

MONTPELLIER UNIVERSITY SCHOOL OF MANAGEMENT



COURSES OFFERED IN ENGLISH Syllabus



Table of contents

BA - INTERNATIONAL MANAGEMENT (5th semester)	3
FINANCE.....	3
FINANCIAL ACCOUNTING	4
MANAGEMENT CONTROL	5
MANAGEMENT OF INFORMATION SYSTEMS.....	6
MANAGEMENT.....	7
HUMAN RESOURCES MANAGEMENT.....	8
STRATEGIC MARKETING	9
DIRECT MARKETING	10
ENGLISH.....	11
PORTEFEUILLE D’EMPLOIS ET DE COMPETENCES.....	12
MORE COURSES IN ENGLISH	13
Bachelor Year 1	13
HISTORY OF ECONOMIC THOUGHTS.....	13
ACCOUNTING INFORMATION SYSTEM.....	14
MANAGERIAL FUNCTION.....	15
Bachelor Year 2	16
MARKETING & SALES.....	16
MONETARY ECONOMICS.....	17
Bachelor Year 3	18
MANAGEMENT CONTROL (5 th semester, finance & accounting).....	18
DIRECT MARKETING (marketing & sales)	19
INTERNATIONAL TRADE & MARKETING	20
HUMAN RESOURCE MANAGEMENT (strategic management).....	21
MANAGEMENT CONTROL (6 th semester, finance & accounting).....	22
FINANCIAL MANAGEMENT.....	23
Master	24
FINANCE (1 st semester, finance & accounting)	24
STRATEGY IN A GLOBAL CONTEXT.....	25
BUSINESS MARKETING	26
STRATEGIC MANAGEMENT	27
FINANCE (2 nd semester, finance & accounting).....	28
ENTREPRENEURSHIP DEVELOPMENT.....	29
METHODS AND TOOLS OF CONSULTING.....	30
TEAM MANAGEMENT	31

BA - INTERNATIONAL MANAGEMENT

(5th semester)

FINANCE

ECTS	3
Hours per semester	27
Course objectives <ul style="list-style-type: none"> - Understand the main principles of financial management - Get the necessary tools to assess financial decisions under certainty and uncertainty - Understand the different financing resources, using theoretical approaches of finance, and the cost of capital assessment 	Literature <ul style="list-style-type: none"> ○ <i>Corporate Finance: Theory And Practice de Pierre Vernimmen, Yann Le Fur et Pascal Quiry</i> ○ <i>CFA institute books 1 to 5, 2011 Kaplan</i> ○ <i>The professional risk manager's handbook</i>
Content <ul style="list-style-type: none"> - Introduction to financial markets - Interest rates and time value of money - Investment decisions - The cost of capital - The capital asset pricing model - The financing structure of a firm <ol style="list-style-type: none"> 1. Introduction to Corporate Finance & Financial Markets 2. Arbitrage and financial decisions 3. Measures of time value of money <ol style="list-style-type: none"> a. Time value of money concept b. The interest rate 4. Investment decisions <ol style="list-style-type: none"> a. Investment decision rules b. Fundamentals on capital budgeting c. Rules of capital budgeting 5. Valuation of financial assets <ol style="list-style-type: none"> a. bonds(1h30) b. stocks (1h30) 6. Finance and risk <ol style="list-style-type: none"> a. Capital markets and pricing of risk b. Optimal Portfolio Choice and the Capital Asset Pricing Model c. Estimating the cost of capital d. Investors and capital market efficiency 7. Cost of capital theory <ol style="list-style-type: none"> a. in competitive market b. introducing debt and taxes 	

FINANCIAL ACCOUNTING

ECTS	3
Hours per semester	27
<p>Course objectives</p> <p><i>The purpose of this course is to study main categories of assets, liabilities and equity in order to understand how they impact the balance sheet and the income statement of a firm. Each category is studied in terms of entry, revenues or losses, and stockholders' equity, inventory. The final objective is to be able to read the financial statements of a listed company.</i></p>	<p>Literature</p> <ul style="list-style-type: none"> ○ <i>Principles of accounting Needles, Powers and Crosson (Ed. Houghton Mifflin)</i> ○ <i>Financial Accounting an International introduction Alexander and Nobes (Ed. Prentice Hall)</i> ○ <i>Financial Accounting: a global perspective Monger (Ed. Wiley)</i>
<p>Content</p> <p><i>Stockholders' equity, long term assets and liabilities, financial statements</i></p> <ul style="list-style-type: none"> - <i>Long term assets :</i> <ul style="list-style-type: none"> ○ <i>Tangible assets</i> ○ <i>Intangible assets</i> ○ <i>Financial assets</i> - <i>Long term liabilities :</i> <ul style="list-style-type: none"> ○ <i>Loans</i> ○ <i>Bonds</i> ○ <i>Leasing</i> - <i>Stockholders' equity</i> <ul style="list-style-type: none"> ○ <i>Contributed capital</i> ○ <i>Capital increase</i> ○ <i>Capital decrease</i> ○ <i>Profit appropriation</i> 	

MANAGEMENT CONTROL

ECTS	3
Hours per semester	27
<p>Course objectives</p> <p><i>Emphasizing the interpretation rather than the construction of managerial accounting information.</i></p> <p><i>This course encourages a critical point of view of accounting techniques, rather than an unthinking acceptance of these. Accounting techniques are useful for planning, decision-making and control. But users need to recognize the assumption behind and the limitations of them.</i></p> <p><i>This lecture links theory with practical examples and case studies drawn from real business situations across a wide range of manufacturing, retail and service industries.</i></p>	<p>Content</p> <p><i>Part 1 _ Basic concepts of cost calculation</i></p> <ul style="list-style-type: none"> • <i>Different kinds of costs, cost objects</i> • <i>Variable/fixed costs, direct/indirect costs</i> • <i>Full costing : “cost pools”, partial costing</i> <p><i>Part 2 _ Cost analysis and decision making</i></p> <ul style="list-style-type: none"> • <i>Limits and dangers of full costing</i> • <i>Limits and dangers of direct costing</i> <p><i>Part 3 _ Cost analysis and performance management</i></p> <ul style="list-style-type: none"> • <i>Standard costing</i> • <i>Variance analysis</i>
<p>Literature</p> <p><i>Accounting for managers, Paul MC Collier, edition Wiley</i></p>	

MANAGEMENT OF INFORMATION SYSTEMS

ECTS	2
Hours per semester	27
<p>Course objectives</p> <p><i>Digital enterprises have created a strong demand for individuals who understand business practices, functional disciplines and computer applications. This course provides a broad overview of the issues managers face in the selection, use, and management of Information Systems (IS).</i></p> <p><i>Case studies highlight the IS infrastructure and applications used in modern digital firms.</i></p> <p><i>The course should be of use to students of general management interested in Information Systems.</i></p>	
<p>Content</p> <p><i>Part 1 - Evolution and terminology of IS</i></p> <p><i>Part 2 - IS and Strategy</i></p> <p><i>Part 3 – IS in the digital age</i></p> <p><i>Part 4 – IS Security and Privacy</i></p> <p><i>Part 5 – IS implementation</i></p>	<p>Literature</p> <p><i>Management Information Systems – Managing the digital Firm – 12th edition, K & J Laudon, Pearson Education</i></p> <p><i>Using MIS, 2nd edition, D. Kroenke, Pearson Education</i></p>

MANAGEMENT

ECTS	3
Hours per semester	27
<p>Course objectives</p> <p><i>The main aim of this lecture is to understand how organizations are operating based on an analysis of their forms, sizes and relationships with their environment</i></p>	<p>Literature</p> <p><i>None</i></p>
<p>Content</p> <p><i>The course is based on both main conceptual approaches in organizational theory and some case studies in order to discuss what are the practices observed in the business world.</i></p> <p><i>The course is divided into seven different chapters :</i></p> <ol style="list-style-type: none"> <i>1. Introduction</i> <i>2. Structures and coordination</i> <i>3. Forms and typologies of organizations</i> <i>4. Understanding the environment</i> <i>5. Decision making process</i> <i>6. Organizational behaviours</i> <i>7. Organizational change</i> 	

HUMAN RESOURCES MANAGEMENT

ECTS	3
Hours per semester	27
<p>Course objectives</p> <p><i>This course aims at providing students with an historical and a critical examination of contemporary HRM policies with a particular focus on their role in the labor process as well as on the broader institutional context HRM practices are embedded in.</i></p>	<p>Content</p> <p><i>The topics addressed within the course deal with :</i></p> <ol style="list-style-type: none"> <i>1. Historical perspectives on the labour process,</i> <i>2. Personnel management practices</i> <i>3. The social construction of human resource management</i> <i>4. The strategic integration of human resources with business policy</i> <i>5. The future of people management</i>

STRATEGIC MARKETING

<i>ECTS</i>	3
<i>Hours per semester</i>	27
<p>Course objectives <i>Strategic marketing concerns the major tools and decision processes involved in planning and controlling marketing.</i> <i>The objective is to present the major concept, tools and methods in order to face strategic marketing decision.</i></p>	<p>Literature Chernev A. (2012), <i>Strategic Marketing Management</i>, ed. broché.</p>
<p>Content</p> <p>Part one : Strategic Marketing</p> <p>1.1. Strategic Marketing definition</p> <p>1.2. Strategic Marketing purpose</p> <p>1.3. Strategic Marketing main issues</p> <p>1.4. Strategic Marketing : three cornerstones</p> <p>Part two : Strategy to serve a master plan</p> <p>2.1 Identifying target customers : Segmentation and targeting analysis</p> <p>2.2. Creating customer value : developing a value proposition and positioning</p> <p>2.3. Creating company value : managing sales volume, revenues and profits</p> <p>2.4. Creating value through collaboration : managing business markets</p> <p>2.5. Managing the competition : creating a sustainable competitive advantage</p> <p>Part three: strategic decisions in marketing mix</p> <p>3.1. Managing products and services</p> <p>3.2. Managing brands</p> <p>3.3. Managing price</p> <p>3.4. Managing incentives</p> <p>3.5 : Managing communication</p> <p>3.6: Managing distribution</p> <p>Part four : strategic options in managing growth</p> <p>4.1. Gaining and defending market position</p> <p>4.2. Managing sales growth</p> <p>4.3. Managing customers</p> <p>4.4. Managing new products</p>	

DIRECT MARKETING

ECTS	3
Hours per semester	27
<p>Course objectives</p> <ul style="list-style-type: none"> • <i>Improve your knowledge about direct marketing:</i> <ul style="list-style-type: none"> ○ <i>What are direct marketing communications</i> ○ <i>Why direct marketing communications are so important</i> ○ <i>The contribution of direct marketing to relationship marketing</i> ○ <i>Why database marketing is important and how it is managed</i> ○ <i>How to measure the effectiveness of a direct marketing campaign</i> • <i>Improve your technical skills:</i> <ul style="list-style-type: none"> ○ <i>Improve your knowledge about measuring direct marketing effectiveness</i> ○ <i>Develop your abilities to learn and think marketing in English</i> <p><i>Acquire the case study method in marketing</i></p>	<p>Content</p> <p><i>After a full definition of concepts, direct marketing strategy will be studied regarding the customer relationship strategy. A focus will then be made and the core processes of marketing: segmentation and targeting. Different forms of marketing will be discussed through various cases. Then some attention will be paid to the implementation of a direct marketing policy, and to the challenges due to such implementation. Finally, the impact of a direct marketing policy will be evaluated.</i></p> <p><i>Chapter 1: Essentials of direct marketing</i></p> <p><i>Chapter 2: Segmentation, targeting and positioning (adapter to DM)</i></p> <p><i>Chapter 3: Media of Direct Marketing</i></p> <p><i>Chapter 4: Internet Direct Marketing</i></p>
<p>Literature</p> <p>Books in French</p> <ul style="list-style-type: none"> ○ <i>« Marketing Management », Kotler J-L Dubois, Publi Union, 10ème édition</i> ○ <i>« Marketing direct: concepts et méthodes », P. Desmet, Dunod, 3ème édition</i> ○ <i>« Marketing », Helfer J-P. et Orsoni J., Vuibert, 12ème édition</i> ○ <i>« Mercator : théories et nouvelles pratiques du marketing », Lendrevie J., Lévy J., Lindon D., Dunod, 9ème édition</i> ○ <i>« L'e-marketing », Bressolles G., Dunod</i> <p>Books in English</p> <ul style="list-style-type: none"> ○ <i>« Successful Direct Marketing Methods », Stone B., Jacobs R., Mc Graw-Hil, 8th edition</i> ○ <i>« Direct Marketing : strategy, planning, execution », Nash E., 4th edition</i> ○ <i>« The Complete Guide to Direct Marketing: Creating Breakthrough Programs That Really Work », Mesiner C., Kaplan</i> <p>Additional sources</p> <ul style="list-style-type: none"> ○ <i>International press: NY Times, Courier international etc.</i> ○ <i>General national press: le monde, les échos, NY Times etc.</i> ○ <i>Specialized press: capital, LSA, problèmes économiques, alternatives économiques, challenge etc.</i> ○ <i>Reports from: the EU, sénat, assemblée nationale, worldwide companies, NGO</i> ○ <i>Be careful with Internet – Make the difference between a common blog and a serious website</i> <p><i>« Successful Direct Marketing Methods », Stone B., Jacobs R., Mc Graw-Hil, 8th edition</i></p>	

ENGLISH

ECTS	2
Hours per semester	27
<p>Course objectives</p> <p><i>Improve their general business vocabulary in the domains of management, marketing and finance and their ability to communicate in English in a business context and finally learn how to perform presentations on economic and commercial topics.</i></p>	<p>Literature</p> <p><i>Market Leader – Accounting and Finance – Longman</i></p> <p><i>Business Vocabulary in use - Bill Mascull – Cambridge University Press</i></p> <p><i>BBC Capital Website and Utube</i></p> <p><i>Market Leader – Upper Intermediate Level - Third Edition – Longman</i></p>
<p>Content</p> <p><i>Introduction to modern business issues scenarios, vocabulary and phrases through role-playing</i></p> <p><i>Management styles, Globalization and cross-cultural management, Job satisfaction, Communication, Business ethics, International marketing, e-commerce, Raising finance, Takeover and mergers</i></p>	

PORTEFEUILLE D'EMPLOIS ET DE COMPETENCES

ECTS	1
Hours per semester	13
<p>Literature</p> <p>Dujardin, J-M (2013), “Compétences durables et transférables”, De Boeck Bernier, P. (2012), « La GPEC : comment construire et optimiser une démarche de gestion prévisionnelle des emplois et compétences ? », Dunond, 2nd Edition</p>	
<p>Course objectives</p> <p><i>The « Portefeuille d'Emplois et de Compétence (PEC) » is a tutorial, accompanied by a software that is made available by the institution to the students in 3rd year of Licence. This tutorial aims to help students into the post-licence professional milieu: whether that is throughout obtaining an internship, the pursuing of a Master degree or a long-term job search. Designed for improving the occupational integration of the students, the PEC program is comprised in the “Plan réussite en Licence” as stated in law of 10th August 2007.</i></p> <p><i>PEC methodology is based on the valorization of students’ academic background and any other valuable extra-curricular experience that may contribute to enhance its profile and achieved its desired professional project. This valorization comprises the identification of the student’s general, specific and unique skills and capabilities. An assessment of the coherence and feasibility of its professional project in relation to their current capabilities, and the identification of opportunity areas and improvement needs.</i></p> <p><i>It’s worth noting that the PEC is a guiding and orientation tutorial that goes in line with other activities in the Licence planning (PPP, methodology, management projects, etc)</i></p>	
<p>Content</p> <p><i>The « Portefeuille d'Emplois et de Compétence (PEC) » is a tutorial, accompanied by a software that is made available by the institution to the students in 3rd year of Licence. This tutorial aims to help students into the post-licence professional milieu: whether that is throughout obtaining an internship, the pursuing of a Master degree or a long-term job search. Designed for improving the occupational integration of the students, the PEC program is comprised in the “Plan réussite en Licence” as stated in law of 10th August 2007.</i></p> <p><i>PEC methodology is based on the valorization of students’ academic background and any other valuable extra-curricular experience that may contribute to enhance its profile and achieved its desired professional project. This valorization comprises the identification of the student’s general, specific and unique skills and capabilities. An assessment of the coherence and feasibility of its professional project in relation to their current capabilities, and the identification of opportunity areas and improvement needs.</i></p> <p><i>It’s worth noting that the PEC is a guiding and orientation tutorial that goes in line with other activities in the Licence planning (PPP, methodology, management projects, etc)</i></p>	
<p>Plenary session (2 hours) :</p> <ul style="list-style-type: none"> - Presentation of the PEC program, its objectives, software and analytical framework - Exercise to be done in groups: narrate an experience and identify different “savoir, savoir-faire and savoir-être” 	
<p>Tutorial 1 (2 hours): the concept of « capability »</p> <ul style="list-style-type: none"> - What is a capability? One or several capabilities? - Identify its own capabilities throughout different experiences - Regroup its capabilities in function of an analytical framework proposed (Savoir, savoir-faire, savoir-être) - Fill in the forms “experiences” proposed by the virtual platform 	
<p>Tutorial 2 (2 hours): Definition of their professional project</p> <ul style="list-style-type: none"> - Assist the student in the definition of its professional project in the short and long term - Help the student to identify the required capacities for undertaking the desired project - Identification of the specific capabilities to put forward in relation to the project wanted - Identify the gaps concerning the required capabilities and think about alternatives to develop them 	
<p>Tutorial 3 +4 (4 hours): Outreach and Communication</p> <ul style="list-style-type: none"> - Realization of a CV and motivation letter adapted to the specific objectives of the professional project defined. - Interviews’ simulation - Individualized assessments with the students 	

MORE COURSES IN ENGLISH

Bachelor Year 1

HISTORY OF ECONOMIC THOUGHTS

Name	<i>History of Economic Thoughts</i>
ECTS	4
Hours per semester	30
Semester in Curriculum	1st semester of Bachelor
Course objectives <i>Highlight key concepts of the Economic Science</i>	
Content <ul style="list-style-type: none"> - <i>Economic thought during Greek Antiquity (Aristotle and Plato)</i> - <i>Economic thought during Middle Ages</i> - <i>Precursors of political economy : mercantilism</i> - <i>Physiocrats</i> - <i>The birth of political economy : classical thought (Smith, Jean Baptiste Say, Ricardo)</i> - <i>Another vision of the world with Marx</i> - <i>Keynes</i> - <i>And so on...</i> 	

ACCOUNTING INFORMATION SYSTEM

Name	Accounting Information System
ECTS	5
Hours per semester	45
Semester in Curriculum	2nd semester of Bachelor
<p>Course objectives</p> <p><i>Explain the goal dedicated to the accounting information system and the reasons why companies use the accounting tools.</i></p> <p><i>Make the students understand</i></p> <ul style="list-style-type: none"> - <i>The importance of the nowadays International environment, and the impact of the accounting records on the financial statements,</i> - <i>The accounting activity underlying logic and the double entry system.</i> <p><i>Be able to record the basic transactions (two-digit accounts) in the general journal, in the ledger and draw up a balance.</i></p> <p><i>Analyze the transactions recorded in the general journal and identify those that change the income of the entity.</i></p>	
<p>Content</p> <p><i>The accounting object and financial information:</i></p> <ul style="list-style-type: none"> - <i>The accounting information system: for whom? Why?</i> - <i>The position in the International environment ;</i> - <i>The accounting numbers' accounting conceptual foundations.</i> 	

MANAGERIAL FUNCTION

<i>Name</i>	<i>Managerial Function</i>
<i>ECTS</i>	<i>4</i>
<i>Hours per semester</i>	<i>30</i>
<i>Semester in Curriculum</i>	<i>2nd semester of Bachelor</i>
<p><i>Course objectives</i> <i>Give students a general idea of the structure and way of functioning of a firm. Enable students to understand contemporary managerial issues.</i></p>	
<p><i>Content</i> <i>The organization of the entrepreneurial activity, presentation of the functions of a firm :</i></p> <ul style="list-style-type: none"> - <i>Study of the different functions in a firm</i> - <i>Study the management function (definition of management, characteristics, issues).</i> <p><i>The concepts are theoretical, but students will see and debate on actual examples.</i></p>	

Bachelor Year 2

MARKETING & SALES

Name	Marketing & Sales
ECTS	3
Hours per semester	27
Semester in Curriculum	3rd semester of Bachelor
<p>Course objectives</p> <p><i>Students will discover the specificities of the marketing approach and how marketing is implemented in a firm (marketing management). They will also debate on the issue of the development of marketing nowadays.</i></p> <p><i>They will learn how to implement a product or a service in the market.</i></p> <p><i>The course focuses on the commercial function/aspect of the company.</i></p>	
<p>Content</p> <ul style="list-style-type: none"> • <i>Nature and function of marketing : the evolution of the markets and the different approaches of marketing ; the logic of action in marketing ; how the application field of marketing can be extended to non-profit firms and not only for profit ; the debates of the development of marketing (how a firm can influence the customers' needs, the ethical issue...)</i> • <i>The components of marketing management : market research, strategic marketing, operational marketing, levers of action of marketing</i> • <i>The distribution channels function in a changing environment (ethical issues, information system, the image of this function...)</i> • <i>How the commercial function must be organized. The actors concerned (clients, salesmen, top management/middle management), management and levers of commercial actions.</i> 	

MONETARY ECONOMICS

Name	Monetary Economics
ECTS	3
Hours per semester	27
Semester in Curriculum	4th semester of Bachelor
<p>Course objectives</p> <p><i>Change is essential to our lives because it enables exchanges. In this course, students will understand where it comes from and what justifies its use in our economies. The analysis of the stakes related to the issue of currency and its distribution in economies will help them discuss different topics such as: interdependence of economies, the creation of the Euro area, the monetary crisis, financial crisis, the domestic debt burden ...</i></p>	
<p>Content</p> <ul style="list-style-type: none"> • <i>Presentation of how financial markets and key actors</i> • <i>Basic concepts related to interest rates: how to define, why, the different categories ...</i> • <i>Stock market: authorities, organization ...</i> • <i>Monetary market: short term, long term ...</i> • <i>Exchange market : operations</i> • <i>Introduction to derivatives markets</i> 	

Bachelor Year 3

MANAGEMENT CONTROL (5th semester, finance & accounting)

Name	Management control
ECTS	3
Hours per semester	27
Semester in Curriculum	5th semester of Bachelor (finance and accounting)
Course objectives	
<i>Concepts, instruments of management control: objectives, which function in a firm, its position, the goals of management control in the firm, presentation of a management controller ...</i>	
Content	
<ul style="list-style-type: none"> • <i>Foundations of management control: definition</i> • <i>Objectives and goals of a management controller</i> • <i>Management control within a firm: what about the other functions of the firm?</i> • <i>Strategic planning</i> • <i>Budgets</i> 	

DIRECT MARKETING (marketing & sales)

Name	Direct Marketing
ECTS	3
Hours per semester	27
Semester in Curriculum	5th semester of Bachelor (marketing and sales)
<p>Course objectives</p> <p><i>The main objectives of the course are understanding what direct marketing communications are, and how are they contributing to customer relationship strategy. Concepts and theories will be discussed through case studies, allowing the students to develop their marketing culture.</i></p>	
<p>Content</p> <p><i>After a full definition of concepts, direct marketing strategy will be studied regarding the customer relationship strategy. A focus will then be made and the core processes of marketing: segmentation and targeting.</i></p> <p><i>Different forms of marketing will be discussed through various cases. Then some attention will be paid to the implementation of a direct marketing policy, and to the challenges due to such implementation. Finally, the impact of a marketing direct policy will be evaluated.</i></p>	

INTERNATIONAL TRADE & MARKETING

Name	<i>International Trade and Marketing</i>
ECTS	2
Hours per semester	27
Semester in Curriculum	<i>5th semester of Bachelor (marketing and sales)</i>
Course objectives	
<i>Understand the general principles of International Trade and Marketing. Acquire a technical vocabulary in English.</i>	
Content	
<ul style="list-style-type: none"> • <i>Why countries trade?</i> • <i>The international trade environment,</i> • <i>Social and cultural issues in international trade,</i> • <i>The international segmentation,</i> • <i>The international product Policy,</i> • <i>Market entry strategies.</i> 	

HUMAN RESOURCE MANAGEMENT (strategic management)

Name	Human Resource Management
ECTS	2
Hours per semester	27
Semester in Curriculum	5th semester of Bachelor (management)
Course objectives	
<p><i>This course aims at providing students with an historical and a critical examination of contemporary HRM policies with a particular focus on their role in the labour process as well as on the broader institutional context HRM practices are embedded in.</i></p>	
Content	
<p><i>The topics addressed within the course deal with:</i></p> <ul style="list-style-type: none"> - <i>historical perspectives on the labour process,</i> - <i>personnel management practices,</i> - <i>the social construction of human resource management,</i> - <i>the strategic integration of human resources with business policy,</i> - <i>The future of people management.</i> 	

MANAGEMENT CONTROL (6th semester, finance & accounting)

<i>Name</i>	<i>Management Control</i>
<i>ECTS</i>	<i>3</i>
<i>Hours per semester</i>	<i>27</i>
<i>Semester in Curriculum</i>	<i>6th semester of Bachelor (finance and accounting)</i>
<i>Course objectives</i> <i>Following the course objectives of semester 5.</i>	
<i>Content</i> <i>Budgets and control and audit (investments, profit/income, production, commercial activity...)</i>	

FINANCIAL MANAGEMENT

Name	Financial Management
ECTS	3
Hours per semester	27
Semester in Curriculum	6th semester of Bachelor (finance and accounting)
Course objectives	
<i>This course is an introduction to financial management. It aims at presenting tools and methods used to take investment decisions and financing decisions.</i>	
Content	
<ul style="list-style-type: none"> • <i>Introduction to financial management: finance and financial management, financial management principles.</i> • <i>Investment decision: definitions; investment decision-making under certainty and under uncertainty.</i> • <i>Financing decision: different financial resources, theoretical approaches to financial structure; cost of capital assessment.</i> 	

Master

FINANCE (1st semester, finance & accounting)

Name	Finance
ECTS	4
Hours per semester	27
Semester in Curriculum	1st semester of Master (finance and accounting)
Course objectives <i>Understanding the theoretical background underlying financial decisions.</i>	
Content <ul style="list-style-type: none"> - <i>Introduction: overview on finance and its origins, reminder on financial decisions.</i> - <i>Founding principles: value creation, profit-risk relationship, rationality.</i> - <i>Stocks: characteristics and assessment, main issues on equity financing</i> - <i>Bonds: characteristics and assessment, main issues on debt financing</i> 	

STRATEGY IN A GLOBAL CONTEXT

Name	Strategy in a global context
ECTS	4
Hours per semester	27
Semester in Curriculum	1st semester of Master (accounting)
<p>Course objectives <i>This course aims to provide students with analytical tools for understanding the strategies of large and small corporations in a global context, together with substantive knowledge of the major transformations and challenges stemming from the globalization of industries.</i></p>	
<p>Content</p> <p>1. Introduction <i>What is Strategy?</i> <i>The Foundations of Strategy</i> <i>The 3 sides of Strategy</i></p> <p>2. Market Strategy <i>Classic Models of Strategic Analysis</i> <i>Global Market Strategies</i></p> <p>3. Organization Strategy <i>The renewal of strategic thinking: “core competences” and innovation</i> <i>Global forms of organization</i></p> <p>4 Governance: the Decision System for Strategy <i>Financialization</i> <i>Diversity of governance systems</i></p>	

BUSINESS MARKETING

Name	Business Marketing
ECTS	4
Hours per semester	27
Semester in Curriculum	1st semester of Master (marketing and sales)
Course objectives	
<i>In order to understand marketing in its full context this module provides a deeper understanding of business-to-business marketing theory and practice.</i>	
Content	
<i>This module covers business-to-business (b2b) marketing. Behind the visible world of business-to-consumer (b2c) marketing based on mass-produced goods and standardized services lies a much bigger (in terms of economic value) universe of transactions and relationships between companies buying and selling services and products from and to each other.</i>	

STRATEGIC MANAGEMENT

Name	Strategic Management
ECTS	4
Hours per semester	27
Semester in Curriculum	1st semester of Master (management and entrepreneurship)
Course objectives	
Understand strategic management thanks to decision-making concepts.	
Content	
<ul style="list-style-type: none"> • What is strategy? • How to shape it and formulate it • Corporate strategies and matrices (McKinsey, ADL, BCG 1/BCG 2) • Market structures (Porter) • Resources and skills • Relational approach 	

FINANCE (2nd semester, finance & accounting)

Name	Finance
ECTS	3
Hours per semester	27
Semester in Curriculum	2nd semester of Master (finance and accounting)
Course objectives	
<i>Advanced analysis of corporate finance decisions: theory and practice. Special attention is paid to the consequences of these decisions on the firm's value and corporate governance.</i>	
Content	
<ul style="list-style-type: none"> - <i>Introduction: value creation, finance and corporate governance; place of option theory in finance.</i> - <i>Options: concept, theory and pricing; real options.</i> - <i>Equity capital: share issues; internal financing and dividends; share buy-backs.</i> - <i>Debt financing: different kinds of debt, hybrid financing; leasing and operating leases.</i> - <i>Corporate financing policy: capital structure, cost of capital and firm value; choice of capital structure and capital expenditure financing, financial planning.</i> - <i>Conclusion</i> 	

ENTREPRENEURSHIP DEVELOPMENT

<i>Name</i>	<i>Entrepreneurship Development</i>
<i>ECTS</i>	<i>3</i>
<i>Hours per semester</i>	<i>27</i>
<i>Semester in Curriculum</i>	<i>2nd semester of Master (entrepreneurship)</i>
<p>Course objectives</p> <p><i>This course aims at helping students in a better understanding of the business model of their project. A clear identification of its strengths, weaknesses, opportunities and threats, followed by a complete business plan, forecasting all economic figures related to their hypothesis.</i></p> <p><i>Technical presentations are illustrated with short case studies worked out in small groups, in order for each student, to understand how to build a profit and loss and a balance sheet statement.</i></p>	
<p>Content</p> <p><i>The first part of the course relates to the understanding of a precise strategic diagnosis (environment analysis, decision making principles, positioning and business model description: value proposal, value architecture). After this diagnosis we check all the consequences of the basic organizational hypothesis: sales forecast, investments forecast, costs and result forecast, liquidities forecast. When the business plan is realistic, we work on the most accurate legal, financial and organizational options with a short term start up objective.</i></p>	

METHODS AND TOOLS OF CONSULTING

<i>Name</i>	<i>Methods and tools of consulting</i>
<i>ECTS</i>	<i>4</i>
<i>Hours per semester</i>	<i>27</i>
<i>Semester in Curriculum</i>	<i>2nd semester of Master (consulting in management)</i>
<i>Course objectives</i> <i>Methods and tools most often used by large consulting agencies.</i> <i>Students will do the same work as a consultant would do on specific tasks and cases : case studies, specific case studies, research and oral presentations</i>	
<i>Content</i> <i>Presentation of the consulting business: history, presentation of consulting as a career, methods, goals, missions, role, theoretical concepts.</i> <i>Project management in consulting business, real case studies and oral presentations.</i>	

TEAM MANAGEMENT

Name	Team Management
ECTS	4
Hours per semester	27
Semester in Curriculum	2nd semester of Master (management)
<p>Course objectives</p> <p><i>This course draws on academic as well as practitioners thinking about how organizing and coordinating groups of individuals towards a common end. Since the early years of the scientific organization to the more contemporary success of project management, several techniques, tools and procedures have come out in order to increase the efficiency of organizational processes.</i></p> <p><i>A particular focus will be paid to the implementation of these management.</i></p>	
<p>Content</p> <p><i>Well-known team management models, such as the Belbin Team Inventory, Blanchard's High Performance Team, Tuckman's Team Development Model, Bootlegging, Intrapreneurship, as well as more recent team management fads and fashions will be depicted, analyzed and criticized as regards as their respective contribution to responsible management objectives.</i></p>	