the questions, 3.2. The structure of the questionnaire, 3.3. The quiz test 4. The choice of administration of the questionnaire : 4.1. The direct interview survey, 4.2. The correspondence survey, 4.3. The telephone survey, 4.4. The telematics survey, 5. Interpretation of the results and the final report</p>
<b>Public Speaking</b>	Master academic studies	1 - Fall semester	21	3	<p>Knowing how to speak in public, and achieving a successful presentation, is one of the best skills to master nowadays. That's why we're doing it from the beginning of this year.</p> <p><u>Objectives:</u> - Create the conditions to be able to speak effectively in front of any audience - Develop elocution skills and oral expressions - Structure a speech, so as to have the greatest possible impact on interlocutors - Present with and without audiovisual support</p> <p><u>Topic Outline:</u> - Warming session; preparing a speech - Working on elocution; verbal/nonverbal skills - Structure of an effective speech - Presenting with a screen (the Powerpoint syndrome)</p>

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<b>Global Business Game</b>	Master academic studies	1 - Fall semester	21	3	<p>This course is a roleplay with partners located in Germany. Students simulate a company providing materials to B2B clients. They run the marketing &amp; sales team. They are in charge of the client relationship, from prospecting to creating loyalty programs and developing existing business. In this roleplay, they receive a request from a German company, based in the city of Aalen, in the region of Baden-Wurtemberg, between Munich and Stuttgart. This firm is in search of a new supplier for bench drilling machines of its plant... Once received their request for quotation (RFQ), students have to design a proposal, and negotiate what could be a very profitable contract! A set of 3 negotiations will take place through an online video system. By the end of the course students will be able to:</p> <ul style="list-style-type: none"> <li>o Make a synthesis of UE 1 to 3 (Sales Management, Business Negotiation, International Business)</li> <li>o Being able to analyze an international business situation, as a team, and in a competition with other potential suppliers</li> <li>o Being able to conceive and apply strategies and tactics to make a deal in a B2B context</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>- Receiving and analyzing a request for proposal</li> <li>- Preparing the negotiation</li> <li>- Realizing a round of several negotiations with the prospect</li> <li>- Writing an effective business proposal</li> <li>- Analyzing results of the deal making</li> </ul>
<b>International Commerce Strategy</b>	Master academic studies	1 - Fall semester	21	3	<p><u>Student Learning Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Better understanding of the international commerce strategy</li> <li>• Practical application of knowledge</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Reasons of various international commerce strategies</li> <li>• Build the international commerce strategy : SWOT / Market selections, customer profile, implantation,....</li> </ul>
<b>Cross-Cultural Negotiation</b>	Master academic studies	1 - Fall semester	21	3	<p>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.</p> <p><u>Topic Outline:</u></p> <p>*Preparing for a negotiation :- Defining negotiation, - Understanding the principle of exchange, - Identifying objectives, - Preparing oneself, - Assessing the opposition, - Choosing a strategy, - Using an agenda, - Creating the right atmosphere, - Using, seating plans, - Conducting a negotiation, - Judging the mood, - Making a proposal, - Responding to a proposal, - Understanding the body language, - Establishing positions, - Strengthening one's position, - Weakening the other party's position</p> <p>*Closing a negotiation : - Trading positions, - Choosing how to close, - Moving to a close, - Handling a breakdown, - Using a mediator, - Going to arbitration, - Implementing decisions</p>

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International Trade Instruments	Master academic studies	1 - Fall semester	21	3	<p>This class aims to provide knowledge and skills concerning the operational tools necessary for a business working in an international environment.</p> <p><u>Topic Outline:</u> Incoterms Export pricing and payments Tenders and guarantees Compensation</p>
Principles of Financial Accounting	Master academic studies	2 - Spring Semester	21	2	<p><u>Course learning objectives</u> 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</p> <p><u>Course content :</u></p> <ul style="list-style-type: none"> <li>• Understand and apply the accounting concepts and principles to business situations.</li> <li>• Review the various types of business organisations and ownerships.</li> <li>• Determine how a corporation is formed and how it compares to the other types of business organizations.</li> <li>• Evaluate and record business operations, including transaction analysis</li> <li>• Inventory and Cost of Goods Sold</li> <li>• Reporting inventory on financial statements</li> <li>• Measuring the cost of plant assets, natural resources and intangible assets</li> </ul>
Private Equity	Master academic studies	2 - Spring Semester	21	2	<p><u>Course Objectives :</u></p> <ul style="list-style-type: none"> <li>o To know what Private Equity means,</li> <li>o To understand why firms merge,</li> <li>o To know the main forms of restructuring,</li> <li>o To learn the problem of corporate governance.</li> </ul> <p><u>Course content :</u> 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. 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>

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Portfolio Management	Master academic studies	2 - Spring Semester	30	2	<ul style="list-style-type: none"> <li>• Measure the return and the risk of a portfolio</li> <li>• Understand the benefit of diversification</li> <li>• Know how to construct efficient portfolios</li> <li>• Know different methods to measure a portfolios' performance</li> <li>• Know how to apply different valuation models to evaluate stocks</li> </ul> <p><u>Topic Outline:</u> Topics discussed during the course are :</p> <ul style="list-style-type: none"> <li>- Return &amp; Risk</li> <li>- Diversification</li> <li>- Portfolio optimization</li> <li>- Asset pricing models</li> <li>- Performance measures</li> <li>- Portfolio management strategies</li> <li>- Equity valuation</li> </ul>
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<b>Business English</b>	Master academic studies	2 - Spring Semester	21	3	<p><u>Objective:</u> General and Business English. We will work on the four skills in this class: listening comprehension and speaking; reading comprehension and writing.</p> <p><u>Topics (these can change):</u></p> <ul style="list-style-type: none"> <li>- TOEIC preparation</li> <li>- Crisis Management</li> <li>- The Ascent of Money, Channel 4 documentary</li> <li>- Business and Multiculturalism</li> <li>- Current affairs – what’s in the news?</li> <li>- White Collar Crime</li> </ul> <p><u>Assessment:</u></p> <ul style="list-style-type: none"> <li>- Oral mark for news presentations</li> <li>- Written work on problem-solving activity (White Collar Crime or Multiculturalism)</li> <li>- Mini TOEIC Test (listening comprehension and reading comprehension)</li> </ul>
<b>Distribution strategies</b>	Master academic studies	2 - Spring Semester	20	3	<p><u>Student Learning Outcomes:</u> Identifying and master the structure of the commercial apparatus and be able to implement in a thoughtful and reasoned way a coherent distribution policy for a product and / or a service. Being able to understand the implications and implications of choosing a channel for company policy.</p>
<b>Sales Force Management</b>	Master academic studies	2 - Spring Semester	21	3	<p>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.</p> <p>In particular, we want to answer to the following questions:</p> <p>What are the conditions for sales leadership?</p> <p>What are the conditions for sales &amp; negotiations performance and efficiency?</p> <p>How do the business model and the sales structure impact the sales success?</p> <p>More technically, what is the sales model’s impact on sales success?</p> <p>Finally, what kind of skills and know-how are required to have a remarkable sales success?</p> <p>By the end of the course you should be able to:</p> <p>Identify the correlations between a company’s sales model and its sales objectives,</p> <p>Define the key sales metrics,</p> <p>Analyse a sales portfolio and the subsequent sales action plans,</p> <p>Prepare a consistent sales action plans.</p> <p><u>Topic Outline:</u> 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</p>

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<b>International business development</b>	Master academic studies	2 - Spring Semester	21	3	<p>This class aims to identify the challenges facing firms wishing to develop an international activity and the ways of putting in place and internationalisation process.</p> <p><u>Topic Outline:</u>            Motivations for developing an international activity            Preparing the firm for internationalization            Selecting potential markets            Selling abroad            International strategy</p>
<b>Key Account Management</b>	Master academic studies	2 - Spring Semester	18	3	<p>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:</p> <ul style="list-style-type: none"> <li>- Select key accounts on valuable criteria</li> <li>- Develop strategies to engage long term partnerships</li> <li>- Organize team actions and manage a set of dedicated tools and processes</li> </ul> <p><u>Topic Outline:</u>            - KAM definition            - KAM indicators, metrics, criteria            - KA Selection            - KAM Model &amp; processes            - KAM Negotiation process            - KAM Development            - KA Manager: Role &amp; skills</p>
<b>Negotiation Competition</b>	Master academic studies	2 - Spring Semester	14	2	<p><u>Student Learning Outcomes:</u>            Knowing how to negotiate becomes a distinctive skill for anyone who expects to be a manager, in particular in the current international context.            Negotiation takes support on a deep theoretical corpus, and uses especially a lot of interpersonal communication techniques: active listening techniques, persuasion tactics, argumentation skills, stress management, etc.            This course is designed for students who want:</p> <ul style="list-style-type: none"> <li>- To become high level professionals in business negotiation,</li> <li>- To learn and use efficient negotiation techniques in their professional life.</li> </ul> <p>These techniques will be applied to business situations: industry, services, trade, etc. nevertheless, they are very useful in other human activities: social or political negotiations, internal negotiation in a workgroup, etc.</p> <p>By the end of the course you will be able to:</p> <ul style="list-style-type: none"> <li>- Identify your personal negotiation style</li> <li>- Use professional negotiation methods and tools</li> <li>- Decode your partners' behaviors and expectations</li> <li>- Master a set of business negotiation techniques</li> <li>- Adapt your behaviours to international negotiation</li> </ul> <p><u>Topic Outline:</u> Preparing negotiation – Framing the negotiation, Negotiation style test, Win-Win Approach in Negotiation, Batna, Zopa, etcaetera : conceptual tools in negotiation</p>



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<b>International Seminar - Courses taught by Visiting Foreign Teachers</b>	Master academic studies	2 - Spring Semester	21	3	<p>During this intensive International seminar, all courses will be given by foreign invited scholars, coming from partner universities. Depending each year and guest lecturer, topics are related to the DCIB programme: international marketing, international business, cross-cultural perspectives, management, sales and negotiation, etc.</p> <p>As a pedagogical project, a team of DCIB students is requested to organize some company visits, and a various activities to socialize and develop their connections with the guests.</p> <p>Students participate also to the CRCGM research seminar, in which scholars present their current research projects.</p> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>- 2 courses on selected topics, depending guests specialties</li> <li>- International research seminar</li> <li>- Company visits</li> </ul>
<b>International Country Focus [Asia - Europe - Africa - America]</b>	Master academic studies	2 - Spring Semester	21	3	<p>With a global understanding of business processes, markets, and actors, students should be able to approach any market in which they have to develop their activity. The aim of this course is to analyze and discuss several regions of the world, in terms of business opportunities, key sectors, habits and practices, etc.</p> <p>The course includes several course sessions given by experts of these regions and countries, in their specific business areas.</p> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>- Focus on some Asian countries</li> <li>- Focus on Northern America</li> <li>- Focus on Central and Eastern Europe</li> <li>- Focus on some African countries and regions</li> </ul>
<b>Finance and Value</b>	Master academic studies	2 - Spring Semester <i>(This course is taught at Semester 1 for Academic Year 2017/2018)</i>	21	2	<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Chapter 1: Value and Time</li> <li>• Chapter 2: Value and Risk</li> <li>• Chapter 3: Value and Information</li> <li>• Chapter 4: Value and Option</li> </ul>

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<b>Auditing</b>	Master academic studies	2 - Spring Semester (This course is taught at Semester 1 for Academic Year 2017/2018)	21	2	<p><u>PART 1</u></p> <ol style="list-style-type: none"> <li>1. International auditing overview</li> <li>2. The audit market</li> <li>3. Ethics for professional accountants</li> <li>4. An auditor's services</li> <li>5. Client acceptance</li> </ol> <p><u>PART 2</u></p> <ol style="list-style-type: none"> <li>6. Understanding the entity, risk assessment and materiality</li> <li>7. Internal control and control risk</li> <li>8. Control risk, audit planning and test of controls</li> <li>9. Analytical procedures</li> <li>10. Substantive testing and evidence</li> </ol> <p><u>PART 3</u></p> <ol style="list-style-type: none"> <li>11. Completing the audit</li> <li>12. Audit reports and communication</li> <li>13. Overview of a group audit</li> <li>14. Corporate governance</li> </ol>
<b>Finance and Value</b>	Master academic studies	2 - Spring Semester (This course is taught at Semester 3 for Academic Year 2017/2018)	21	3	<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><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Chapter 1: Value and Time</li> <li>• Chapter 2: Value and Risk</li> <li>• Chapter 3: Value and Information</li> <li>• Chapter 4: Value and Option</li> </ul>
<b>International Accounting</b>	Master academic studies	2 - Spring Semester (This course is taught at Semester 3 for Academic Year 2017/2018)	21	3	<p>This course main goal is to present the infrastructure and institutional elements of IFRS, to provide an overview of the conceptual framework, the principal accounting topics on financial statement elements and presentation.</p> <p><u>Student Learning Outcomes:</u></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><u>Topic Outline:</u> Motivation for studying IFRS</p> <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>

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<b>Auditing</b>	Master academic studies	2 - Spring Semester (This course is taught at Semester 3 for Academic Year 2017/2018)	21	3	<p><u>PART 1</u></p> <ol style="list-style-type: none"> <li>1. International auditing overview</li> <li>2. The audit market</li> <li>3. Ethics for professional accountants</li> <li>4. An auditor's services</li> <li>5. Client acceptance</li> </ol> <p><u>PART 2</u></p> <ol style="list-style-type: none"> <li>6. Understanding the entity, risk assessment and materiality</li> <li>7. Internal control and control risk</li> <li>8. Control risk, audit planning and test of controls</li> <li>9. Analytical procedures</li> <li>10. Substantive testing and evidence</li> </ol> <p><u>PART 3</u></p> <ol style="list-style-type: none"> <li>11. Completing the audit</li> <li>12. Audit reports and communication</li> <li>13. Overview of a group audit</li> <li>14. Corporate governance</li> </ol>
<b>Theory of Finance</b>	Master academic studies	2 - Spring Semester (This course is taught at Semester 3 for Academic Year 2017/2018)	21	3	<ul style="list-style-type: none"> <li>• Develop in-depth knowledge of major finance theories, relying on the original research papers</li> <li>• Be able to understand concretely the tools derived from these theories in a portfolio management framework (efficiency frontier, beta...),</li> <li>• Develop further understanding on the postulates and limitations of these theories</li> </ul> <p><u>Topic Outline:</u></p> <ul style="list-style-type: none"> <li>• Chap. 1 - Efficient markets</li> <li>• Chap. 2 - Portfolio selection</li> <li>• Chap. 3 - Capital asset pricing</li> <li>• Chap. 4 - Stock Valuation</li> <li>• Chap. 5 - Behavioral finance</li> </ul>
<b>Introduction to behavioural economics and finance</b>	Master academic studies	2 - Spring Semester (This course is taught at Semester 3 for Academic Year 2017/2018)	21	3	<p>We will study the behavioral finance research methodology by linking psychological insights, individual trading behavior and puzzles on market level.</p> <p>Topic Outline:</p> <ol style="list-style-type: none"> <li>1. Classical Economics and Finance : • Theory of Preferences, • Risk Preferences, • Temporal Preferences, • Efficient Market Hypothesis</li> <li>2. Methods of Behavioral Economics : • Hypothetical choices (Questionnaires), • Experiments with actual outcomes, • Field research, • Process measuring, including fMRI</li> <li>3. Selected Behavioral Concepts : • Behavioral decision research, • Tversky and Kahneman's biases and heuristics, prospect theory, • Thaler's anomalies</li> <li>4. Examples of current research</li> </ol>

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