

Course Offer

Undergraduate Level

Bachelor in International Business year 3



Bachelor in International Business year 3

Autumn – Semester 1	Sept-Dec	
COURSES Choice up to 30 ECTS	Classes hours	ECTS credits
International Marketing	30	5
Introduction to Global Strategy	30	5
Ethical Dimensions of International Business	30	5
Innovation Management	30	5
Intercultural Business Skills	15	2.5
Entrepreneurship	15	2.5
Foreign Language (FLE mandatory for non-French speakers)	30	5

In accordance with the Bologna Agreement students are required to validate 30 ECTS credits per semester.

Grenoble Ecole de Management reserves the right to modify courses in the interest of academic developments.


Bachelor in International Business year 3

Spring – Semester 2		Jan-May	
Courses	Classes	ECTS	
Choice up to 30 ECTS	hours	credits	
Capstone module	30	5	
Foreign Language (FLE for non-French speakers)	30	5	
Choice between one of the 5 majors – Opening is subject to student demand			
Global Management (Prerequisite : Corporate Finance or Finance Fundamentals) -International Finance (30h-5ECTS) -European Business Environment (30h-5ECTS) -Contemporary International Issues (15h-2.5 ECTS) -Business Development in Emerging Economies (15h-2.5 ECTS) -International Business Law (30h-5 ECTS)	120	20	
Finance and Accounting (Prerequisite : Corporate Finance & Financial Accounting) -International Finance (30h-5ECTS) -Financial Markets and Instruments (30h-5 ECTS) -Financial Statement Analysis (15h-2.5 ECTS) -Budgeting and Reporting (15h-2.5 ECTS) -International Business Law (30h-5 ECTS)	120	20	
Marketing and Advertising (Prerequisite : Principles of Marketing & International Marketing) -International Advertising & Public Relations (15h-2.5 ECTS) -Brand Management (30h-5 ECTS) -Digital Marketing (30h-5 ECTS) -Sports Marketing & Events Management (30h-5 ECTS) -Sustainable Marketing (15h-2.5 ECTS)	120	20	
Fashion and Design (Prerequisite : Principles of Marketing & International Marketing) -Fashion Management (30h-5 ECTS) -Brand Management (30h-5 ECTS) -Sustainable Development in the Fashion and Design Industry (15h-2.5 ECTS) -Design Management (15h-2.5 ECTS) -Legal Context of Fashion and Design Industry (15h-2.5 ECTS) -Retail Management (15h-2.5 ECTS)	120	20	
Entrepreneurship (Prerequisite : Corporate Finance & Entrepreneurship module or MOOC) -Business Planning (30h-5 ECTS) -Financing Entrepreneurial Firms (30h-5 ECTS) -Entrepreneurial Opportunities (30h-5 ECTS) -Entrepreneurship in Hi-Tech Sector (15h-2.5 ECTS) -Sustainable and Social Entrepreneurship (15h-2.5 ECTS)	120	20	

In accordance with the Bologna Agreement students are required to validate 30 ECTS credits per semester.

Please note that not all specializations courses may run in every year. Their opening is subject to level of student demand and professor availability.

Grenoble Ecole de Management reserves the right to modify courses in the interest of academic developments.

	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">International Marketing</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Pedram Mahmood	Department	MKT

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>This module will examine the global aspects of marketing and students will learn to apply the basic concepts, practices and principles of marketing in an international context. The course will cover:</p> <ul style="list-style-type: none"> - The international marketing environment - The Specificities of International Marketing : increased complexity of the environment (economy, history and geography, cultures, politics, legal environment) - The International Marketing Triad : Segmenting, Targeting and Positioning in an international context - Global competitive analysis and strategy - International Market Selection - International market entry strategies and expansion - Understanding Licensing, Franchising, and Strategic Alliances. - The 4 Ps in an international context, international product decisions, international pricing, international distribution, global communication strategies - Implementing an international marketing plan and control.
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Module Learning Outcomes	<p>Students will develop knowledge of the theoretical frameworks on which market entry decisions are based and will analyse and propose solutions to marketing problems in an International context.</p> <p>At the end of this module students should be capable of understanding the challenges facing international companies or domestic companies competing in the global environment.</p>
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This module has a high level of contribution to the following learning goals for the program	
Learning goal 1 : Has developed effective communication skills Demonstrates clear and concise written communication	Learning goal 2 : Has developed critical thinking and problem-solving skills Is able to identify root causes of a problem Is able to question the quality of the information used (rigour, reliability, value of evidence, etc.) and to identify and weigh opposing arguments and evidence fairly

Teaching Method	<p>Lectures, case-study (problem-based learning), group work and presentations</p> <p>Case studies from the course text (case study questions available: http://www.booksites.net/download/hollensen_globmark/download.htm</p>
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>Closed Book examination</p>

Textbook	Cateora, P., Gilly, M. and Graham, J. (2010) International Marketing, 15th edition, Irwin/Mc Graw Hill, ISBN 007352994X
Bibliography	<p>Brady, D. (2010) Essentials of International Marketing, M. E. Sharpe, ISBN 0765624753</p> <p>Bradley, F. (2004) International Marketing Strategy, 5th Edition, Pearson Education, ISBN 0273686887</p> <p>Czinkota, M. and Ronkainen, I. (2009) International Marketing, 9th edition, South-Western College Pub, ISBN 1408200740</p> <p>Hamill, J., Campbell, D., Purdie, T., and Stonehouse, G. (2004) Global and Transnational Business: Strategy and Management, 2nd edition, John Wiley & Sons, ISBN 0470851260</p> <p>Hollensen, S (2013) Global Marketing: A decision-oriented approach, 6th edition, Pearson Education, ISBN 978-0-273-77316-0</p> <p>Keegan, W. and Green, M. (2015) Global Marketing, 8th edition, Prentice Hall, ISBN 9780133545005</p> <p>Kotabe, M. and Helsen, K. (2014) Global Marketing Management, 6th edition, John Wiley & Sons, ISBN 1118466489</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Introduction to Global Strategy</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Pearce Alison	Department	MTS

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>Strategic Positioning</p> <ul style="list-style-type: none"> - Introduction and overview of strategy and strategic management - Environmental analysis: macro (far) and micro (market & industry) environment - Strategic capability & purpose: Internal analysis for core competence <p>Strategic Formulation & Planning</p> <ul style="list-style-type: none"> - Strategic decisions and choices - Strategic assessment & evaluation - International strategy <p>Strategic Implementation</p> <ul style="list-style-type: none"> - Structure and resources - Culture, leadership and change management
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Module Learning Outcomes	<p>This unit examines the development and implementation of strategies in organisations. A variety of frameworks and techniques that support the strategic management process are introduced. By the end of the course you will be able to:</p> <ul style="list-style-type: none"> - Understand models and select and apply appropriate frameworks to analyse an organisation and its environment, hence determine the competitive position of the organisation - Identify and critically evaluate the current competitive and development strategies being followed by an organisation. - Propose and critically evaluate strategic options to address the strategic issues. - Understand and explain the process of strategy implementation and the management of strategic change and critically evaluate examples of approaches to strategic change used by various organisations. - Recognise contexts in which alternative approaches to strategy development may be appropriate - Present the results of their analysis, evaluation and synthesis in a clear and concise manner.
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This module has a high level of contribution to the following learning goals for the program

Learning goal 1 : Has acquired general business knowledge, tools and concepts

Demonstrates an understanding of the fundamentals in accounting, finance and law, marketing, operations, strategy, HR and project management and the capacity to apply them

Learning goal 2 : Is able to adapt, evolve and cooperate in an international and/or culturally diverse environment

Demonstrates comprehension of economic differences and the global business environment

Has developed a sense of intercultural awareness, tolerance and respect

Has developed the ability to work effectively as part of a multi-cultural team

Learning goal 2 : Has developed effective communication skills

Demonstrates clear and concise oral communication

Learning goal 2 : Has developed critical thinking and problem-solving skills


Is able to collect, in a relevant, organized and non-biased way, the necessary information and data

Learning goal 2 : Is able to work effectively and constructively in a group

Is able to work effectively and constructively in a group

Teaching Method	<p>Readings, theoretical lectures, applied seminars: case study analysis.</p> <ul style="list-style-type: none">- Key theories will be taught in lectures.- Before each session, students are required to read a specific chapter of the course text and specific supporting articles.- Each session will be divided into two parts: (1) presentation of key theory and (2) preparation work by team on the analysis of the strategy of the firm.
Evaluation	<ul style="list-style-type: none">• Examination : 60 %• Continuous Assessment : 40 % <p>Group presentation: a case analysis using the theoretical models taught and research skills practised in the taught sessions Closed book examination: ditto</p>
Textbook	<p>Compulsory Gerry Johnson (Auteur), Kevan Scholes (Auteur), Richard Whittington (Auteur), Exploring [Corporate] Strategy</p> <p>There are various versions and editions of this book available. Editions 8,9 & 10 are all acceptable. The version 'Text & Cases' is most useful as it contains the case material used. These are provided to students and so it is not compulsory to have this version.</p>
Bibliography	

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Ethical Dimensions of International Business</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Rose Janna	Department	HOS

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>In the contemporary setting of globalized business, individuals increasingly find themselves having to face ethically-charged criticisms and grapple with ethical dilemmas. The importance of ethical conduct in business has been brought sharply into focus over the past decade by a series of high profile business scandals and ongoing consequences of the financial crash in 2008. Resulting calls for a greater level of responsibility in business necessitate a more in-depth ethical reflection to better understand the global impacts of business and the contributions businesses can make to sustainable development in its widest sense.</p> <p>This module aims to raise students' awareness of some of the ethical issues that can confront an international and/or multicultural business, and seeks to develop their ability to analyze these in a critically informed manner. In addition, these sessions introduce students to elements of corporate social responsibility (CSR), the success of which depends not only on implementation factors, but also on the character and values of individuals working within the organization in question. Too often, individuals can feel powerless when confronted with value conflict.</p> <p>Consequently, through reflection and discussion on a macro and micro level, students are encouraged to better understand their role as future managers in regard to transforming ethical reflection into ethical action, thus better equipping them to voice their values and ensure personal integrity at work. A variety of theoretical perspectives from Western and Eastern philosophies will be brought to bear on a range of issues. In this way, students will develop their ethical "toolkits", and hone their abilities to effectively manage future business dilemmas, whilst still respecting their personal values.</p>
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Module Learning Outcomes	<p>On completion of this module, the successful student will have:</p> <ul style="list-style-type: none"> - Developed a greater appreciation of how ethical issues can arise in business, especially in international contexts. - Fully appreciated and honed their abilities to critically analyse the issues surrounding macro-level controversies in ethics, such as sustainability in development, stakeholder theory, and social contract theories of CSR. - Grappled through case studies with some of the micro-level ethical decisions that, as future managers, they may well face. - Gained an overview of a range of possible moral philosophies - from both West and East - which can be relevant to the activities of a business. - Begun to identify and articulate their own philosophical paradigm and personal value systems, and also develop their abilities for managing situations of value conflict. - Honed their personal moral decision-making "toolkit".
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This module has a high level of contribution to the following learning goals for the program

Learning goal 1 : Considers the human, social and environmental consequences of business decisions and practices

Demonstrates the capacity to identify an ethical dilemma and to take position based on his/her personal value system

Is able to identify and evaluate different alternatives on the basis of the consequences for the different stakeholders

Learning goal 2 : Has developed effective communication skills

Demonstrates clear and concise oral communication


Learning goal 2 : Has developed critical thinking and problem-solving skills

Is able to collect, in a relevant, organized and non-biased way, the necessary information and data

Is able to question the quality of the information used (rigour, reliability, value of evidence, etc.) and to identify and weigh opposing arguments and evidence fairly

Teaching Method	Each 3-hour session will consist of a mix of lectures and interactive class discussions in different sized groups. Students will also engage with case studies, simulations of ethical situations, plus be expected to read, reflect upon and discuss content about papers in class or on Moodle, provide constructive peer critique and reflect on personal experiences.
Evaluation	<ul style="list-style-type: none"> • Examination : 50 % • Continuous Assessment : 50 % <p>Closed Book Examination: e.g. questions from readings, one case prepared in advance with unseen questions)</p> <p>Continuous Assessment: e.g. group international ethics presentation and individual ethical dilemma argument/debate final paper</p>
Textbook	<p>Recommended: Crane, A and Matten, D (2010) 3rd International edition, Business Ethics, Oxford University Press.</p> <p>O'Sullivan, P. Smith, M. and Esposito, M. (eds.) (2012) "Business Ethics- A Critical Approach: Integrating Ethics Across the Business World" London: Routledge.</p> <p>Gentile, M.C. (2012) "Giving Voice to Values: How to Speak Your Mind When You Know What's Right", Yale University Press.</p>

Bibliography	<p>Beal, B.D. (2013) 'Corporate Social Responsibility: Definition, Core Issues and Recent Developments', Sage: Thousand Oaks, CA.</p> <p>Beauchamp, T. (2004) 'Case studies in Business, Society and Ethics', (5th end), Harlow: Pearson.</p> <p>Bendell, J. et al. (2009), 'The Corporate Responsibility Movement : Five Years of Global Corporate Social Responsibility Analysis from Lifeworth, 2001-2005', Greenleaf Publishing : Sheffield.</p> <p>Boatright, J.R. (2014) 'Ethics in Finance, (3rd end), (Foundations of Business Ethics Series), John Wiley & Sons: West Sussex.</p> <p>Crane, M. et al. (2012) 'The Oxford Handbook of Corporate Social Responsibility' (Oxford Handbooks in Business and Management), Oxford University Press: Oxford.</p> <p>Fisher, C., Lovell, A. and Valéro-Silva, N. (2013) 'Business Ethics and Values', (4th student end), Harlow: Pearson.</p> <p>Gentile, M.C. (2012) 'Giving Voice to Values: How to Speak Your Mind When You Know What's Right', Yale University Press.</p> <p>Griseri, P. and Seppala, N. (2010) 'Business Ethics and Corporate Social Responsibility', South-Western, Engage Learning Business Press: EMEA.</p> <p>Hartmann, L. (2005) 'Perspectives in Business Ethics', (3rd Internl end) McGraw Hill: Maidenhead.</p> <p>Kelly M., (1999) 'Is Maximizing Returns to Shareholders a Legitimate Mandate? Beyond the Bottom Line', Berrett-Koehler.</p> <p>O'Sullivan, P. Smith, M. and Esposito, M. (eds.) (2012) 'Business Ethics- A Critical Approach: Integrating Ethics Across the Business World', London: Routledge.</p> <p>Trevino, L.K. and Nelson, K.A. (2014) 'Managing Business Ethics: Straight Talking About How to do it Right', (6th end), John Wiley & Sons Inc.</p> <p>Velasquez, M. G. (2012) 'Business Ethics - Concepts and Cases', London: Pearson.</p> <p>Waddock, S. (2013) 'The Difference Makers: How Social and Institutional Entrepreneurs Created the Corporate Responsibility Movement', Greenleaf Publishing Ltd: Sheffield.</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Innovation Management</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Gotzsch Jose	Department	MTS

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>This module explores the key issues and challenges of innovation, new product development and design thinking. A selection of the following themes will be discussed:</p> <ul style="list-style-type: none"> - The design thinking process - Creativity; development of personal creative thinking - Design attitude and mindset - User and community-driven innovation - New products and services - Sustainability - Strategies and approaches to manage innovation - Organizational culture for creativity and innovation - Systems of innovation and global innovation
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Module Learning Outcomes	<p>The objective is to make participants:</p> <ul style="list-style-type: none"> - Experience and learn about design thinking as a method for non designers - Stimulate personal and collective innovative thinking - Realize the vital user empathy part of the design process - Knowledgeable about best practices and tools for innovation management - Learn how innovation fosters competitiveness - Aware of the role played by organizational culture and external environment - Aware of the drivers that shape innovation and able to leverage on them
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This module has a high level of contribution to the following learning goals for the program	
Learning goal 1 : Has developed knowledge and skills for managing technology, innovation and related organisational changes	<p>Understands and anticipates the impact of innovation and technology on organizational performance</p> <p>Learning goal 2 : Is able to work effectively and constructively in a group</p> <p>Is able to work effectively and constructively in a group</p>

Teaching Method	<p>The teaching of this course is interactive and will require participatory learning, one where student and teacher interact in the classroom with the use of case studies, preparatory readings, projects and assignments to structure the exchanges.</p> <p>Students may be required to apply models and concepts to develop concepts of new products and services.</p>
Evaluation	<ul style="list-style-type: none"> • Examination : 40 % • Continuous Assessment : 60 % <p>Closed book exam</p>

Textbook	<p>A selection of articles to be studied will be indicated on Moodle</p> <p>Recommended readings Tidd J. and Bessant J. (2015), Managing Innovation: Integrating Technological, Market and Organisational Change, 5th edition, John Wiley and Sons</p> <p>Ries, E. (2011), The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Crown Business</p>
Bibliography	<p>Brown, T. (2009), Change by Design: How Design Thinking Transforms Organisations and Inspires Innovation, Harper Collins Publishers</p> <p>Kelley, T and Kelley D. (2013), Creative Confidence: Unleashing the Creative Potential Within us All, Crown Business</p> <p>Martin, R. (2009), The Design of Business: Why Design Thinking is the Next Competitive Advantage, Harvard Business Press</p> <p>Oswalder, A., Pigneur Y., Bernarda, G. and Smith, A. (2014), Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons Ltd</p> <p>Ries, E. (2011), The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Crown Business</p> <p>Sparke, P. (1997), The New Design Source book, Knickbrocker Press, Quarto Inc</p> <p>Verganti, R. (2009), Design -Driven Innovation, Changing the Roles of Competition by Radically Innovating what Things Mean, Harvard Business Press</p> <p>Wulfsen, G. (2013), The Innovation Expedition; a Visual Toolkit for Innovation, BIS Publisher</p> <p>Other sources: Articles from Harvard Business Review and MIT Sloan Management Review Short readings from Bloomberg Business Week and other economic magazines</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Intercultural Business Skills</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Louisgrand Nathalie	Department	HOS


Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>In order to operate successfully in today's increasingly complex global marketplace, international managers are required to possess greater awareness, sensitivity and flexibility in dealing with intercultural issues.</p> <p>This course begins with an overview of the various approaches to addressing culture. It evokes the different levels at which culture manifests itself: national, corporate, individual value systems etc. The sessions expose the different theoretical paradigms addressing culture found in current literature and how they manifest themselves in a corporate environment. Students will also address how culture impacts various aspects of business such as international business relations, trust building, performance of multicultural teams, conflicts and conflict resolution and, most importantly, communication.</p> <p>The module will also deal with the acquisition and mastery of the skills required for successful management of a multi-national enterprise. Specifically, we shall explore competencies such as adaptability, empathy, effective communication, analytical ability and emotional intelligence as they relate to the execution of managerial functions such as global staffing, expatriate training, decision making, and more.</p> <p>Main topics to be covered: Day 1: Culture (general), definitions, Hofstede Day 2: Intercultural Communication Day 3: International Negotiation and Decision Making Day 4: Staffing of global operations, the ExPat manager, managing international teams, Cultural Intelligence Day 5: Motivation and Leadership in a global context</p>
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Module Learning Outcomes	<p>The learning outcomes of this course are many. At the end of the module, students should be able to:</p> <ul style="list-style-type: none"> - Show greater awareness of what it takes to work effectively as part of a multi-cultural team - Demonstrate awareness of one's own culture, its limitations and its assumptions - Display understanding of the nature and significance of cultural similarities and differences, and how they manifest themselves in a work environment - Apply the skills of adaptability, empathy, effective communication (including active listening), situational analysis and emotional intelligence to real-life managerial situations encountered in the workplace.
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This module has a high level of contribution to the following learning goals for the program
<p>Learning goal 1 : Is able to adapt, evolve and cooperate in an international and/or culturally diverse environment</p> <p>Demonstrates comprehension of economic differences and the global business environment Has developed a sense of intercultural awareness, tolerance and respect Has developed the ability to work effectively as part of a multi-cultural team</p>

Teaching Method	<p>The course will be conducted in an interactive, problem-based learning seminar format, including the use of:</p> <ul style="list-style-type: none"> • Theory presented by instructors • Readings • Group discussions • Case Studies • Videos
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>Evaluation via inside and outside-class activities, quizzes, group work, written assignments Closed-book examination</p>
Textbook	<p>Schneider, S.C.; Barsoux, J.L. and Stahl, G.K. (2014) Managing across cultures, Third Edition, Prentice Hall. ebook on line: GEM Library</p>
Bibliography	<p>Adler, N. International Dimensions of Organizational Behavior, Ontario: South-Western Publishing, 2002.</p> <p>Goleman, Daniel. Working with Emotional Intelligence. New York: Bantam, 1998.</p> <p>Hall, Edward T. The Silent Language, NY, 1959, The Hidden Dimension, NY, 1966, Beyond Culture, NY, 1976, The Dance of Life, NY, 1983</p> <p>Hall, Edward T. and Mildred Reed Hall. Understanding Cultural Differences, Germans, French and Americans Intercultural Press, 1990.</p> <p>Hofstede, Geert. Cultures and Organisations, Software of the mind, Intercultural Co-operation and its Importance for Survival, Beverly Hills: 1991</p> <p>Lewis, Richard D. When Cultures Collide: Managing Successfully Across Cultures, London: Nicolas Brealey Publishing, 1999.</p> <p>Lewis, Richard D. The Cultural Imperative: Global Trends in the 21st Century. London: Intercultural Press, 2007.</p> <p>Rosenzweig, Philip M. National Culture and Management. Harvard Business School Note. Cambridge, MA USA 1994.</p>
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	Grenoble Graduate School of Business Entrepreneurship	Syllabus
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Tornikoski Erno	Department	MTS

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Entrepreneurship: Function & importance in the economy</p> <ul style="list-style-type: none"> - Economic role & Impact of entrepreneurship - Entrepreneurship, Small businesses, Family businesses, Intrapreneurship <p>Characteristics of entrepreneurs.</p> <ul style="list-style-type: none"> - Trait & internal dispositions of entrepreneurial individuals - Types of entrepreneurs <p>Entrepreneurial behavior</p> <ul style="list-style-type: none"> - Opportunity pursuit - Causation & Effectuation - Networking & Bootstrapping <p>Entrepreneurial process</p> <ul style="list-style-type: none"> - Opportunity analysis - Lean startup method <p>Business planning</p> <ul style="list-style-type: none"> - Storytelling & Pitching
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Module Learning Outcomes	<p>By the end of the module, participants should be able to:</p> <ul style="list-style-type: none"> - Understand the meaning of entrepreneurial behavior to economic development; - Understand the entrepreneurial process; - Understand the different behavioral logics of entrepreneurs; - Understand the sources of entrepreneurial opportunities and their analysis; - Know when to write a business plan.
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<p>This module has a high level of contribution to the following learning goals for the program</p> <p>Learning goal 1 : Has acquired general business knowledge, tools and concepts Demonstrates an understanding of the fundamentals in accounting, finance and law, marketing, operations, strategy, HR and project management and the capacity to apply them</p> <p>Learning goal 2 : Has developed critical thinking and problem-solving skills Is able to collect, in a relevant, organized and non-biased way, the necessary information and data</p>

Teaching Method	<p>Theory and case discussions will put students in situations where they have to analyse and discuss solutions to entrepreneurial issues. Preparation, written reports and discussions will also be used to explore understanding and application of core concepts.</p> <p>During this module, participants are asked to interview an entrepreneur and related the key issues presented in the module to this case.</p>
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Evaluation	• Continuous Assessment : 100 %
Textbook	Bygrave, W. & Zacharakis, A. (2008). Entrepreneurship. John Wiley & Sons, Inc.
Bibliography	Sahlman, W.A., Stevenson, H.H., Roberts, M.J., Bhide, A. (1999). The Entrepreneurial Venture, 2nd edition. Harvard Business School Press.
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Capstone Case in International Business</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Eyre Phil	Department	HOS

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>The final module marks the end of the taught part of the BIB program by drawing on different elements of several core modules from an international business perspective. The focus is on teamwork to complete extensive analysis for an international project and to develop a business plan for a product or service in a new market. The issues discussed will be at corporate, sectoral, national and international level. The case will therefore harness especially modules in Digital Business, Strategy, Innovation, Marketing, Finance and Economics.</p> <p>Initially students will propose an individual project in phase 1 for their choice of product or service for a new market. Then in phase 2, in groups, students will select one of 4 or 5 projects proposed and apply their analytical skills at an international level, creating an international business plan.</p> <p>In terms of international business and market entry mode, the plan will be based on export activity, with internet as one possible channel for communication and also for distribution.</p>
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Module Learning Outcomes	<p>This module introduces a major change, to be explained in detail on day one. Student groups are to research and to build their case and not to rely on existing case materials or on extensive pathfinding from the instructor.</p> <p>The focus intentionally is on group work. However, there will be both individual and group assessment.</p> <p>The aim is to apply learning in the BIB program to a specific international business challenge and to introduce business planning concepts and procedures. The course develops teamwork as well as multidisciplinary analysis of business activity and management in the public and private spheres</p> <p>Through this 30 hour module students are required :</p> <ul style="list-style-type: none"> • To research, understand and analyse competitive issues in a complex international environment. • To exploit input from previous modules in a transversal 'silo-breaking' approach to complete their analysis, especially applying concepts and models previously encountered but not applied in depth • To present a convincing business plan • To research and use precise economic data (macro, micro) in support of their analysis • To demonstrate individual analysis competence - phase 1 • To demonstrate effective group work for oral presentation and written submission in the presentation of their work - phase 2
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This module has a high level of contribution to the following learning goals for the program

Learning goal 1 : Has developed effective communication skills

Demonstrates clear and concise oral communication


Demonstrates clear and concise written communication

Learning goal 2 : Is able to work effectively and constructively in a group

Is able to work effectively and constructively in a group

Teaching Method	<p>Phase 1 Short phase with objectives, cases and launch of individual project. Some formal input from professor (slides, cases)</p> <p>Phase 2 Business Planning. Development of a group case with support from the professor as facilitator plus business plan structure guidance</p> <p>Phase 3 Presentation and completion of group phase followed by written assignment with professor as facilitator</p>
Evaluation	<ul style="list-style-type: none">• Continuous Assessment : 100 % <p>Phase 1 : individual project proposal with a short individual submission. 2000 words minimum</p> <p>Phases 2 & 3 : The selected project is developed into an international business plan by the group members. Groups will bring together students from the different specialisations tracks to complete both presentations and a further written assignment at the completion of phase 2. The module will develop and evaluate:</p> <ul style="list-style-type: none">• Effective Teamwork and Communication for both oral and written tasks• Ability to assess and propose a convincing international business development plan
Textbook	<p>Business Planning : Business Plan Project Sellars (2009) GEM ebook (new) http://proxy.grenoble-em.com/login?url=http://www.dawsonera.com/depp/reader/protected/external/AbstractView/S9781606491119</p>

Bibliography	<p>Anatomy of a business plan Pinon, & Jinnett. - Chicago : Dearborn Trade, 1996. - 255 p. ISBN 978-1-57410-024-2</p> <p>Business Models: Business Model Generation A Handbook for Visionaries, Game Changers, and Challengers (GEM Dawsonera) Author: Written By Alexander Osterwalder And Yves Pigneur ; Editor And Contributing Co-Author, Tim Clark. Pages: 288 Publisher: John Wiley & Sons Inc Published: Jul 23, 2010 eISBN-13: 9780470901038</p> <p>Project Management : Project Management Demystified (GEM Dawsonera) Author: Sid Kemp. Pages: 354 Publisher: McGraw-Hill Professional Published: Apr 27, 2004 eISBN-13: 9780071470988</p> <p>The Handbook of Project Management Revised 2nd ed (GEM Dawsonera) Author: Trevor L. Young. Pages: 303 Publisher: Kogan Page Ltd Published: Jul 3, 2007 eISBN-13: 9780749452155</p> <p>International Business Development : International Business: Global Edition (GEM Dawsonera) Author: John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan Pages: 890 Publisher: Pearson Education Published: Mar 30, 2012 eISBN-13: 9780273766964</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">International Finance</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Kermiche Lamya	Department	GDF


Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>The international financial environment is increasingly complex. Multinational firms, as compared to purely domestic ones have greater opportunities in terms of diversification, scale economies, and larger cost effective financing sources. On the other hand they also face greater risks: political instability, exchange rate fluctuations, and complex fiscal regulations. Since multinationality is an increasing feature of modern business, managers of firms (be they international or domestic) must have some of the knowledge and skills required by multinational business. The rapidly increasing integration of capital markets renders this even more imperative.</p> <p>This course is, therefore, intended to expose students to the concepts, techniques and instruments of international financial management. Its objectives are threefold, namely:</p> <ul style="list-style-type: none"> - To understand the international financial environment and its evolution - To apprehend the influences of international business on financial management - To master the basic techniques of solving international financial problems <p>The topics covered are:</p> <ul style="list-style-type: none"> I. Financial Goals and Corporate Governance II. Balance of Payments III. The International Monetary System IV. The Foreign Exchange Market V. International Parity Conditions VI. Foreign Currency Derivatives VII. Interest and Currency Swaps VIII. Multinational Capital Budgeting
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Module Learning Outcomes	<p>By the end of this course, the students will:</p> <ul style="list-style-type: none"> - Understand the international financial environment and its evolution - Apprehend the influences of international business on financial management - Master the basic techniques of solving international financial problems
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Teaching Method	Lectures and exercises. Students are expected to read the relevant chapters before classes
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>For the final exam, a four page (2 sheets A4 front and back) summary of the course (prepared by the student) is allowed.</p>
Textbook	David Eiteman, Arthur Stonehill, Michael Moffert, Multinational Business Finance, Addison-Wesley, 11th or 12th edition (basic textbook)

Bibliography	<p>Recommended texts:</p> <p>Adrian Buckley, Multinational Finance, Philip Allen</p> <p>Madura J. International Financial Management</p> <p>A.C. Shapiro Multinational Financial Management</p> <p>Bruce Solnik, Dennis McLeavey, Global Investments, Addison-Wesley</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">European Business Environment</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Eyre Phil	Department	HOS


Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>This course focuses on the European Union, the complex European business environment, European integration more generally and current issues facing all Europeans.</p> <p>It is designed for those who are new to European studies, but also includes in later sessions material that focuses on current economic and political issues in the EU. For example : Can the eurozone survive? Can the euro be saved? Should the EU expand further? How complete is the single market?</p>
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Module Learning Outcomes	<p>At the end of the module students will be able to evaluate both the economic or political challenges and opportunities that the European Single Market offers to those working from within or from outside Europe.</p> <p>The group assignment and individual assessment will bring a focus on a specific issue of what the EU does and of how European policies function. This means that when, as future professionals, students come into contact with EU institutions, or are called on to develop an initiative that is impacted by EU Law (Directives and Regulations) they will be able to act effectively rather than be dependent on the specialist knowledge of others. It is vital for non-Europeans who will be working with partners in Europe and also of value to Europeans with little formal study of the economy of the EU.</p>
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Teaching Method	Interactive sessions : lecture, debate, cases studies and video documents
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>Closed book exam - With essay and/or multiple choice formats to determine whether the basic elements of the course have been assimilated on an individual level. Continuous group assessment. This will analyse an issue of relevance to the EU</p>
Textbook	<p>John McCormick, Understanding The European Union: A Concise Introduction, 6th edition ISBN 9781137362322 Publication Date March 2014</p> <p>Useful for non-European students with limited exposure to EU.</p>

Bibliography	<p>See detailed course outline</p> <p>For a text with an economics + business focus :</p> <p>Frank McDonald, Stephen Dearden, European Economic Integration, Prentice Hall, any recent edition</p> <p>or</p> <p>A. M. El-Agraa The European Union: Economics and Policies Cambridge University Press, 2007 or later ISBN 0521874432, 9780521874434</p>
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	Grenoble Graduate School of Business Contemporary International Issues	Syllabus
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Stanisljevic Jovana	Department	HOS

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>The course focuses on issues, debates, and forces that shape our world today. Even if it deals with geopolitical issues, it is not intended as an advanced course in international relations per se. It is rather a theme-centered, multi-disciplinary forum to ponder some of the most complex, and controversial issues shaping our contemporary globalized world, such as globalization, international relations, terrorism, conflict, corruption, governance, poverty, culture & religion, environmental issues and others.</p> <p>As we cannot deal with every single important issue, it will be more relevant to focus on the specific topics identified by the instructor, which are to be defined in the course outline.</p>
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Module Learning Outcomes	<p>At the end of the module, as well as having the theoretical knowledge on the most important contemporary issues students will have gained research skills, and enhanced competence in debating and communication abilities.</p>
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<p>This module has a high level of contribution to the following learning goals for the program</p> <p>Learning goal 1 : Has developed critical thinking and problem-solving skills Is able to question the quality of the information used (rigour, reliability, value of evidence, etc.) and to identify and weigh opposing arguments and evidence fairly</p> <p>Learning goal 2 : Is able to work effectively and constructively in a group Is able to work effectively and constructively in a group</p>

Teaching Method	Interactive: lecture, discussion, student presentation and case study analysis, and video documents
Evaluation	<p>• Continuous Assessment : 100 %</p> <p>The course includes group presentations and an individual assignment. This will take the form of 60% for an individual post-module essay. Instructors will also include a group-work component for presentations work in class, for 40% of final grade.</p> <p>Group Presentations : Group work in preparation of the debate and presentation in class on one of the delegated topics.</p> <p>Individual : Post-module essay on one of the proposed topics in the course outline by the instructor, with the target of 2000 words per student.</p>

Textbook	Global Issues: Pearson New International Edition, 4th Edition, Richard Payne, 2013, ISBN13: 9781292027623 ISBN10: 1292027622
Bibliography	Global Problems: Pearson New International Edition, The Search for Equity, Peace, and Sustainability, 3rd Edition Scott Sernau, 2013, ISBN13: 9781292040769 ISBN10: 1292040769
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Business Development in Emerging Economies</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Stanisljevic Jovana	Department	HOS

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>With the globalisation of business the emerging market economies have become of key importance for many multinational enterprises. Emerging economies offer many opportunities for expansion in terms of low cost locations, resources and new markets. However, they also present peculiar challenges for international companies arising from the nature of their rapid economic and political transformations.</p> <p>The module examines the key features governing the growth and development of big (e.g. BRICS) and smaller (e.g. MINT, MIST) emerging economies and the strategies available to international firms for successful operation within them.</p>
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Module Learning Outcomes	<ul style="list-style-type: none"> - To provide an understanding of the importance of emerging market economies for contemporary international businesses - To understand the significance of globalisation from emerging economies perspective - To develop a critical understanding of key aspects of the business environment of emerging economies - To develop the ability to formulate strategies for doing business in emerging economies
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This module has a high level of contribution to the following learning goals for the program	
<p>Learning goal 1 : Is able to adapt, evolve and cooperate in an international and/or culturally diverse environment Demonstrates comprehension of economic differences and the global business environment</p> <p>Learning goal 2 : Has developed critical thinking and problem-solving skills Is able to question the quality of the information used (rigour, reliability, value of evidence, etc.) and to identify and weigh opposing arguments and evidence fairly</p> <p>Learning goal 2 : Is able to work effectively and constructively in a group Is able to work effectively and constructively in a group</p>	

Teaching Method	<p>Lectures and seminars will be used to impart knowledge and develop understanding.</p> <p>Discussion of various types of literature including case studies, academic papers, and consultancy report will be used to develop understanding of global businesses and emerging economies.</p> <p>Seminars will be interactive with opportunities for active engagement in discussions and exercises.</p> <p>Audio and video materials will be used to visualise examples and enhance understanding of topics covered.</p> <p>Reading materials will be provided online (seminar readings will be provided in a booklet at the start of the module)</p>
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Evaluation	<p>• Continuous Assessment : 100 %</p> <p>Two different types of assessment tasks will be used to evaluate students' learning and progress.</p> <p>1) In-class group presentation (30%)</p> <p>2) Individual written coursework (70%)</p>
Textbook	Cavusgil, S.T., Ghauri, P.N., Akcal, A.A., 2013, Doing Business in Emerging Markets, 2nd ed, SAGE, London.
Bibliography	<p>Agtmael van, A., 2007, The Emerging Market Century: how a new breed of world-class companies is overtaking the world, Simon and Shuster, London.</p> <p>Beugelsdijk, S., Brakman, S., Garretsen, H., van Marrewijk, C., 2013, International Economics and Business: Nations and Firms in the Global Economy, CUP, Cambridge.</p> <p>Buckley, P.J., Ghauri, P.N., 2015, International Business Strategy Theory and Practice, Routledge, Abingdon.</p> <p>Cuervo-Cazurra, A., Newburry, W., Park, S.H., 2016, Emerging market multinationals: Managing operational challenges for sustained international growth, CUP, Cambridge.</p> <p>Cuervo-Cazurra, A., Ramamurti, R., 2014, Understanding multinationals from emerging markets, CUP, New York.</p> <p>Daniels, J.P., van Hoose, D.D., 2010, Global Economic Issues and Policies, Routledge, Abingdon.</p> <p>Demirbag, M., Yaprak, A., 2015, Handbook of emerging market multinational corporations, EdwardElgar, Northampton.</p> <p>Dickens, P., 2015, Global Shift: Mapping the changing contours of the world economy, (7th ed) Sage Publishing, London.</p> <p>Enderwick, P., 2007, Understanding Emerging Markets: China and India, Rutledge, Abingdon.</p> <p>Grosse, R., 2016, Emerging markets: strategies for competing in the global value chain, KoganPage, London.</p> <p>Horowitz, F., Budhwar, P., 2015, Hanbook of human resources management in emerging markets, EdwardElgar, Northampton.</p> <p>Khan, T., Palepu, K.G., 2010, Winning in Emerging Markets: A Road Map for Strategy and Execution, Harvard Business Press, Boston.</p> <p>Kvint, V., 2015, Strategy for the Global Market: Theory and Practical Implication, Routledge, New York.</p> <p>Merchant, H., 2008, Competing in Emerging Markets: Cases and Readings, Rutledge, London.</p> <p>Montiel, P.J., 2011, Macroeconomics in Emerging Markets, (2nd ed), CUP, New York.</p> <p>Pacek, N., Thorniley, D., 2007, Emerging Markets, Lessons for Business Success and the Outlook for Different Markets, 2nd ed., The Economist, London.</p> <p>Pattnaik, C., Kumar, V., 2014, Emerging market firms a</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">International Business Law</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Gleason Ted	Department	GDF

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>This course will cover</p> <ul style="list-style-type: none"> - International and Comparative Law (introduction) - International and regional trade law: GATT and the WTO : Basic Principles of the GATT Agreement; the European Union - International Contracts and the UNIDROIT Principles - Sales Contracts and the CISG; documentary sales ; - Incoterms - Letters of Credit - Licensing Intellectual Property Rights and IPR licensing agreements - Dispute Settlement
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Module Learning Outcomes	<p>By the end of this module, the student will have</p> <ol style="list-style-type: none"> 1. Examined the fundamental principles of public and private international law, as well as of the law of the European Union, as they relate to the regulation of trade, licensing of intellectual property rights and direct investment. 2. Had conveyed a basic knowledge of the law of contracts in an international setting, e.g., for the sale of goods as embodied in the Convention for International Sale of Goods, licensing contracts, etc. 3. Have been offered a comparative approach to the study of business law and of legal systems so as to understand how legal problems are treated in different societal and cultural environments. 4. Developed an awareness of the special legal problems facing Multinational corporations that are trading, licensing and investing in foreign countries.
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This module has a high level of contribution to the following learning goals for the program	
Learning goal 1 : Has developed effective communication skills	Demonstrates clear and concise oral communication Demonstrates clear and concise written communication
Learning goal 2 : Has developed critical thinking and problem-solving skills	Is able to identify root causes of a problem
Learning goal 2 : Is able to work effectively and constructively in a group	Is able to work effectively and constructively in a group

Teaching Method	Pre class preparation of chapter readings and case study and in-class discussion of the material. Case studies, problems, students' oral presentations
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Evaluation	<ul style="list-style-type: none"> • Examination : 50 % • Continuous Assessment : 50 % <p>Closed book exam</p>
Textbook	COMPULSORY TEXTBOOK: Ted Gleason, International Commercial Law for Managers; Campus Ouvert 2016.
Bibliography	<p>Schaffer, Agusti, & Earle, International Business Law and Its Environment, Cengage South-Western Legal Studies in Business 8 th Edition 2012 (international edition) , ISBN-13 9780538480758 ISBN-10: 0538480750.</p> <p>Ralph H. Folsom, Michael W. Gordon, John A. Spanogle, International Business Transactions In A Nutshell, West Group (2012), 9th edition, ISBN-10:</p> <p>Ralph H. Folsom, European Union Law in a Nutshell, West Group (2014). ISBN-10: 0314290281.</p> <p>Bernard Rudden, Derrick W. Wyatt, Basic Community Laws, Oxford University Press (May 1996), 6th edition, ISBN 0198764286</p>
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 GRENOBLE ECOLE DE MANAGEMENT	Grenoble Graduate School of Business International Finance	Syllabus
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Kermiche Lamya	Department	GDF

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>The international financial environment is increasingly complex. Multinational firms, as compared to purely domestic ones have greater opportunities in terms of diversification, scale economies, and larger cost effective financing sources. On the other hand they also face greater risks: political instability, exchange rate fluctuations, and complex fiscal regulations. Since multinationality is an increasing feature of modern business, managers of firms (be they international or domestic) must have some of the knowledge and skills required by multinational business. The rapidly increasing integration of capital markets renders this even more imperative.</p> <p>This course is, therefore, intended to expose students to the concepts, techniques and instruments of international financial management. Its objectives are threefold, namely:</p> <ul style="list-style-type: none"> - To understand the international financial environment and its evolution - To apprehend the influences of international business on financial management - To master the basic techniques of solving international financial problems <p>The topics covered are:</p> <ul style="list-style-type: none"> I. Financial Goals and Corporate Governance II. Balance of Payments III. The International Monetary System IV. The Foreign Exchange Market V. International Parity Conditions VI. Foreign Currency Derivatives VII. Interest and Currency Swaps VIII. Multinational Capital Budgeting
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Module Learning Outcomes	<p>By the end of this course, the students will:</p> <ul style="list-style-type: none"> - Understand the international financial environment and its evolution - Apprehend the influences of international business on financial management - Master the basic techniques of solving international financial problems
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<p>This module has a high level of contribution to the following learning goals for the program</p> <p>Learning goal 1 : Is able to adapt, evolve and cooperate in an international and/or culturally diverse environment</p> <p>Demonstrates comprehension of economic differences and the global business environment</p>

Teaching Method	Lectures and exercises. Students are expected to read the relevant chapters before classes
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>For the final exam, a four page (2 sheets A4 front and back) summary of the course (prepared by the student) is allowed.</p>

Textbook	David Eiteman, Arthur Stonehill, Michael Moffert, Multinational Business Finance, Addison-Wesley, 11th or 12th edition (basic textbook)
Bibliography	<p>Recommended texts:</p> <p>Adrian Buckley, Multinational Finance, Philip Allen</p> <p>Madura J. International Financial Management</p> <p>A.C. Shapiro Multinational Financial Management</p> <p>Bruce Solnik, Dennis McLeavey, Global Investments, Addison-Wesley</p>
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	Grenoble Graduate School of Business Financial Markets and Instruments	Syllabus
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Dupuy Philippe	Department	GDF

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	Financial markets are an important part of modern day economies. They serve as the means of mobilising financial resources for potentially profitable investment projects, facilitate financial transactions and ensure that the interests of the participants are safeguarded. This module aims to familiarise students with their modes of organisation and functioning.
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Module Learning Outcomes	To enable students to: Understand the functions, roles and organisation of banking systems and financial markets Know the different principal instruments and products used in financial transactions Understand how financial securities are issued and traded Master the basic methods and techniques of evaluating financial securities and products
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This module has a high level of contribution to the following learning goals for the program
Learning goal 1 : Has acquired general business knowledge, tools and concepts Demonstrates an understanding of the fundamentals in accounting, finance and law, marketing, operations, strategy, HR and project management and the capacity to apply them Learning goal 2 : Is able to adapt, evolve and cooperate in an international and/or culturally diverse environment Has developed a sense of intercultural awareness, tolerance and respect

Teaching Method	
Evaluation	<ul style="list-style-type: none"> • Examination : 70 % • Continuous Assessment : 30 % Closed book exam
Textbook	Glen Arnold: Modern Financial Markets & Institutions: a practical perspective, Pearson
Bibliography	Frank J. Fabozzi, Franco P. Modigliani, Frank J. Jones: Foundations of Financial Markets & Institutions, International Edition, 4/E, Pearson Frederic S Mishkin, Stanley Eakins: Financial Markets and Institutions: Global Edition, 7/E, , Pearson Keith Pilbeam: Finance and Financial Markets, 3rd edition, Palgrave Macmillan

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Financial Statement Analysis</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Mchawrab Safwan	Department	GDF


Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	This module aims to deliver the fundamentals of Financial Analysis. These concepts will be illustrated with carefully chosen examples from real companies' financial statements.
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Module Learning Outcomes	<p>To enable students to read and interpret a real company's financial statements: balance sheet, income statement and statement of cash flows.</p> <p>To make students aware of the role of financial information in the decision-making process and of some of the difficulties they may face in using financial information</p>
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Teaching Method	Lectures, class/group work and exercises
Evaluation	<ul style="list-style-type: none"> Continuous Assessment : 100 %
Textbook	Peter Atrill & Eddie McLaney, Accounting and Finance for Non-Specialists, Pearson, 8th edition
Bibliography	<p>Horngren, Charles; Harrison, Walter; Oliver, Suzanne (2012), Accounting: Global Edition, 9/E, Pearson.</p> <p>O'Regan, Philip: Financial Information Analysis (2nd edition), John Wiley & Sons Ltd</p> <p>John R. Dyson, Accounting for Non-Accounting Students, Pearson Education International, 7th edition</p>

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Budgeting and Reporting</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Poissonnier Hugues	Department	GDF


Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	This module is aimed at enabling the student to build budgets and reporting tools in different contexts.
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Module Learning Outcomes	<p>After this module, students will be able to :</p> <ul style="list-style-type: none"> - Build a budget. - Link a budget to a previsionnal balance sheet and income statement. - Build an appropriate reporting tool (balanced scorecard,...). <p>The goal is also to be able to make all those Tools evolve.</p>
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Teaching Method	Case studies and exercices will be done in class. They are to be prepared at home.
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>Closed book examination</p>
Textbook	
Bibliography	<p>Gary L. Sundem, John Elliott, Donna Philbrick, Charles T. Horngren (2005), Introduction to Financial Accounting, Prentice Hall, ISBN 0131968750.</p> <p>Chadwick, L. (1997), The Essence of Management Accounting, Second Edition, Practice Hall.</p> <p>Atrill P. & McLaney E. (2012), Management Accounting for Decision Makers, Seventh Edition, Pearson.</p>

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">International Business Law</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Gleason Ted	Department	GDF


Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>This course will cover</p> <ul style="list-style-type: none"> - International and Comparative Law (introduction) - International and regional trade law: GATT and the WTO : Basic Principles of the GATT Agreement; - The European Union - International Contract Law - Sales Contracts and the CISG; documentary sales ; documentary collection and letters of credit - Incoterms, Bills of Lading, and Letters of Credit - Agents and agency agreements; Distribution Agreements - Intellectual Property Rights and IPR licensing agreements; - Dispute Settlement
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Module Learning Outcomes	<p>By the end of this module, the student will have</p> <ol style="list-style-type: none"> 1. Closely examined the legal aspects of the three basic forms of international business: trade; licensing of intellectual property; and foreign direct investment- within the context of managerial decision-making. 2. Examined the fundamental principles of public and private international law, as well as of the law of the European Union, as they relate to the regulation of trade, licensing of intellectual property rights and direct investment. 3. Had conveyed a basic knowledge of the law of contracts for the sale of goods as embodied in the Convention for International Sale of Goods in a comparative perspective with other legal systems and principles concerning the subject-matter. 4. Have been offered a comparative approach to the study of business law and of legal systems so as to understand how legal problems are treated in different societal and cultural environments. 5. Developed an awareness of the special legal problems facing Multinational corporations that are trading, licensing and investing in foreign countries.
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This module has a high level of contribution to the following learning goals for the program	
<p>Learning goal 1 : Has developed effective communication skills Demonstrates clear and concise oral communication Demonstrates clear and concise written communication</p> <p>Learning goal 2 : Has developed critical thinking and problem-solving skills Is able to identify root causes of a problem</p> <p>Learning goal 2 : Is able to work effectively and constructively in a group Is able to work effectively and constructively in a group</p>	

Teaching Method	Pre class preparation of chapter readings and case study and in-class discussion of the material. Case studies, problems, students' oral presentations
Evaluation	<ul style="list-style-type: none"> • Examination : 50 % • Continuous Assessment : 50 % <p>Closed book exam</p>
Textbook	COMPULSORY TEXTBOOK: Ted Gleason, International Commercial Law for Managers, Campus Ouvert 2016
Bibliography	<p>Schaffer, Agusti, & Earle, International Business Law and Its Environment, Cengage - Western Legal Studies in Business 8 th Edition 2012 (international edition) , ISBN-13 978- 1133587583 ISBN-10: 1133587585.</p> <p>Ralph H. Folsom, Michael W. Gordon, John A. Spanogle, International Business Transactions In A Nutshell, West Group (2012), 9th edition, ISBN-10:</p> <p>Ralph H. Folsom, European Union Law in a Nutshell, West Group (2014). ISBN-10: 0314290281.</p> <p>Bernard Rudden, Derrick W. Wyatt, Basic Community Laws, Oxford University Press (May 1996), 6th edition, ISBN 0198764286</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">International Advertising and Public Relations</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Housden Matthew	Department	MKT

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>This course will take an in-depth look at how announcers use advertising to attract, inform and persuade consumers, by means of positive or negative connotations and associations of word and image, in a conscious effort to influence behaviour and attitudes towards certain products and services.</p> <p>While analyzing the techniques and traditional features of advertising, we will also observe that publicity does not suffice to ensure a company's competitive edge or market credibility. Customers often detect what they consider to be 'marketing hype' in an ad. For reassurance, they will turn to reviewers, columnists, reporters who are directly influenced by good public relations and specifically, a well-written press release. A well-written release can dramatically increase sales, expose a company to the masses, and greatly enhance the image of businesses or products.</p> <p>So, this course will also examine the fundamental elements of a press release. Using critical analysis, comparison and creative narration effects, students will become familiar with the skills required to target an audience, captivate a reader, embellish facts and maximize market exposure. Finally, PR does not only involve talking about 'good things' - it also implies handling difficult situations which impact public opinion and can, if the wrong strategy is used, permanently damage corporate image.</p> <p>By the end of this course students will have acquired comprehensive & practical knowledge about how companies shape their credibility, build their brand equity and control their advertising message.</p>
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Module Learning Outcomes	<p>By the end of this course, students will be able to :</p> <ul style="list-style-type: none"> - Identify the main features and values of a brand's identity - Identify advertising claims and techniques - Understand the features and structures of a press release - Ultimately the aim will be to be capable of : - Providing a semiotic and semantic analysis of an ad - Drafting an effective corporate profile and press release from a skeleton of information
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This module has a high level of contribution to the following learning goals for the program

Learning goal 1 : Has acquired general business knowledge, tools and concepts

Demonstrates an understanding of the fundamentals in accounting, finance and law, marketing, operations, strategy, HR and project management and the capacity to apply them

Learning goal 2 : Considers the human, social and environmental consequences of business decisions and practices

Is able to identify and evaluate different alternatives on the basis of the consequences for the different stakeholders

Learning goal 2 : Has developed knowledge and skills for managing technology, innovation and related organisational changes

Understands and anticipates the impact of innovation and technology on organizational performance

Learning goal 2 : Has developed effective communication skills

Demonstrates clear and concise written communication

Learning goal 2 : Has developed critical thinking and problem-solving skills

Is able to identify root causes of a problem

Is able to collect, in a relevant, organized and non-biased way, the necessary information and data


Is able to question the quality of the information used (rigour, reliability, value of evidence, etc.) and to identify and weigh opposing arguments and evidence fairly

Learning goal 2 : Is able to work effectively and constructively in a group

Is able to work effectively and constructively in a group

Teaching Method	<p>- TEACHING International Advertising and Public Relations combines traditional teaching, coaching and in-situ techniques with an array of practical in-class exercises and homework destined to monitor and ensure skill acquisition. Methods include individual, pair and group activities and/or assignments, brainstorming, class discussion and role play. On-the-spot execution of newly acquired skills with immediate feedback from teachers encourages students to take full advantage of class time and promotes improvisation, creativity and analysis.</p> <p>- MATERIALS For individual learning and course preparation, GEM provides students with a wide range of pedagogical materials which are available and easily accessible in the Dieter Schmidt Library . Students are strongly advised to make the most of these facilities. Materials used in class combine custom-built exercises, authentic video and audio, Internet resources and original texts from current and up-to-date sources. All materials are specifically designed and chosen for their three-fold pertinence in terms of actuality, subject matter and student population.</p>
Evaluation	<p>• Continuous Assessment : 100 %</p> <p>Assessment for this course is directly linked to the objectives stated above. Two areas of competency will be primarily evaluated: writing and speaking. Group & individual evaluations are used. A number of grades from several deliverables will be averaged together for a final mark for the course.</p>
Textbook	Egan, J. Marketing Communications 2nd ed, (2014). Sage.

Bibliography	<p>Chaffee D. and Ellis-Chadwick F. (2015) Digital Marketing (Paperback) 1292077611</p> <p>Chaffee, D. and Smith, PR (2012), E-marketing Excellence: Planning and Optimizing your Digital Marketing. Routledge, 4th edition. ISBN-10: 0415533376</p> <p>Rossiter, J.R. and Bellman, S. (2005) Marketing communications: Theory and applications. Prentice-Hall, Frenchs Forest, N.S.W.</p> <p>Sebeok, T. A. (2001). Signs: An introduction to semiotics. University of Toronto Press.</p> <p>Tapp, A. Whitten, I. and Housden, M. Principles of Direct Database and Digital Marketing 2013 FT Prentice Hall 5th Edition.</p> <p>Bespoke materials and handbooks with exercises will be provided for this course</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Brand Management</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Fornerino Marianela	Department	MKT


Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>Building successful brands has been one of the most important core business strategies of the past, and looks set to be even more important in the future. Many organizations have even structured themselves around brands, and the brand management system is prevalent in a range of business firms.</p> <p>For some years now, it has been argued that brands are intangible assets that should appear on balance sheets, as “brand equity”, and so many approaches to measuring brand equity have been developed and touted. Managing brand equity has therefore assumed an important role in marketing strategy.</p> <p>Again however, there is the danger of blindly following accepted doctrines without questioning them. While no one would deny the importance of brands and the need to manage them effectively, the measurement of brand equity by any chosen method is fraught with error; the brand management system is under fire even in those firms that have championed it; and it is frequently suggested that brand equity as a core focus of marketing strategy be replaced by other, more fundamental and more important measures, such as customer equity.</p> <p>This module will focus on the concept, challenges and issues related to</p> <ul style="list-style-type: none"> - Brand management: launching new brands, managing existing brands and reviving old brands - Luxury brand management - The functions of brands for customers and organizations - Brand equity: conceptualization, measurement, management and alternatives to brand equity
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Module Learning Outcomes	<p>At the end of this module students should be able to:</p> <ul style="list-style-type: none"> - Examine leading innovative and creative brands - Explore the reasons behind the successes of the world's most successful brands - Develop a critical understanding of the factors involved in building and maintaining a brand - Acquire a specific understanding of the specificities related to luxury brand management - Evaluate how marketing and creative industries can work together in managing brands - Identify and understand the marketing strategies of brands - Assess brand identity theories including marketing, design, techniques, prototypes and production - Assess practices of store design, retail methods and visual merchandising - Understand brand equity, identify strengths and limitations, and calculate the equity of a brand
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Teaching Method	Lectures, class discussion, case study analysis, group work and group presentations
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>Closed book exam</p>

Textbook	<p>Lindemann, J. (2010), The Economy of Brands. Palgrave Macmillan ISBN-10: 0230232507</p> <p>Kapferer, J.-N. (2008), The New Strategic Brand Management: Creating and sustaining brand equity long term, 4th edition, Kogan Page, ISBN10-0749450851</p>
Bibliography	<p>Aaker, D. (2010), Building Strong Brands, Pocket Books, ISBN-10: 1849830409</p> <p>Aaker, D. (2009), Brand Leadership, Pocket Books, ISBN-10: 1847398359</p> <p>Chevalier M. and Mazzalovo G.(2008), Luxury Brand Management: A World of Privilege. John Wiley & Sons Ltd</p> <p>Kapferer, J.-N. & Bastien, V. (2008), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands. MPG Books</p> <p>Keller, K. (2007), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 3rd Edition, Pearson, ISBN-10: 0132336227</p> <p>Tybout, A. & Calkins, T.(2005), Kellogg on Branding: The Marketing Faculty of The Kellogg School of Management, Wiley, ISBN: 978-0-471-69016-0</p> <p>Wheeler, A. (2009), Designing Brand Identity: An Essential Guide for the all Branding Team, 3rd edition, Wiley, ISBN-10: 0470401427</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Digital Marketing</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Walker Andrew	Department	MKT

Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>Digital or Electronic Marketing is a critical and rapidly evolving area of marketing management. This module will demonstrate how digital resources, and specifically the Web, can be used to market directly and interactively to customers, and how these activities can contribute to effective and efficient marketing strategies.</p> <p>This module starts from the premise that the technologies that comprise the Web and related digital technologies are impacting traditional marketing and business relationships in fundamental ways. We will critically examine the ways in which marketers can lever digital technology to achieve functional efficiencies and to devise effective marketing strategies.</p> <p>The World Wide Web is the fastest growing communications medium in history, expanding far more rapidly that the introduction of other mass media such as print, radio, TV and cinema. It impacts on marketing in 3 ways: It is in some areas replacing traditional marketing channels , in others providing alternative channels which need to be aligned to existing ones. It also offers completely new ways of marketing, involving employees, supply chain partners, existing and potential customers.</p> <p>There are many characteristics of the WWW as a marketing medium that are unique, and offer significant benefits to organisations. The correct understanding of these leveraging factors, and the ability to critically assess the extent to which an organisation is exploiting them now and in the future, is the focus of the Digital Marketing Module. This requires potential managers to objectively assess the effectiveness of a corporate web presence, understand the relevance and applicability of existing and digital business models, and make strategic recommendations for on-going improvements not just in web site design but in marketing strategy and objectives, in an increasingly digital business and social environment.</p> <p>This module allows an understanding of the 'traditional' themes of digital marketing, but also a critical understanding of how these are changing.</p>
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Module Learning Outcomes	<p>Module aims</p> <ul style="list-style-type: none"> • To provide a critical review of the approaches, tools, and techniques available when marketing in a digital environment, with specific reference to the Web • To develop practical skills and knowledge in developing an effective digital marketing plan for an organisation, using the Chaffey and Smith SOSTAC model • To develop a critically objective and strategic approach to digital marketing, based on the developing Web 2.0/Web 3.0 environment, and the idiosyncrasies of the medium • To provide a basic understanding of digital marketing mix, search engine optimisation, search engine marketing, web advertising (old and new), web design and usability, 'off-site' and social media marketing • To understand, and critically apply, key theoretical frameworks of relevance to digital marketing, including: 8 Ps' Marketing Mix; 5Is' for Interactive Media; 5Ss' for digital marketing objectives <p>Learning Outcomes</p> <p>Specifically, on completion of the module you will be able to:</p> <ul style="list-style-type: none"> • Input critically to an organisations' web site design from a marketing perspective, and identify web usability issues related to customer digital experience • Develop practical experience of developing strategic marketing approaches via the production of a digital marketing plan, and what should be included in it • Be able to converse with managers, marketers and web technical staff on marketing issues related to web design, Search Engine Optimisation and Search Engine Marketing • Understand how web analytics can be used to measure the effectiveness of digital marketing strategies • Have a practical understanding of the limits, benefits and opportunities of marketing in virtual environments, through cases and examples • Have a critical understanding of the developing Web 2.0 paradigm, and the implications for digital marketing • Have an understanding of the range of promotional and advertising tools for digital marketing strategies • Be able to translate, interpret and apply relevant marketing theory in digital environments • Be aware of some of the key emerging themes which will define digital marketing in the next decade
Teaching Method	<p>The module consists of a mixture of lectures, case studies, videos, group work tasks, student presentations, and hands-on practical exercises. Students are expected to make extensive use of the Internet, information databases and printed academic sources to prepare for the assessment exercises. Students are expected to participate actively in class via discussion, questions and group work.</p> <p>Sessions include facilitated group work which requires the use of web sites and online resources, and all students are encouraged to bring laptops where possible. Students using laptops in class for activities not related to the Module will be warned once then asked to leave.</p>
Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 % <p>Individual digital marketing report (60%) Group presentation on a selected web site (40%)</p>
Textbook	<p>Course Text: Chaffey, D (2012, 4th edition) eMarketing eXcellence. Publication Date: 29 Oct 2012 ISBN-10: 0415533376 ISBN-13: 978-0415533379 Edition: 4 th. Previous editions are available and relevant. Available as an e-book.</p> <p>Krugg, S. Don't make me think: a common sense approach to web usability, 2005 (second edition). Publication Date: 18 Aug 2005 ISBN-10: 0321344758 ISBN-13: 978-0321344755 Edition: 2nd</p> <p>Nahai, N. Webs of influence: The Psychology of Online Persuasion, 2012. Publication Date: 20 Sep 2012 ISBN-10: 0273772953 ISBN-13: 978-0273772958 Edition: 1st. Available as an e-book.</p> <p>Nielsen, J. Homepage Usability: 50 web sites deconstructed, 2001 Publication Date: 5 Nov 2001 ISBN-10: 073571102X ISBN-13: 978-0735711020 Edition: 1st. Any other works by Jacon Nielsen are also relevant.</p>

Bibliography	<p>Bratton, S. & Evans, D. 2008 Social Media Marketing: An Hour A Day, Wiley</p> <p>Brynjolfsson et al., 2006 From Niches to Riches: Anatomy of the Long Tail Sloan Management Review, Vol. 47, No. 4, pp. 67-71, Summer 2006 Abstract at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=918142</p> <p>Evans, D. 2010 Social Media Marketing, Sybex</p> <p>Gulati R. and Garino J. 2000. Get the right mix of bricks and clicks. Harvard Business Review, May-June, 2000 pp.107-114</p> <p>Kaushik, A. Analytics 2.0, 2009</p> <p>Kirkpatrick, D. 2010 The Facebook Effect, Virgin</p> <p>Meerman Scott, D. 2010 The New Rulers of Marketing and PR, Wiley</p> <p>O'Reilly, T. What is Web 2.0 : Design Patterns and Business Models for the next generation of software. Tim O'Reilly, September, 2005, Available at: http://www.oreillynet.com/lpt/a/6228</p> <p>Pepper D, Rogers R. The Five Is of One to One Marketing. Available at: http://www.crmodysey.com/Documentation/Documentation_PDF/</p> <p>Stern, J. & Meerman S. 2010, Social Media Metrics, Wiley</p> <p>Tapscott, D. 1997 Strategy in the new economy, Strategy & Leadership; Nov/Dec97, Vol. 25 Issue 6, p8, 7p, 3c</p> <p>Zimmerman, J. 2010 Social Media Marketing, Wiley</p>
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	Grenoble Graduate School of Business Sport Marketing and Events Management	Syllabus
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Polski Michel	Department	MKT

Contact Hours	30.0 hours	Total Study Hours	50.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>This course focuses on the practical considerations when marketing and organising world class sporting events.</p> <p>In recent years, Sport is increasingly being recognised as being part of the entertainment industry. The number of professional events across all Sports has increased. With lucrative contracts and sponsorship deals being commonplace in the world of Professional Sport and prize money being at an all time high, the way in which sporting events are marketed and organised have never been more important.</p> <p>This course helps you to understand the concepts, strategies and implications of strategic marketing in the world of Sport.</p>
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Module Learning Outcomes	<p>At the end of this course, students should be able to:</p> <ul style="list-style-type: none"> • Critically discuss the practical considerations when organising a world class sporting event • Evaluate the marketing strategies and theories and be able to apply them to Sports management • Understand the global significance of Sponsorship and marketing, the role of the media, public relations and community outreach • Understand the motivations of sports fans and how to appeal to different demographics across a wide range of sports and events
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<p>This module has a high level of contribution to the following learning goals for the program</p> <p>Learning goal 1 : Has acquired general business knowledge, tools and concepts</p> <p>Demonstrates an understanding of the fundamentals in accounting, finance and law, marketing, operations, strategy, HR and project management and the capacity to apply them</p>

Teaching Method	Class lectures Group case studies Readings Powerpoint presentations
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>The assessment takes the form of a group presentation (with each individual writing a one page evaluation), a structured essay and a written examination. The presentation and written evaluation is worth 20 per cent of the overall marks for the course and the essay is worth 30 per cent. The final written examination of 2 hours will be worth 50 per cent of the marks.</p> <p>Closed book exam</p>
Textbook	Shank, M. (2013) Sports Marketing, A Strategic Perspective, Fifth Edition, Pearson.

Bibliography	<p>Bladen, C., Kennell, J., Abson E., & Wilde, N., (2012) Events Management, An Introduction, Routeledge.</p> <p>Funk, D., Consumer Behavior in Sport & Events: Marketing Action (Sports Marketing) Butterworth Heinemann</p> <p>Masterman, G., Strategic Sports Event Management, Butterworth Heinemann</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Sustainable Marketing</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Gauthier Caroline	Department	MKT

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	Many companies are trying to "green" their products and processes, with more or less success on the marketplace. This course covers the main tools and rules of the game for successful green marketing. The issue is not whether marketing for sustainability is necessary or not, but how to do it successfully given the pressures imposed through regulatory developments and consumer trends.
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Module Learning Outcomes	At the end of this course, students should be able to implement sustainable marketing actions on the market.
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This module has a high level of contribution to the following learning goals for the program	
<p>Learning goal 1 : Considers the human, social and environmental consequences of business decisions and practices</p> <p>Demonstrates the capacity to identify an ethical dilemma and to take position based on his/her personal value system</p> <p>Is able to identify and evaluate different alternatives on the basis of the consequences for the different stakeholders</p>	

Teaching Method	Lectures, serious game and working sessions Group project
Evaluation	• Continuous Assessment : 100 %
Textbook	Ottman, Jacquelyn (2011). The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding. Berrett Koehler Publishers. ISBN 978-1605098661.
Bibliography	

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Fashion Management</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Giusti Nicoletta	Department	MTS


Contact Hours	30.0 hours	Total Study Hours	90.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>Fashion Management does not only mean clothing design, production, marketing and distribution. At present, the fashion industry includes a range of diversified industrial products to be introduced in the global context. The fashion management module will deal with the main management and marketing trends in the fashion industry and their adoption and adaptation to the specificities of the different geographical contexts. This course encourages a deep understanding of the:</p> <ul style="list-style-type: none"> - Fashion Industry and New Trends in Fashion Management - Creative Principles of Fashion - Supply Chain in Fashion - Marketing and Advertisement for the Fashion Industry
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Module Learning Outcomes	<p>At the end of this module, students will be able to:</p> <ul style="list-style-type: none"> - Understand the specificities of the Fashion Industry and the different categories of products - Critically assess the implications related to the new categories of fashion consumers and how to effectively respond to their needs. - Acquire those business and management tools required to successfully introduce new products in the fashion industry - Implement an appropriate Fashion marketing and communication strategy and campaign
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Teaching Method	Lecture, Case-studies, group work
Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 %
Textbook	Rebecca Elena Glaser (2010), How to Sell Dreams: Principles of Luxury Fashion Brand Management. ISBN-10: 3639258517
Bibliography	<p>Sarah Bailey, Jonathan Baker (2014) E-book Visual Merchandising for Fashion ISBN: 9782940447701</p> <p>Harriet Posner (2011), Marketing Fashion. Laurence King Publishing. ISBN-10: 1856697231</p> <p>Michael R. Solomon, Nancy Rabolt (2008), Consumer Behaviour in Fashion. Prentice Hall. ISBN-10: 0131714740</p>

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Brand Management</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Fornerino Marianela	Department	MKT

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Products and services attract their clients for various reasons. Functionality, price, ergonomics, symbolic value, brand identity and aesthetics are all important issues for product appeal. Design influences these aspects, while working in line with the company's strategy. Good design stands out, increases sales and is crucial for companies in a competitive field.</p> <p>Good design means the right innovation participating to the commercial results of a company. The development of environmental-friendly product solutions is an emerging topic in the design field and is becoming an integrative characteristic of a well-designed product. We will therefore also include eco-design aspects in this course.</p> <p>In this course, we will specifically concentrate on the design of items and the reasons for their desirability. We will study this on an operational level from the viewpoint of a business student and analyse themes, such as;</p> <ul style="list-style-type: none"> - Understanding the value of design for a company by studying various design cases and design-oriented companies. - Understanding the design process and the basics of design management. - Obtaining knowledge of design movements and design history
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Module Learning Outcomes	<ul style="list-style-type: none"> - Creating awareness of design's vital impact design on business results - Obtaining knowledge of design best practices - Creating basic understanding about the integration of design in a company situation - Recognising the link between the creative design approach and creative management - Developing your personal creativity
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This module has a high level of contribution to the following learning goals for the program	
<p>Learning goal 1 : Has developed knowledge and skills for managing technology, innovation and related organisational changes</p> <p>Understands and anticipates the impact of innovation and technology on organizational performance</p>	

Teaching Method	<p>Projects are part of this course. Possible projects are:</p> <p>1) Exercise: "Designed to be loved ... or not?" You will individually identify and analyse a product that you truly adore or hate. To begin with, you have to fill in a questionnaire. Secondly, during classes you will present a part of this work with your team of students. Your individual questionnaires and the group PowerPoint presentation need to be sent to the professor in one email before the presentation takes place. The date of the presentation will be specified by your professor.</p> <p>2) The Message in the Bottle exercise & Design Concourse Your team will act as a design agency that creates and presents a packaging in a professional way. You will have to analyse existing packaging on sales and propose a new challenging one. You will present your best proposal in the last class of the course. Together we will select the winning proposal! The teams will be attributed the names of the world's most successful international design agencies at the moment: e.g. ZIBA, Smart Design, Lunar Design, Design Continuum, Fuse Project, Pentagram, Frog Design ...</p> <p>3) The Getting Creative exercise</p> <p>4) Based on short articles or other sources, you will study companies that are leaders in specific design aspects.</p> <p>Other product development topics might also be selected as part of a class activity</p>
Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 %
Textbook	<p>A selection of articles will be distributed during classes or placed on the e-learning platform</p> <p>Recommanded article KELLEY, T and KELLEY D. (2013), Creative Confidence: Unleashing the Creative Potential Within us All, Crown Business</p> <p>Recommended book SPARKE, P. (1997), The New Design Source book, Knickbrocker Press, Quarto Inc</p>

Bibliography	<p>Product Charisma - Semantics</p> <p>CSIKSENTMIHALYI, M. and ROCHBERG-HALTON E. (1981), The Meaning of Things, Domestic Symbols and the Self, Cambridge University Press</p> <p>GOTZSCH, J. (2003), Designed to be Loved, European Business Forum, n°13, spring</p> <p>GOTZSCH, J. (2006), Product Talk, The Design Journal</p> <p>KRIPPENDORF, K. (2006), The Semantic Turn, a New Foundation for Design, Taylor & Francis</p> <p>NORMAN, D. (2004), Emotional Design, Why we love (or hate) everyday things, Perseus Book Group</p> <p>VERGANTI, R. (2009), Design -Driven Innovation, Changing the Roles of Competition by Radically Innovating what Things Mean, Harvard Business Press</p> <p>Design Thinking</p> <p>BROWN, T. (2009), Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins Publishers</p> <p>CUREDALE, R. (2013), Design Thinking Process and Methods Manual, Design Community College Inc</p> <p>KUMAR, V. (2013), 101 Design Methods: A Structured Approach for Driving Innovation in your Organization, John Wiley and Sons</p> <p>LIEDTKA J., OGILVIE T. and BROZENSKA, R. (2014), The Designing for Growth Field Book: A Step by Step Project Guide, Columbia University Press</p> <p>Design history</p> <p>BURDEK B. (2005), Design, History, Theory and Practice of Product Design, Birkhäuser, Basel, Boston</p> <p>DORMER, P. (1993), Design since 1945, Thames and Hudson</p> <p>SPARKE, P. (2013), An Introduction to Design and Culture: 1900 to the Present, Routledge</p> <p>Design - sustainability and ethics</p> <p>GOTZSCH J. (2008), Key Aspects of Product Attraction: A focus on Eco-Friendliness, Int. Journal Environmental Technology and Management, Vol 8 N°1 p37-52</p> <p>GOTZSCH J. (2012), Designing for a Better World, Chapter 19 in Business Ethics: A Critical Approach, Rutledge</p> <p>PAPANEK, V. (2005), Design for the Real World: Human Ecology and Social Change, Chicago Publishers</p>
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	Grenoble Graduate School of Business Sustainable Development	Syllabus
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Stadtler Lea	Department	MTS


Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>“The design profession can no longer claim excellence in design unless we have considered the concept of responsibility as a central part of the design problem”. (Roux, IDSA)</p> <p>Industries such as the fashion, luxury, or design industries are typically perceived as industries that are accelerating consumption and therefore not compatible with sustainability. Yet, many companies in these industries are leaders in sustainability. This course explores the dimensions of sustainability for these industries and especially focuses on best practices in this area.</p>
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Module Learning Outcomes	At the end of the course, participants should be able to assess the impact of the sustainability movement in fast-moving industries such as the fashion and design industries. They should have learned to identify and apply sustainability tools in those industries.
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Teaching Method	Case studies, class discussions, and group projects
Evaluation	• Continuous Assessment : 100 %
Textbook	Charter M. and Tischner U. (2001), Sustainable Solutions: Developing Products and Services for the Future, Greenleaf limited publishing
Bibliography	<p>McDonough W. and Braungart M, (2002) Cradle to Cradle: Remaking the Way We Make Things, Publisher: Rodale Books</p> <p>Papanek, V. (1984), Design for the Real World: Human Ecology and Social Change, Thames and Hudson Ltd, London</p> <p>Tukker A. and Tischner U. (2006), New Business for Old Europe, Product Service Development, Competitiveness and Sustainability</p>

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Design Management</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Gotzsch Jose	Department	MTS

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Products and services attract their clients for various reasons. Functionality, price, ergonomics, symbolic value, brand identity and aesthetics are all important issues for product appeal. Design influences these aspects, while working in line with the company's strategy. Good design stands out, increases sales and is crucial for companies in a competitive field.</p>
	<p>Good design means the right innovation participating to the commercial results of a company. The development of environmental-friendly product solutions is an emerging topic in the design field and is becoming an integrative characteristic of a well-designed product. We will therefore also include eco-design aspects in this course.</p>
	<p>In this course, we will specifically concentrate on the design of items and the reasons for their desirability. We will study this on an operational level from the viewpoint of a business student and analyse themes, such as;</p> <ul style="list-style-type: none"> - Understanding the value of design for a company by studying various design cases and design-oriented companies. - Understanding the design process and the basics of design management. - Obtaining knowledge of design movements and design history

Module Learning Outcomes	<ul style="list-style-type: none"> - Creating awareness of design's vital impact design on business results - Obtaining knowledge of design best practices - Creating basic understanding about the integration of design in a company situation - Recognising the link between the creative design approach and creative management - Developing your personal creativity
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This module has a high level of contribution to the following learning goals for the program	
<p>Learning goal 1 : Has developed knowledge and skills for managing technology, innovation and related organisational changes</p> <p>Understands and anticipates the impact of innovation and technology on organizational performance</p>	

Teaching Method	<p>Possible projects as part of this course;</p> <ul style="list-style-type: none"> - The Getting Creative (Again) Exercise - The Message in the Bottle exercise & Design Concourse <p>Your team will act as a design agency that creates and presents a packaging in a professional way. You will have to analyse existing packaging on sales and propose a new challenging one. You will present your best proposal in the last class of the course.</p> <p>The teams will be attributed the names of the world's most successful international design agencies at the moment: e.g. ZIBA, Smart Design, Lunar Design, Design Continuum, Fuse Project, Pentagram, Frog Design ...</p> <p>Alternatively</p> <ul style="list-style-type: none"> - Design animations based on short articles or other sources. You will study companies that are leaders in specific design aspects. - Exercise: "Designed to be loved ... or not?" <p>You will individually identify and analyse a product that you truly adore or hate. To begin with, you have to fill in a questionnaire. Secondly, during classes you will present a part of this work with your team of students. Your individual questionnaires and the group PowerPoint presentation need to be sent to the professor in one email before the presentation takes place. The date of the presentation will be specified by your professor.</p>
Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 %
Textbook	<p>A selection of articles will be distributed during classes or placed on the e-learning platform</p> <p>Recommended article KELLEY, T and KELLEY D. (2013), Creative Confidence: Unleashing the Creative Potential Within us All, Crown Business</p> <p>Recommended book SPARKE, P. (1997), The New Design Source book, Knickbrocker Press, Quarto Inc</p>

Bibliography	<p>Product Charisma - Semantics</p> <p>CSIKSENTMIHALYI, M. and ROCHBERG-HALTON E. (1981), The Meaning of Things, Domestic Symbols and the Self, Cambridge University Press</p> <p>GOTZSCH, J. (2003), Designed to be Loved, European Business Forum, n°13, spring</p> <p>GOTZSCH, J. (2006), Product Talk, The Design Journal</p> <p>KRIPPENDORF, K. (2006), The Semantic Turn, a New Foundation for Design, Taylor & Francis</p> <p>NORMAN, D. (2004), Emotional Design, Why we love (or hate) everyday things, Perseus Book Group</p> <p>VERGANTI, R. (2009), Design -Driven Innovation, Changing the Roles of Competition by Radically Innovating what Things Mean, Harvard Business Press</p> <p>Design Thinking</p> <p>BROWN, T. (2009), Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins Publishers</p> <p>CUREDALE, R. (2013), Design Thinking Process and Methods Manual, Design Community College Inc</p> <p>KUMAR, V. (2013), 101 Design Methods: A Structured Approach for Driving Innovation in your Organization, John Wiley and Sons</p> <p>LIEDTKA J., OGILVIE T. and BROZENSKA, R. (2014), The Designing for Growth Field Book: A Step by Step Project Guide, Columbia University Press</p> <p>Design history</p> <p>BURDEK B. (2005), Design, History, Theory and Practice of Product Design, Birkhäuser, Basel, Boston</p> <p>DORMER, P. (1993), Design since 1945, Thames and Hudson</p> <p>SPARKE, P. (2013), An Introduction to Design and Culture: 1900 to the Present, Routledge</p> <p>Design - sustainability and ethics</p> <p>GOTZSCH J. (2008), Key Aspects of Product Attraction: A focus on Eco-Friendliness, Int. Journal Environmental Technology and Management, Vol 8 N°1 p37-52</p> <p>GOTZSCH J. (2012), Designing for a Better World, Chapter 19 in Business Ethics: A Critical Approach, Rutledge</p> <p>PAPANEK, V. (2005), Design for the Real World: Human Ecology and Social Change, Chicago Publishers</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Legal Context of Fashion and Design Industry</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Gleason Ted	Department	GDF


Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Introduction to Fashion and Design / Definitions /Industry characteristics. Scope of Intellectual Property applicable to the industry of Fashion & Design. Infringements and enforcement of the Intellectual Property Rights (IPRs): Knock-off and Counterfeiting. Remedies. Licensing of the IPRs in the industry of Fashion & Design. Imports and Customs issues in Fashion (brief introduction).</p>
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Module Learning Outcomes	<ul style="list-style-type: none"> - To provide the students with a clear definition of Fashion & Design. To introduce the students with the industry characteristics of: a) importance of fashion & Design in the global economy; b) consolidation: the growth of fashion conglomerates; c) disruptive transformation: fast fashion and the Internet; d) ethical issues and sweatshops issues. - To provide the students with a clear understanding - both theoretical and practical- of the various IPRs that may cumulatively be associated with, and protective to, fashion & design products and services. - To provide the students with a clear understanding of the concept of infringement of IPRs (Knock-off, both legal and illegal: counterfeiting) as well as of the various legal remedies in case of infringement of IPRs. - To provide the students with a mastery of Licensing of IPRs and enable them to competently negotiate licensing agreements of IPRs in the industry of Fashion & Design.
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Teaching Method	A combination of lectures, case studies, problem solving, contract analysis.
Evaluation	<ul style="list-style-type: none"> • Examination : 50 % • Continuous Assessment : 50 % <p>Continuous assessment: composed of in-class work on specific assignments: legal case analysis; problem solving based on legal issues of the Fashion & Design Industry. To test the students' mastery of the subject-matter as applied to practical situations and problems.</p> <p>Final examination: comprised of a Quiz (one hour) and an essay or problem (one hour) re. the totality of the course. To assess the student's mastery of the legal context of the Fashion & Design Industry both on a theoretical and a practical standpoint, enabling him/her to gain a working knowledge in his/her specific business environment (legal protection of fashion products or services; contract negotiating; counterfeit combatting, etc..).</p>
Textbook	Compulsory. G. Jimenez, B. Kolsun Fashion Law- A Guide for Designers, Fashion Executives and Attorneys, Fairchild Books 2010. ISBN: 978-1-56367-778-6.

Bibliography	G. Dinwoodie, M. Janis, Trade Dress & Design Law, Kluwer- Aspen Publisher 2010. ISBN: 978-0-7355-6832-7.
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Retail Management</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Polski Michel	Department	MKT

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Retail Managers are in charge of implementing a retail brand's commercial policies with the ultimate aim of maximizing profit, while at the same time, reducing costs. Retail Management covers many fields of business management including Human Resources, Operations Management, Supply Chain Management and Information Technologies.</p> <p>The 15 hour course of the BIB program will therefore cover only areas of Retail Management that are not covered in other foundation modules of the program</p>
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Module Learning Outcomes	<p>The course will focus on the following topics as specifically applied to the Fashion and Design industry, to enable participants to learn how to:</p> <ul style="list-style-type: none"> - Manage and motivate sales teams in a retail environment - Monitor the market and take initiatives to off-set competitor activities - Implement point of sale & store merchandizing and planography strategies - Deploy retail events and store promotions - Handle customer service and aftersales relations / customer complaints
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This module has a high level of contribution to the following learning goals for the program	
Learning goal 1 : Has acquired general business knowledge, tools and concepts	Demonstrates an understanding of the fundamentals in accounting, finance and law, marketing, operations, strategy, HR and project management and the capacity to apply them
Learning goal 2 : Has developed effective communication skills	Demonstrates clear and concise oral communication

Teaching Method	The class will combine theory, in class exercises and roles plays involving case studies, and work on specific projects and store practice analyses
Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 % <p>100% continuous assessment</p>
Textbook	LEVY & WEITZ, Retailing Management, 6th Ed, (2006), ISBN-13: 978-0073019789

Bibliography	<p>BERMAN B, EVANS J.R. Retail Management: A Strategic Approach: International Edition, Pearson, 11th Edition, (2009) ISBN-10: 0132465507 ; ISBN-13: 978-0132465502</p> <p>CHEVALIER M., GUTSATZ M., Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support; John Wiley & Sons Ltd (2012) ISBN-10: 0470830263 ISBN-13: 978-0470830260</p> <p>Further reading and articles will be announced at the beginning of class or on Moodle</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Business Planning</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Tornikoski Erno	Department	GDF


Contact Hours	30.0 hours	Total Study Hours	30.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>Entrepreneurship is the process by which individuals pursue opportunities without regard to resources they currently control. The essence of entrepreneurial behaviour is identifying business opportunities and putting them into practice. In order to attract the attention of external resource stakeholders, entrepreneurs need to demonstrate their capacity to reach critical milestones of the new venture creation process. One of the first milestones of any new business start-up is proof of concept, which will help to reassure the project leaders and potential investors about the viability of the project. As such, to succeed in new venture creation, it is not enough just to discover brilliant new opportunities: Enterprising individuals also need to work on those ideas to transform them into reality.</p> <p>This module has been developed to meet the needs of entrepreneurial individuals who want to garner the attention of outside stakeholders for further acceleration of the emergence of their new business.</p> <p>Topics covered in the lectures</p> <ul style="list-style-type: none"> - Team and team dynamics - Project risks and issues - Opportunity, vision, strategy - Markets - Financial needs and other needs <p>Three of the modules of this entrepreneurship major will take place in a specific logical order</p> <ol style="list-style-type: none"> 1 Entrepreneurial Opportunities 2 Business Planning 3 Entrepreneurial Finance <p>Two of the remaining modules in this major are transversal</p> <ul style="list-style-type: none"> - Entrepreneurship in Hi-Tech Sector - Sustainable and Social Entrepreneurship
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Module Learning Outcomes	<p>By the end of the module, participants should be able to:</p> <ul style="list-style-type: none"> - Know how to write a business plan and understand its key elements; - Identify the strengths of the startup, its positioning (macro and micro), and overall launch strategy; - Know how to constitute a winning founding team; - Understand the main stakeholders that can provide external support and resources (funding, advice, network) to the founders;
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Teaching Method	<p>Theory and case discussions will put students in situations where they have to analyse and discuss solutions to entrepreneurial issues. Preparation, written reports and discussions will also be used to explore understanding and application of core concepts.</p> <p>The most effective way to understand the entrepreneurial process, and to answer some of the above questions, is to take a hands-on approach. In this course students are expected to be able to work on entrepreneurial ideas in TEAMS, and be active participants in classroom discussions.</p>
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Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 % <p>The overall grade is based on Individual work (60%) and group work (40%).</p>
Textbook	Abrams, R. M. (2014). The Successful Business Plan: Secrets & Strategies, 6th edition, The Planning Shop
Bibliography	<p>Further readings:</p> <p>Friend, G. & Zehle, S. (2009). Guide to Business Planning, 2nd Edition, The Economist</p> <p>Barringer, B.R. & Ireland, R.D. (2012). Entrepreneurship: Successfully Launching New Ventures, 4th edition. Prentice Hall.</p> <p>Bhide A (1994). How entrepreneurs craft strategies that work, Harvard Business Review, 72(2): 150-161.</p> <p>Bhide, A. (1992). Bootstrap finance: The art of start-ups. Harvard Business Review, 70(6): 109-117.</p> <p>Block, Z. & MacMillan, I.C. (1985). Milestones for successful venture planning. Harvard Business Review, 63(5): 184-196.</p> <p>Rock, A. (1987). Strategy vs. tactics from a venture capitalist. Harvard Business Review, 65(6): 63-67.</p> <p>Sahlman, W.A. (1997). How to write a great business plan, Harvard Business Review, 75(4): 98-108.</p> <p>Shane, S.A. (2004). A General Theory of Entrepreneurship: The Individual-Opportunity Nexus. Edward Elgar Pub.</p> <p>Stancill, J.M. (1986). How much money does your new venture need? Harvard Business Review, 64(3): 122-139.</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Entrepreneurial Finance</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Bonnet Christophe	Department	GDF

Contact Hours	30.0 hours	Total Study Hours	30.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>Finance is a key, and often scarce, resource for new businesses. Entrepreneurs face financial issues such as determining if and when their business is expected to be profitable, how much financing is needed and when, what are the potential financing sources and how to acquire them. Yet many entrepreneurs lack financial competences.</p> <p>While mainstream corporate finance is mostly directed at mature public companies, entrepreneurial finance addresses the specific challenges faced by young ventures: high uncertainty, negative initial cash flows, limited access to debt and to public financial markets. This module aims to introduce students to entrepreneurial finance with a focus on the preparation and implementation of the acquisition of financial resources for new innovative businesses.</p> <p>Topics covered:</p> <ul style="list-style-type: none"> - Actors in entrepreneurial finance - Preparing financial projections - Valuing a young venture - Funding process, negotiations and mechanics of equity openings - Managing and financing growth <p>Three of the modules of this entrepreneurship major will take place in a specific logical order</p> <ol style="list-style-type: none"> 1 Entrepreneurial Opportunities 2 Business Planning 3 Entrepreneurial Finance <p>Two of the remaining modules in this major are transversal</p> <ul style="list-style-type: none"> - Entrepreneurship in Hi-Tech Sector - Sustainable and Social Entrepreneurship
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Module Learning Outcomes	<p>At the end of the module, participants should be able to:</p> <ul style="list-style-type: none"> - Identify actors, milestones, challenges and key success factors to acquire financial resources. - Prepare the financial sections of a business plan: financial projections, determination of the need for funding and possible sources of funds. - Apply methods to value a new or young business. - Understand the fundraising process as well as the financial and legal mechanisms of equity openings (successive financing rounds, IPOs).
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Teaching Method	The sessions consist of lectures and work on actual cases and exercises. Financial models will be designed and used to adress forecasting ans valuation issues.
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Evaluation	<ul style="list-style-type: none"> • Examination : 60 % • Continuous Assessment : 40 % <p>The evaluation aims at checking that the students master the concepts and techniques taught in the module and are able to apply them to solve actual business issues. It is based on continuous assessment and a final exam.</p> <p>Closed book exam</p>
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Textbook	
Bibliography	Leach J. and Melicher R., Entrepreneurial Finance, Cengage Learning
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Entrepreneurial Opportunities</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Tornikoski Erno	Department	MTS


Contact Hours	30.0 hours	Total Study Hours	30.0 hours	Coefficient	1.0	ECTS Credits	5.0	US Credits	2.50
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Module Description	<p>One of the most exciting and satisfying activities in business is to start a new venture. The essence of entrepreneurial behaviour is identifying innovative ideas, transforming them into business opportunities, and putting them into practice no matter whether you are working inside an existing company or starting a totally new business.</p> <p>Entrepreneurship is the process by which individuals pursue opportunities without regard to resources they currently control. In this module participants will focus on transforming innovative ideas into business opportunities. That is, participants will learn how to identify innovative ideas and in the very first steps should validate innovative ideas before actually committing a lot of resources for the preparation of a comprehensive business plan.</p> <p>For entrepreneurs a combination of analytical and imaginary thinking is important, for example in the phase of need finding and the following idea development. Design thinking will be part of this module to help you finding a clear problem zone, identify your client and start the idea development phase.</p> <p>Three of the modules of this entrepreneurship major will take place in a specific logical order</p> <ol style="list-style-type: none"> 1 Entrepreneurial Opportunities 2 Business Planning 3 Entrepreneurial Finance <p>Two of the remaining modules in this major are transversal</p> <ul style="list-style-type: none"> - Entrepreneurship in Hi-Tech Sector - Sustainable and Social Entrepreneurship
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Module Learning Outcomes	<p>Upon completion of this course participants will:</p> <ul style="list-style-type: none"> - Learn how to identify entrepreneurial opportunities; - Learn the basic steps to transform ideas into business opportunities using minimum resources; - Experience and learn about design thinking as a method for non designers; - Realise the vital user empathy part of the design thinking process; - Know how to present innovative business ideas in a compelling and concise manner.
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Teaching Method	<p>Theory and case discussions will put students in situations where they have to analyse and discuss solutions to entrepreneurial issues. Preparation, written reports and discussions will also be used to explore understanding and application of core concepts.</p> <p>The most effective way to understand the entrepreneurial process, and to answer some of the above questions, is to take a hands-on approach. In this course students are expected to be able to work on entrepreneurial ideas of their own choice, and be active participants in classroom discussions.</p> <p>A project will be part of this major and it will be possible to work on project topics of your preference or to decide to work on a specific theme, such as improving sustainability or Hi-tech sector.</p>
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Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 % <p>The overall grade is based 100% on individual work & participation.</p>
Textbook	Blank, S. & Dorf (2012). The Startup Owner's Manual, K&S Ranch Publishing.
Bibliography	<p>Brown, T. (2008). Design Thinking, Harvard Business Review</p> <p>Bygrave, W. & Zacharakis, A. (2008). Entrepreneurship. John Wiley & Sons, Inc.</p> <p>Furr, N., & Ahlstrom, P. (2011). Nail It then Scale It: The Entrepreneur's Guide to Creating and Managing Breakthrough Innovation. NISI Publishing.</p> <p>Kelley, T and Kelley D. (2013). Creative Confidence: Unleashing the Creative Potential Within us All, Crown Business</p> <p>Mullins, J. (2010). The New Business Road Test, 3rd edition. Financial Times / Prentice Hall.</p> <p>Osterwalder, A. & Pigneur (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, John Wiley & Sons Ltd.</p> <p>Ries, E. (2011). The Lean Startup. Portfolio Penguin.</p> <p>Sahlman, W.A., Stevenson, H.H., Roberts, M.J., Bhidé, A. (1999). The Entrepreneurial Venture, 2nd edition. Harvard Business School Press.</p> <p>The Bootcamp Bootleg, Hasso Plattner Institute of Design, Stanford (www.dschool.stanford.edu)</p> <p>Wulfsen van, G. (2013). The Innovation Expedition: A Visual Toolkit to Start Innovation, BIS Publishers</p>
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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Entrepreneurship in Hi-Tech Sector</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Mei Maggie-Qiuzhu	Department	MTS

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Technology has become ubiquitous in modern society. For every industrialized nation, the technology sector represents a significant portion of the economy. Also, note how smartphones, personal computers, tablets, and the Internet have integrated into everyday commerce and our personal lives. It is clear that national and global economic growth depends on the health and contributions of high-technology ventures.</p> <p>High-technology ventures refer to information technology enterprises, biotechnology and medical businesses, energy and sustainability companies, and those service firms where technology is critical to their missions. These high-technology ventures exploit breakthrough advancements in science and engineering to develop better products and services, which are often a source of competitive advantage.</p> <p>High-technology entrepreneurship concerns “a style of business leadership that involves identifying high-potential, technology-intensive commercial opportunities, gathering resources such as talent and capital, and managing rapid growth and significant risks using principled decision-making skills”. The leaders of technology ventures demonstrate focus, passion, and an unrelenting will to succeed. Well-known examples of high-technology ventures include Intel, which was formed to apply semiconductor technology to the design and manufacture of semiconductor circuits, and Microsoft to create and distribute computer software products for applications in industry and the home.</p> <p>How to found and grow successful high-technology ventures? This course is guided by this fundamental question. Through a collection of lectures, projects and case studies that cover high-technology ventures, this course is organized into three topics. In the first topic, we discuss how changes in the structure of technological and consumer markets create opportunities for new value creation. The focuses are the mechanisms that underlie technology S-curves and product diffusion curves. In the second part, special attention is devoted to profiting from technologies.</p> <p>The students need to understand that economic value is almost always created through the coordinated action of a group of firms, and they should appreciate different means to capture value from technology-based innovations. Finally, we address challenges surrounding the commercialization of high-technology innovations, including university-sourced science and engineering research.</p>
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Module Learning Outcomes	<p>Upon successful completion of this course, students will:</p> <ul style="list-style-type: none"> • Understand the nature of technology entrepreneurship; • Develop specific skills, competencies, research and analysis methods, and perspectives of high-technology venture success factors; • Learn to identify and pair talents with others who have complimentary skills; • Build confidence in students’ personal talents and develop an entrepreneurial skill set for planning, launching, and managing a technology start-up venture.
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This module has a high level of contribution to the following learning goals for the program

Learning goal 1 : Has developed knowledge and skills for managing technology, innovation and related organisational changes

Understands and anticipates the impact of innovation and technology on organizational performance

Teaching Method	Lecture + Case + Project
Evaluation	• Continuous Assessment : 100 %
Textbook	Textbook: McGraw-Hill textbook "Technology Ventures: From Idea to Opportunity"
Bibliography	

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	<p style="text-align: center;">Grenoble Graduate School of Business</p> <p style="text-align: center;">Sustainable and Social Entrepreneurship</p>	<p style="text-align: center;">Syllabus</p>
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Program/ Intake	Bachelor in International Business - English Track - 2015-2018	Academic Year	2017-2018
Module Supervisor	Chuat Mathieu	Department	MTS

Contact Hours	15.0 hours	Total Study Hours	45.0 hours	Coefficient	0.5	ECTS Credits	2.5	US Credits	1.25
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Module Description	<p>Social problems (homeless, unemployment, poverty, illiteracy, etc.) and sustainability challenges (fresh water supply, biodiversity, degradation, deforestation, food) represent some of the most significant societal challenges of the century.</p> <p>This module focuses on exploring businesses opportunities in sustainability and social issues.</p> <p>The course outline is as follows: Session 1 – Sustainable & social entrepreneurship: definition, importance in the economy, geographic perspective Session 2 – Sustainable & social business models Session 3 – How to measure impact Session 4 – Social Venture Incubation, Social Venture Capital Session 5 – Scaling sustainable & social enterprises</p>
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Module Learning Outcomes	<ul style="list-style-type: none"> - Understand the concept of SSE and distinguish SSE from traditional entrepreneurship - Recognise opportunities for developing SSE projects - Provide understanding and skills about the processes of starting a new sustainable business (value creation, business models)
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Teaching Method	This course is an interactive and participatory course that teaches students the key concepts from theory to practice. It adopts a mix of (i) lectures; and (ii) case study sessions and workshops in small groups. Students are expected to attend and participate in all sessions and take part in discussions. The students will be allocated into small groups.
Evaluation	<ul style="list-style-type: none"> • Continuous Assessment : 100 % <p>Written individual assignment: 60 % Workshop group work assignment: 40 %</p>
Textbook	<p>Global Entrepreneurship Monitor - 2015 Report on Social Entrepreneurship Santos, F. (2012). A Positive Theory of Social Entrepreneurship Bornstein, D. Davis, S. (2010) Social Entrepreneurship, Oxford University Press Gelobter, M. George, C. Blank, S. (2015). Lean Startups for Social Change : The Revolutionary Path to Big Impact. Oakland, CA: Berrett-Koehler Publishers.</p>

Bibliography	<p>Dees - The Meaning of Social Entrepreneurship</p> <p>Seelos, C. Mair, J. (2005). Social entrepreneurship - Creating new business models to serve the poor</p> <p>Defourny, J. Nyssens, M. (2010). Conceptions of Social Enterprise and Social Entrepreneurship in Europe and the United States - Convergences and Divergences</p> <p>Zahra et al. (2009). A typology of social entrepreneurs - Motives, search processes and ethical challenges</p> <p>Yunus, Moingeon, Lehmann-Ortega (2010). Building Social Business Models - Lessons from the Grameen Experience</p>
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