

## **BBA International La Rochelle**

Programme Specifications & Details

INCOMING STUDENTS



## Year 4

The emphasis in the final year is on strategy and planning and students can choose specialised pathway courses. The Programme will:

- Allow students to gain further knowledge of international business and to broaden their knowledge in a specific specialist field.
- Build on decision-making and problem-solving skills developed in Year 1, 2 & 3.
- Prepare a pre-employment internship\*.

### Year 4 Fall Semester: This is comprised of core and Majors courses

Core Courses + Major	Semester	ECTS credits	Progression requirements
→ Cost and Budgeting Management	F	4	<b>60 ECTS credits required to validate the year and be presented to the award committee (30 ECTS per semester)</b>
→ International Strategic Management	F	2	
→ Foreign Language: French (3 levels)	F	2	
→ International Business Game	F	2	
<b>Sales Management</b>			
→ Distribution and Channel Management	F	4	
→ eCommerce	F	4	
→ Business to Business Management	F	4	
→ Sales Force Management	F	4	
→ Brand Management	F	4	
<b>Finance</b>			
→ Financial Markets	F	4	
→ Audit Technics	F	4	
→ Mergers and Acquisitions	F	4	
→ Risk Management	F	4	
→ International Tax Law	F	4	
<b>Supply Chain Management</b>			
→ Purchasing Issues & Management	F	4	
→ Production Management	F	4	
→ Supply Chain & Sustainable Development	F	4	
→ International Supply Chain Management	F	4	
→ Logistics Information Systems	F	4	

### Year 4 Spring Semester

Courses	Semester	ECTS credits	Progression requirements
→ Innovation Marketing	S	4	<b>60 ECTS credits required to validate the year and be presented to the award committee (30 ECTS per semester)</b>
→ Management and Leadership	S	4	
→ Human Ressources Management	S	4	
→ Project Management	S	4	
→ International Business in Europe	S	4	
→ International Financial Management	S	4	
→ Organizational Sociology	S	4	
→ Foreign language : French (3 levels)	S	2	

## 1. PROGRAMME DETAILS

**NB:** MINOR CHANGES TO THE COURSE MAY BE MADE EACH ACADEMIC YEAR BY THE FACULTY.

### CORE COURSES – FALL SEMESTER

STRATEGY & CSR

INTERNATIONAL STRATEGIC MANAGEMENT

24 HRS

2 ECTS

The aim of the module is to provide a practical understanding of international business strategy. It will provide an insight into the different national and cultural challenges of management in a globalised environment. The course covers the fundamentals of strategic management from the perspective of both large and small organisations operating internationally. The course will present the strategic tools and issues associated with operating an organisation across borders, and an appreciation of the interactions between firms, governments and society in an international environment.

#### Intended Learning Outcomes (ILOs)

- Evaluate the role of key stakeholders -shareholders, customers, employees and society in international business strategy.
- Find opportunities and challenges in the international business environment.
- Judge the challenges of implementing international business strategies.
- Use strategic tools and issues to address international business strategies.
- Discuss how the concept and the practices of strategic management are intimately related to international environment and to today's world interdependence and global businesses, relevant aspects of the global economy and the international trading environment.
- Analyse strategic leadership in international environment and the critical issues to be addressed for successful strategic implementation.

STRATEGY & CSR

INTERNATIONAL BUSINESS GAME

26 HRS

2 ECTS

The International Business Strategy Game is an online, PC-based exercise where students run an athletic footwear company in head-to-head competition against companies run by other class members. The marketplace is worldwide production and sales activities can be pursued in North America, Latin America, Europe-Africa, and Asia Pacific. There are 12 market segments and 4 geographic segments each for branded footwear sales to retailers, for online footwear sales direct to consumers, and for private-label sales. Running the athletic footwear company in head-on competition with rivals gives students a chance to put into play the very kind of things that are read textbooks about crafting and executing strategy in a globally competitive marketplace.

#### Intended Learning Outcomes (ILOs)

Students as co-managers of their companies should by the end of this module know how:

- To chart a long-term direction for their company, set and achieve strategic and financial objectives, craft a strategy, and adapt it to changing industry and competitive conditions.
- To work with a full array of industry statistics, company operating reports and financial statements, and an assortment of benchmarking data and competitive intelligence on what rivals are doing.
- To match strategic wits with the managers of rival companies, "think strategically" about your company's competitive market position and figure out the kinds of actions it will take to outcompete rivals.

- Draw together the information and lessons of prior courses, consolidate knowledge about the different aspects of running a company, and provide a capstone experience for their business school education.
- Deepen their understanding of revenue-cost-profit relationships and build confidence in utilising the information.

**ECONOMY & FINANCE**

**COST AND BUDGETING MANAGEMENT**

**24 HRS**

**4 ECTS**

This course will focus on accounting for production management and control. The course will focus on internal control, standard costs, inventory planning and control, capital budgeting, and relationships between cost accounting and other quantitative areas

**Intended Learning Outcomes (ILOs)**

- Use overall budget strategies and long-term financial plans
- Coordinate the allocation of resources
- Develop costs and controls
- Develop appropriate reporting
- Use effective measures
- Monitor performance.

## MAJORS – FALL SEMESTER

The different majors we offer are reviewed each year, depending on the profile of the cohort and students must make their selection for this fourth year at the end of their third year.

### SALES MANAGEMENT

#### MARKETING

#### DISTRIBUTION AND CHANNEL MANAGEMENT

24 HRS

4 ECTS

The module explores the relationship between distribution management and marketing & sales activity; methods of improving effectiveness and efficiency and relationships throughout the different elements of the channel. This module explores distribution management in the context of consumer goods and services companies selling through wholesalers and retailers; business-to-business firms working through independent distributors and sales representatives; retailers faced with an increasingly competitive, global marketplace and intermediaries seeking to preserve their role in the face of disintermediation.

#### Intended Learning Outcomes (ILOs)

- assess theories relating to distribution and channel management by exploring how and what customers buy and what channel benefits are important in their market
- interpret target segments with the highest potential in that market
- choose the appropriate channel intermediaries
- combine which member of the channel undertakes which function
- identify and understand the causes of channel conflict and construct its impact
- develop creative solutions to resolving problems raised in the course of the module

#### MARKETING

#### BRAND MANAGEMENT

24 HRS

4 ECTS

Brand Management faces few challenges. Among them, developing a good relationship with the target market is essential for brand management, mastering how that brand is perceived in the market and creating a positive experience for clients. The course defines Brand Management and its strategies on an international landscape. Tangible elements of brand management include the product itself, look, price, the packaging, etc. The intangible elements are the experience that the consumer has had with the brand. The Brand Communication Campaigns concentrate on development of advertising campaigns for the new marketplace, on the base of new media and the diverse generations of consumers with dramatically different resources, backgrounds and interests. The aim of this course is to give a key insight in how brand campaigns are actually developed in an international context.

#### Intended Learning Outcomes (ILOs)

- How to identify, differentiate and point out brand positioning and values
- How to plan and implement brand marketing programs
- How to evaluate a brand equity management system
- How to design strategies that retain existing brand resonance

#### MARKETING

#### E.COMMERCE

24 HRS

4 ECTS

e-Commerce has and continues to evolve and impact on the way companies do business and the way consumers interact with companies and make purchases of both products and services. Understanding the principles of this emergent 'marketspace' should be considered necessary and critical for all business

school graduates. The course explores the different approaches taken by companies and evaluates them through the lens of digital marketing strategy. Main topics dealt with are big data, social marketing, digital disruption & the 4 e-Ps, content strategy, omni-channels, experience and sharing economies, and future trends.

**Intended Learning Outcomes (ILOs)**

- Distinguish and point out concepts and critic theories of ecommerce in the frame of a project report
- Develop a critical and thorough understanding of e-commerce through a project + presentation
- Evaluate an ecommerce strategy
- Create a strategy of digital marketing

<b>MARKETING</b>	<b>BUSINESS TO BUSINESS MANAGEMENT</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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This course is designed primarily for students seeking a marketing career in organizations that market products and services to other organizations. The course should be of special importance to individuals interested in business-to-business (B2B) marketing, but it is also appropriate for those seeking careers in consulting, manufacturing, and in non-marketing functional areas of B2B firms. The course emphasizes the tactical aspects of business marketing as well as the conceptual and strategic elements. The course begins by appreciating the complex nature of organizational buying behaviour and then shows students how to organize the marketing function, buyer-seller relationships, the sales and marketing interface, and go-to-market as well as communication strategies. Students will find that industrial firms are devoting considerable energy to examining the complexities and problems inherent in managing their various channel options. The remainder of the course is mostly organized around the decisions associated with sales force management and some product development and launch.

**Intended Learning Outcomes (ILOs)**

- Combine of the B2B market characteristics
- Develop the buying process on the one hand, and the marketing and sales processes on the second hand
- Point out the importance of market segmentation and targeting
- Formulate the relevance of branding, automation marketing and content marketing
- Relate the Business communication as well as exhibition and trade fairs management

<b>MARKETING</b>	<b>SALES FORCE MANAGEMENT</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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For new International Sales Managers, making the transition from selling to sales force management is never easy. Even with seasoned Sales Managers, a strong foundation in skills is required to effectively manage a sales team and appropriate processes due to constant changes in the business environment. This course will equip students with the knowledge and competencies to manage an international sales force at the highest level.

**Intended Learning Outcomes (ILOs)**

- Understand what sales force management is
- Distinguish its principal key success factors
- Manage each salesperson within the team to excel in the market
- Evaluate the performance of sales of his team
- Argue and justify to his team commercial strategies to be implemented to face and beat the competition

# FINANCE

<b>ECONOMY &amp; FINANCE</b>	<b>Financial Markets</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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This course prepares students to solve financial management problems in market economies. This course will highlight in particular the complexity caused by investment decisions in international financial markets. Topics covered in this course include international financial markets, foreign exchange markets, international investment, bond markets and derivatives, financial risk analysis, alternative investments and diversification, understand the different ways of bank financing, tools used by banks and rating agencies to analyze credit risk, study the sensitivity of financing to changes in exchange rates and interest rates and integrate how banks set their margins on credits.

## Intended Learning Outcomes (ILOs)

- Use the financial instruments necessary for a company's investment and financing policies
- Judge the functioning of the financial markets based on the fundamental theory of asset demand and price determination, the role of financial market information, the role of arbitrage and the causes and consequences of a financial crisis.
- Put in place the appropriate approaches to analyze the financial markets and draw the appropriate conclusions.

<b>ECONOMY &amp; FINANCE</b>	<b>Techniques of Audit</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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This course introduces students to the fundamental concepts, techniques and tools to acquire the methodology for conducting audit assignments.

## Intended Learning Outcomes (ILOs)

- Distinguish the objectives of management control, its tasks and its tools in the overall process of control and management of activity.
- Evaluate the risk environment for a company.
- Criticize different audit techniques / approaches
- Establish an audit approach to formulate the diagnosis and recommendations necessary for the overall process of control by the company of its risk universe.

<b>ECONOMY &amp; FINANCE</b>	<b>Mergers and Acquisitions</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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Merger and Acquisitions (M&A) course will specify deal origination, business valuation, due diligence and post-merger integration.

## Intended Learning Outcomes (ILOs)

- What is the audit and the professional environment in which you will evolve
- The audit approach and the main steps of an audit mission
- The role as an assistant within the audit team

<b>ECONOMY &amp; FINANCE</b>	<b>Risk Management</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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The failure to properly manage risk can result in a fiasco. Individuals and firms confront risk in nearly all decisions they make. The value that firms create is influenced by various sources of risk. The financial situation of a key supplier, a significant increase in the cost of financing, the loss of a valuable asset, or a liability suit can potentially reduce the value of a firm. Risky outcomes can lead to the bankruptcy of a firm in the most extreme cases. All things considered, risk can impose significant costs on individuals, firms, governments, and society as a whole. This module explores how individuals and firms assess and



evaluate risk, the tools available to successfully manage risk, and constraints that limit the amount of risk-sharing. Our focus is primarily on strategic, operational and financial risk within the framework of enterprise risk management.

**Intended Learning Outcomes (ILOs)**

- Distinguish and analyze different types of risk.
- Appraise the difference between risk and uncertainty
- Evaluate risk exposures and recommend appropriate tools to manage it
- Elaborate strategies to hedge risk within a company
- Design a risk map to carry out an appropriate risk management strategy.

**ECONOMY & FINANCE**

**Dashboard and Reporting**

**24 HRS**

**4 ECTS**

This course allows students to master the monitoring tools of an organization through indicators, grouped in a dashboard, and report it to the entire hierarchy. The course is marketing oriented to guide future managers, to make decisions and actions in order to reach the performance objectives set beforehand.

**Intended Learning Outcomes (ILOs)**

- Define a general strategy and a marketing strategy in dashboards and reporting
- Analyze a business situation and choose the relevant indicators to follow its activity
- Defining operational orientations from dashboards and reporting
- Create and use dashboards and reporting



# SUPPLY CHAIN MANAGEMENT

## STRATEGY & CSR

### Issues and Management of Purchasing

24 HRS

4 ECTS

The contribution of purchasing to the general strategy of the company. The main strategic purchasing decisions organized around the following themes:

The design and implementation of a marketing purchase;

The contribution of purchases to product design often referred to as upstream purchases.

The design and deployment of an international approach to purchasing in a context of globalization.

Two other important current themes are also developed and addressed, which deal directly with a modern purchasing direction: The implementation of a specific sustainable development policy and practices, as well as the participation in the decision-making and management of the processes of sustainable development. Outsourcing.

#### Intended Learning Outcomes (ILOs)

- Understand the specificities of purchasing management issues
- Acquire an in-depth knowledge of the procurement management in France and especially internationally
- Master the concepts and methods studied: Kraljic matrices 1 and 2
- To be able to analyze the strategies of the actors, to elaborate a diagnosis, to evaluate the stakes and to set up actions and managerial proposals.

## STRATEGY & CSR

### Production Management

24 HRS

4 ECTS

This course introduces students to the area and techniques of Production and Operations Management and presents a state-of-the-art view of the activities of the overall production function.

Production and operations management talks about applying business organization and management concepts in the creation of goods and services. It covers such topics as importance of production function, production management, facility location, decision analysis, project management, aggregate planning, and inventory management.

#### Intended Learning Outcomes (ILOs)

- Appreciate the strategic role of production and operation management for both manufacturing and service organizations in maintaining an organization's competitive edge.
- Participate as team members in the production department, undertaking various production and operational activities.
- Apply the production methods that they have learnt to their work in other departments, such as the department of marketing.

## STRATEGY & CSR

### Supply Chain and Sustainable Development

24 HRS

4 ECTS

This module proposes to show how companies can decline the concept of sustainable development and CSR to their supply chain, while maintaining a viable business model. For this, the first part of the module aims to present the sustainable management approach of the supply chain and the different concepts structuring it. In the second part, the circular economy and its link with the sustainable supply chain management is studied - in particular via eco-design. Discussions on readings and case studies will enable the application of tools and concepts and develop the capacity for analysis, decision-making and critical approach.

#### Intended Learning Outcomes (ILOs)

- Explain the issues related to sustainable development and the necessary reconfigurations / adaptations of SCs,

- Know the main drivers for a sustainable supply chain management
- Integrate eco-design in supply chain
- Be able to make a diagnosis and propose relevant solutions to develop a "sustainable" supply chain
- Make a critical judgment on practices and their realities

<b>STRATEGY &amp; CSR</b>	<b>International Supply Chain Management</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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In today's cross-linked business environment, value creation is widespread among companies. For example, in the automotive industry only 20-25% of the value is created by the Original Equipment Manufacturer (OEM); the other 75-80% is done by the suppliers. Therefore, companies must work closely together to achieve a maximum benefit for the customer and avoiding quality problems or high costs. This course provides insights to classical planning and organization principles in supply chain management as well as modern tools to achieve a lean value stream. The underlying structure of the course is the four basic elements of the Supply Chain Operations Reference (SCOR) Model: Plan, Source, Make and Deliver. In each of the modules, basic classical techniques are shown, and the advancement of supply chain management are discussed.

**Intended Learning Outcomes (ILOs)**

- Explain and integrate the necessity and the challenges of Supply Chain Management.
- Recognize and criticize different approaches how to model a Supply Chain
- Localize and evaluate the problems of Supply Chain Management
- Execute and evaluate some of the basic management and planning techniques in a Supply Chain context such as logistical supplier integration, Manufacturing Resource Planning (MRP)/MRP II
- Design a value stream map and understand\* the concepts of optimizing a value stream

<b>STRATEGY &amp; CSR</b>	<b>Information Systems for Logistics</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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This course is given in the specialty "International Purchasing and Logistics" of BBA4. This course is given more particularly in the Logistic part of the specialty by approaching Supply Chain Management with the tools supporting this form of management: the internal, external and computerized tools or not (in this case we shall speak about practices). The students will estimate the necessity of the management and the information sharing within the context of inter-organizational relations.

**Intended Learning Outcomes (ILOs)**

- Understand the key concepts, the business skills.
- Understand the importance of IS in the management of the internal and external supply chain of the company.
- Describe the importance of the planning and the levels of planning in the company as well as the tools supporting these processes of planning.
- Analyze a case study, identify a problem and propose strategic solutions.
- Present collectively the case and hold attention of the public.
- Read, comment, and analyze an academic article and a professional article.
- Highlight a problem and give hypotheses. Required editorial qualities.

# SPRING SEMESTER

## MARKETING

### Innovation Marketing

24 HRS

4 ECTS

This course aims to understand what Innovative products and services are all about. We study different categorizations of innovative products and services, along with New Product Development (NPD) process. We extend our understanding on how marketing of Innovative products and services differs from that of ordinary products. We study the particularities of a marketing mix for innovative products (both technical and non-technical) and for innovative services and how to diffuse these products and services in the market. In this course we also focus on sustainability with regards to NPD and marketing of innovative products.

#### Intended Learning Outcomes (ILOs)

- Categorize new products that are launched in the market as radical or incremental; modular or architectural; sustaining or disruptive; product line extension or repositioning etc.
- Appreciate the nuances and difficulties of the NPD process.
- Understand that in order to bring in innovative products in the market, companies should have a people-centred marketing strategy.
- Develop marketing mix for different kinds of innovative product.
- Develop diffusion strategy.

## HUMAN RESOURCES

### Management and Leadership

24 HRS

4 ECTS

This module is designed to prepare students for their future role as business managers by giving them a conceptual framework which should help them to more effectively understand, predict, and influence behavior in organizations. This course will focus on the principles and procedures that relate to leadership in a team environment. It emphasizes the practical application of concepts related to self-awareness, teamwork, motivation, conflict management, leadership, decision making, national and organizational culture. It examines the impact of these concepts on four main outcomes critical to firms: job satisfaction, performance, turnover, and absenteeism.

#### Intended Learning Outcomes (ILOs)

- Understand the essential elements necessary for effective teamwork
- Explain and situate the manager's individual behaviour
- Describe the complexities of group dynamics and organizational systems in firms
- Assess and apply concepts, models, and tools related to the major topics
- Describe the concepts of leadership, decision making and ethics

## HUMAN RESOURCES

### Human Resources Management

24 HRS

4 ECTS

This course focuses on the advanced activities of the HR function in management and more generally in the company. The concept of career is approached in order to present the evolution of the individual, as well as the corresponding bearings and plateaus. We also present the main psychosocial risks and their consequences on the individual at work. The issue of diversity is also mentioned in order to understand the issues in the world of work. Finally, we deal with the social balance sheet and the management of skills in the company. In general, the objective of this module is to integrate, in terms of analysis and synthesis, the most social components of the human resources function.

### Intended Learning Outcomes (ILOs)

- Describe the advanced activities of HR in the company;
- Explain the concept of career
- Break down psychosocial risks at work;
- Explain the concept of diversity and its business issues;
- Structuring the concept of social balance;
- Explain the concept of competence and to systematize the management in the company.

<b>STRATEGY &amp; CSR</b>	<b>Project Management</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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To be able to adapt themselves to the new economic constraints, companies develop more and more project managements organizations.

Most of time projects are managed in an intuitive way and lead to 70% of failure.

This module aims to train students with tools and methodologies about PMBOK reference in project management to understand project phases, project life cycle, and learn about the bodies of knowledge required to be a project manager.

### Intended Learning Outcomes (ILOs)

- Pilot a simple project
- Take part in a project team as a major stakeholder
- Develop and deploy project management tools, according to PMI guidelines, in a company or in NGOs.
- They will be able to manage the project from the initiating phase to the control and monitoring one

<b>STRATEGY &amp; CSR</b>	<b>International Business in Europe</b>	<b>24 HRS</b>	<b>4 ECTS</b>
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Europe has transformed radically in the post-World War 2 era. In the complex and rich cultural and historical fabric that constitutes the European theatre this continues in the contemporary era against a backdrop of policy, structural and financial movements and crises combined with calls for sustainability.

The very identity of Europe is a fluid concept in many regards. This is no more poignantly indicated that the question, for example, of Turkish entry into the European Union and of the British exit. Doing business in a multi-faceted Europe is a complicated matter at the cultural, legal and spatial level. Although we live very much in a globalized world with immensely powerful economies such as China and India playing central roles, a large amount of trade still actually occurs between European partners. Therefore, it is imperative that we as business practitioners appreciate and understand how European identities, structures and imperatives are created, play out and impact on the conduct of business affairs.

### Intended Learning Outcomes (ILOs)

- Criticize business and management issues in relation to the concept and entity of Europe in its historical, cultural, political and economic contexts.
- Explain of the rich and complex processes that underpin and determine business transactions and interactions in contemporary European business environments.
- Outline the potential future trends and patterns in business in Europe and possible developments of appropriate responses.

The purpose of this course is to give participants the tools of analysis and control that will enable them to mobilize the necessary resources for the good financial development of firms.

**Intended Learning Outcomes (ILOs)**

- To deepen the essential financial dimensions of the management of the company.
- Deal with financial choices that engage the manager irrevocably.
- To control the consequences of the financial choices made.
- Integrate efficiently the company's development plan.
- Participate in the creation of value for the shareholder

The primary objective of this module is to challenge conventional concepts of organization. Students will be introduced to critical, postmodern, and systemic streams of organizational sociology. Thus tracing the origins of alternative mainstreams and possible futures of organization theory, students will refine their own angle on organization and will find it easy to both challenge existing and design new forms of organization. Classical management paradoxes and dilemmas will appear less problematic. Students will be able to cultivate a more playful attitude to even the largest organizations and increase their scope of decision-making.

**Intended Learning Outcomes (ILOs)**

- To be able to communicate effectively and flexibly in a business context.
- Feel familiar with pioneering approaches to organization.
- Be able to critically analyze multidimensional and complex questions of organizational design and take effective managerial decisions in an international and turbulent business environment.
- Be a reflexive and more responsible manager.
- Be enabled to design and redesign organizations according to different needs, purposes and cultural context.

## **BBA International La Rochelle**

**Follow us!**



*If you have any further questions, please contact us*

Excelia Business School – France  
102 rue de Courailles – Les Minimes – 17024 La Rochelle Cedex 1 – France  
+33 (0) 546 51 77 87/71 - +33 (0)516 19 63 03  
<https://www.excelia-group.com/>